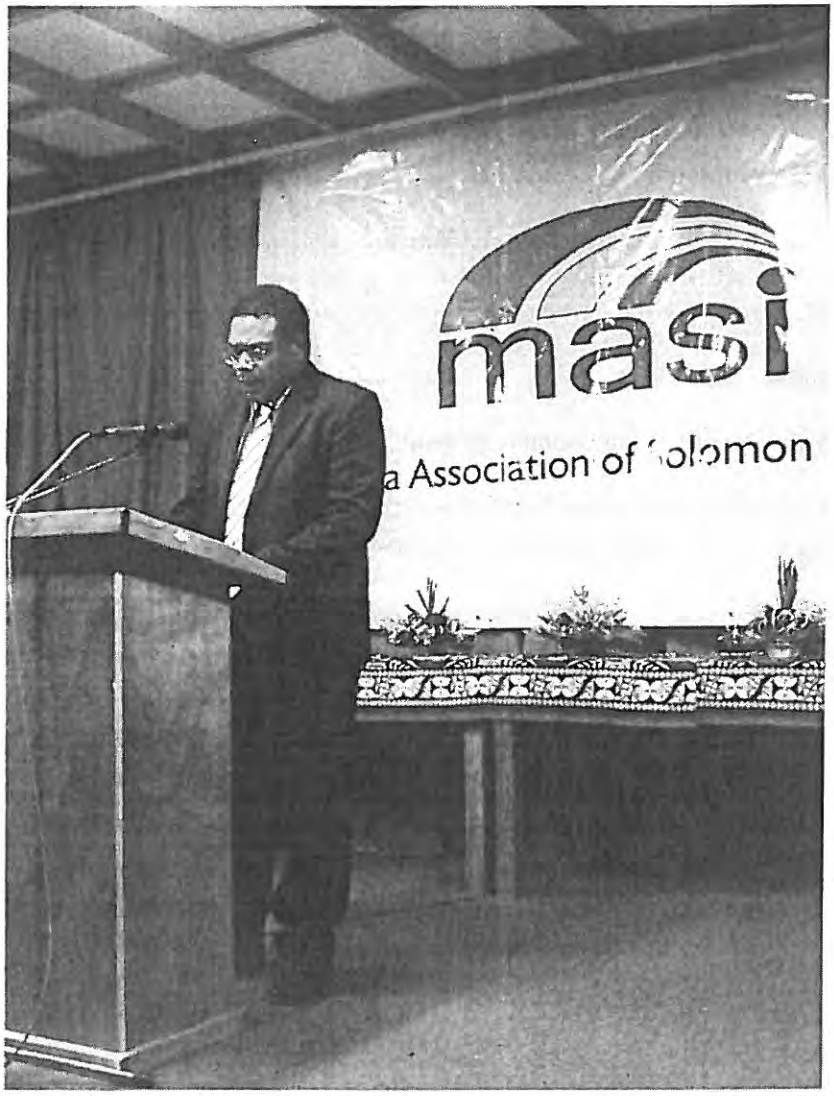
SOLOMON ISLANDS MEDIA ASSISTANCE SCHEME

SOLMAS PHASE 2

QUARTERLY REPORT 3

March – May 2010



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IN CONFIDENCE 4 June 2010

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Executive Summary

During the quarter, SOLMAS consolidated relationships with key counterparts. A renewed esprit de corps within the Solomon Islands Media is evident. We have strengthened our commitment to the RAMSI cross-cutting themes especially in terms of youth and rural.

With continuing support from SOLMAS, the SICHE Certificate Course in Media and Communication commenced in March, with two industry professionals encouraged to provide part time lecturing to the 21 enrolled students.

Media Freedom Day was celebrated with the RAMSI Special Coordinator's Media Lunch, now in its second successful year, at which Mr. Graeme Wilson presented his Media Encouragement Award to "Footprints", the current affairs program produced by One Television. Later that week, MASI also held an Awards evening at which four awards were given to local journalists. SOLMAS was given the honour of selecting nominees from the sixteen put forward. MASI Patron, Hon. Prime Minister, Derek Sikua, presented the awards on the night to a full house.

The SOLMAS Training Coordinator introduced grammar and English sessions and held several "mock" media forums during the period, to further develop the analytical reporting skills of journalists.

SOLMAS completed most of the procurement, within ABC guidelines, for all the equipment needed to finalise the SIBC short wave restoration project at Henderson.

Financial planning and revenue generation strategies continue to be a strong focus with SIBC management, as well as other management and staff training and preparation for the 2010 National Election on 4 August.

SOLMAS commissioned the first National All-Media Audience Survey, which was carried out in April. Data is currently being aggregated with the final report expected in June. This research will be invaluable to all media organisations in Solomon Islands to understand their audience needs and deliver appropriate content.

SOLMAS initiated a collaborative approach to covering the election with media organisations pooling their resources. The approach involved five MASI mainstream media organisations sharing information and preparing to run Media Forums. This extended to the formation an 'election media working group' who have partnered with the Electoral System Strengthening Program (ESSP) who meet regularly to discuss election issues.

SOLMAS engaged an experienced election coverage advisor, Andrew Fisher, who spent three weeks working closely with five mainstream media organisations building their skills and confidence to report and understand electoral issues. SOLMAS has continued to work closely with the Electoral System Strengthening Program (ESSP) and the Solomon Islands Electoral Commission (SIEC) to assist journalists' understanding of the electoral system, voter registration, election media policy, and logistics. SOLMAS has also provided media training for the Chief Electoral Officer, and other high profile anti-corruption leaders.

The Flexible Support Fund continued to deliver approved activities and planning is underway for the rollout for three major projects over the next quarter.

1. Cross Cutting Themes

1.1 Gender

SIBC

Senior SIBC presenter, Moddie Nanau, was made Acting Manager Programs in mid-March. She has been working closely with the SIBC Partnership Coordinator and Supervisor Wantok FM to develop a 16-part program based on the book "Being the First", about pioneering women in the Public Service. The pilot includes interviews, editing and production by Wantok Supervisor, Gina Kekea, showcases the stories of Solomon Island women who challenged the thinking of their day to become successful public servants.

Mrs Nanau is working to a high level in a male-dominated environment and now regularly takes the lead in challenging decisions which she believes are not in SIBC's best interests. Through one to one coaching with SOLMAS she is developing effective management skills including leadership, diplomacy and networking and has gained the respect of her peers.

Other MASI Media

Gender issues are addressed in every SOLMAS training session, with this quarter focused on changing the media's perceptions of the roles and achievements of women. A 'women's forum' was held in March which featured five highly accomplished Solomon Islands women and highlighted women's achievements that are often not publically recognised. The forum resulted in several media stories featuring women as leaders.

As well as working with the media, SOLMAS is also working with other groups to address gender issues. SOLMAS has worked with Vois Blong Mere (VBM) to strengthen the capacity of women to tell their stories to the media. Training on analysis of political manifestos has enabled VBM to develop media awareness among female political candidates for the upcoming National Election. VBM's submission to the Flexible Support Fund (FSF) for training of women advocates was approved by the Advisory in the quarter. *Please refer to FSF Report at Page 23.*

1.2 Anti Corruption

SOLMAS is encouraging the media to actively respond to matters of corruption. Journalists were given the opportunity to engage with Director of Public Prosecutions and the Auditor General during a training session on reporting corruption. The Director of Public Prosecutions inspired journalists by highlighting their vital role in exposing corruption.

Following SOLMAS training on how to pursue important issues, the local newspapers and One News have featured strong stories highlighting the lack of accountability and action by authorities on matters of corruption and health. *Please see Appendix 5 for examples of stories featured in the local press in the quarter.*

1.3 Capacity Development

SOLMAS has extended its media awareness training for key policy and decision makers. This quarter has seen training extended to the Director of Public Prosecutions, Auditor General, Ombudsman and Chief Electoral Officer to enhance their ability to deliver information to the media on matters of corruption, law and order, gender and electoral matters. Since the training, significant improvements in media awareness have been noted in all participants. SOLMAS has also been approached by other legal departments to provide media awareness training for lawyers.

During a meeting with the GM, SIBC Partnership Coordinator and Program Manager, it was suggested that senior managers prepare and present their board reports to the GM, rather than the GM preparing all the reports. This will alleviate some pressure on the GM and ensure the senior management team are accountable for their areas of responsibility. SOLMAS will work with managers over the next quarter to assist them in preparing their reports.

Manager SIBC News has become more confident and thorough in terms of recruiting staff. He has gained an appreciation of the importance of having contacts in journalist training and understands the importance of checking references before holding interviews.

SOLMAS has been working with an SIBC placed Australian Youth Ambassadors for Development (AYAD) volunteer, who has a media background. The AYAD will be able to provide the Newsroom with production backup during the election campaign. Developing the AYAD has ongoing benefits to the continuing benefit to SIBC journalist as it means the SIBC Partnership Coordinator can spend more time focussing on other SIBC staff.

1.4 Youth

SOLMAS assisted Save the Children (STC) to increase media attendance at their workshops on "The Rights of the Child" which had not been well attended. SOLMAS encouraged journalists to attend the workshops, support STC initiatives and report as appropriate. STC and SOLMAS are planning to integrate sessions into regular SOLMAS training in the next quarter.

1.5 Provincial

SOLMAS harmonised with the UNDP and encouraged local journalists to attend the UNDP Program on the Millennium Development Goals on 29 May 2010. Approximately 40 journalists attended and the group work and discussions were well received, putting journalists in a good position for reporting on the MDGs.

The FSF Advisory Committee approved applications form Solomon Islands Development Trust, PF Net and Voise Blong Mere. All of these applications involve providing essential training and working with groups in remote provincial areas. *Please see FSF Report, page 22 for more details on the individual applications.*

SOLMAS commissioned an Audience Survey which took place in April and May. This is the first time a national survey on media usage has been conducted in Solomon Islands. It involved interviews and

focus group discussions in Guadalcanal, Western Province, Malaita, Makira-Ulawa Province and Isabel.

2 Project Outcomes

Component 1: Strengthening Capacity of Commercial and Community based Media

SICHE – Media and Journalism Certificate Course

The 18 month Media and Journalism Certificate Course at SICHE commenced in March. This Course has the potential to improve the quality of journalists entering the profession. There are currently 21 students enrolled in the course and a dedicated classroom is being built. SOLMAS Training Coordinator was invited to sit on the selection panel for the full time Lecturer. There was only one applicant and SICHE recruited that person.

Some of the students have been sponsored by Solomon Island businesses (One Television, Solomon Star and other private companies), but none have been sponsored so far by the Ministry of Education despite an earlier commitment from the Minister. The President of MASI, George Herming, is continuing to lobby the Minister for this support.

Evan Wasuka, the Editor from One Television and Priestley Habru the Editor from Island Sun are both part time lecturers which adds a valuable practical dimension to the Course in providing "real world" experience.

SOLMAS is encouraging the involvement of visiting media professionals as occasional, one-off specialist lecturers. This will help provide a broader 'world-view' to students. SOLMAS is providing further assistance through:

- Encouraging those doing the course to create a SICHE newspaper to develop and practice their journalism skills.
- Encouraging female participants to visit high schools to help interest female students enrol in the course.
- Encouraging the Dean to invite the Course Lecturer to attend SOLMAS training.
- Continuing to work with MASI so they can engage the Government (SIG) to ensure delivery on its promise to sponsor 10 fulltime course places.

The Dean of Academic Services at SICHE, Norman Hatigeva, believes the future of the course is strong. *Please see Island Sun Report, Appendix 4*

Major Events during the quarter:

The Special Coordinator, Graeme Wilson, held a lunch to celebrate Media Freedom Day on 5 May 2010. The lunch was attended by 100 media professionals, dignitaries and RAMSI staff. The Special Coordinator's Media Encouragement Award was presented to One Television's "Footprints", a local

current affairs program. During his speech, Mr. Wilson spoke positively of changes in the media and encouraged more focus on balanced story writing. Mr. Wilson acknowledged the work of SOLMAS. *Please see Island Sun Report, 6 Appendix 7*

MASI held its first awards night, also celebrating Media Freedom Day, on 7 May 2010. 16 nominations were received for the three awards, and a tie was declared for Female Journalist of the Year. All recipients were young reporters who have been working in the sector for just over four years.

MASI requested that the SOLMAS Program Manager and FSF Project Officer oversee nominations, select recipients, arrange for and collect award plaques, announce awards and hand the awards to MASI Patron, Prime Minister Dr. Derek Sikua, who made the presentations. The evening was very successful. Winners of the Awards were:

Senior Journalist of the Year	**Elliot Dawea, Senior Journalist, National Express**
Female Journalist of the Year (a tie)	**Ruth Ramoifuila, SIBC**
	Gina Maka'a, Solomon Star
Young Journalist of the Year	**Romulus Huta, Island Sun**



Gina Maka'a accepting her award from Prime minister Dr. Derek Sikua

Training

In a response to demand from students, SOLMAS engaged Roselyn Manipuri from SICHE to conduct a training session in English and grammar. The training was well attended and it is hoped that improvements in this area will come through in the participant's written work.

SOLMAS has facilitated several mock media forums which have assisted in developing journalists analytical reporting skills. These successful sessions have been the catalyst for MASI who are now organising similar events on their own. The training and future events are pivotal to comprehensive media coverage of all issues surrounding the upcoming election. The first Forum, which was the 'Women's Forum' took place in the last week of May. Part of the Media Forum training has included working closely with Moddie Nanau to develop her skills as a moderator.

These Media Forums are a unifying event for MASI members, allowing a collaborative approach to newsgathering and will continue to be encouraged by SOLMAS. The Forum concept needs to be expanded beyond the election phase to include debates on crucial issues, so the media can have the opportunity to comprehensively report matters of concern to the public.

Future SOLMAS training will involve:

- Increased focus on good journalism practice including values, ethics, balance and objectivity.
- Increased training on analysis. Beyond the election, skills training should continue so journalists can dissect policies and report in a manner that is meaningful to the public.
- Inviting guests such as the Director of Public Prosecutions, the Auditor General and the Attorney General to attend and provide training so that journalists become comfortable using them as sources of information.
- Developing and maintaining the collaborative spirit of the media has already shown.
- Continuing the MASI Journalism Awards for Excellence to set high benchmarks and aspiration goals.
- Encouraging MASI members to share contacts beyond the election period. The spirit of sharing and cooperation is vital in this country where media resources and staff are limited. There is an understanding that competition and collaboration can coexist. Sharing contacts, reporters and sometimes stories as proposed for the 2010 election demonstrates the potential for ongoing collaboration and cooperation.
- More training to encourage follow-up stories by journalists. Follow-up has been identified as a major weakness of the local media. The reasons for this include poorly organised archives, lack of a follow-up strategy in newsrooms and poor communication in newsrooms.
- Develop archive management training for all media so they have access to their historical material. All media currently suffer from a lack of well organised, easily accessible archive systems. This is hampering the ability of the media to deliver well informed stories where an historical perspective is required.
- Building confidence and assertiveness. SOLMAS training to date has considerably improved the ability of journalists to overcome fears of intimidation and confront the 'big men' of the Solomon Islands over matters such as corruption. This training must continue through

exercises that challenge beliefs and through the involvement of authority figures in training so that journalists can ask meaningful and sometimes confronting questions without fear.

- More training in interviewing and questioning techniques using robust practical exercises. This is also part of building confidence among journalists. More training involving practical exercises should be undertaken to highlight how vital information can be obtained.

- Increase focus on Provincial newsgathering. SOLMAS can do much to encourage and develop newsgathering from sources throughout the Solomon Islands by developing the capacity of SIDT and PFNet to deliver stories and by encouraging media outlets to use organisations that regularly visit provinces (health, forestry, fisheries, police, education etc) to become sources of news.

Component 2: Strengthening SIBC effectiveness and appropriately differentiating its role as the emergency services provider and national public broadcaster

SIBC Transmission Infrastructure Restoration

The SIBC Transmission Restoration Project continued in the quarter and completion is expected in the next quarter.

- A coverage prediction report has been finalised. This gives an indication of the reach of SIBC's MF and HF (short wave) transmission.

- The time clock to control the SIBC Henderson transmitters is complete and will be installed during the next quarter.

- NEW audio processors are temporarily installed at Henderson and have made a significant improvement to the audio quality on the MF and HF transmissions.

- Most power modules in the Omni transmitter have been repaired. The remaining modules will be repaired in conjunction with the overall reassembly and testing of the transmitter.

- The Henderson stand-by generator repair work is under way, and initial reports suggest that the engine is in good order as no new problems have been identified so far.

- The Feeder cable for the HF antennas at Henderson, and the new transformer for the Elcor transmitter have both arrived in Honiara and are currently stored at the Fletcher Kwaimani depot. The only outstanding hardware items to be ordered are the mounting brackets and junction boxes for the mast lighting.

- All bar one quotation has been received for the building, electrical, air-conditioning, mast lighting, rigging and Gizo mast removal works set out in the Request for Quote which was distributed in March.

- At this stage it looks like the building, electrical, air-conditioning, Gizo mast removal works can be carried out for around A$150 to 170K – subject to confirmation of figures and equipment specifications by Fletcher Kwaimani.

- Rigging works quotes to date for the Henderson mast repair work and lighting installation have been very high, and will be reviewed by the Project Engineer when the final quote is received. Given budget constraints, it may be necessary to prioritise the tasks and look at other options to progress this work.

- Once the final figures are received from Fletcher Kwaimani, and the remaining rigging quote has been received, SOLMAS will assess the project budget and place orders for the works. Delivery to Honiara of critical items for the works (switchboards, air-conditioners, Balun support poles etc.) will be between 4 and 10 weeks from placement of orders.

- Due to much of the above work, the SIBC MF and HF transmission has been reliable and will continue to be maintained during the important election period.

SIBC Financial Planning:

disc

SIBC Revenue

The Service Message income, which is SIBC's main cash flow, is increasing after the restoration of the HF Shortwave transmitter and a new system established to ensure after-hours payments are invoiced and checked.

The development of 'Being the First' program, which is running on SIBC and paid for by RAMSI, has enabled SOLMAS to work with the Manager Sales to improve his ability to obtain realistic quotes to counter the problem of selling program timeslots too cheaply.

Improvements to be made:

- Billing through Sales and Marketing remains problematic and will continue to be a focus during the next quarter. Several clients have yet to be billed by SIBC for programs aired during the last six months.
- The joint promotion with George Wu of a raffle of cars is set to be a big issue next quarter with the draw less than two months away. Less than 10% of the projected revenue has been obtained.

SIBC staff capacity to deliver media services

SOLMAS commissioned Tebbutt Research to conduct an all-media audience needs analysis in Solomon Islands including the capital and provincial regions. The collection of data, which included quantitative and qualitative research, involving one-on-one interviews and small group discussions, was carried out in April. The survey explored whether audience needs are currently being met and if not, why not. The survey also explored consumption patterns and preferences amongst various Solomon Islands demographics. The data is currently being analysed with a full report expected in

June. The results of the survey will allow media providers to better understand the community's needs and can provide a catalyst to make positive changes to meet the needs of Solomon Islanders. This is the first time a survey of this scale on media has been carried out.

Code of Conduct

The SIBC Partnership Coordinator has been consulting RAMSI Advisors in the public sector and collecting documentation on the recently published Public Service Code of Conduct and SIBC Staff Regulations. Staff workshops have been conducted for input to dedicated SIBC Code of Conduct which will be completed this year.

Community Service Obligations

SIBC Chairman, Augustine Taneko, presented the Community Service Obligations to the Government for the second time prior to Parliament dissolving. To date, no response has been forthcoming. However, the Government did pledge a repeat of last year's subvention of SBD $500,000 in quarterly instalments of SBD$125,000 to SIBC. This is not sufficient to support the broadcaster to provide its necessary community service. The document will now have to wait until the new Government is formed before it can be presented again. The local commercial market, in which SIBC competes for revenue with other commercial media organisations, is very limited. The Solomon Islands Government (SIG) is the largest commercial client and is extremely slow in paying debt. Some outstanding debts are more than a year old.

Staff training

The SIBC Partnership Coordinator assisted the GM to develop the concept of 'Leaf Hut Liaison meetings' where all staff take responsibility for SIBC's output and brainstorm logistics, like weekend jobs.

The GM has become increasingly confident in his external communications, issuing two media releases and holding interviews for radio and television when power generator problems forced SIBC off-air in mid-March. He is also spending more time talking with staff and demonstrated strong leadership addressing and taking responsibility for a poor recruitment decision. This action gained staff respect and is largely due to the coaching he has received from SOLMAS.

Under the GM's leadership, SIBC's Corporate Plan has been rewritten and polished, minus the 'wish list' but with realistic objectives which are 'owned' by every Manager.

Improvements to be made

The GM is improving his planning skills and considering the flow-on effect of some actions. Leading the way on round-the-clock staffing and replacement will be a focus of the next quarter.

SIBC News and Current Affairs achievements

Manager News has become open to staff discussions, for example talking to young casuals about their futures and addressing senior staff about output. He is increasingly influential at MASI meetings often leading the way on initiatives.

The SIBC Partnership Coordinator has focused on helping shy journalists become more assertive in seeking out stories and conducting interviews. She holds regular ad-hoc coaching workshops about how to approach newsmakers for stories and encourages journalists to network, which has resulted in more news tips from political staffers.

There is an increased collegial atmosphere at SIBC. Effort has been made by all to keep resource material like newspapers on file and increased involvement form everyone in setting the day's News agenda. News has established a dedicated election reporter who is responsible for analysing party manifestos and promises, and making contacts. SIBC have also developed a dedicated election plan. *Please see Appendix 1.*

Program Department achievements

Under the leadership of Acting Manager Programs, Moddie Nanau, this Department, output and teamwork continues to improve. Initiatives, including a two-month World Cup Countdown and the "Being the First" program, are seen to be of great interest to listeners and a source of good revenue. The 'Being the First' pilot is an example of how journalism can be combined with story-telling and production skills to create a good quality product. It is hoped that it will be nominated for an international award.

Technical Department achievements

The Manager Technical's leadership is improving and he is being assisted by the General Manager who previously headed the Department. After strong encouragement from the SIBC Partnership Coordinator, Manager Technical informed staff about a problem with the generator to widespread thanks. He has also been active in finding resources needed to cover the National Election properly in the Provinces.

Component 3: Support to the SI media to accurately disseminate information provided by SIEC and to report on election processes, campaigns and outcomes in a balanced manner

Media Election Forums

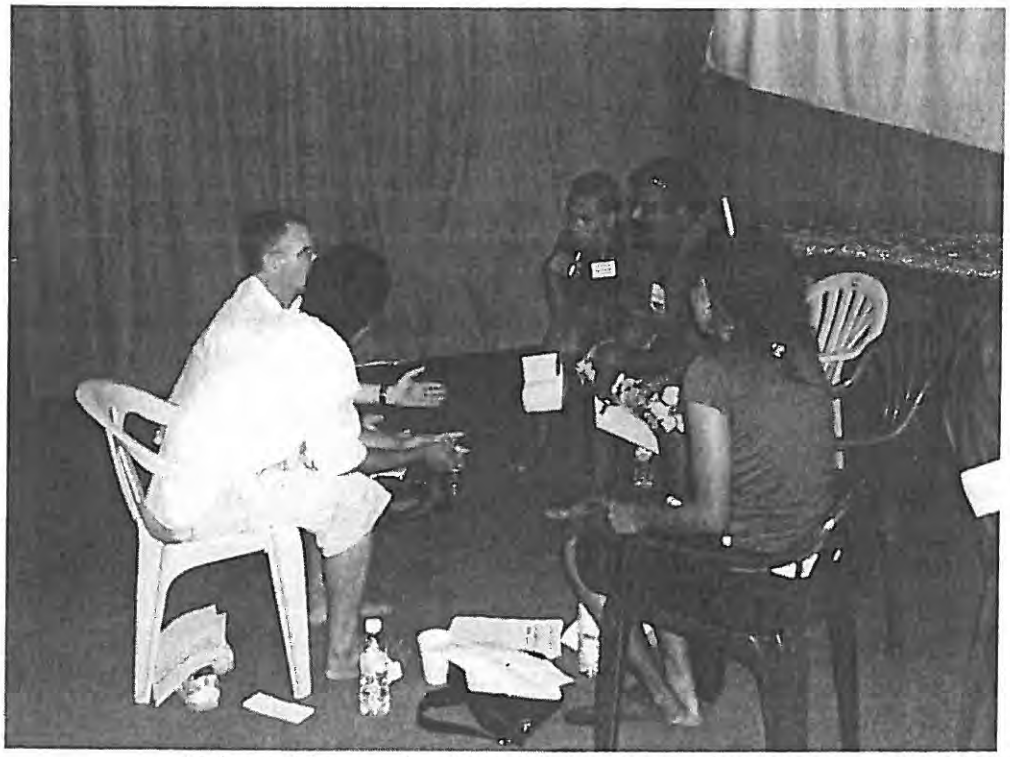
A Media Working Group was formed comprising leading journalists who have agreed to collaborate to facilitate election coverage. This group has taken responsibility for organising Media Forums and is setting the quality benchmarks among journalists. The collaborative effort was encouraged by SOLMAS, however the group formed of their own accord.

There are eight Forums planned, starting with former PM Sir Allen Kemakeza in June, and ending with Solomon Island's only female MP ever elected, Hilda Karin. These forums follow on from the first Forum that was organised by the Group on 28 March for the Prime Minister, who unfortunately withdrew on the morning of the event. Another attempt was made during the following week, but due to the pressure of Parliamentary duties, the Prime Minister could not be engaged. The collaborative organisation of this initiative proved to be a major success, despite the failure of the PM to attend. *Please see Island Sun Report from 29 March, Appendix 8*

As a result of the collaboration, the media has become more cohesive and self-actualising. Continuing from the formation of the Media Working Group, SOLMAS training has generated a 'kindred spirit' among MASI members that is evident through the organisation of journalism awards, agreement to share resources and contacts, regular meetings of senior journalists and improved levels of communication.

The election coverage skills sessions, facilitated by ABC Tasmania News Editor, Andrew Fisher, were very successful and well received. Journalists developed approaches to addressing large and complex issues by breaking them into small parts that highlight impacts at a local and individual level. Using these techniques, stories are now emerging featuring corruption and problems at the National Referral Hospital. Further work is required to consolidate this new phase of journalism but

evidence to date indicates the initiatives of SOLMAS are working well. *Please see report at appendix 2, and article from National Express 25 May, 2010,*



Andrew Fisher conducting workshop on election coverage, May 2010

The relationship between SOLMAS, the Electoral System Strengthening Program (ESSP), the Electoral Commission (EC) and MASI members is robust and has strengthened during the quarter. The SIEC and the EC have been invited to attend a number of SOLMAS training sessions, the last being during May where the Commission highlighted preparations to assist media coverage of the coming election. This will included a Media Centre, briefings on the Statutory Requirements of the Electoral Act, and use of Returning Officers to report outcomes. The media asked strong questions, reflecting their growing confidence in engaging with subjects to obtain meaningful information.

"The Electoral Commission, through the Electoral Systems Strengthening Program, has collaborated with SOLMAS to deliver training on the Solomon Islands electoral system to Solomon Islands journalists. The aim has been to improve journalist's awareness and therefore reporting of the electoral process including voter registration.

Working in close consultation with the capacity building adviser for SOLMAS, the Electoral Commission has, to date, delivered three workshops to all media on the following topics:

- *Electoral systems and reform*
- *Voter registration including a mock media conference*
- *Election 2010 and election/media policy and code of conduct*

A big and unexpected success of the collaboration was a partnership with SOLMAS to initiate the election media working group. With continued SOLMAS support, this initiative with all media outlet editors has grown into an established group driving a coordinated approach for reporting on the National General Election – an excellent result of the good relationship established between SOLMAS and the media.

SOLMAS has also responded to the identified need for media training of the Chief Electoral Officer of the Electoral Commission. Two SOLMAS advisers developed and delivered a 4 session program to the Chief Electoral Officer that has provided the Chief Electoral Officer with real life experience of media conferences and issues management. In addition the SOLMAS video camera has been leant to ESSP to build on the Chief Electoral Officer's media training."

(Jeremy Miller, Information and Communications Advisor, Electoral System Strengthening Program, at the Solomon Islands Electoral Commission).

Component 4: Flexible Support Fund

SOLMAS FSF Project Officer, Nina Tuhaika, has developed strong relationships with all MASI members and particularly those who have made submissions to the Flexible Support Fund. Nina has been liaising with the successful applicants to plan for the outcomes of each submission.

A summary table is presented below to show the activities:

Status of Flexible Support Fund Applications 18 May 2010

Organisation	Status of submission	Total cost
Don Bosco	2 applications for media training	$80,000 completed
MASI	Update Code of Practice and Constitution (specialist review)	Unknown pending
Island Sun	Website and training for staff	$30,000 completed
One News	Training on new technologies for contribution of content	$106,000 underway

MOCA	Specialist to provide digital overview	Unknown TC consultation
MOCA	Specialist to review and draft broadcast legislation (radio/television/new media?)	Unknown TC consultation
Government Communications Unit	Website and training for staff	$60,000 underway
Giud News Radio	How to undertake a survey (when National survey done)	$25,000 after survey
PF Net	Basic journalism, disaster management, operations (substantial logistics, irregular shipping)	$134,145 planned for July
SIDT	Training for 8 Isabel FM radio operators, journalism/radio, disaster management	$111,299 planned for July
Star Print	Colour printing specialist, awaiting costs estimates	Unknown awaiting quote
Vois Blong Mere	Training conference on UN section J (Women in Media)	$60,327 planned for Aug

Applications that will not be approved:

Organisation	Status of submission	Total cost
Solomon Star	Sales training (will be provided for all media next year)	
PAOA Fm	Sales training (will be provided for all media next year)	

Please see full progress report at Appendix 3

Component 5: Program Management

The Television Board was dissolved, following the dissolution of Parliament in April, until the formation of a new Government. There remains quite a bit of confusion over broadcast licenses and the state of the Spectrum, which has now been transferred to the new Telecommunications Commission.

SOLMAS Program Manager continued to have regular meetings with the Permanent Secretary of Ministry of Communications and Aviation, Jeffrey Wickham and the previous Spectrum Director, Robert Bokelema who is still employed with his Spectrum team in the Ministry.

Initial contact has been made with the new Telecommunications Commissioner, Nick Williams. During the next quarter, the SOLMAS Program Manager will meet with the Commissioner to discuss broadcasting spectrum management, broadcast/new media legislation and how it relates to the Telecommunications Act.

The Flexible Support Fund applications by the Ministry are on hold until these discussions can be had to ensure that we maximise the funds in harmonisation with the Commission.

3. Project Governance and Finance

Financial expenditure

This quarter saw an increase in expenditure on the previous quarter. This was mainly due to timing with activities such as the all-media audience survey taking place in the quarter which was originally budgeted to take place earlier in the year.

Next quarter will see a large amount of expenditure with the completion of the short-wave restoration project and the finalisation of more Flexible Support Fund applications.

Please refer to the budget breakdown and expenditure at page 17.

Project Risks and Changes

The risk matrix has been updated to reflect the current climate in the lead up to the election. SOLMAS has noted heightened risks in terms of political instability. Please see revised risk matrix at Annex 3.

Election, IPAT and potential for Phase 3

The national election has been called for 4 August so the next quarter will see a continued focus on preparing the media for reporting the campaign, the count and formation of government.

As outlined in the SOLMAS Program Design Document, an Independent Program Assessment Team (IPAT) is due to assess the progress of SOLMAS again this year. SOLMAS have proposed the assessment take place after the election, so that views of key stakeholders can be included in their report. The IPAT team who reviewed the program last year have agreed in principle to review the program again, ensuring a consistent approach. As indicated in the last IPAT review and in the PDD consideration of a third phase of SOLMAS will be included in their review.

The Australian based SOLMAS Program Director is planning to visit in late June to conduct the annual stakeholder consultation.

SOLMAS Acquittal Budget

1st March to 31st May 2010 Acquittal

Expenditure	Program ROU budget to p/e 31/05/10	Program Actuals to p/e 31/05/10	Variance	Explanatory note
INPUTS				
Program Manager Fixed Remuneration	$40,470.60	$38,012.99	$2,457.61	
Bank Fees	$150.00	$4.50	$145.50	
Total Other Program Manager Support Cost	$150.00	$4.50	$145.50	
Grand Total Program Manager	**$40,620.60**	**$38,017.49**	**$2,603.11**	
SIBC /ABC Partnership Co-ordinator Fixed Remuneration	$31,764.00	$28,983.99	$2,780.01	
Grand Total SIBC/ABC Partnership Coordinator	**$31,764.00**	**$28,983.99**	**$2,780.01**	
Media Training & Development Coordinator Fixed Remuneration	$31,080.00	$26,104.39	$4,975.61	
Grand Total Media Training & Development	**$31,080.00**	**$26,104.39**	**$4,975.61**	
Program Director Fixed Remuneration	$7,824.00	$11,778.38	-$3,954.38	
Program Administrator Fixed Remuneration	$12,795.00	$11,871.61	$923.39	
Total Australia Based Project Support	$20,619.00	$23,649.99	-$3,030.99	Due to PD retirement payout
TOTAL INPUTS	**$124,083.60**	**$116,755.86**	**$7,327.74**	
OVERHEADS AND MANAGEMENT				
OVERHEADS AND MANAGEMENT	$31,500.00	$31,500.00	$0.00	
REIMBURSABLES				
Rent	$5,250.00	$4,194.11	$1,055.89	
Utilities	$5,460.00	$2,692.58	$2,767.42	
Parking	$780.00	$1,183.07	-$403.07	
Fitout (including computers)	$0.00	-$773.92	$773.92	
Maintenance	$300.00	$626.98	-$326.98	
Office Supplies	$1,097.00	$1,900.23	-$803.23	
Telephones	$1,260.00	$1,565.16	-$305.16	
ADSL	$3,465.00	$1,438.66	$2,026.34	
Newspapers/Books/Online Subscriptions/Reference Materials	$150.00	$300.30	-$150.30	
Total Office	$17,762.00	$13,127.19	$4,634.81	
Locally Engaged Staff				
Recruitment Fees/Advertising	$0.00	$71.40	-$71.40	
Local Payment Mgmt Fee	$750.00	$837.50	-$87.50	
SOLMAS Office Assistant	$1,512.48	$1,586.89	-$74.41	
SOLMAS Cleaner	$357.50	$401.42	-$43.92	
FSF Project Manager	$3,300.00	$1,948.83	$1,351.17	
Total Locally Engaged Staff	$5,899.98	$4,846.04	$1,053.94	

SOLMAS Acquittal Budget

1st March to 31st May 2010 Acquittal

Expenditure	Program ROU budget to p/e 31/05/10	Program Actuals to p/e 31/05/10	Variance	Explanatory note
Reimbursables Other				
Visas, Medical Costs, Travel Insurance	$300.00	$139.21	$160.79	
Program Manager Storage Fees (Australia)	$742.50	$1,105.74	-$363.24	
Media Training Coordinator Removal/uplift costs	$0.00	$0.00	$0.00	
Postage/Freight/P.O. Box	$155.00	$109.01	$45.99	
Travel & Accommodation (including Australian-based staff)	$5,000.00	$5,158.09	-$158.09	
Meeting Refreshments/Water, etc	$300.00	$592.44	-$292.44	
Misc/contingency	$900.00	$307.76	$592.24	
Bank Fees	$165.00	$148.88	$16.12	
Total Reimbursables Other	**$7,562.50**	**$7,561.13**	**$1.37**	
TOTAL REIMBURSABLES	**$31,224.48**	**$25,534.36**	**$5,690.12**	
FLEXIBLE SUPPORT FUND				
Remuneration- Monitoring & Evaluation Specialist	$0.00	$0.00	$0.00	
Accommodation - Monitoring & Evaluation Specialist	$0.00	$0.00	$0.00	
Travel - Monitoring & Evaluation Specialist	$0.00	$0.00	$0.00	
Independent Program Assessment Team x 2 - remuneration	$0.00	$0.00	$0.00	
IPAT Travel x 2	$0.00	$0.00	$0.00	
IPAT Hotel	$0.00	$0.00	$0.00	
IPAT Per Diems	$0.00	$0.00	$0.00	
IPAT Contingency (Medical, Phones, etc)	$0.00	$0.00	$0.00	
SIBC Marketing & Business Development Specialist	$0.00	$0.00	$0.00	
SIBC Marketing & Business Development Specialist - Travel, Accom, Per Diems	$0.00	$0.00	$0.00	
SIBC Financial Management Specialist	$0.00	$0.00	$0.00	
SIBC Financial Management Specialist - Travel, Accom, Per Diems	$0.00	$0.00	$0.00	
Broadcast Legislation Specialist	$0.00	$0.00	$0.00	
Broadcast Legislation Specialist - Travel, Accom, Per Diems	$0.00	$0.00	$0.00	
FSF - All Media Projects - Round 1	$65,485.71	$11,344.26	$54,141.45	
FSF - Other Media Projects	$0.00	$96,521.25	-$96,521.25	Timing Issue - budgeted for previous phase
Content Development Fund	$76,503.00	$0.00	$76,503.00	
Infrastructure Projects - Henderson Field, Gizo	$0.00	$54,769.59	-$54,769.59	Timing Issue - budgeted for previous phase
Tech Project Manager for Henderson/Gizo Works	$0.00	$22,177.75	-$22,177.75	Timing Issue - budgeted for previous phase
Tech Project Manager - Vehicle, Accom	$0.00	$0.00	$0.00	
Other Projects incl. Media & Journalism Training	$28,125.00	$17,409.54	$10,715.46	
TOTAL FLEXIBLE SUPPORT FUND	**$170,113.71**	**$202,222.39**	**-$32,108.68**	
ROU GRAND TOTAL	**$356,921.79**	**$376,012.61**	**-$19,090.82**	

Appendix 1 : SIBC Election Plan

- **SIBC Election Plan June – August, 2010 GM + MANAGERS:**

✓ Continue to develop Election Editorial Policies for SIBC Programs, News/Current Affairs and Advertisements. This will build on the SOLMAS (Andrew Fisher) Workshop on May 15 and incorporate aspects of General Orders regarding Staff who stand for election.

- **NEWSROOM:**

✓ Continue targeted training for all reporters with a focus on Election reporting.
✓ All reporters need voice training and training in writing voicers.
✓ Follow through with the Election File, Diary and Contacts.
✓ Support the Manager News/Current Affairs to set up an Election News Stories file to set up planned coverage and ensure all are followed through.
✓ Give all reporters regular feedback on their work.
✓ Continue to hold a monthly competition with an Election focus.
✓ Website: There has already been some redevelopment of SIBC's site but the recruitment of an AYAD volunteer should improve the prospects that the redevelopment will be completed.

- **PROGRAMS:**
- **Pre-Election Programming:**

✓ **Talem Tingting Blo Iu:** The first 'Have Your Say' 30-minute program is due to go to air on Saturday, June 5. Under EP, Alison Ofotalau, publicity, program record and editing are underway. This program may well continue after the Election.
✓ **Meet the Media Election Forums:** There are eight of these planned by MASI which will be a major focus for SIBC.. **Election Talkback:** This proposal is yet to be fully developed although it does have the support of the Acting Program Manager. It would require an experienced producer and on-air presenters. As the resources of the Programs/News/Current Affairs teams are already focused on the three programs detailed above, this proposal would require external funding and at least one external staffer plus new studio equipment. However, as it would be a good pilot/practice for the Election Count programs, putting an effort into securing funding, at least for mid-to-late July, would benefit Election broadcasting capacity building at SIBC.

- **Election Programming:**

✓ Support EP, Alison Ofotalau, Programs and Newsroom to develop Election Programming which was brainstormed during a week of workshops at SIBC, May 10-14. There needs to be training the staff who will be reporting from the Provinces along with those who will be on-air. Other initiatives and challenges include generating full contact lists and continual live broadcasting over several days.
✓ The Election Count programming will be followed up with specific programming during the Government-forming period. This will include live current affairs programming from the various party camps as well as regular use of commentators and experts. There are plans for a special talkback program from 2210 to 2250 every night to allow the public to express their views.

- **RESOURCES + LOGISTICS:** There are many needs including studio equipment, reporter recorders and mobiles, and a much-improved transport system. These need to be followed up in June and July so all is in place before August.

Appendix 2: Election Coverage Report
Andrew Fisher

Three weeks work was undertaken with SIBC, Island Sun, Solomon Star, One TV, National Express plus smaller groups Catholic Communications, PF Net, VBM and Good News radio.

Goal: Strengthen capacity of all MASI members to provide informative, accurate, impartial National coverage of the election campaign, the voting, counting and the government forming period.

Strengthen newsroom management to better organise news and election coverage. Audit equipment needs of MASI members.

Summary of approach: Workshops were used to address four broad areas

1. 'Developing analytical and reporting skills to obtain the best election media coverage'
2. 'Developing strong editorial and newsroom management skills'
3. 'Obtaining the best election coverage with minimal staff and equipment'
4. 'Analysis of political information and developing a 'nose' for great stories'

On three Saturday mornings all media gathered for combined workshops on subjects that addressed the above areas.

For five days three sessions a day were conducted with SIBC staff from the newsroom, program areas and technical departments on planning and strategy for election coverage; techniques to obtain the best election media coverage; and covering elections with minimal staff and resources.

In the second week The Solomon Star, National Express, Island Sun, One TV received two 3 hour sessions each aimed at development analytical and reporting skills and developing editorial and newsroom skills.

Catholic Communication, PF net, Good News Radio, VBM, all participated in a three hour workshop on identifying election issues, planning election program coverage and encouraging public participation in election coverage.

Two sessions with the Electoral Commission were held which centred on the Commission devising a media communications policy for the election.

Achievements:

- SIBC staff produced a draft handbook which set out program briefs, provided detailed information for staff, identified election commentators and set out a contact base for election coverage.
- The workshops created a number of program ideas which program managers adopted and these will go to air from May 29 (Talem TingTing blo yu). One program aims to capture the thoughts of voters around the country; election forums are planned with all major party leaders and these will be broadcast around the country; the detail of programming for the election/count period is agreed; a talkback program created to run every night during the

government forming period and special news programming during the government forming period is also formulated.

- A plan to promote the special election coverage branding SIBC as the election broadcaster was devised.
- SIBC audited the field and studio equipment in preparation for the election and found some deficiencies (these are outlines below in equipment needs).
- SIBC worked on and produced a rostering plan for election coverage over the five day election/counting period. This identified that coverage would use all SIBC's human resources including some casual staff.

Newspapers

- Training at Solomon Star resulted in a number of stories being produced that looked at the detail of some political party manifestos.
- Weaknesses in daily planning at Solomon Star were identified and a plan for better newsroom communication was developed.
- Problems with archiving Solomon Star content – stores and photos – was identified for future consideration.
- A plan to create a data base of contacts using a share file was proposed for Solomon Star.
- Training at National Express resulted in a number of stories being produced that looked at corruption and the detail of some party manifestos.
- Weaknesses in daily planning and communication with the National Express newsroom were considered to develop better follow- up to stories.
- A plan to create a data base of contacts using a share file was proposed for National Express.
- Workshops with Island Sun staff resulted in a number of stories being written about the detail of election issues.
- Island Sun reporters discussed the lack of newsroom management and were given a number of ways to lift communication and planning with the newsroom.
- A proposal for a hard copy diary system and a networked contacts data base were discussed in detail and staff took the ideas back for further discussion.

Television

- As a result of training One News staff did a number of stories about problems at the National Referral Hospital and the manifestos of political parties standing for election.
- One News already has an engaged staff member who communicate about stories every morning. To assist that they are planning to adopt an idea to create a paper diary system to better plan coverage and ensure stronger follow- up stories.
- One News is going to create a data base of contacts on the office network .

General

- Draft created of an editorial policies document emphasizing, fairness, honesty, independence and respect for all – news editors can use this and a document already produced as a basis for their own editorial policies.

- As a result of the workshops most organizations are reconsidering the way they report in the provinces and are considering delegating rounds and provinces to individual reporters.

Recommended Equipment needed for coverage of 2010 election:

During the workshops I considered the equipment needs of the various organisations leading up to the election.

SIBC – Studio phone controller capable of handling 4-6 calls (quote sent to Corallie from Patrick) this is needed to handle more than one call at a time during the election programming and talk back; seven H2zooms recorders ($260 each plus freight) for reporters allocated to provinces – News has only two working Marantz recorders and programs have one plus two new H2GOs.

Solomon Star – 7 mini recorders (sony 1gb1cdbx700 - $99 – sony 2gb digital notetaker 1cdux 200fb $149) – reporters have one cassette recorder between and new recorders would allow them to get more accurate quotes and use quotes more regularly.

National Express - 7 mini recorders (sony 1gb1cdbx700 - $99 – sony 2gb digital notetaker 1cdux 200fb $149) - reporters have two cassette mini recorders between and new recorders would allow them to get more accurate quotes and use quotes more regularly.

Island Sun - 5 mini recorders (sony 1gb1cdbx700 - $99 – sony 2gb digital notetaker 1cdux 200fb $149) - reporters have no recorders and new recorders would allow them to get more accurate quotes and use quotes more regularly.

One News - Panasonic P2 HD Camcorder – One News has two JVC tape based cameras which have problems with loading mechanism and a difficulty in getting tape stock. They have one JVC camera operating on a memory stick and a similar Panasonic DVCPro – they are about to get a Panasonic P2 and another P2 would allow them to more quickly ingest material and cut it. They are not dependent on tape stock and will allow One News to turn around stories quicker during the election period. The smaller P2, the HPX172 is about $6-6.5k AUD. The HVX202 about $11k. The similar HVX200 is available as a PAL version from the states for US$5k from BH Photovideo, a reputable vendor in NY. Replace existing Sony edit systems with more Final Cut Pro licences to have one edit system within the newsroom.

http://www.bhphotovideo.com/c/product/577687-REG/Panasonic_AGHVX200AE_AG_HVX200AE_PAL_P2HD_Camcorder.html

Recommendations for Future Training: With most organizations there is a need for better archiving of material. Most lack simple archiving technology, work practices and skills to retain their content. This manifests itself in problems in being able to follow stories or return to stories for background – most rely on collective memory or stories which should be followed up and not.

For example at Solomon Star there is no archive of stories, there is a photo library but this is poorly collated which makes searching and retrieval of photos difficult. It is based on Photoshop which could be adequate with proper training in storage, cataloging, and file management.

At One News there is a need for training in cataloguing vision and getting more storage space for easily retrieved vision.

At SIBC the newsroom does no archiving of stories or actuality.

Summary: All the organizations and individuals I worked with were very engaged in wanting to learn about how to cover the election. Only a handful of staff had covered an election and during the workshops I got them to explain what happened last election during the election campaign, the vote and counting, the government forming period and the subsequent riots. Most of the journalists had not heard the stories told by their seniors and these formed part of useful discussions.

Many organizations did stories that they worked up using different newsgathering techniques which we discussed during the workshops. All went away saying they were relooking at fundamental ways they were going about their newsgathering.

Many of the exercises were aimed at giving the journalists skills to break down complex or large election issues into story ideas and then pursue those stories through the usual and different channels. They also worked out ways to follow up stories. There was a great reaction to gaining these skills and some were apparent in the media in the last week.

I would also like to thank team leader Corallie Ferguson, Wendy Everett and David Barrow for all the work they did with me during the training." *(Andrew Fisher, 24 May 2010)*

Appendix 3: Flexible Support Fund Report

DON BOSCO: Completed

Activity: Media Training

Media education course for women and youth. The course covered basics of audio, print, visual and the electronic media (multimedia). Participants were students between the ages of 20 – 25 years, teachers and youth leaders and all those interested in the media. Students were able to learn a great deal about "... the positives and negatives of the media, although there can be a bad side, it can potentially bring positive messages and healing to people." *(Paula Palmer, student participant)* Course trainer, Carol Labbad, spent an intensive two weeks with "eager and vibrant participants" who, in an activity, took a field trip to see how the professionals do their job in a visit to SIBC and Solomon Star.

> "It is wonderful to note the keen interest of students and to offer them a course at their level. This is important Solomon Islands – as lifestyles, value systems and attitudes are fast changing with the influence of the media." *(Fr. Ambrose Pereira sdb, Don Bosco Technical Institute)*

MASI: Approved (Pending)

Activity: Improvement to MASI Code of Practice

The assistance is to improve the Media Association of Solomon Islands (MASI) Code of Practice, Constitution, meeting procedures and election procedures. These measures will strengthen MASI, the umbrella body of local media in Solomon Islands. Strengthening the role of MASI will improve the capacity of its members in discharging their duties to the public. It will also strengthen public knowledge of media failures and bad practices, which often defame people. It will guide media practitioners and the public to ensure higher standards are maintained.

ISLAND SUN: **Completed**

Activity: Redevelop a Website which was launched on 30 April 2010 by the SOLMAS Program Manager.

"I am the proudest man. Within a short span of time, we have a website that could have taken us 10 – 20 years to achieve. But thanks to the Flexible Support Fund, through SOLMAS, we get to go up a level higher within 3 years of operation. SOLMAS is a gift from heaven to local media."

"Three years on and the ***Island Sun*** is already making huge strides in its development ... to expand its accessibility beyond the shores of the Solomon Islands. The decision to go online is in line with the overall development plan of the Newspaper to reach the four corners of the globe. Solomon Islanders and friends of Solomon Islands living abroad can now access the latest news from Solomon Islands by having access to the site www.islandsun.com.sb."

The website has increased readership for Island Sun newspaper, especially reaching locals abroad plus other readers who are non-Solomon Islanders. Island Sun is now receiving contribution on a

wider scope. The site has given staff morale boost to work harder and there's added skills to two staff members who have been trained to maintain.the website. Prior to the website launch, the hit went as high as 47,000 viewers and "the challenge rests on Island Sun to maintain the rate, or higher, and we rely on public responses to keep us on our toes."

"Most small businesses in Solomon Islands do not receive funding support and to get help through the FSF, it's a huge bonus for a company who develop through sweat. SOLMAS rescued the local media through training that could have cost MASI a fortune to receive such knowledge elsewhere."

- Huge improvement in quality of writing
- More aware of journalism etiquettes
- Boost to confidence in reporting

Suggestion: "As much as training is very useful in the long run, local media have other needs that cannot be met due to financial constraint. Just a suggestion, if the FSF is to extend its timeframe to support media in Solomon Islands, to broaden assistance to include other things such as computers, cameras, recorders. These are very basic equipments that lack in most media organisations in Solomon Islands because it is very costly to purchase, given the exchange rate. Most print media outsource printing and that is a huge cost alone on a daily basis." *(Mathias Loji, Publisher, Island Sun).*

ONE NEWS: Underway
Activity: Training and capacity development assistance for distribution of the One Television content.

PointCruz.com has provided training on networking, database management, web development, automation of content (play-out facility) using software, and program development.

"The result has been much smoother and professional play out of content on-air. It has also meant that the team member who was previously constantly starting and monitoring content is now able to perform other tasks while the content is managed automatically. The management believes that the introduction of this software has increased the skills of the members who are receiving training, increased the professionalism of the on air transmission, and has resulted in financial benefits to One Television due to the possibility to now multi task one employee.

One Television (also) needed a means to store story text, for later search and retrieval and to automate the process of news presentation. Generating news reading scripts, headlines, and keeping track of which stories have been presented on air, or published on the web, and what is yet to be done". *(Dorothy Wickham, Managing Director, One Television)*

MOCA: Approved (Pending further discussion with the Telecommunications Commission)
Activity: Digital Broadcasting Overview for Solomon Islands
MOCA: Approved (Pending further discussion with the Telecommunications Commission)
Activity: Radio Broadcasting Law

Solomon Islands does not have a Radio Broadcasting Law to govern and manage Radio Broadcasting services in the country. The law is required to manage and regulate all stakeholders in the industry. A consultant (TA) is required to design a new Radio Broadcasting legislation for Solomon Islands but in consultation with the Telecommunications Commission and may also cover television and new media. The cost of this work is still to be finalised.

GOVERNMENT COMMUNICATION UNIT: Approved (Pending)
Activity: Website
The website will contain generic information about the whole of SIG via links to sub ministerial websites, semi-government agencies, a daily news page, policy papers, major speeches, promotions, announcements, graphic images, audio visual and more.

It will also contain a direct link with the People First Network's (PFet) 25 rural internet stations that will be the main distribution centre of the government's fortnightly newsletter and a weekly e-bulletin to remote villages around the country. It is anticipated, the government newsletter will be posted on the SIG website and will be accessed and copies printed and distributed via the rural email stations.

This arrangement was successfully tried for the first six months of 2007 under sponsorship of the RAMSI Machinery of Government Assistance, but was cut off after the then SIG administration failed to continue funding the project.

GUD NIUS RADIO: Approved (Pending)
Activity: How to undertake a survey
Although there is a national survey that will also cover Gud Nius Radio, there needs to be a separate survey that will give specific religious questions for the station's benefit as a specialist broadcaster.

Gud Nius Radio will receive training from SOLMAS on how to conduct a survey to receive maximized answers. SOLMAS training will help Gud Nius Radio avoid having 'biased' results – "not trying to convince them, but hear what they have to say." (*Tina Lemazi Alufurai, Director, Gud Nius Radio*)

This survey will help the Christian FM station to fix its weaknesses and improve on its current strength. It will also enable the Christian FM to have a feel and understanding of public expectation on them as a religious broadcaster. Gud Nius Radio Survey will cover Honiara, Malaita and parts of Central Islands.

PF NET: Approved (Pending completion in June)
Activity: Training for rural email operators
Training will have three aspects: media, disaster awareness and technical in-house matters. Media training will be in line with PFnet's prospect of merging rural news with mainstream media. PFnet rural email operators will act as 'rural reporters' for mainstream media. The training will help to equip PFnet operators with necessary skills to capture and report on developmental and community happenings to be shared more widely to the larger Solomon Islands and beyond. This goes towards realising their organizational objective of information sharing to aid participation in development.

Training will also provide an opportunity for PFNet to update operators on basic technical and administrative procedures that otherwise could not have been transferred given the financial implications in doing so.

The training will also empower operators with relevant skills in disaster reporting in line with the requirements of the National Disaster Management Office.

Training will help achieve an objective of PFnet, which is information sharing so that "it is not just top down (from capital down to rural) but also from the rural to share with the nation." *(Tony Matelaomao, PFnet Communications and Rural Development Officer)*

SIDT: Approved (Pending completion in June)
Activity: Training for 8 Isabel FM radio operators, 8 PF Net email operators

Training will help improve the capacity of the 8 Isabel Community FM stations/PFnet operators in governance structure, and operation conditions of the committees and Community.

This training will involve all radio and email operators around Isabel Province. Radio operators will be given broadcast training while PFnet operators will have media training so that they can write rural news for mainstream media.
"The project outcome is to improve the capacity of the 8 Isabel Community FM stations in governance structure and operation conditions of the committees and Community, particularly in roles with the Community Radio governance and its functions.

Self Management

- Station to have interim managers to oversee the full operation of the community radio.
- Responsible for the effective running of the station as well as ensuring that the equipment and studios staff are performing to the required standard.
- Ensure that sustainability in meeting the financial targets through sales of programs and advancements to the radio improve.

Journalism

- To improve Station Operators/ volunteers to have effective news gathering and story writing skills to work on produce quality news for community.
- Produce good interviews with people for radio program.

Community participation

To established successfully involvement of the community participation as the whole back bone of the radio station, *Youth, Local leaders, religious group, Civics, Women and governments,*

Broadcasting

- To keep the operator good taste of presentation on broadcasting in the studio.
- To provide tips on writing a radio talk
- Radio Script preparation before broadcasts for programs, and news, to present good programs.
- Uphold the broadcasting code of ethics." *(Joseph Major Project Officer, SIDT)*

VOIS BLONG MERE SOLOMONS: Approved (Pending for completion in July)

Activity: Media awareness training for women

Training will enhance women's equal access to all areas and levels of the media. It will also promote women's full and equal participation in media, including management, programming, education, training and research. Training will help women to be more aware and make greater use of information technology for communication and the media. This will enhance women's awareness to be able to promote a balanced and non-stereotyped portrayal of women in the media.

Star Print: Still following up applicant for costing information

Activity: Specialist training on colour printing

Appendix 4: Island Sun 8 March 2010

New equipment for media school

BY BRIAN LEZUTUNI

JOURNALISM COURSES will begin at the Solomon Island College of Higher Education's (SICHE), Media and Journalism School following the handover of equipment to the institution by the Pacific Islands News Association (PINA) on Friday.

The handing over ceremony will enable the School to start its certificate courses.

PINA's Manager and Training Coordinator, Matai Akauola said the equipment are bought from funds availed by AusAid and administered by PINA.

Mr Akauola said PINA and its members in the country are hoping that the equipment will strengthen and assist those who will be taking up Journalism in SICHE.

He said the standard of reporting in countries have dropped because of the existence of a vacuum and the need to train young reporters on collecting and writing.

Akauola spoke of the need to have a well-informed society, saying, "A well informed community can make well informed decisions."

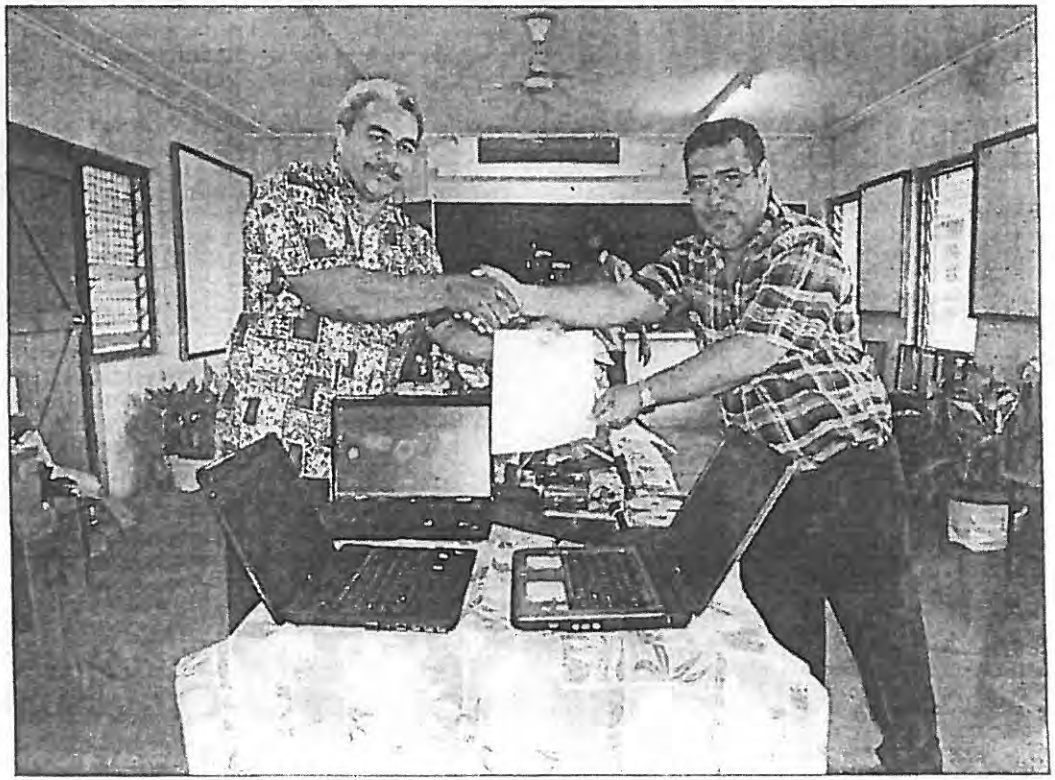
He said a total of five regional institutions have applied for funding, with SICHE and the Tonga Institute for Higher Education the only two recipients meeting the criteria for assistance. The cost of the equipment falls around $33,000.

SICHE Director, Dick Ha'amori said that it is a milestone for the institution to offer credit course in Journalism. He highlighted that Journalism is not restricted to the media organization, but also to other organizations.

"It is a system to inform and those involved in it must have the required skills.

"I hope this School will give better information and build the capacity of those attending," he added.

Classes for the 22 students to attend the course will



PINA's Manager, Matai Akauola handing over the new equipment to SICHE's Dean of Academic

ISLANDS METEOROLOGICAL SERVICE

Issued at 5:00 pm on Tuesday, 09th March 2010 and valid for the next 18 hours.

GENERAL SITUATION
A trough lies just over the southern parts of Solomon Islands and links to a slow moving low of 1004 hectopascals re-located near Vanikoro Island in the Temotu province.

FORECAST FOR THE PROVINCES

1. Western Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh southwest to northwest winds. Outlook for Wednesday: Rain showers and isolated thunderstorms.

2. Choiseul Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh west to southwest winds. Outlook for Tuesday: Rain showers and isolated thunderstorms. **3. Isabel Province**
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh west to northwest winds. Outlook for Wednesday: Rain showers and isolated thunderstorms.

4. Central Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh southwest to northwest winds. Outlook for Wednesday: Showers and isolated thunderstorms.

5. Malaita Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh west to northwest winds, strong at times over the Malaita outer Islands. Outlook for Wednesday: Rain showers and isolated thunderstorms.

6. Makira Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh southwest to northwest winds. Outlook for Wednesday: Showers and isolated thunderstorms.

7. Temotu Province
RRain showers heavy at times and isolated thunderstorms. Moderate to fresh southwest to northwest winds, strong at times over the northern Islands. Outlook for Wednesday: Rain showers heavy at times and thunderstorms.

8.Rennell/Bellona Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh southeast to southwest winds. Outlook for Wednesday: Rain showers and isolated thunderstorms.

9. Guadalcanal Province
Rain showers heavy at times and isolated thunderstorms. Moderate to fresh southwest to northwest winds. Outlook for Wednesday: Showers and isolated thunderstorms.

10. Forecast for Honiara
A few showers, heavy at times and isolated thunderstorms. Light to moderate west to northwest winds, fresh at times. Outlook for Wednesday: Few showers and isolated thunderstorms.

TIDAL PREDICTIONS FOR HONIARA
Low Tide will be at 22:20 pm tonight (0.3 m). High Tide will be at 07:35 am tomorrow morning (0.9 m)

SUNSET AND SUNRISE FOR HONIARA
Low Tide will be at 22:20 pm tonight (0.3 m). High Tide will be at 07:35 am tomorrow morning (0.9 m)

Note:
Light Breeze: 4 to 6 knots
Gentle Breeze: 7 to 10 knots
Moderate Breeze: 11 to 16 knots
Fresh Breeze: 17 to 21 knots
Strong Breeze: 22 to 27 knots
- Wind speeds quoted are the expected average speeds. Individual gusts may exceed these values by a factor of up to 1.5



Women Leaders prepare for National Election

By JENNIFER KUSAPA

Women leaders around the provinces and Honiara currently undergo a weeklong training at the Flamingo conference room to equip them to work in the National Election.

In an interview with the National Express Women in Shared Decision Making WISDM Project Team Leader Sarah Dyer, she said that to equip and educate women towards the national election is part of the WISDM work plan.

Mrs. Dyer said such training will enable women to know and assess themselves how they should be responsible for their communities once they are in the position of the highest level of decision making.

She said that women must be capable before they can contest and sure there are many women who are capable enough to contest in the National Election.

Mrs. Dyer said there were men who slowly understand and support women leaders and want them to be part of the highest decision making in the country.

"If women lack support from men and other organization then it will be very difficult for us women", Mrs. Dyer said.

She said that awareness and educating women in the rural areas about the importance of women's ideas are important to have been done throughout other provinces.

But for women friends to have confidence and trust in women leaders is something that is really lacking.

Mrs Dyer said that women should support each other because in a government there should be balance in terms of gender for decision making.

Therefore the weeklong training will really give a good idea of good and quality leaders for women in the country towards the next national election, said Mrs Dyer.

Election process 'paves way for corruption'

By CHARLIE SALINI

A resident of Central Honiara Barnabas Ubata has told the National Express that the Election process in Solomon Islands has adopted strong possibility to generate corruption.

Mr. Ubata said that people in our country have been complaining about corruption in our leadership adding that people have been blaming our leaders for corruption but it is the process of election creating corrupt leaders.

He said there are leaders who a so smart and have cunning ways to cause instability in our country.

Mr. Ubata said that people of Solomon Islands should realize that corruption begins during the voter's registration right up to the actual election.

"However the current Government has set up a taskforce to work on ways of introducing some legal mechanisms to control political parties, party candidates during general elections, and movements of MPs in Parliament after they get elected, but still complains continue raise", Ubata said.

We can reduce the level of corruption in this country by making sure that we have a system that gives Solomon Islands the best opportunity of electing into parliament leaders who have integrity in character and can be trusted by our people.

But how can we expect to have leaders of integrity when our election system is so corrupt that it could only accommodate corrupt leaders. He then calls for immediate changes to the country's election laws.

"Our election process has expired and if we continue to have this expired election system, we will continue to have more expired leaders", Mr. Ubata said.

He further stated that, when we have few fresh and good leaders in Parliament they will never do anything because they are small groups of people.

He urged the Electoral Commission to consider introducing any changes not only to the electoral act but the electoral process itself.

National Express - Page 2 - 10/3/10

Appendix 6: Island Sun Article on Andrew Fisher Training 25 May 2010

announces PNG route

seeking to commence operat- subject to Government approvals perators Certificate (FAOC)

this with 10 each ated ear"

Pa elo- ning es to ther ons- the ear- sold nes, mp- rom t is en- ller ices the the oth

eds ent

leased Dash8 from Airlines PNG gets to Port Moresby weekly for some TLC in the hangar and with this service, it will achieve that aim thus potentially reducing engineering costs in Solomon Islands yet ensuring the aircraft is returned for another week in good operating order" The spokesman said.

"The Dash8 in service has a fully integrated IFE (In flight Entertainment system) and our clients will be able to relay and enjoy movies supplied which will potentially reduce the perception that it is a longer flight. In addition, this service will be a "full service flight with NO MORE TO PAY" The airline continued.

Mid week services will connect nicely to Japan and Manila and the airline is in discussions with Air Niugini on how best to promote this new connection.

Principle landowner lauds Allied Gold

BY RICHARD KARIMA

The principal landowner and former chairperson of the Gold Ridge Community Land Council (GRCLC) Mr. Dick Douglas has told the Epress that he was very glad with the Allied Gold Limited as they act positively toward during his leadership.

Mr Dick said during his term as chairman of the council, he achieved many of the dreams of the landowners.

He said that he is thankful for hosting the right company to do mining in the province, who responded well to their interests.

At his proposal the company approved a grant for the council, a relocation housing scheme and improved the housing style for the landowners he said.

He said the company also sponsored thirty seven (37) scholarships for students' studying abroad, which is very encouraging in efforts to educate the people of the area.

Allied Gold Limited made it timely, when the landowners desperately needed such assistance to improve standard of living, after many years of backwardness.

Mr. Dick said the company management negotiating in good faith with landowners who have strong confidence in the company.

He thanked the company for the positive things it had carried out in the area during his leadership of the council.

ABC Editor returns home after training

BY RICHARD KARIMA

Australia Broadcasting Cooperation (ABC) news editor Mr. Andrew Fisher will leave the country today after hosting milestone training workshops for the media in the country for almost three weeks.

Mr. Fisher has been here, to help equip the local journalists to further broaden their capacity to report information with honesty, fairness, independence and showing respect for other's right.

Further still he said he wanted to prepare local reporters to stand to the principles of journalism as the country's national general election is approaching, which is the critical period for politic to play it course.

Mr. Fisher wants to make sure that political games must not deprive journalism ethnics whenever such situation arise.

The ABC Editor was idolised by the young journalists of this nation as he revealed some of the most specific tactic to obtain information and for unveiling vital boundaries of journalism that had never been learned in the past. He will be greatly missed by the media family of the nation as well as his work colleagues and friends.

Mr. Fisher came into the country through the SOI MAS program of RAMSI who helped a lot in boosting the media field in the country.

He came from the Tasmania State in Australia, a well qualified and experience in the field of journalism.





Appendix 7: Island Sun report 6 May 2010

RAMSI Special Coordinator challenges media to be balanced

THE SPECIAL Coordinator of Regional Assistance Mission to Solomon Islands (RAMSI), Graeme Wilson challenged the local media to report issues in their entirety.

He said a balanced media is vital for healthy national debate especially as Solomon Islands is approaching its national general election time.

Whilst he commended the local media for its informative role, the RAMSI boss said he found it surprising what is not included in reports.

"There have been occasions when I have read or heard a report that covers only one side of an issue.

"Sure I might pick up the other side in media reports made in the next few days and weeks but the original report has left more questions than answers in my mind.

"Instead of your readers and audiences being left with these questions, it would be better if you, the journalists, were asking those questions yourselves and doing your very best in the time available to find the answers.

"I would like to take this opportunity to encourage all of you to reflect carefully on your responsibility to provide balanced reporting and to make sure, while preparing your reports that you are actively looking for what might be missing, for what else people might want to know about the particular issue you are covering.

"Then through cross checking with other sources and seeking alternate viewpoints and information you can ensure you are informing yourself as fully as possible on the issue, so that you in turn can inform the people of Solomon Islands to the best of your ability.

"[illegible] your reports are accurate and balanced," he added.

Mr Wilson said journalistic responsibility to report accurately and fairly is never more obvious than [illegible] election year.

He encouraged local journalists to ensure they deliver the highest quality of information available.

"Just read about interesting [illegible] that are important to Solomon Islands.

"It is critical that you as professionals and as media [illegible] your personal [illegible] reporting fairly responsibly and independently of your own political views," Wilson said.

He made these remarks during an annual lunch he hosted for the local media in Honiara yesterday.

Mr Wilson also presented two digital recorders to One TV reporters, Koroi Hawkins and Fred Ositelo as part of his annual Media Encouragement Award.

He commended One TV for its Current Affairs Programme "Footprints" which he said explores the very real issues confronting Solomon Islands today.

Appendix 8: Island Sun, 29 March 2010



• Prime Minister, Dr Derek Sikua.

PM dissapoints local media

BY BRIAN LEZUTUNI

LOCAL MEDIA organizations were disappointed after the Prime Minister Dr Derek Sikua declined in the last minute to attend a planned media forum organized with him as the

The media forum was organized by the Media Association of Solomon Islands (MASI) [illegible] the first of [illegible]

Ministry of Commerce set new



• Permanent Secretary Barnabas Anga and Commerce Minister Francis Billy Hilly with copies of the [illegible] and Ministry's guidelines

BY MIKE PUIA

THE MINISTRY of Commerce, Industries Labour and Immigration (MCILI) has set new rules and guidelines that geared towards achieving its goals.

These rules and guidelines were been written in three documents which, last Friday the Ministry celebrated its launch.

These documents are the Ministry's 2010 Work Plan Guidelines and Code of Conducts.

Permanent Secretary Mr Barnabas Anga launched these editions, witnessed by their Minister Mr Billy Hilly, staff and workers of the Ministry.

When launching these documents, Mr Anga said these new rules and guidelines are to "empower the Ministry.

These standards include rules on how officers within the Ministry conducted themselves in their offices and their compound and how they relate to their work.

Mr Anga said these







Aide Memoire for Evaluation of
Solomon Islands Media Assistance Scheme (SOLMAS)
INI 720/INI 068/INI 674
19 July 2009

Evaluation Background

The goal of SOLMAS is *to contribute to a peaceful, well governed and prosperous Solomon Islands.* Its specific development purpose is *to improve the reach and quality of Solomon Islands media.*

The original program design for SOLMAS encompassed a 10-year period, with specific objectives identified for the first two phases. Phase 1 of the Solomon Islands Media Assistance Scheme (SOLMAS) commenced on 1 July 2008 although the Program Manager only deployed to Honiara from 16 October. Two long-term advisers commenced in February 2009.

Phase 1 is scheduled to end on 31 August 2009. Phase 2 will begin on 1 September 2009 and is scheduled to end on 31 December, 2010. However there is possible scope for an extension until 30 June 2011 to allow for a transition period if further funding is secured outside of the current RAMSI management arrangements.

Phase 1 funding provides $759,270 for inputs, reimbursables and overhead/management fees. In addition, $1,499,458 has been provided for a Flexible Support Fund to provide technical and training assistance for all components and infrastructure and operational support to Solomon Islands Broadcasting Corporation (SIBC). Flexible Support Fund monies are to be used over both Phase 1 and Phase 2 of SOLMAS.

This first review of SOLMAS by the Independent Program Assessment Team (IPAT) occurs at an early point in the venture - little more than four months since the arrival of the two long-term advisers – the SIBC Partnership Coordinator and the Training Coordinator working with the Media Association of the Solomon Islands (MASI).

Description of Evaluation Activities

Review Purpose

1. To evaluate the progress of SOLMAS in meeting its goals and identify any changes required to improve program performance, now and into Phase 2 of the program.
2. To seek formal feedback from the three component partners on performance and directions.
3. To produce an Independent Assessment Progress Report to inform implementation of Phase 2 of SOLMAS.

Key Evaluation Question

What progress had SOLMAS made in meeting its specific development objective and what changes are required to improve program performance, now and into Phase 2 of the program?

Review Activities

- Desk Review of key documentation provided by the ABC and, in particular:
  - The Program Design Document - April 2008
  - ABC and AusAID Record of Understanding 37833/5 plus Variations 1 and 2
  - SOLMAS Inception Report and Annual Plan - February 2009
  - SOLMAS Six Month Report - May 2009

- SOLMAS monthly reports and financial acquittals
- Pacific Media Assistance Scheme (PACMAS) Design Framework 2008-2018.

- In-country visit to Honiara between 12 and 19 July 2009 which consisted of:
  - Consultation with SOLMAS partners, other stakeholders and the program team
  - Meetings with the SOLMAS team and a limited number of stakeholders towards the end of the visit to discuss and test initial findings & recommendations and to seek feedback
  - Consultation by telephone and email to seek clarification on the issue of support to SIBC's transmission infrastructure.

Review Approach

Given that Phase 1 of the SOLMAS program largely consisted of the necessary steps in establishing the project, and that the large majority of activities will be implemented in Phase 2, the following approach for the evaluation was used:

- Individual semi-structured interviews with partners and other key stakeholders to gain an understanding of the progress of the program and to gain insight into planning for Phase 2. (See Annex B for schedule of consultations).
- A process of feedback and reflection with the SOLMAS Team, and a limited number of key stakeholders, to ensure that the IPAT findings were a true reflection of the program to date, and that recommendations for Phase 2 were appropriate and achievable.
- Consultation by telephone and email with the ABC, AusAID and RAMSI, as required, and in person during the in-country visit; and consultation by telephone and email with a Radio New Zealand transmission specialist who advises SOLMAS.

Initial Findings and Recommendations

Findings

Relevance

- As per the SIG-RAMSI Partnership and Performance Framework Indicators, the SOLMAS Program addresses the indicators relevant to: ensuring the robustness of the media in reflecting the voice of the people; that SIBC is able to reach all provinces; and the way the project operates is in partnership with Solomon Islanders and is in alignment with their expectations
- Based on the consultations this week, we are satisfied that partners are generally happy with the way things are going and that the SOLMAS team and partners are working together to ensure that the program's activities are relevant to the needs of the SI media
- Overall the original program design seems appropriate and working well.

Effectiveness

- In establishing the project, feedback from partners seems to indicate that they have built a good working relationship with the SOLMAS team and developed a sense of confidence in the program
- While the program started a little behind schedule, there is a recognition that time was needed to develop a clear understanding of the needs of the media and to develop good working relationship

- In order for SOLMAS make a good contribution to the media sector in the Solomon Islands, it needs to be realistic about the number and scope of activities it undertakes, given the time and resources available.
- In order to be effective, the program needs to be aware of issues and events of significance to the Solomon Islands. In particular, the SOLMAS program needs to be able to respond to any implications these may have in the media sector, for example the National Elections in 2010.

Efficiency

- The budget for the program seems to be on track.
- We would like to acknowledge the energy and commitment of the SOLMAS team and the strong base they have been able to establish in the short space of time that the program has been in operation.

Sustainability

- Whilst it is too early to assess the sustainability of program activities, the partnership approach and work across the media sector are encouraging steps towards long-term strengthening of the industry.
- A key factor in having a lasting effect is the strength and commitment of the partnership.

Gender Equity

- Preparation for program activities to date seem to indicate that women's access and opportunity in program activities have been given careful consideration. As activities are implemented, this will need to be closely monitored.

Rural and Remote Communities

- We note that, to date, there has been little opportunity to address the needs of the majority of the population living in rural and remote areas. This will need greater consideration in Phase 2.

Youth

- We note that to date, there has been little opportunity to consider whether the program is adequately addressing the needs of younger people across the nation. This will need greater consideration in Phase 2.

Recommendations

The Solomon Islands is in a period of transition, moving from a state of post-conflict to a position of normalisation. The media have a key role to play in this process, and SOLMAS, within its limited time and resources, has the potential to play an important role in assisting the media to ensure effective governance of the country and its long-term peace and prosperity.

In considering the potential of the SOLMAS program in Phase 2, a useful and relevant point of reference for this review has been the World Bank Governance Indicators which highlight six key dimensions of governance: voice and accountability (elections, free speech/media); political stability and the absence of violence; government effectiveness (public services, policy, government will); regulatory quality (policies, action to promote private sector development);

rule of law; and control of corruption. The direct and indirect relevance of media to these governance indicators points to the potential of SOLMAS to contribute well to development.

A pivotal point in testing and building the accountability of government in the Solomon Islands will be the upcoming National Elections, due to be held on a date to be determined between June and August 2010. There is much work to be done in ensuring the success of these elections, including: building peoples' trust in the electoral process, ensuring that the whole nation has access to information about the electoral process and its outcomes, implementing a significant amount of civic education and ensuring that media coverage of the electoral process is accurate, balanced and fair. Failure to address these issues could have significant adverse consequences for the future of the country.

Given the context outlined above, and following our consultations with the SOLMAS team and partners, we have identified the following areas as needing particular consideration in the roll-out of Phase Two of the project.

First Level Priorities

- The implementation of the MASI Training Plan and support for the introduction of the SICHE Certificate Course in Journalism & the Media; and continuation of media awareness training, particularly as it relates to the upcoming National Election.
- The implementation to completion of successful Flexible Support Fund applications for assistance by member organisations of MASI.
- Support for the media in being able to effectively prepare for, and report on, the 2010 National Elections, both in terms of access of the population to information and in ensuring that the voices of the nation are heard.
- Support for the SIBC in performing its role as the only Solomon's media platform with national reach, which assumes particular significance given the upcoming National Election.
- Short-term support to improve the efficiency of SIBC's financial sustainability, including sales and marketing capability.

Second Level Priorities

Component 1

- Regulatory/legislative review
- Breaches to spectrum
- MOCA capacity building - spectrum advisor

Component 2

All activities are included in the First Level Priorities

Component 3

- Audience needs analysis
- SIBC strategic planning
- SIBC organisational development (with exceptions eg development of a code of conduct to establish standards of behaviour required of all management and staff towards the organisation and one another, which should be undertaken as a high priority).

NB: ongoing consideration is required to maintain an appropriate balance of focus across national (SIBC), commercial and community-based media sectors. The emphasis should be to the development of the national media system.

Component 4

- Consideration could be given to the use of the Content Management Fund for strengthening civic education in relation to the National Elections. (eg community-based initiatives)

NB: There is a possibility that FSF money will need to be used to support a short-term extension/transition period for the program in the first half of 2011.

Next Steps

The following steps will be taken in order to complete the evaluation process:

- IPAT Team to provide feedback on key findings and recommendations to the SOLMAS Program Director, prior to his in-country visit commencing 21 July 2009.
- IPAT Team to write the draft Independent Progress Assessment Report (IAPR), incorporating a Quality at Implementation Report & Concept Note for Phase 2.
- ABC to provide feedback on the draft IAPR
- IPAT Team to submit the final version of the IAPR to the ABC.

Acknowledgements

The Assessment Team expresses its appreciation for the assistance received both in the preparation and undertaking of the Review. Foremost among these are the SOLMAS partners and stakeholders in the Solomon Islands who gave generously of their time and offered considered advice about the progress of the program. The Team thanks ABC program management personnel in Australia for their planning and organisation of the visit; and the SOLMAS team in Honiara for its energy and support. Finally, the Team acknowledges the cooperation and assistance of RAMSI.

Annexes

a. Independent evaluation team members
b. People/agencies consulted

Annexure A

Independent Evaluation Team Members

Team Leader/Monitoring and Evaluation Specialist – Kathryn Dinh
Kathryn Dinh is an international development consultant whose areas of specialisation include project management, monitoring and evaluation, strategic planning, health promotion, advocacy, training, research and media and communications. Kathryn has worked in the international development sector for more than 10 years, primarily for international humanitarian organisations. This work has included postings overseas and work based out of Australia. She has extensive professional experience internationally, including in the Pacific and Asia.

Kathryn has a Master's degree in International Public Health and a BA in Communications.

Media Specialist – Geoff Heriot

Geoff Heriot is Director of Heriot Media & Governance Pty Ltd. He specialises in the strategic development of public interest media, corporate governance, planning and performance evaluation, and public administration. Until the end of 2008, he was the ABC's Chief of Corporate Planning and Governance, also responsible for ABC International Projects. He has Other senior leadership positions included ABC Education Services, Corporate Strategy and Radio Australia. He has extensive international experience and twice served as an ABC foreign correspondent, in PNG/Pacific and South Asia.

Geoff has Masters degrees in Commercial Law and Asian History respectively, a Graduate Diploma in Business Administration, a Company Directors Diploma, and undergraduate degrees in media and journalism.

Note: Geoff Heriot participated in the SOLMAS re-design mission in February 2008. In his ABC role, he also had overall responsibility for the Corporation's management of International Projects such as SOLMAS. He took an active interest, as delegate, in the appointment process of the SOLMAS Program Manager role.

SOLMAS IPAT Schedule – Honiara 12-19 July 2009

Time & Location	Review Focus & Approach	Organisation	Person(s)
Sunday 12th 3pm	• Go through logframe to get any latest updates on activities • Team reflection on progress to date • Identify additional evaluation questions/issues • Finalise team's involvement in review, plans & logistics ❖ *Meeting/reflection/update/additional input*	ABC	• Corallie Ferguson • Wendy Everett
Monday 13th 8.30am	• All components ❖ *Consultation/feedback/input into review process*	RAMSI	• Anna McNicoll (Snr Development Program Specialist) • Mary Haridi
Mon 13th 10am	• Component 3 – SIBC • Component 4 – FSF • Component 5 – program management ❖ *Consultation*	SIBC	• Michael Wate (Acting GM and Manager Finance)
Mon 13th 10.45am	• Component 3 – SIBC • Component 4 – FSF • Component 5 – program management ❖ *Consultation*	SIBC	• Ashley Bengasi (Manager Sales and Marketing)
Mon 13th 11.30am	• Component 3 – SIBC • Component 5 – program management ❖ *Consultation*	SIBC	• Bart Basia (Manager Programs and Presentation)
Mon 13th 2pm (KD)	• Component 3 – SIBC ❖ *Consultation*	SIBC	• Moddie Nanau (Programs Pres) • Alison Ofotalau (News Current Affairs) • Salei Rukasi (Library) • Sheila (Finance)
Mon 13th 2pm (GH)	• Component 3 – SIBC • Component 5 – program management ❖ *Consultation*	SIBC	• Andrew Lano (Acting Manager, Technical)
Mon 13th 2.45pm	• Component 3 – SIBC • Component 5 – program management ❖ *Consultation*	SIBC	• Walter Nalangu (Manager News Current Affairs)
Tues 14th 8am	• Component 2 – media training/awareness • Team reflection on progress to date • Identify additional evaluation	SOLMAS	• David Barrow

	questions/issues ❖ *Meeting/reflection/update/additional input*		
Tues 14th 10am	• Component 2 - Feedback on training plan • Component 5-Interaction with SOLMAS project ❖ *Consultation* •	MASI	• George Herming (President)
Tues 14th 11am	• Component 2 - Feedback on training plan • Component 5-Interaction with SOLMAS project ❖ *Consultation*	MASI	• John Lamani (former MASI President, owner Solomon Star newspaper & Power FM)
Tues 14th 2pm	• Component 2 – media awareness • Component 4 – FSF • Cross-cutting issue – youth engagement ❖ *Consultation*	Don Bosco	• Fr Ambrose Perreira (Director)
Tues 14th 3.30pm	• Components 2/5: - SOLMAS support for certificate course ❖ *Consultation*	SICHE	• Dr. Gordon Naniu (Deputy Director) • Norman Hatigeva (Dean of Academic Services)
Wed 15th 10am	• Component 1- spectrum management, capacity building, legislative changes incl role of World Bank • Component 4 – FSF (as members of Advisory Panel) • Component 5 – interaction with SOLMAS ❖ *Consultation*	MOCA	• Robert Bokelema – Director of Communications/ Spectrum • Jeffrey Wickham (Permanent Secretary)
Wed 15th 11am	• Component 1 – public accountability as SOE, & Telecommunications Act • Component 3 – strategic direction and organisational effectiveness of SIBC ❖ *Consultation*	Ministry of Finance & Treasury – Economic Reform Unit	• Matt Hodge-Kopa (Manager ERU)
Wed 15th 1pm	• Good governance - Implications of the SI Election June 2010 – Phase 2 planning, possible impact on all components ❖ *Consultation*	RAMSI	• Mary-Louise O'Callaghan (Public Affairs Manager)
Wed 15th 2pm	• Good governance - Implications of the SI Election June 2010 – Phase 2 planning, possible impact on all components ❖ *Consultation*	SI Electoral Commission	• Kate Sullivan (Program Manager, Electoral System Strengthening Program
Wed 15th 3.30pm	• Component 1 – public accountability as SOE • Component 2 – media training • Component 3 – SIBC • Component 4 – FSF • Component 5 – program management ❖ SIBC & PACMAS	SIBC	• Cornelius Rathamana (GM)
Thurs 16th	• Cross-cutting issue – rural & isolated	Solomon Islands	• Joseph Major

8.30am	communities	Development Trust	(Media Manager)
Thurs 16th 11.30am	❖ Cross-cutting issue – rural and isolated communities	People First Network	• David Ma'ai (Manager)
Thurs 16th 1.30pm	❖ *Discussion of preliminary findings & points of clarification with RAMSI*	RAMSI	• James Hall (Deputy Special Coordinator) • Anna McNicoll
Thurs 16th pm	❖ *Meeting with SOLMAS team – points of clarification* ❖ *Write up of preliminary findings/recommendations*		•
Fri 17th am	❖ *Write up of preliminary findings/recommendations*		
Friday 17th 10.30am	❖ Cross-cutting issue – gender equity & youth	Vois Blong Mere Solomon	• Lisa Horrwatu (Deputy Director)
Fri 17th 12noon LUNCH meeting	❖ *Feedback of preliminary findings/recommendations and/or discussion on PACMAS/SOLMAS*	RAMSI/ABC/IPAT/ AUSAID	• James Hall, Anna McNicoll, Mary Haridi,Louisa Cass, Kathryn Dinh, Geoff Herriot, Corallie Ferguson, Jess List
Fri 17th 2.15pm	❖ *Partner feedback meeting. Feedback draft review findings & recommendations & receive input to be incorporated in aide memoire & IAPR (NB: Representatives from MASI, MOCA and the commercial media were also invited)*	SIBC	• Cornelius Rathamana (SIBC)
Friday 17th 4.30pm	❖ *Meeting with SOLMAS team to review key findings & recommendations & gain feedback*	SOLMAS	• Corralie Ferguson, Wendy Everett, David Barrow, Jessica List
Saturday 18th am	❖ *Finalise aide memoire* ❖ *Planning for write-up of IAPR*		
Saturday 18th 2pm	❖ Component 3 - SIBC infrastructure support ❖ Teleconference	Radio New Zealand	• Steve White, Corallie Ferguson, Jessica List
Saturday 18th 5.30pm	• SOLMAS Phase 2, PACMAS ❖ Consultation	AusAID	• Louisa Cass (Demand for Good Governance Unit)
Sunday 19th am	❖ *Finalise aid memoire* ❖ *Write up notes on SIBC infrastructure support*		

SOLOMON ISLANDS MEDIA ASSISTANCE SCHEME

SOLMAS

PHASE 1 COMPLETION REPORT

23 October 2008 – 31 August 2009

Compiled by Corallie Ferguson, Program Manager and Jessica List, Project Officer

Endorsed by Robert Batten, Program Director

September 2009

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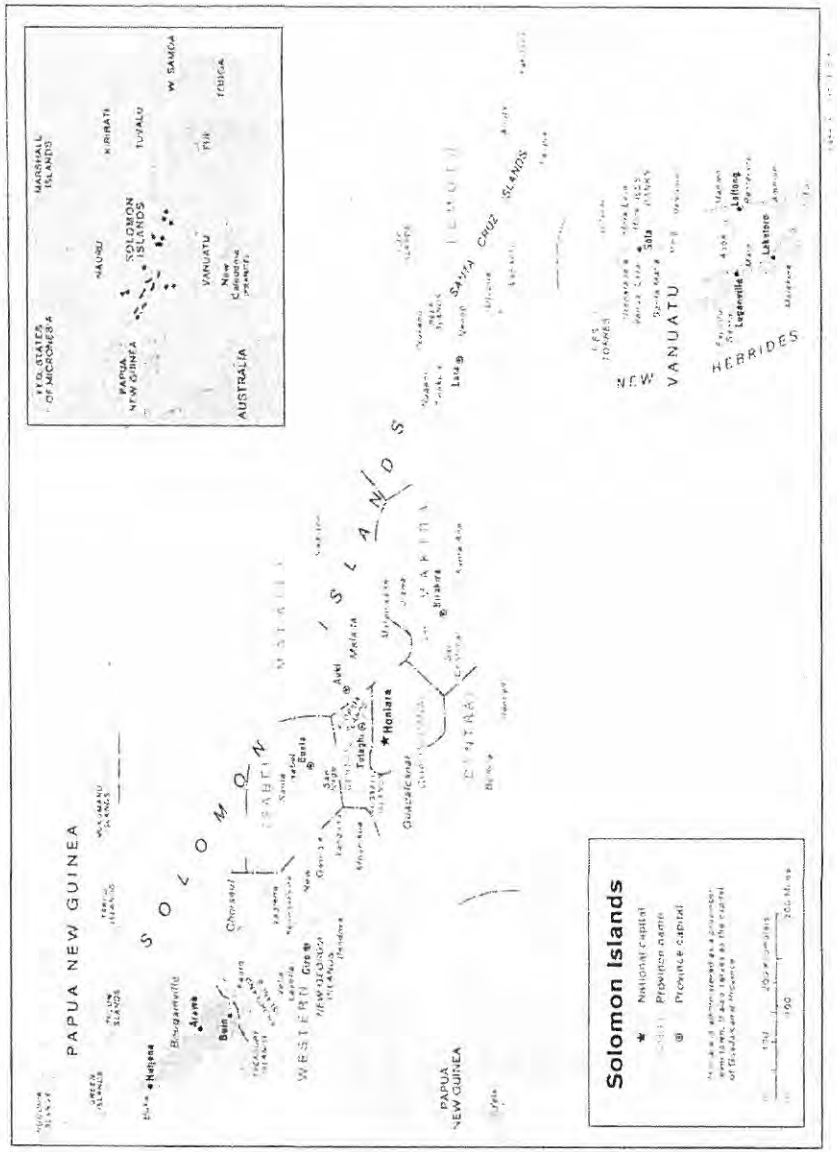
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Acronyms

ABC	Australian Broadcasting Corporation
AusAID	Australian Agency of International Development
CCM	Commercial & Community Media
CR	Completion Report
EOI	Expression of Interest
ERU	Economic Review Unit
ESSP	Electoral System Strengthening Program
FSF	Flexible Support Fund
HF	high Frequency (radio signal)
IPAT	Independent Program Assessment Team
JICA	Japanese International Cooperation Agency
MASI	Media Association of Solomon Islands
MEF	Monitoring and Evaluation Framework
MOCA	Ministry of Communications and Aviation
MOG	Machinery of Government
MW	Medium Wave (radio signal)
NDMO	National Disaster Management Orgranisation
NGO	Non Government Organisation
PACMAS	Pacific Islands Media Assistance Scheme
PDD	Program Design Document
PFNet	People First Network
RAMSI	Regional Assistance Mission to Solomon Islands
RNZI	Radio New Zealand International
ROU	Record of Understanding
SI	Solomon Islands
SIBC	Solomon Islands Broadcasting Corporation
SICHE	Solomon Islands College of Higher Education
SIDT	Solomon Islands Development Trust
SIEC	Solomon Islands Electoral Committee
SIG	Solomon Islands Government
SOE	State Owned Enterprise
SOLMAS	Solomon Islands Media Assistance Scheme
SW	Short Wave (radio signal)
TA	Technical Assistance
TC	Telecommunications Commission
TOR	Terms of Reference
TSI	Transparency Solomon Islands
VBM	Vois Blong Mere

This Completion Report is in accordance with tasking and guidelines.

Map of Solomon Islands



Executive Summary

The Solomon Islands Media Assistance Scheme was designed to strengthen the media of the Solomon Islands and forms part of the civilian support provided by the Regional Assistance Mission to Solomon Islands.

SOLMAS was originally intended to start on 1 July 2008; however implementation did not formally begin until the Project Manager arrived in country in late October. The first phase of the Program concentrated largely on preparation, preparatory work and establishing strong links and relationships with partner organisations. This preparatory work has been essential to the success of Phase 1 and will contribute to the on-going success of SOLMAS leading into Phase 2 as without the partner's confidence in the Program, it could be argued that the Program would be set to fail. The Independent Program Assessment Team (IPAT) review noted "...establishing these partnerships has been a key success of Phase 1 and provides the backbone for effective implementation of activities in Phase 2."[1] This strong focus on nurturing relationships was the primary goal in the early stages of Phase 1, and has proven to be the primary element to the success of the Program so far.

Due to a significant amount of time lapsing between when SOLMAS was first designed and when SOLMAS started, the Strategic Framework was revised in November 2008 with the assistance of a Monitoring & Evaluation specialist and in consultation with all key stakeholders. This process ensured that priorities in the changing media environment were still current and provided an opportunity for stakeholders to address any new issues. The revised framework was split into 5 components. A summary of key achievements under each component is detailed below:

Component 1: Strengthening Solomon Island Government and industry-based regulatory policy framework;

- A review of media legislation was completed in readiness for a media legislation specialist to work with MOCA on drafting legislation in Phase 2. The review found discrepancies and omissions within the media regulation framework; for example a lack of regulatory framework for broadcasting and an outdated Television Act. There is no specific defamation, copyright or new media legislation in place. These concerns will be addressed by the media legislation specialist in Phase 2.
- Harmonisation with the Economic Reform Unit for spectrum management. Licensing and allocation of scarce Spectrum is currently undertaken by MOCA. Spectrum training will be given by the ERU in the set up of the Telecommunications Commission

Component 2: Strengthening capacity of commercial and community-based media, and improving internal and external recognition of their roles;

- A Skills gap analysis was completed by the SOLMAS Media Training Coordinator for all media professionals through an extensive interviewing process and follow up discussions with editors and media proprietors.

[1] SOLMAS Program Assessment Report, August 2009 p 5.

- A MASI Training Plan was devised, signed off by all stakeholders, and implementation commenced with six courses completed during Phase 1. The training plan is continually monitored and amended according to feedback.
- The SOLMAS/MASI Training Coordinator supported SICHE in gaining Prime Ministerial support for a certified media and journalism course which he will convene for the first six months as commitment to the course.
- Three media awareness training courses were conducted with young students at Don Bosco (approximately 50% female attendees).

Component 3: Strengthen SIBC effectiveness and appropriately differentiating its role as a public broadcaster/emergency service provider;

- A review of SIBC transmission infrastructure was completed which assessed safety and analysed cost efficient ways to improve transmission and to maximise coverage. A prioritised rectification plan has been developed and implementation of the plan is due to begin early in Phase 2.
- SIBC Partnership Coordinator has reviewed existing SIBC plans and strategies and has begun working to improve professional practice in the News Department; job descriptions are being drafted in collaboration with staff members and their supervisors.
- SOLMAS harmonised with ERU and the SOE Strengthening Program to provide support for SIBC's first audit in 12 years, and by working closely with the General Manager to improve forward planning.
- A skills gap analysis was also completed with News and Programming staff in conjunction with the MASI skills gap analysis and training plan.
- SIBC participated in the SOLMAS/MASI Training Plan and staff are attending the training sessions. The Partnership Coordinator also provided one -on-one training with media staff.

Component 4: Flexible Support Fund;

- A Flexible Support fund Advisory Group was selected, a charter and set of eligibility/selection criteria were created to assess proposals. The eligibility criteria included requests for technical assistance or training.
- Processes and protocols were identified for selecting appropriate submissions.
- FSF Criteria and First round call for applications to the FSF was presented at the MASI AGM on 6 May with a closing of 17 June 2009.
- The Fund received 17 applications for assistance. The FSF Advisory Group met in July to consider the applications. Subsequently, further detailed information was sought in readiness for decisions to be made in Phase 2

Component 5: Program Management;

- SOLMAS Program Manager established the SOLMAS office, meeting and conference facilities and engaged 2 local staff members
- Ongoing monitoring and evaluation of the Program, including risk management, financial management and human resource management took place at a high level.
- Regular liaison between Australian based SOLMAS staff and RAMSI officials continued ensuring open communication and subsequently reducing risk.
- Regular planning and reporting procedures were initiated, commenced and continued in a timely and accurate fashion.

Effort went into progressing in all component areas, however due to time constraints and the necessary harmonisation with the ERU Programs; some activity components were not achieved.

- Component 1: Identification of spectrum breaches and implementation of an appropriate regulation did not take place during Phase 1. This was due to the necessary harmonisation with the ERU who were undertaking the telecommunications reform including subsequent legislation, Telecommunications Commission set up and eventual training of spectrum staff.
- Component 3: The phased implementation of the rectification plan for SIBC's technical infrastructure was planned; however due to time constraints, this was not completed in Phase 1; it will be a priority for completion early in Phase 2.
- Component 3: SOLMAS did not conduct an audience needs analysis or audience survey due to time constraints, but will undertake this important strategy in Phase 2

The Independent Program Assessment Team provided recommendations on the implementation and planning of Phase 2 based on their assessment of Phase 1 and the current situation in Solomon Islands, taking particular note of the upcoming national election in mid 2010. These recommendations were considered and the SOLMAS team subsequently held a Monitoring and Evaluation (M&E) workshop in August to revise the strategic framework and plan for Phase 2.

Background

Request for initiative:

The first RAMSI program of assistance to media in Solomon Islands took place between January 2005 and December 2006 focussed mainly on assisting SIBC and was implemented by the ABC as service partner. The program of assistance ended earlier than originally planned; however RAMSI and the ABC maintained an on-going dialogue and after a review team visited Solomon Islands in February 2008 a revised Program Design Document was completed. It was agreed that the program of assistance would be applied to all Solomon Islands media, not just to the SIBC.

Context and rationale:

The Solomon Islands has a population of approximately 510 000 disbursed over approximately 300 islands (out of 992 islands) with most, approximately 50,000 people, residing in the capital, Honiara. The population has a low literacy rate (approximately 25% to 40%) and the archipelago is not well served by transport. Despite this, Solomon Islands has a relatively strong and competitive media industry, most based in and around Honiara:

Radio – is the most powerful medium in Solomon Islands.When fully operational SIBC has the capacity to reach most of the population via its short-wave service and SIBC is the only station capable of this reach. *SIBC* is the public broadcaster and emergency services provider but receives only adhoc financial support from Government. It competes in the very small commercial advertising market for revenue. Honiara also has two other commercial FM radio stations, *Z-FM* and *PAOA FM* and several community stations including the religious station *Gud Nius Radio, Don Bosco* (Catholic Communications) and the women's group affiliate, *Vois Blong Mere*.

Television – *One Television* is the only Solomon Islands television station which broadcasts for 8 hours each day to several thousand people in Honiara. The bulk of revenue is derived from program sponsorship and advertising. *One Television* has grown significantly over the past 12 months where it initially was only broadcasting for two one-hour slots per day.

Newspapers – there are three commercial newspapers published regularly and distributed in Honiara - *Solomon Star, National Express* and *Island Sun*. Anecdotally, *Solomon Star* is estimated to have a circulation of approximately 6,000, however readership may be up to 10 times this figure; The other newspapers have a lesser circulation.

Other media – *People First Network* (*PFNet*) is an organisation originally set up under a UNDP program that distributes information via e-mail over a shortwave platform. *PFNet* has 30 sites in nine provinces and is operated by local volunteers to distribute news press releases and information. There are also 8 FM "suitcase" radio stations in Isabel Province, originally set up by the UNDP which are now supported by the Solomon Islands Development Trust (SIDT). There is an online presence in the Solomon Islands called Solomon Times online, providing up to date news and information.

All of the above organisations are full or affiliated Members of MASI.

SOLMAS works with all media as it has been recognised that media can assist in RAMSI's overall program goal *'to contribute to a peaceful, well governed and prosperous Solomon Islands'*. A well functioning media has a greater role to play than just informing, educating and entertaining. Media can be used to strengthen nationhood, provide accountability, make governments responsive and support development. All of these functions contribute to the wider goals of RAMSI and the Australian Government's current Solomon Islands strategy and the UN Millennium Development Goals.

Preparation arrangements:

Although originally intended to start in July 2008, SOLMAS did not officially start until the Project Manager arrived in-country in late October 2008. A monitoring and evaluation specialist was engaged in November who consulted extensively with stakeholders to ensure the strategic framework and overall goals had not changed since the Project Design Document was written. The strategic framework and monitoring and evaluation documents were altered as a result of the consultations and reflected the shift in priorities for some of the stakeholders.

The additional two full-time SOLMAS advisors, SIBC Partnership Coordinator and Media Training Coordinator, were engaged early in 2009 and were officially deployed in March 2009. Since their engagement both have conducted a skills gap analysis of Solomon Island media practitioners to ascertain their current training needs. Based on this information a training plan was devised and several courses have already been presented. Expertise from within Solomon Islands, the region and Australia has been sought to conduct some of the specific training requirements.

A Marketing and Business Development Specialist (MBDS) was engaged for two months to work closely with SIBC to review their current financial position and processes and work with the SIBC Sales & Marketing Manager to develop strategies to increase SIBC's revenue and manage organisational costs more effectively. A Finance Management Specialist will be engaged early in Phase 2 to overlap with the work of the MDBS.

Effectiveness

Key Achievements for Phase 1:

Component 1:

A review of existing regulatory policy and legislation was completed; this review highlighted the absence of major pieces of legislation to support media regulation. In particular, there is no regulation covering the commercial radio sector. Whilst there is a Television Act, it is well out of date. An all encompassing Broadcasting, or Media Act which may incorporate "new media" areas such as content on mobile phones and the internet, is the logical replacement approach and will be explored further in Phase 2 with the appointment of a short-term media legislation specialist.

A Broadcasting Act would significantly improve the quality of Solomon Islands media; however a Regulator would also need to be introduced to ensure that breaches of the Act are enforced. Preliminary discussion is underway with stakeholders regarding the possibility of rolling future broadcast regulation into the Telecommunications Commission.

Due to the harmonised efforts of SOLMAS with the ERU, a decision was made to delay the review of legislation until the Telecommunications Act was proclaimed and the Telecommunications Commission (TC) commenced. The media legislation specialist will review and advise on future legislation in Phase 2.

Whilst there is no specific defamation law or contempt of court laws, there is the underlying common law in place.

There are no copyright laws or those pertaining to new media (online, mobile) and these will need to be considered at a later date.

Component 2:

An extensive skills gap analysis of staff from commercial and community-based media was conducted in April 2009. All media staff and their relevant supervisors were personally consulted to assess the current competencies of media partitioners. The Media Training Coordinator was able to aggregate this information which then formed the basis of the Media Training Plan. The plan was endorsed by all of the MASI stakeholders.

Implementation of the media training plan has begun with the following 6 courses conducted during Phase 1:

Beating the Competition Part 1– this course focussed on basic journalism skills including news values - what makes a news story; structure including using attribution, ensuring accuracy, using quotes etc.

40 participants attended this course with 42.5% of attendants being female. 15 organisations were represented including newspapers, commercial and community radio, government communications and TV.

Beating the Competition Part 2 – this course followed on from Part 1 and focused on understanding media ethics, including plagiarism; understanding the role media can play establishing gender equity in Solomon Islands and understanding the role of media in helping prevent violence against women and children

47% percent of the participants were female and Josephine Teakeni, CEO of Vois Blong Mere presented the second training objective. Feedback was very positive with 67.5% of participants saying the module gave them skills needed to work in the media industry. None of the participants had any prior knowledge of the MASI Code of Ethics; this course provided a vehicle for students to engage in lengthy and robust discussion on this topic. One participant commented "(it) was very interesting as it was the first time for me to come across such an important document that guides my profession".

What it takes to be a good Journalist – this course focussed again on basic journalism skills such as exploring the culture of the newsroom and examining ways it can be more productive and processional; developing awareness of the attributes/skills and experience required to successfully practice journalism in Solomon Islands; and the challenges that will be faced by journalists during the 2010 election campaign.

David Tuhanuku Editor of National Express and Dorothy Wickham from One TV presented this course and drew on their own experiences in negotiating the challenges of kastom and culture in practicing journalism. Participants commented that they enjoyed having guest speakers from the local media industry and that they "liked the interaction between presenter and participants".

The course on ***Electoral awareness and major event coverage*** had a range of participants from most provinces working in various roles from station Manager, editors and junior journalists. The ages ranged from 18 to 54; however most participants were in their early 20's. Only 7 females out of 21 students attended this course. The course provided information on the media's role in civic education and students participated in role-play hypothetical situations on what can happen during the lead up, at the election and after the election.

Presentation for Radio Programs attracted participants from most commercial and community radio stations and SIBC. Although only 15 MASI members attended (5 female) most feedback was very positive and most commented that they got a lot from drawing on others experiences.

The course on ***TV Presentation*** was more technical in nature and attracted 86% of invited participants (all from One TV) of which 67% were female. Feedback from participants commented that they liked the interactive 'hands on' style of presentation. 100% of participants found the training material relevant.

Writing for Radio News had attendants from most of the radio stations in Solomon Islands. The course focussed on techniques, attribution and structure. Feedback from participants was very positive however the trainers were disappointed that there were no representatives from SIBC due to staffing shortages.

Anonymous feedback was collected after each exercise and used to adjust the training plan accordingly. . SOLMAS is utilising the knowledge of local eminent media professionals, as well as engaging overseas technical specialists for short periods.

The overwhelming response to the training has been positive with most course ratings received being 'excellent' or 'good'. It was clear from the feedback that the format worked well and participants seemed to enjoy working through case-studies and exercises. Improvements can noted in all forms of media reporting, (newspaper, radio and television), especially in terms of balance and quality of analysis. The Media Training Coordinator is seeking feedback from employers over specific time intervals, for example 1 week after training, 1 month after training and 3 months after training to monitor improvements or the need to keep providing training.

SOLMAS has supported SICHE in preparation for the introduction of the Certificate Course for Media and Journalism, due to begin in February 2010. SOLMAS Training Coordinator, David Barrow, provided extensive support to MASI and SICHE to approach and gain support from the Prime Minister. This course will be instrumental in improving the quality of journalism at all levels. The SOLMAS Media Training Coordinator will be convening this course for the initial 6 months to continue the SOLMAS commitment.

Media awareness courses were conducted with young students at Don Bosco during Phase 1 and it is hoped that some of these students will look towards a career in media, deepening the pool of available cadets.

Component 3:

SIBC News staff have also benefited from the media and journalism training to the extent that the quality of their news output has improved substantially. The SIBC Partnership Coordinator has also been very active in one-on-one training and mentoring with staff from all departments to improve their professionalism and on air presentation. Skills improvement has occurred and the quality of the news reporting has increased dramatically along with processes within the newsroom in the lead up to the presentation of bulletins.

Substantial time and effort has been dedicated to review the current SIBC transmission infrastructure. Unfortunately, it is in disrepair, due to age, corrosion, poor maintenance and natural disasters (Gizo tsunami in 2007). Several reports were obtained , including a structural engineering review of the integrity of the masts in Gizo and Henderson. Extensive works will be completed in Phase 2 to restore SIBC's HF (Short Wave) transmission infrastructure. SIBC will then have the strongest reach in Solomon Islands and a stable platform for entertainment, information, education, emergency broadcasts and election voter education.

Both the Partnership Coordinator and the Program Manager have been actively engaged in the improvement of forward planning and public accountability of SIBC management. During Phase 1 the Program Manager and SIBC General Manager completed an anonymous SWOT analysis with all staff. This was followed by a Corporate Plan Workshop with Senior Management and Board Members. The purpose of the workshop was to facilitate a realistic approach for the management of SIBC to setting some more achievable goals and keeping focussed on these goals. In Phase 2, a workshop on a Code of Conduct will be completed. The Partnership Coordinator will also be working

one on one with staff members to create job descriptions and subsequent appraisal formats for every staff member.

The Program Manager worked closely with the Electoral Reform Unit (ERU) on the State Owned Enterprises (SOE) Strengthening Program to ensure that there is no duplication with activities. SIBC, as an SOE will be audited for the first time in 12 years and will be required to provide financial reporting to Government on a regular basis.

Going forward, SOLMAS will engage a short-term Sales/Marketing Advisor and a Finance Advisor in Phase 2. The Finance Advisor will assist the SIBC Finance Department to establish risk management procedures, improve the skills-set, develop job descriptions and provide advice to the General Manager on managing risk and overseeing the department. This will strengthen the financial capabilities of the SIBC without duplicating the work of the ERU.

Component 4:

All elements of the Flexible Support Fund have been completed. These include the development of selection criteria and guidelines for applicants, establishment of an Advisory Group and a call for funding submissions. 17 applications were received and the Program Manager continues to work with the applicants, seeking additional information where necessary so that the Advisory can make informed decisions at the next meeting. SOLMAS will recruit an FSF Project Manager to manage the logistics for the successful applications in Phase 2.

Phase 2 will see the results of the applications.

Component 5:

All elements of this component were consistently achieved. Please refer to annexures for a detailed Project Monitoring Tool.

Key Non Achievements for Phase 1

Component 1:

Identification of preferred options for introduction of appropriatelegislation/policy has been deferred to Phase 2 after the Telecommunications Act proclamation and commencement of the Tellecommunications Commission.

Much of Component 1 was delayed due to the necessary harmonisation with the ERU. It was decided not to duplicate the work being done with the ERU on spectrum matters, as once the Telecommunications Commission (TC) is established, the Commissioner will advertise for spectrum staff. It is thought that some of the staff from the current Spectrum Team within MOCA will apply for these roles. Subsequently the TC will commence capacity development for the staff.

SOLMAS will continue to work clsoely with the ERU in this area.

Within Component 3, SOLMAS is to conduct an audience survey which has not yet been achieved. This requires substantial planning and adequate time for the tendering process. The Program

Manager is consulting with ABC Audience Research Executives to design a brief for a national audience survey to be completed in Phase 2.

SOLMAS and ABC staff are pleased with the considerable positive results from Phase 1. Please see Annex 5: Project Monitoring.

Cross Cutting Themes

Anti Corruption:

During Phase 1, the Training Coordinator included an "ethics" subjects within most of the training sessions, and introduced the MASI Code of Practice to all attendees. The SIBC Partnership Coordinator has also instilled this charter within the newsroom and regularly held sessions related to ethical journalism.

The Program Manager meets regularly with the SIBC General Manager to discuss leadership and risk management strategies for SIBC. In Phase 2 there will be a workshop on generating a Code of Conduct which will be introduced to all employees which will specifically address anti-corruption. During Phase 1, a staff SWOT analysis was held allowing staff members to provide feedback anonymously. Many of the issues raised by staff related to anti-corruption and were immediately addressed by the General Manager. Some of these included drinking on the premises after hours, poor time management, useof telephones for personal calls and absenteeism. All of these behaviours have now been isolated as innappropriate and the General Manager is trying to lead by example.

Gender:

The Training Coordinator has been working one on one whenever possible with media practitioners to improve participants training skills and has had some successful sessions with Josephine Teakeni from Vois Blong Mere. Josie is considered a world authority on women's rights and regularly attends seminars and conferences in the Pacific and beyond. Josie presented specific gender components of training courses including 'understanding the role media can play in establishing gender equality in Solomon Islands'.

The SIBC Partership Coordinator is mentoring three female supervisors at SIBC. While all the senior management positions are held by men, these three women are at the next level and are keen to increase their knowledge base and rise within the organisation.

SOLMAS reporting provides information on gender balance, particularly with encouragement for female staff to attend training.

Capacity Development:

All training sessions include group work where participants are involved in finding solutions to problems. Trainers do not just present courses. They encourage interaction from the groups. Two of the three SOLMAS staff members have attended a Making a Difference (MaD) course and are regularly using strategies from the MaD content to support sustainable learning.

All incoming specialists are briefed in ways to work "with" counterparts rather than "at" them.

All major strategies involving media organisations or individuals are always discussed with the relevant counterpart and a shared decision-making process is undertaken.

SOLMAS staff members constantly review and discuss all activities to ensure that a flexible approach is taken to improve an outcome.

The SOLMAS Program Manager works closely with the SIBC Partnership Coordinator, the Media Training Coordinator, and all visiting specialists to ensure that a consistent approach is made to involvement of counterparts. **Please see attachment 4 'capacity building' which** outlines the organisations SOLMAS has worked with to increase capacity and the means used.

Management Efficiency:

1. **Risk Management** – was effectively managed by the delivery organisation, ABC and AusAID. The RAMSI Policy Coordination Team had weekly meetings with SOLMAS Program Manager to ensure the program delivery was on track and mitigate any risks as they arose. SOLMAS in-country staff managed risk by referring to the risk matrix and ensuring it was up to date with current risks as they arose. Australian-based project members ensured that due process was carried out in all aspects of project management including procurement and recruitment. Alternate expert advice was sought in all areas of decision making to ensure all possibilities were explored prior to decision making. For example, exploring the idea of refurbishing Gizo as opposed to demolishing and sourcing new location which was previously thought to be too expensive and dangerous to complete. SOLMAS staff members have a substantive Risk Matrix which is regularly referred to and updated.

2. **Procurement** – the ABC has a rigorous procurement policy that SOLMAS must comply with which includes obtaining a minimum of three quotes and appropriate delegation prior to any financial commitment being made. Prior to receiving a procurement card or financial **delegation, the staff member must undergo a 'delegations training' workshop.** All SOLMAS staff members with any financial delegation must also attend a **'finance framework' course** run by ABC finance. All items procured in phase 1 were subject to rigorous scrutiny both from within the ABC and when presented to AusAID for reimbursement.

3. **Sourcing and Management of Technical Assistance** - For all Technical Assistance (TA) engaged with SOLMAS a Terms of Reference (ToR) is first drawn up. The ToR provides a background to SOLMAS, the needs of the organisation that the TA will be working with, the objectives and scope of work, the skills and experience required and the output. The Program Manager or Advisor then meets with the counterpart to ensure the drafted ToR meets their needs and they **have the opportunity to provide input and take ownership. The ABC has access to a 'bank'** of approximately 1000 applicants who responded to a general Expression of Interest (EoI) for short-term advisory roles. SOLMAS staff review the applications and if necessary call for additional specific Expression of Interest. Once several applications have been selected SOLMAS works with counterparts to select the most appropriate candidate for the role.

4. **Coordination with other activities** - SOLMAS Program Manager has taken considerable time and effort to ensure harmonisation and coordination with other donor activities including the work undertaken by the Economic Reform Unit in changes to the Telecommunications Act. During Phase 2, the National Election will be fundamentally important and SOLMAS has made plans for coordination with the Solomon Islands Electoral Commission and the RAMSI Electoral System Strengthening Program to ensure that Solomon Islands media entities understand their civic responsibilities. There will also be continuing harmonisation with the Japanese International Cooperation Agency (JICA) which is currently undergoing field studies for the **possibility of providing an emergency broadcasting platform within SIBC's infrastructure.**

5. **Overall management by delivery organisation and RAMSI** – the overall management has been very strong both from the ABC and RAMSI. The recent IPAT review indicated that the RAMSI Partners and SOLMAS Program Manager had strong open relationship and that both felt the

work in this area was successful. The IPAT review found the SOLMAS Project Director provided SOLMAS Program Team with "good strategic direction" and the Project Officer "provided highly efficient support in ensuring reporting requirements were met"[2]. The Project Team is led under strong management by the Program Manager who ensures that weekly reports are submitted to her and that she has full awareness and direction over what activities are taking place in the program.

6. **Involvement of recipients/beneficiaries throughout the life of the initiative** – Phase 1 concentrated largely on building partnerships and relationships with key stakeholders and partners. This work cannot be underestimated in its importance was noted on several occasions throughout the IPAT report. SOLMAS Program Manager made it a clear priority to ensure counterparts were engaged in all processes and decisions to ensure ownership of the initiatives. This will not only insure their involvement throughout SOLMAS but ensure longevity of initiatives once SOLMAS has completed. All feedback regarding the relationships between SOLMAS staff and counterparts was very positive.

[2] SOLMAS Program Assessment Report, August 2009 p 38

Expenditure

The following table compares amounts received with amounts expended during the first phase:

	ROU Budget	Expended	Unspent ROU budget	Yet to be invoiced
Inputs	$413,298.00	$385,364.01	$27,933.99	$56,649.00
Reimbursable	$203,832.00	$138,255.08	$65,576.92	$171.83
Overheads & Mgmt	$142,140.00	$142,140.00	$0.00	$0.00
Flexible Support Fund	$1,499,458.00	$101,347.00	$1,398,111.00	$0.00
Total ROU Budget	$2,258,728.00	$767,106.09	$1,491,621.91	$56,820.83

There was a significant underspend overall in Phase 1. This was expected and was mainly due to the late start of Phase 1. The original budget started in July, however in reality the Project Manager did not arrive in-country until late October 2008. Likewise the other two in-country advisors were not deployed until late March 2009, when originally they were budget to begin around the same time as the Project Manager. This meant a significant saving in the input area of $27,933.99.

The low spend on the reimbursable items is due a number of factors including the late start of all in-country staff members; the Project Manager was able to share an office with Machinery of Government for the first 3 months which meant rental and utilities were not being accrued; services originally budgeted for such as staff accommodation and vehicles were absorbed by RAMSI through the RAMSI Government Support Facility (RGSF) reducing expenditure further.

Approximately 6.7% of the Flexible Support Fund was expended during Phase 1. This was not unexpected and the remainder of the funds are being rolled over for use in Phase 2. It is expected that the rate of expenditure for Phase 2 will be much more rapid. This is mainly due to Phase 1 concentrating on planning and calling for submissions, and Phase 2 will concentrate on expending the available funds in areas such as SIBC infrastructure, media and journalism projects, content development fund and the FSF submissions.

The largest area of expenditure was 'inputs' or staff costs. In terms of reimbursable items the most significant portion of the budget was spent on the office fit-out, which now complete functions as an office and base for advisors as well as providing as a training room and meeting area. Significant one-off expenditure by way of funding through the FSF will be more prevalent in Phase 2.

SOLMAS recommends the underspend from the Inputs area of $27,933.99 be redistributed to the Flexible Support Fund for Phase 2 as we are confident this additional funding can be put to good use. The $171.83 outstanding in the reimbursable area is due to GST implications from an earlier invoice. This is currently under investigation and will be invoiced with firm reasoning within the next month.

Impact and Sustainability

SOLMAS is a relatively young Program which has only been active for ten months. Much of the ground work including building relationships with stakeholders, office set-up, recruitment of key staff and commencement of activity has taken much of this time.

It is understood and was recognises in the IPAT report that relationship building is a critical part of the Program, and will stand SOLMAS in good stead for Phase 2.

Training for media practitioners has commenced and the Program has delivered specific courses related to gender equality and anti-corruption elements.

A MASI Code of Ethics has always existed in Draft form but was not widely distributed beyond the MASI Executive. It has now been presented during a training program on "Ethics". There has been wide discussion on this subject within the media since the training highlighted the importance of ethics in the delivery of information.

Basic courses like "Storytelling in the Media" and "How to Beat the Competition" have drawn classes of up to 35 people. A specific focus on "Portrayal of Women in the Media" has been presented and included a presentation from Josephine Teakeni, CEIO of Vois Blong Mere (VBM). Another very popular course was "Electoral Awareness and Major Event Coverage" which was presented by Kate Sullivan from the ESSP and David Tuhanuku from the TSI and was one of the most interactive courses we have held to date.

In terms of sustainability, it is difficult to provide evidence-based results at this stage; However, through the work of the Partnership Coordinator at SIBC, the following examples anecdotally demonstrate capacity building within SIBC:

SIBC General Manager

Capacity Built: Leadership. Improved aspects, as reported by General Manager, Cornelius Rathamana, include:

- Confidence in running the weekly Management Meetings
- Confidence in having the respect of the five Departmental Managers
- Improved standard of conduct of meetings
- Greater control of meetings including reduced time and keeping to agenda
- Confidence in addressing issues, e.g. staff punctuality.
- Confidence in ability to speak freely and openly

Means Used: One-on-one discussion, feedback and modelling

SIBC Newsroom Journalists x 7

Capacity Built:

- Increased ability to develop strong news stories
- Expanding news coverage by following up multiple angles
- Producing breaking news stories ahead of competition
- Increased quality control of output through following up on other media

Means Used: Daily Morning Editorial Conference

SIBC Manager News and Current Affairs

Capacity Built: Developed recruitment initiatives including:

- Initial work to develop a stringer network through selection, recruitment and training
- Developing exercises to assist the selection process
- Developing recruitment techniques for senior staff including advertising widely and through direct approaches

Means Used: One-on-one training

The SOLMAS/MASI Training Coordinator has also been involved in sustainable capacity development by providing one-on-one workshopping with Josephine Teakeni from VBM to improve her presentation skills. This has given Josephine the confidence and further enhanced her ability to make presentations to large international audiences using her considerable knowledge in gender equality and portrayal.

Please refer to Annex 4 Table of Capacity Built

Trainers are conscious of the anonymous feedback received after each training session; this feedback is utilised often with trainers changing their approaches and improving training techniques as a result. Further to this, the Program will be incorporating Focus Group engagement in Phase 2 to further measure effectiveness, impact and sustainability.

Currently, the Program Manager is working with 14 different media organisations that have made submissions to the Flexible Support Fund. Each of the organisations must indicate how a submission will benefit the people of Solomon Islands, increase the reach and quality of media, be sustained by the proposer, and be managed in a transparent and accountable manner. The Program Manager is assisting the proposers to provide this information to the satisfaction of the FSF Advisory so they can finalise decisions on successful applicants. This exercise has resulted in stakeholders engaging in new ways to consider their forward planning and the impact that the assistance will have for their organisations.

These positive outcomes were due to the strong relationships SOLMAS staff members have developed in Phase 1.

Issues

During Phase 1 there have been many stakeholder changes within MOCA, RAMSI and with some of the media stakeholders. Substantial time was then required to build the new relationships.

The Program Manager and Partnership Coordinator have been very careful not to become involved in the process but have given support to the SIBC General Manager. It has created some difficulties with progressing our capacity development activities because of the distraction.

Lessons learned

Due to the reduced timeframe of 10 months, not all proposed activites were able to be completd in Phase 1. As Phase 2 has a longer timeframe of 16 monthsSOLMAS Program staff are confident they will have time to complete all activities.

The strong relationship early in Phase 1 was with the ERU enabled SOLMAS to harmonise efferts with ERU on Objective 1.2 thus not duplicating Spectrum team capacity building,which will be provided by the Telecommunications Commission (TC) when it comes into being in early 2010. The SOLMAS Program Manager continues to work closely with MOCA (Permanent Secretary Jeffrey Wickham, and Spectrum Director Robert Bokelema), to ensure that the harmonisation continues and work on the broadcasting legislation is always part of discussions.

There will also be substantial SIBC benefits of SOLMAS harmonising with JICA on their major disaster management broadcasting commitment to SIBC, NDMO and Meteorology during Phase 2. It must be noted that harmonisation with other donor agencies is a major positive element of any Program when it can show benefits to the target stakeholder organisations and the overall goal of RAMSI.

The skills capacity within the SIBC is not strong, particulary in the management area. The SIBC Partnership Coordinator is working at the operational level to improve the skills base of the News, Programming andTechnical teams; however due to the focus on the 2010 election, some of the priorities for SIBC have dropped to second level priority for Phase 2, including HR and strategic support. One of the capacity building priorities will be to involve SIBC staff members in writing their own job descriptions which in turn will revert to their supervisors, and the GM until all job descriptions are completed.

The audience needs analysis and survey were not completed in Phase 1 due to time constraints howeverwill be completed in Phase 2. Planning for this has now begun and it is hoped that the national audience survey will be tendered and completed by mid 2010.

Overall conclusion

Although SOLMAS began implementation later than initially anticipated, significant progress was made against each component and all of the cross-cutting themes. Phase 1 concentrated largely on establishing relationships, engaging project staff and gathering baseline information. Due to the later than anticipated start date, there was a significant underspend in Phase 1, it is hoped that the underspend from the inputs area can be redistributed to the Flexible Support Fund for Phase 2 where it can be effectively utilised. SOLMAS was reviewed late in Phase 1 by an Independent Program Assessment Team, the results of this review were positive and SOLMAS was able to re-evaluate priorities for Phase 2 including incorporating necessary civic responsibilities into components for the 2010 election. The hard work and diligence of SOLMAS staff during Phase 1 will help to ensure success in Phase 2.

Annex 1: Logframe Phase 1 & 2

Goal/Purpose: To improve the reach and quality of Solomon Islands media

Narrative Summary	Verifiable Indicators	Means of Verification[3]	Assumptions
Component 1: **Strengthening SIG and industry-based regulatory policy framework**			
Objective 1.1: New or revised regulatory policies and legislation which address the needs of both government and industry being applied within SI media organisations.	**Outcome-level** 1.1(a) List of instances[4] in which new or revised regulatory policy or legislation is demonstrably[5] being applied within SI media organisations	Program documentation/Partner reporting	MOCA allow program involvement in media regulation Media players will comply with new or revised regulatory policy and legislation
Activities (outputs)	***Output-Level***		
1.1.1 Review existing regulatory policy and legislation	1.1.1 (a) Production of regulatory policy and legislation (RP&L) review document	Program documentation	Media players will cooperate (and reach sufficient consensus) to allow voluntary of legislative regulatory reform
1.1.2 Participatory identification of preferred options for introduction of appropriate regulatory policy and/or legislation	1.1.2 (a) Production of RP&L preferred options paper 1.1.2 (b) List of key stakeholders formally signed-off on RP&L preferred options paper	Program documentation Program documentation	Media players will cooperate (and reach sufficient consensus) to allow voluntary or legislative regulatory reform
1.1.3 Phased participatory implementation of preferred options for introduction of appropriate regulatory and/or legislation	1.1.3 (a) List of key recommendations of RP&L preferred options paper demonstrably under implementation 1.1.3 (b) List of key recommendations of RP&L preferred options paper demonstrably completed to	Program documentation/Partner reporting Program documentation/Partner reporting	Media players will comply with new or revised regulatory policy and legislation

[3] Expanded upon in MEF.
[4] For the purposes of this logframe, inclusions in any 'List of Instances' are restricted to those that can reasonably be regarded as having resulted with the assistance of the program.
[5] In the context of this logframe 'demonstrably' means some form of verifiable evidence can be presented in support of a claim.

Narrative Summary	Verifiable Indicators	Means of Verification[3]	Assumptions
	satisfactory standard 1.1.3 (c) List of key stakeholders demonstrably contributing to implementation and/or completion of each RP&L key recommendation	Program documentation/Partner reporting	
Objective 1.2 Strengthened capacity within MOCA to manage spectrum allocation	**Outcome-level** 1.2 (a) List of instances in which MOCA staff are demonstrably undertaking new/expanded spectrum management roles or tasks, or spectrum management roles or tasks which were previously undertaken by others	Program documentation/Partner reporting	MOCA will secure increased role in regard to spectrum management
Activities (outputs)	***Output-Level***		
1.2.1 Spectrum-related capacity building within MOCA (harmonised with World Bank efforts)	1.2.1 (a) Documented agreement with World Bank specifying harmonised roles in relation to spectrum-related assistance 1.2.1 (b) Production of skills gap analysis specifically targeting spectrum-related issues completed within MOCA 1.2.1 (c) List of capacity-building exercises specifically targeting spectrum-related issues completed within MOCA 1.2.1 (d) List of MOCA staff (specifying positions) receiving formal training on spectrum-related issues 1.2.1 (e) List (specifying positions) of MOCA staff directly receiving on-the-job guidance through provision of program TA	Program documentation Program documentation Program documentation Program documentation Program documentation	World Bank willing to harmonise in whole of spectrum planning (telecoms & broadcasting) MOCA will secure increased role in regard to spectrum management (and therefore require relevant capacity-building)
Component 2: **Strengthening capacity of commercial and community-based media (CCM), and improving internal and external recognition of their roles**			
Objective 2.1 Improved capacity of staff in commercial	***Outcome-level*** 2.1 (a) List of instances in which staff of SI commercial and community based media are	Program documentation/Partner reporting	Commercial and community-based media require capacity development to provide

Narrative Summary	Verifiable Indicators	Means of Verification[5]	Assumptions
and community based media to manage and deliver relevant services	demonstrably undertaking new/expanded roles or tasks		current or future services
Activities (outputs):	**Output-level**		
2.1.1 Gap analysis of existing skills within commercial and community-based media	2.1.1(a) Production of CCM skills gap analysis paper	Program documentation	Commercial and community-based media players will cooperate and reach sufficient consensus to allow development of shared training strategy
2.1.2 Development of CCM shared training strategy	2.1.2 (a) Production of CCM shared training strategy 2.1.2 (b) List of key CCM stakeholders formally signed-off on shared training strategy	Program documentation Program documentation	Commercial and community-based media players willing to transparently participate in skills gap analysis
2.1.3 Phased implementation of shared training strategy	2.1.3 (a) List of capacity-building exercises (courses/workshops/TA) provided to CCM stakeholders 2.1.3 (b) List of CCM personnel completing each capacity-building exercise 2.1.3 (c) Proportions of attendees meeting relevant competency standards before and after each capacity-building exercise	Program documentation Program documentation Program documentation	Commercial and community-based media organisations will allow relevant staff to attend capacity-building exercises
Objective 2.2 Improved awareness of the roles of media by staff and selected external stakeholders	***Outcome-level*** 2.2 (a) Stakeholder feedback related to awareness of roles of media[6]	Partner reporting	Relevant stakeholders willing to accept changes in currently perceived roles of media

[6] Specific measures to be defined during design of partner reporting, some measures may require baselining.

Narrative Summary	Verifiable Indicators	Means of Verification[5]	Assumptions
Activities (outputs)	**Output-level**		
2.2.1 Conduct media awareness exercises	2.2.1 (a) Production of awareness-raising exercise schedule 2.2.1 (b) List of attendees of each awareness-raising exercises	Program documentation Program documentation	Relevant stakeholders willing to attend awareness exercises
Component 3. Strengthening SIBC effectiveness and appropriately differentiating its role as a public broadcaster/emergency service provider			
Objective 3.1 Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels	***Outcome-level*** 3.1 (a) Verifiable measures[7] of SIBC transmission infrastructure safely operating within targeted coverage levels	Technical survey	Repair or upgrading of relevant SIBC transmission infrastructure within the capacity of the program to achieve
Activities (outputs):	***Output-level***		
3.1.1 Assess technical and safety status of SIBC transmission infrastructure	3.1.1(a) Production of report on technical and safety status of SIBC transmission infrastructure	Program documentation	Existing infrastructure is sufficient to meet basic needs, and remains serviceable and relevant (i.e. not outmoded) in the mid to long term
3.1.2 Develop prioritised rectification plan for repairing existing faults and addressing existing safety issues (including EMR)	3.1.2 (a) Production of prioritised rectification plan 3.1.2 (b) List of key SIBC/SIG stakeholders formally signed-off prioritised rectification plan	Program documentation	SIG/SIBC willing to participate in planning process that focus on broader community need, rather than preconceived ideas or vested political interests
3.1.3 Phased implementation of rectification plan	3.1.3 (a) List of key recommendations of prioritised rectification plan demonstrably under implementation 3.1.3 (b) List of key recommendations of prioritised rectification plan demonstrably completed to satisfactory standard	Program documentation/Partner reporting Program documentation/Partner reporting	As above

[7] Specific measures to be defined during design of technical survey, baselined by 3.1.1.

Narrative Summary	Verifiable Indicators	Means of Verification[8]	Assumptions
	3.1.3 (c) List of key SIBC/SIG stakeholders demonstrably contributing to implementation and/or completion of each key recommendation of the prioritised rectification plan	Program documentation/Partner reporting	
Objective 3.2 Improved forward-planning and public accountability strategies within SIBC	***Outcome-level*** 3.2 (a) List of instances in which new or revised strategies or plans are demonstrably being applied within SIBC 3.2 (b) Audience, sponsor and other user feedback[8] in regard to multiple factors [9]	Program documentation/Partner reporting Client Survey/RAMSI People's Survey	SIBC remains financially viable in Solomon Islands in the mid to long term Economic and security situation in Solomon Islands remains predictable enough to allow meaningful forward planning
Activities (outputs):	***Output-level***		
3.2.1 Review of existing SIBC plans and strategies[10]	3.2.1(a) Production of SIBC strategic planning review document	Program documentation	Natural Disasters do not prevent or reverse planned progress
3.2.2 Conduct audience needs analysis	3.2.2 (a) Production of summary analysis document regarding audience needs	Program documentation (Data source: Client Survey/RAMSI People's Survey)	SI/SIBC willing to participate in planning process that focus on broader community need, rather than preconceived ideas or vested political interests
3.2.3 Participatory development of revised strategies and plans in a manner that is responsive to audience needs	3.2.3 (a) Production of new or revised SIBC strategic plan 3.2.3 (b) List of key SIBC/SIG stakeholders formally signed-off on new or revised SIBC strategic plan	Program Documentation Program Documentation	As above As above
3.2.4 Phased participatory implementation of new or	3.2.4(a) List of key recommendations of new or revised SIBC strategic plan demonstrably under	Program documentation/Partner	As above

[8] Specific measures to be defined during Client Survey, these will include shared RAMSI indicators and some may require baselining.
[9] E.g. new/revised service uptake; general satisfaction; broadcast quality (signal strength and programming); content penetration (including accuracy of programming messages passed); meeting of existing and potential needs (including emergency service broadcasting).
[10] Including those related to public accountability, maintenance, positioning, media awareness, coverage, content, gender issues, etc.

Narrative Summary	Verifiable Indicators	Means of Verification[8]	Assumptions
revised SIBC strategies and plans	implementation 3.2.4 (b) List of key recommendations of new or revised SIBC strategic plan demonstrably completed to satisfactory standard 3.2.4 (c) List of key SIBC/SIG stakeholders demonstrably contributing to implementation and/or completion of each key recommendation of new or revised SIBC strategic plan	reporting Program documentation/Partner reporting Program documentation/Partner reporting	
Objective 3.3 Improved capacity of SIBC staff to manage and deliver relevant media services	***Outcome-level*** 3.3 (a) List of instances in which staff of SIBC are demonstrably undertaking new/expanded roles or tasks	Program documentation/Partner reporting	SIBC requires capacity development to provide relevant current or future services
Activities (outputs):	***Output-level***		
3.3.1 Gap analysis of existing skills within SIBC	3.3.1(a) Production of SIBC skills gap analysis paper	Program documentation	SIBC willing to transparently participate in skills gap analysis
3.3.2 Development of SIBC training strategy	3.3.2 (a) Production of SIBC training strategy 3.3.2 (b) List of key SIBC/SIG stakeholders formally signed-off on training strategy	Program documentation Program documentation	SIBC will cooperate to allow development of training strategy
3.3.3 Phased implementation of training strategy	3.3.3 (a) List of capacity-building exercises (courses/workshops/TA) provided to SIBC 3.3.3 (b) List of SIBC personnel completing each capacity-building exercise 3.3.3 (c) Proportion of attendees meeting relevant competency standards before and after each capacity-building exercise	Program documentation Program documentation Program documentation	SIBC will allow relevant staff to attend capacity-building exercises

Narrative Summary	Verifiable Indicators	Means of Verification[4]	Assumptions
Component 4: Flexible Support Fund			
Objective 4.1 Flexible support provided to other program components within the limits set by the eligibility and selection criteria for the fund	***Outcome-level*** 4.1 (a) List of instances in which proposals funded through the FSF have demonstrably contributed to the meeting each program objective (or broader program goal)	Program documentation/Partner reporting	Relevant needs will arise in relation to program goals and objectives which cannot be sufficiently met under other planned components
Activities (outputs):	***Output-level***		
4.1.1 Develop advisory group charter and draft set of eligibility/selection criteria for assessing proposals under the FSF	4.1.1 (a) Draft advisory group charter and draft set of proposal eligibility/selection criteria developed for FSF	Program documentation	
4.1.2 Develop draft processes and protocols for identifying and obtaining applications from appropriate projects to be supported by the FSF	4.1.2 (a) Draft processes and protocols developed for identifying and obtaining proposals for appropriate projects to be supported by the FSF	Program documentation	
4.1.3 Establish an FSF advisory group	4.1.3 (a) Permanent members of FSF Advisory Group hold meetings 4.1.3 (b) Permanent members of FSF Advisory Group adopt final versions of charter, eligibility/selection criteria, and processes and protocols as their basis of operation	Program documentation (Advisory group minutes) Program documentation (Advisory group minutes)	Appropriate individuals can be identified who are willing to commit sufficient time to advisory group tasks
4.1.4 Delivery of on-going assistance through the FSF	4.1.4 (a) Number/list of proposals put forward to program manager 4.1.4 (b) Number/list of eligible proposals put forward to FSF advisory group 4.1.4 (c) Number/list of proposals approved by FSF advisory group	Program documentation Program documentation (Advisory group minutes) Program documentation (Advisory group minutes)	Media players willing to submit to proposals within eligibility criteria

Narrative Summary	Verifiable Indicators	Means of Verification[4]	Assumptions
	4.1.4 (d) Number/list of proposals funded by FSF under implementation 4.1.4 (e) Number/list of proposals funded by FSF satisfactorily completed	Program documentation Program documentation	
Component 5: Program Management			
Objective 5.1 Efficient and effective management and implementation of the program	***Outcome-level*** 5.1 (a) Qualitative findings of IPAT overview	IPAT Reviews	IPAT Reviews will be undertaken in an objective manner
Activities (outputs):	***Output-level***		
5.1.1 Delivery of program outputs	5.1.1 (a) List of program outputs	Program documentation	External factors do not defeat/delay feasibility of output delivery
5.1.2 Management of program's human resources, finances and procurement	5.1.2 (a) Program staff (short and long term) recruitment dates 5.1.2 (b) Program staff (long-term) retention 5.1.2 (c) Budget execution rates (by component)	Program documentation Program documentation Program documentation	External factors do not defeat administrative efforts
5.1.3 Monitoring and evaluation	5.1.3 (a) List of M&E tasks undertaken (including completion dates) 5.1.3 (b) List of M&E information collected on schedule and compiled in consistent formats 5.1.3 (c) List of instances in which program amendments are suggested as a direct result of analysis of monitored information	Program documentation Program documentation Program documentation	Appropriate respondents/partners willing to provide accurate information and able to be reached
5.1.4 Risk management	5.1.4 (a) List of instances in which risk mitigation strategies have been applied (either drawn from Risk	Program documentation	Risks are sufficiently predictable to be

Narrative Summary	Verifiable Indicators	Means of Verification[2]	Assumptions
	Matrix or ad-hoc) 5.1.4 (b) List of instances in which Risk Matrix has been reviewed and/or revised	Program documentation	foreseen
5.1.5 Annual Planning and Program reporting	5.1.5 (a) Production of Annual plan and other formal Reports	Program documentation	Sufficient information gathered to appropriately Inform planning and reporting

Annex 2: Phase 1: Final Acquittal

SOLMAS Acquittal Budget End of Phase 1 Final figures									
Expenditure	Monthly ROU budget	Monthly Actuals	Monthly Variance	Program ROU budget to date 31/3/09	Program Actuals to date 31/3/09	Variance	Program ROU budget	Program Actuals to date	Program Balance to date
INPUTS									
Program Manager Fixed Remuneration	$12,500.00	$12,410.34	$89.66	$150,000.00	$155,751.42	$5,751.42	$150,000.00	$155,751.42	$5,751.42
Storage - Australia Costing	$83.00	$1,567.50	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Total Living Allowances	$83.00	$1,567.50	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fares/ Reunion	$5,992.55	$0.00	$5,992.55	$7,500.00	$4,507.45	$2,992.55	$7,500.00	$1,707.55	$5,992.55
Total Other Program Manager Support Cost	$5,992.55	$0.00	$5,992.55	$7,500.00	$1,707.45	$5,992.55	$7,500.00	$1,707.45	$5,992.55
Grand Total Program Manager	$18,575.55	$14,007.84	$4,567.71	$158,500.00	$160,710.77	-$2,210.77	$158,500.00	$160,710.77	-$2,210.77
SIBC /ABC Partnership Co-ordinator Fixed Remuneration	$10,416.00	$9,828.74	$787.26	$62,496.00	$64,997.44	-$2,501.44	$62,496.00	$64,997.44	-$2,501.44
Fares/ Reunion	$2,500.00	$0.00	$2,500.00	$7,500.00	$1,198.41	$6,301.59	$7,500.00	$1,198.41	$6,301.59
Total Other Support Cost	$2,500.00	$0.00	$2,500.00	$7,500.00	$1,198.41	$6,301.59	$7,500.00	$1,198.41	$6,301.59
Grand Total SIBC/ABC Partnership Coordinator	$12,916.00	$9,828.74	$3,287.26	$69,996.00	$66,195.85	$3,800.15	$69,996.00	$66,195.85	$3,800.15
Media Training & Development Coordinator Fixed Remuneration	$10,416.00	$9,531.40	$884.60	$65,100.00	$66,335.42	-$1,235.42	$65,100.00	$66,335.42	-$1,235.42
Fares/reunion	$4,995.90	$0.00	$4,995.90	$7,500.00	$304.10	$7,195.90	$7,500.00	$304.10	$7,195.90
Total Other Support Cost	$4,995.90	$0.00	$4,995.90	$7,500.00	$304.10	$7,195.90	$7,500.00	$304.10	$7,195.90
Grand Total Media Training & Development	$15,411.90	$9,531.40	$5,880.50	$72,600.00	$66,639.52	$5,960.48	$72,600.00	$66,639.52	$5,960.48
Program Director Fixed Remuneration	$2,532.00	$3,556.48	-$1,024.48	$45,576.00	$43,028.40	$2,547.60	$45,576.00	$41,013.40	$4,562.60
Program Administrator Fixed Remuneration	$4,759.00	$3,756.68	$1,002.32	$66,626.00	$64,304.45	$2,321.55	$66,626.00	$60,824.45	$5,801.55
Total Australia based Project Support	$7,291.00	$6,313.16	$977.84	$112,202.00	$91,817.87	$20,384.13	$112,202.00	$91,817.87	$20,384.13
TOTAL INPUTS	$54,194.55	$39,441.14	$14,713.41	$413,298.00	$385,364.01	$27,933.99	$413,298.00	$385,364.01	$27,933.99
OVERHEADS AND MANAGEMENT									
OVERHEADS AND MANAGEMENT	$10,151.00	$10,151.00	$0.00	$142,140.00	$142,140.00	$0.00	$142,140.00	$142,140.00	$0.00
REIMBURSABLES									
Rent & Utilities	$5,734.00	$2,936.49	$2,797.51	$40,140.00	$29,440.42	$10,699.58	$40,140.00	$29,440.42	$10,699.58
Flous	$6,750.03	$8,339.45	[illegible]	$41,250.00	$47,723.21	$6,723.21	$41,250.00	$47,723.21	[illegible]
Office Supplies	$2,927.64	$28.63	$2,899.01	$8,000.00	$8,912.85	$912.85	$8,000.00	$8,912.85	$912.85
Telephone	$2,188.00	$718.22	$1,469.78	$24,372.00	$23,353.37	[illegible]	$24,372.00	$23,076.03	[illegible]
IDSL	$790.00	$609.34	$320.66	$9,240.00	$9,552.00	$312.00	$9,240.00	$9,552.00	$312.00
Total Office	$18,338.67	$12,532.12	$5,806.55	$121,252.00	$88,650.09	$32,601.91	$121,252.00	$88,650.09	$32,601.91
Locally Engaged Staff									
Recruitment	$405.72	$0.00	$405.72	$2,500.00	$1,914.28	$585.72	$2,500.00	$1,914.28	$585.72
Local Payment Mgmt Fee	$750.00	$750.00	$900.00	$1,000.00	$900.00	$100.00	$1,000.00	$900.00	$100.00
Office Assistant	$2,405.84	$504.16	$1,901.68	$3,000.00	$1,064.32	$1,935.68	$3,000.00	$1,064.32	$1,935.68
Cleaner	$1,944.02	$125.04	$1,819.98	$2,700.00	$1,799.92	$900.08	$2,700.00	$1,799.92	$900.08
Total Locally Engaged Staff	$5,505.58	$1,379.20	$4,126.38	$9,200.00	$5,712.52	$3,487.48	$9,200.00	$5,712.52	$3,487.48
Reimbursables Other									
Visas, Medical Travel	$719.15	$0.00	$719.15	$5,500.00	$1,924.23	$3,575.77	$5,000.00	$1,924.23	$3,075.77
Freight	$456.30	$23.15	$433.15	$5,500.00	$1,123.52	$4,376.48	$5,000.00	$123.52	$4,876.48
Travel & Accommodation	$4,817.34	$5,970.66	$2,946.26	$41,000.00	$39,961.66	$1,038.34	$37,000.00	$37,961.66	$961.66
Personal Safety Awareness Training	$904.00	$0.00	$904.00	$15,000.00	$14,995.53	$4.47	$15,000.00	$14,995.53	$4.47
Misc/Contingency	$4,095.00	$621.62	$3,467.38	$10,000.00	$5,175.04	$4,824.96	$10,000.00	$5,175.04	$4,824.96
Cultural Awareness Training	$3,000.00	$0.00	$3,000.00	$5,000.00	$0.00	$5,000.00	$5,000.00	$0.00	$5,000.00
Total Reimbursables Other	$23,000.50	$6,621.76	$17,408.63	$74,000.00	$48,287.51	$25,287.49	$74,000.00	$48,287.51	$25,287.49
TOTAL REIMBURSABLES	$47,815.58	$19,913.08	$27,902.50	$201,852.00	$138,255.08	$63,576.92	$203,852.00	$138,255.08	$65,576.92

Annex 2: Phase 1: Final Acquittal

SOLMAS Acquittal Budget *End of Phase 1 Final figures*									
Expenditure	Monthly ROU budget	Monthly Actuals	Monthly Variance	Program ROU budget to pre 31/08/09	Program Actuals to p/e 31/08/09	Variance	Program ROU budget	Program Actuals to date	Program Balance to date
FLEXIBLE SUPPORT FUND									
Monitoring and Evaluation Specialist Remuneration	$29,000.00	$0.00	$29,000.00	$40,000.00	$11,000.00	$29,000.00	$40,000.00	$11,000.00	$29,000.00
M & E Accommodation	$3,646.71	$0.00	$3,646.71	$6,646.71	$3,000.00	$3,646.71	$6,646.71	$3,000.00	$3,646.71
Travel	$7,932.95	$0.00	$7,932.95	$10,000.00	$2,067.05	$7,932.95	$10,000.00	$2,067.05	$7,932.95
IPAT X 2 Renumeration	$40,000.00	$36,133.05	$3,866.95	$40,000.00	$36,133.05	$3,866.95	$40,000.00	$36,133.05	$3,866.95
Travel	$7,200.00	$0.00	$7,200.00	$7,200.00	$3,478.73	$720.00	$7,200.00	$3,478.73	$720.00
Hotel	$32,500.00	$2,147.63	$30,352.37	$32,500.00	$2,423.00	$2090.00	$32,500.00	$2,423.00	$30,063.37
Per Diem's	$29,700.00	$0.00	$29,700.00	$29,700.00	$975.00	$29,625.00	$29,700.00	$975.00	$28,725.00
SIBC Marketing & Business Development Specialist	$30,000.00	$0.00	$30,000.00	$30,000.00	$0.00	$30,000.00	$30,000.00	$0.00	$30,000.00
SIBC Strategic Management Specialist	$45,055.00	$0.00	$45,055.00	$45,055.00	$0.00	$45,055.00	$45,055.00	$0.00	$45,055.00
SIBC Financial Management Specialist	$48,000.00	$0.00	$48,000.00	$48,000.00	$0.00	$48,000.00	$48,000.00	$0.00	$48,000.00
SIBC Organisational Specialist	$45,055.00	$0.00	$45,055.00	$45,055.00	$0.00	$45,055.00	$45,055.00	$0.00	$45,055.00
Spectrum Planning Specialist	$31,607.00	$0.00	$31,607.00	$31,607.00	$0.00	$31,607.00	$31,607.00	$0.00	$31,607.00
Transmission Specialist	$38,461.74	$0.00	$38,461.74	$38,000.00	$3,538.26	$38,461.74	$38,000.00	$3,538.26	$38,461.74
Technical Advisor Travel x 8	$32,500.00	$0.00	$32,500.00	$32,500.00	$0.00	$32,500.00	$32,500.00	$0.00	$32,500.00
TA Accommodation x 8	$32,400.00	$0.00	$32,400.00	$32,400.00	$0.00	$32,400.00	$32,400.00	$0.00	$32,400.00
Content Development Fund	$161,995.00	$0.00	$161,995.00	$161,995.00	$0.00	$161,995.00	$161,995.00	$0.00	$161,995.00
Infrastructure Projects, Henderson Field, Gizo	$688,241.51	$0.00	$688,241.51	$706,145.00	$23,661.64	$682,483.36	$706,145.00	$23,661.64	$688,483.36
Other Projects including Media and Journalism Training	$150,000.00	$6,166.24	$143,833.76	$150,000.00	$6,514.64	$143,485.00	$150,000.00	$6,514.64	$143,485.00
TOTAL FLEXIBLE SUPPORT FUND	**$1,453,295.91**	**$44,446.92**	**$1,408,848.99**	**$1,499,450.00**	**$101,347.00**	**$1,398,111.00**	**$1,499,450.00**	**$101,347.00**	**$1,398,111.00**
ROU GRAND TOTAL	**$1,565,457.04**	**$113,992.14**	**$1,451,464.90**	**$2,258,728.00**	**$767,106.09**	**$1,491,621.91**	**$2,258,728.00**	**$767,106.09**	**$1,491,621.91**

Attachment 3: Personnel

SOLMAS Solomon Islands based staff:	
Corallie Ferguson	Program Manager/Team Leader
David Barrow	Media Training Coordinator
Wendy Everett	SIBC Partnership Coordinator
Etter Assaanao	SOLMAS Office Assistant
Ruth Osifera	Part time Cleaner
Australian Based staff	
Robert Batten	Program Director
Jessica List	Project Officer, ABC International Projects
Domenic Friguglietti	Head ABC International Projects
Technical Advisors (Phase 1)	
Colin Reynolds	Monitoring & Evaluation Consultant
Stephen White	Transmission Consultant
Cate Moodie	SIBC Marketing & Business Development Specialist
Kathryn Dinh	Independent Program Assessment Team
Geoff Herriot	Independent Program Assessment Team
Karen Ingram	Media Training Specialist
Josephine Teakeni	Gender Specialist
Dorothy Wickham	Journalism Specialist (Television and Radio)
David Tuhanuku	Journalism Specialist (Newspaper)
Julian Makaa	Journalism Specialist
Gill Cooper	Journalism Specialist (Newspaper)
Father Ambrose Pereira	Ethics Specialist
Anastasia Taghenepari	Linguist and Pijin translator

Attachment 4: Capacity Building

SOLMAS has worked with the following organisations to increase their capacity:

Organisation/ Individual	Capacity Built	Means Used
SIBC	• Greater understanding of media values & ethics including plagiarism • Greater understanding of the role the media can play in establishing Gender Equity in Solomon Island. • Greater understanding the role of media in preventing violence against women and children in the Solomon Islands • Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• staff members attended 'beating the competition course' 8 August 09 • Staff attended 'BTC' course with presentation from Josephine Teakeni, CEO of Vois Blong Mere August 09 • Training undertaken in 'beating the completion course' • Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
SIBC Newsroom journalists	• Increased ability to develop strong news stories • Expanded news coverage by following up multiple angles • Producing breaking news stories ahead of competition • Increased quality control of output through monitoring other media	• Daily morning editorial conference held each day
SIBC Mgr News & Current Affairs	• Developed recruitment initiatives including initial work on developing stringer network (selection, recruitment and training) • Recruitment of senior staff member through by advertising widely and through direct approaches.	• One on one training with SIBC partnership coordinator
SICHE	• Approval granted for Media & Journalism course to run in 2009	• Approached Prime Minister's office for funding
Don Bosco (Catholic Communications)	• Increased media awareness • Greater Understanding of the role the media can play in establishing Gender Equity in Solomon Island. • Greater understanding the role of media in preventing violence against women and children in the Solomon Islands • Greater understanding of the elements and values of news and	• Training courses conducted and positive feedback received. • Staff attended 'BTC' course with presentation from Josephine Teakeni, CEO of Vois Blong Mere August 09 • Training undertaken in 'beating the completion course' • Staff attended 'beating the completion' course 1 in August

	how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
Gud Nuis FM Island Sun PF Net Global Village National Express Solomon Star One News TC	• Greater understanding of media values & ethics including plagiarism • Greater Understanding of the role the media can play in establishing Gender Equity in Solomon Islands. • Greater understanding the role of media in preventing violence against women and children in the Solomon Islands • Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• staff members attended 'beating the competition course' 8 August 09 • Staff attended 'BTC' course with presentation from Josephine Teakeni, CEO of Vois Blong Mere August 09 • Training undertaken in 'beating the completion course' • Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
SIG Communications Unit	• Greater understanding of media values & ethics including plagiarism • Greater Understanding of the role the media can play in establishing Gender Equity in Solomon Islands. • Greater understanding the role of media in preventing violence against women and children in the Solomon Islands • Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• staff members attended 'beating the competition course' 8 August 09 • Staff attended 'BTC' course with presentation from Josephine Teakeni, CEO of Vois Blong Mere August 09 • Training undertaken in 'beating the completion course' • Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
Vois Blong Mere	• Greater understanding of media values & ethics including plagiarism • Greater Understanding of the role the media can play in establishing Gender Equity in Solomon Islands. • Greater understanding the role of media in preventing violence	• staff members attended 'beating the competition course' 8 August 09 • Staff attended 'BTC' course with presentation from Josephine Teakeni, CEO of Vois Blong Mere August 09 • Training undertaken in 'beating the completion course'

	against women and children in the Solomon Islands • Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
SIDT	• Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
PAOA FM	• Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
ZFM 100	• Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered
Solomon star	• Greater understanding of the elements and values of news and how to apply principles eg accuracy, attribution, balance and objectivity etc • Increased ability to gather and generate credible, interesting stories in the active voice.	• Staff attended 'beating the completion' course 1 in August with these modules covered • Staff attended 'beating the completion' course 1 in August with these modules covered

Annex 5: Phase 1 Project Monitoring (extracted from monthly Project Monitoring Tool)

Focus Area/ Activities	Status	Deviations	Future Action
Component 1: Strengthening SIG and Industry-based regulatory policy framework			
Objective 1.1: New or revised regulatory policies and legislation which address the needs of both government and industry being applied within SI media organisations			
1.1.1 Review existing regulatory policy and legislation.	Achieved	A review of current SI media legislation was conducted.	
1.1.2 Participatory identification of preferred options for introduction of appropriate regulatory policy and/or legislation	Not yet Achieved	Project Manager (PM) consulted extensively with stakeholders to ensure harmonisation with other reforms taking place, eg ERU and *Telecommunications Bill 2009.*	Terms of Reference for Media Legislation Specialist to advise on future options for legislative development with input from key stakeholders - to be engaged in Phase 2.
1.1.3 Identify breaches of spectrum regulation.	Not yet achieved	This is dependent upon the outcome of consultations to ensure activated are harmonised with other stakeholders.	Close relationships with MOCA and Telecommunications regulator will be maintained in Phase 2 to ensure media is included in future regulatory frameworks
1.1.4 Phased participatory implementation of preferred options for introduction of appropriate regulatory and/or legislation	Not yet achieved	As above	As above
Objective 1.2: Strengthened capacity within MOCA to manage spectrum allocation			
1.2.1 Spectrum-related capacity building within MOCA (harmonised with World Bank efforts)	Not yet achieved	It is probable that the MOCA spectrum team will receive training from ERU.	Subject to ongoing consultation in context of establishment of Telecommunications Commission
Component 2: Strengthening capacity of commercial and community-based media (CCM), and improving internal and external recognition of their roles			
Objective 2.1:*Improved capacity of staff in commercial and community based media to manage and deliver relevant services*			
2.1.1 Gap analysis of existing skills within commercial and community-based media	Achieved	Skills gap analysis of all media entities conducted.	This analysis will continue to inform and provide basis for future courses run in Phase 2.
2.1.2 Development of CCM shared training strategy	Achieved	Training plan completed and signed off by all stakeholders	Training plan will continue to be monitored and altered as necessary in Phase 2.
2.1.3 Phased implementation of shared training strategy	Achieved	Training plan now in implementation phase with XXX many courses already run.	Training plan will continue to be implemented in Phase 2
Objective 2.2 *Improved awareness of the roles of media by staff and selected external stakeholders*			
2.2.1 Conduct media awareness exercises	Achieved	3 media awareness courses conducted with Don Bosco (average 50% female).	Media awareness will be given a second level priority in Ph 2; electoral awareness will be given higher priority.
Component 3: Strengthen SIBC effectiveness and appropriately differentiating its role as a public			

broadcaster/emergency service provider			
Objective 3.1 :*Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels*			
3.1.1 Assess technical and safety status of SIBC transmission infrastructure	Achieved	Structural engineer's assessment of Henderson masts and Gizo completed.	RNZ engaged to project-manage HF restoration project in Phase 2 including rectification of safety of all transmission infrastructure.
3.1.2 Develop prioritised rectification plan for repairing existing faults and addressing existing safety issues (including EMR)	Achieved	RNZ have compiled rectification plan based on priorities and funds available for Phase 2.	RNZ's rectification plan will be implemented during Phase 2.
3.1.3 Phased implementation of rectification plan	Not yet achieved	Delayed due to time taken to achieve necessary safety and technical assessments.	Rectification plan in place to start at commencement of Phase 2.
Objective 3.2 *Improved forward-planning and public accountability strategies within SIBC*			
3.2.1 Review of existing SIBC plans and strategies[11]	Achieved	Work on SWOT analysis, corporate planning and budget adjustment completed.	Short term Marketing & Business Specialist advisor engaged; HR advisor given 2nd level priority for Ph 2.
3.2.2 Conduct audience needs analysis	Not Yet Achieved	Audience needs analysis is in planning stages.	The analysis will be completed in Phase 2.
3.2.3 Participatory development of revised strategies and plans in a manner that is responsive to audience needs	Not yet achieved	Participatory development of plans to take place once Audience Needs Analysis competed.	This will be completed in Phase 2.
3.2.4 Phased participatory implementation of new or revised SIBC strategies and plans	Not yet achieved	SIBC strategies and plans under review (Business & Marketing advisor currently in-country).	Implementation will be a priority for Phase 2.
Objective 3.3 *Improved capacity of SIBC staff to manage and deliver relevant media services*			
3.3.1 Gap analysis of existing skills within SIBC	Achieved	Skills gap analysis conducted and completed.	
3.3.2 Development of SIBC training strategy	Achieved	Training strategy completed in consultation with SOLMAS Media Training Coordinator	Training strategy will continue to be reviewed in Phase 2.
3.3.3 Phased implementation of training strategy	Achieved	Training plan has now commenced.	Training strategy will continue to be implemented in Phase 2.
Component 4: Flexible Support Fund			
Objective 4.1 *Flexible support provided to other program components within the limits set by the eligibility and selection criteria for the fund*			
4.1.1 Develop advisory group	Achieved	Charter accepted, selection	

[11] Including those related to public accountability, maintenance, positioning, media awareness, coverage, content, gender issues, etc

charter and draft set of eligibility/selection criteria for assessing proposals under the FSF		criteria and template for proposal finalised and accepted.	
4.1.2 Develop draft processes and protocols for identifying and obtaining applications from appropriate projects to be supported by the FSF	Achieved	The Charter and Eligibility criteria has been completed and accepted	
4.1.3 Establish an FSF advisory group	Achieved	All advisory members accepted position on committee.	
4.1 4 Delivery of on-going assistance through the FSF	Achieved	FSF Applications received and assessed by FSF AG.	Successful FSF submissions to be costed further and implemented in Phase 2.
Component 5: Program Management			
Objective 5.1 *Efficient and effective management and implementation of the program*			
5.1.1 Delivery of program outputs	Achieved	Program outputs consistently achieved, those not achieved had valid reasons.	Positive IPAT report received with IPAT considerations for Phase 2 taken on in Phase 2 planning of activities.
5.1.2 Management of program's human resources, finances and procurement	Achieved	Program management successfully managed to the ABC and AusAID standards.	IPAT described project management as 'highly efficient'.[12] These standards will continue into Phase 2.
5.1.3 Monitoring and evaluation	Achieved	M&E framework reviewed at beginning of Phase 1 and again at end of Phase 1 to ensure priorities are still consistent with plan.	M&E framework reviewed prior to commencement of Phase 2.
5.1.4 Risk management	Achieved	Risk Matrix reviewed at inception and 6 months to ensure risks still consistent with current situation.	Risk matrix consistently referred to and reviewed prior to commencement of Phase 2.
5.1 5 Annual Planning and Program reporting	Achieved	Timely and accurate reporting completed in Phase 1.	Reporting requirements reduced for Phase 2; however will be no less diligent, accurate or timely.

[12] SOLMAS Program Assessment Report, August 2009 p 38.

Media Strengthening:

Solomon Islands Media Assistance Scheme (SOLMAS)

INI 720/INI 068/INI 674

INDEPENDENT ASSESSMENT PROGRESS REPORT

Geoff Heriot & Kathryn Dinh

August 2009

Aid Activity Summary

Aid Activity Name			
AidWorks initiative number	INI 720/INI 068/INI 674		
Commencement date	30 May 2008	Completion date	31 August 2009
Total Australian $	$2,258, 728		
Total other $	N/A		
Delivery organisation	Australian Aid Agency for International Development (AusAID).		
Implementing Partner	Australian Broadcasting Corporation		
Country/Region	Solomon Islands		
Primary Sector	Management & Business Professionals & Administrative Services.		

Acknowledgments

The Assessment Team expresses its appreciation for the assistance received both in the preparation and undertaking of the Review. Foremost among these are the SOLMAS partners and stakeholders in the Solomon Islands who gave generously of their time and offered considered advice about the progress of the program. The Team thanks ABC program management personnel in Australia for their planning and organisation of the visit; and the SOLMAS team in Honiara for its energy and support. Finally, the Team acknowledges the cooperation and assistance of RAMSI.

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Acronyms

ABC	Australian Broadcasting Corporation
AusAID	Australian Agency for International Development
CNURA	Coalition for National Unity and Rural Advancement
PDD	Program Design Document
FSF	Flexible Support Fund
IPAT	Independent Program Assessment Team
MASI	Media Association of the Solomon Islands
MEF	Monitoring and Evaluation Framework
MOCA	Ministry of Communications & Aviation
MSI	Media Sustainability Index (International Research & Exchange Board - IREX)
NGO	Non Governmental Organisation
PFNet	People First Network
PMCF	Pacific Media Communications Facility (former AusAID regional program)
RAMSI	Regional Assistance Mission for the Solomon Islands
RNZI	Radio New Zealand International
ROU	Record of Understanding
RPL	Recognition of Prior Learning
SI	Solomon Islands
SIBC	Solomon Islands Broadcasting Corporation
SICHE	Solomon Islands College of Higher Education
SIEC	Solomon Islands Electoral Commission
SIG	Solomon Islands Government
SOE	State Owned Enterprise
SOLMAS	Solomon Island Media Assistance Scheme
TOR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization
VBM	Vois Blong Mere
WGI	Worldwide Governance Indicators (World Bank)

1. Executive Summary

Implementation of Phase 1 of the Solomon Islands Media Assistance Scheme (SOLMAS) began after the arrival of the Program Manager in the Solomon Islands in October 2008. This Phase is due to end on 31 August 2009. However this Independent Program Assessment Team (IPAT) Review comes only four months since the arrival in-country of the Program's two long-term advisors. As such, the Review focused as much on considering the direction for Phase 2 as it did on appraising the early progress of the Program.

Context

The timeframe for Phase 2 of SOLMAS is 1 September 2009 to 31 December 2010. During this time a National Election will be held. The Election will be called at some point between June and August 2010. Voter registration is expected to begin in October 2009. The 2010 Election is seen as of pivotal importance in the transition of the state of the Solomon Islands from 'post conflict' to 'normalisation'. However the last national election (2006) was marred by violence. According to advice received during in-country fieldwork, many people lack confidence and trust in the electoral process.

The media have a crucial role to play in supporting the electoral process. The media can be used to: convey information about the electoral process; deliver broader civic education; ensure a diversity of voices from different communities/provinces are heard; and to provide accurate and balanced coverage of the Election. As such, SOLMAS has an obligation to strengthen the media for this role. Prioritising activities for the Election will support the long-term shared goal of both SOLMAS and RAMSI, that is, '*To contribute to a peaceful, well-governed and prosperous Solomon Islands.*' There is significant risk associated with a failure of the media to adequately support the electoral process.

The state of the global economy has already impacted heavily on the Solomon Islands Government (SIG), with it experiencing a significant drop in income and rising levels of debt. This situation will undoubtedly have an impact on the media sector during Phase 2 as many actors are highly reliant on income from the Government.

The original Program Design Document for SOLMAS, and subsequent planning of activities for Phases 1 and 2, support existing national frameworks including the SIG-Regional Assistance to the Solomon Islands (RAMSI) Partnership Framework and the Strategic Framework for Supporting Civic Education in the Solomon Islands. The broad architecture of SOLMAS also reflects a wider framework of learning on effective media for development - the Media Sustainability Index – as well as the key indicators of good governance as outlined in the Worldwide Governance Indicators.

Review Process

The key evaluation question identified for this Review was:

> 'What progress has SOLMAS made in meeting its specific development objective and what changes are required to improve program performance, now and into Phase 2 of the program?'

The methodology used for this Review included:

- A desk review of Program and related documentation

- An in-country visit (12-19 July) in order to conduct semi-structured interviews with Program partners, the SOLMAS Program Team and other key stakeholders; and then to engage in a process of reflection with key stakeholders on the findings
- Analysis of data and writing this report.

Key Findings

The Purpose of SOLMAS is '*To improve the reach and quality of Solomon Islands media*'. In order to achieve this, the Program Team spent considerable time during Phase 1 in establishing strong partnerships with key actors in the media sector and consulting widely in planning Program activities. This work has engendered a strong sense of respect and mutual ownership of activities. As such, the Review Team believes that establishing these partnerships has been a key success of Phase 1 and provides the backbone for effective implementation of activities in Phase 2.

During Phase 1, The SOLMAS Team collected additional baseline data; set up systems for implementing and managing activities; and established good working relationships with the ABC and RAMSI. Reporting on the Program to date has been exemplary and budget expenditure is on track.

Recommendations for Phase 2

Due to the fundamental importance of the National Election in 2010, the Review Team recommends that activities to strengthen the media's capacity to support the electoral process are given first-level priority.

The overall Program design remains relevant and appropriate. However activities will need to be re-prioritised and risks re-assessed during Phase 2 in order to take into account the priority given to the Election.

The following briefly outlines the key recommendations for each component of the Program:

- Component 1Strengthening SIG and industry-based regulatory policy framework
  Activities in this component should be given second-level priority.Analysis of legislative and regulatory frameworks relating to the media should be undertaken as well as monitoring of the need for technical assistance to the Ministry of Communications and Aviation.

- Component 2: Strengthening capacity of commercial and community-based media; and media awareness training
  First-level priority should be given to implementing the SOLMAS Training Courses, with increased focus given to media strengthening in order to support the electoral process. This priority should also be given to supporting the introduction of the SICHE Certificate Course in Media &Journalism, mindful of issues of risk and sustainability. Media awareness training should be given second-level priority, except in relation to the Election.

- Component 3: Strengthening SIBC
  First-level priority should be given to restoring SIBC's HF capacity to deliver national reach in time for the Election and to address safety issues regarding infrastructure. Priority should also be given to: staff training (within SOLMAS Training Plan); strengthening SIBC's internal capacity to support the Election; and technical assistance to improve financial systems and income generation.

- Component 4: Flexible Support Fund (FSF)
  First-level priority should be given to the following: funding activities which develop the media's capacity to support the 2010 Election; ensuring that the FSF is used to strengthen *all* sections of the media - with emphasis given to those with national reach; utilising the money in the Content Development Fund to actively address cross-cutting issues (gender, youth, rural & remote communities); implementing 'approved activities'; and establishing robust systems to administer and monitor these activities.

- Component 5: Program Management
  The quality and accountability of relationships with partners and other key stakeholders should be maintained. Activities should be re-prioritisedand/or modified given the focus on the National Election. The scope of activities for Phase 2 should be realistic, and a reasonable workload maintained for staff, so that activities can be implemented efficiently and effectively. Risks should be closely monitored, particularly those relating to the Election.

This review recommends that the identified cross-cutting themes (gender, youth and rural and remote communities) are actively addressed in relevant components of the Program during Phase 2. Risk management strategies need to be regularly reviewed and updated, particularly given the context of the Election and SOLMAS' involvement.

The Future of SOLMAS

International and national frameworks relevant to this Program, such as the Paris Declaration on Aid Effectiveness and the SIG-RAMSI Partnership Framework, all recognise the importance of long-term commitment in achieving meaningful outcomes and long-term impact. A commitment beyond Phase 2 is clearly necessary for SOLMAS to achieve effective and sustainable strengthening of the media sector, as envisaged in the PDD. As such, this Review recommends that a funding commitment for Phase 3 is secured at the earliest possible time.

Whilst it is clear that RAMSI will not be funding SOLMAS beyond the 'extension/transition' period to June 2011, it is less clear whether AusAID will continue to fund the Program, and if so, under what arrangements e.g. bilateral versus regional funding, such as through the Pacific Media Assistance Scheme (PACMAS). The IPAT Team understands that AusAID will undertake work to clarify the relative purpose and expectations of its regional and bilateral programs, as well as the positioning of media for development programs within its overall aid delivery framework. As such, this Review recommends that, if practicable, plans for future arrangements for SOLMAS, including its relationship with PACMAS, should await the outcome of this work.

Evaluation Criteria Ratings

Evaluation Criteria	Rating (1-6)	Explanation
Relevance	6	• Program reflects RAMSI's goal, performance indicators and key principles • Program architecture and approach reflects international frameworks (WGIs and MSI)
Effectiveness	5	• Phase 1 established strong partnerships vital for the success of the Program. This has resulted in a necessary delay in some Program outputs. • Priorities for Phase 2 need to be modified to take into account the 2010 Election.

Evaluation Criteria	Rating (1-6)	Explanation
Efficiency	4	• Budget spending is on track and reporting requirements up to date. • Risks identified by the Review will need to be planned for & closely monitored.
Sustainability	5	• Establishing strong partnerships is a vital prerequisite for sustainability. • Focus on the Election supports the long-term Program Goal. • Commitment beyond Phase 2 needs to be secured for meaningful impact.
Gender Equality	4	• SOLMAS training inclusive of women & will address gender issues. • Cross-cutting themes (gender, youth, rural & remote communities) need to be actively addressed in Phase 2.
Monitoring & Evaluation	4	• Program reporting excellent. • Need to establish systems for collection/analysis of data during implementation. • Program management framework needed for monitoring 'approved activities' (FSF) in Phase 2.
Analysis & Learning	6	• Accurate & thorough technical analysis of necessary infrastructure support. • SOLMAS Program Team highly consultative and have demonstrated their willingness to adopt feedback from partners.

Rating scale: 6 = very high quality; 1 = very low quality. Below 4 is less than satisfactory.

2. Introduction

2.1 Activity Background

This first review of SOLMAS by the Independent Program Assessment Team (IPAT) took place little more than four months since the arrival in-country of the two long-term advisers – the SIBC Partnership Coordinator and the Media Training Coordinator (working with the Media Association of the Solomon Islands (MASI)). Phase 1 of the Program, from the time of deployment of the Program Manager - late October 2008 - could reasonably be viewed as the Inception Period. Phase 1 was scheduled to end on 31 August 2009.

As a consequence, the SOLMAS team had undertaken an impressive amount of planning and preparatory work in establishing the credibility and content of the Program, but had only begun to implement it. The findings of IPAT therefore relate in particular to the Inception Period and its recommendations anticipate the commencement of Phase 2 in September 2009.

2.1.1 Economic Conditions

It is noted that global economic conditions have had a direct impact on the national economy and business conditions in the Solomon Islands. Already the Solomon Islands is rated as one of the most aid-dependent nations on earth. The fall in prices and demand for commodity exports such as timber have resulted in the Solomon Islands Government (SIG) experiencing a significant fall in income and incurring a rising level of debt. The unemployment rate is high, particularly among youth who make up 55% of the population[1]. The IPAT Team received advice that the small media industry normally depended on SIG for between 60 and 70% of its revenue. The SOLMAS Program Manager noted concerns about the continued financial viability of some media businesses.

2.1.2 2010 National Election

A National Election is due to be held in the Solomon Islands on a date to be decided between June and August 2010, with voter registration due to commence in October 2009.The Election is seen as a pivotal event in the restoration of peace and prosperity to the Solomon Islands. It marks the transition of the society from a state of 'post-conflict' to one of 'normalisation'. Solomon Islanders actively participate and take an interest in the voting process – in the 2006 elections 70% of people on the electoral roll voted.

However the 2006 election was marred with rioting in Honiara, amid claims that China and Taiwan had strongly influenced the election's outcome. There remains a considerable degree of public distrust and a lack of confidence in the electoral process. In particular, it has been identified that generally excluding the voice of SI youth, and denying their participation in decision-making processes, could result in a 'major potential source of instability'[2].

[1] For the purpose of this report, 'youth' and 'young people' are defined as those up to 25 years of age.

[2] AusAID, NZAID, RAMSI. *Discussion Paper on a Strategic Framework for Supporting Civic Education in the Solomon Islands.* Feb, 2008.

As a result, in 2008, the Solomon Islands Electoral Commission (SIEC) embarked on a 10-year 'Electoral Strengthening Program'. A key component of this program involves civic education – both in terms of education about the electoral process, and more broadly as a process of applied learning and, through this, nation-building[3]. The media in the Solomon Islands have a pivotal role to play in civic education as well as broader support for the 2010 Election. Strengthening this role should be a key priority for SOLMAS in Phase 2. This could involve:

- Ensuring that there is a national platform for information dissemination
- Educating the media itself about the electoral process
- Strengthening the media's capacity to: convey information about the electoral process (e.g. voter registration, how/where to vote, explaining secret ballots); deliver broader civic education (e.g. voters' rights, how to choose a good leader); ensure a diversity of voices from different communities/provinces are heard; and to provide accurate and balanced coverage of the Election.

In undertaking this work, SOLMAS should draw on past lessons learnt. Previous experience in the SI has shown that civic education needs to: be delivered by people with appropriate expertise; use high quality and consistent information; and, above all, be appropriate to the SI context. SOLMAS should also ensure that its activities support and complement broader planning. In this regard, the three objectives of the Strategic Framework for Supporting Civic Education in the Solomon Islands (SFCE) 2008-2018 are directly relevant. The objectives cover: the use of emerging information and communication technologies (especially those that are community based); supporting local organisations/networks (and their links with outsiders); and ensuring donor programs do not undermine civic education initiatives or existing/ developing social networks *(see Annex 2)*.The SIEC will be developing a communications strategy for the Election, which will undoubtedly have relevance to the work of SOLMAS.

Whilst strengthening the media for the 2010 Election could be seen as achieving relatively short-term outcomes, such activity also clearly supports the long-term shared goal of both SOLMAS and RAMSI, that is, *'To contribute to a peaceful, well-governed and prosperous Solomon Islands'*.

There is significant risk involved in the media failing to adequately support the 2010 National Election. Given this risk, and SOLMAS' goal and purpose, there is a strong obligation for the Program to prioritise election-strengthening activities in Phase 2.

2.1.3 The Regional Assistance Mission to the Solomon Islands (RAMSI)

As stated above, both RAMSI and SOLMAS share a common goal. In addition, the PDD outlines a number of SIG-RAMSI Partnership Framework Indicators that are relevant to the work of SOLMAS. These are that:

[3] Ibid. Civic education is defined as 'the process by which all members of communities acquire the necessary knowledge, skills, resources, values and organizational capacity needed to irreversibly enhance their capacity to work together to solve problems, to participate in the decision making processes which affect their lives (whether at local, provincial or national levels) and to contribute to the building of the nation.'

- *Media commentary in Solomon Islands is independent, robust, of high quality and increasingly reflects the voice of the people, including men and women.*
- *All provinces [are] able to access an SIBC service or other public interest media services.*
- *Capacity development processes used by RAMSI are increasingly aligned with Solomon Islands expectations.*
- *SIBC has an effective program for the recruitment, deployment, supervision, development and retention of staff so it can perform its mandated functions in a gender equitable way.*

At the time of this Review, a new SIG-RAMSI Partnership Framework was due to be tabled in parliament.

The program management and approach of SOLMAS is consistent with most of RAMSI's Key Principles of operation: working in partnership, building capacity and taking a holistic approach to strengthening society. However the SOLMAS Program does not conform to one Key Principle – that of long-term commitment. Consideration should be given to continuing the Program into Phase 3, given that meaningful *improvement of the reach and quality of SI media* (the Program's purpose) cannot be achieved in a short to medium timeframe.

2.1.4 Future Program Management Options

The Terms of Reference for this Review require the IPAT to consider the possible future relationship between SOLMAS (should the Program continue beyond the end of Phase 2 in December 2010), and the regional AusAID Program, the Pacific Media Assistance Scheme (PACMAS).

Current arrangements, in which SOLMAS falls within RAMSI, will continue through Phase 2 of the Program. However RAMSI is preparing to scale back its level of operation in the Solomon Islands in line with the nation's transition from a 'post-conflict' situation to normalcy. RAMSI has made no provision to administer or fund the media assistance program beyond Phase 2 and its potential 'transition/extension' through to June 2011. From July 2011, therefore, any further extension of SOLMAS (Phase 3) would need a new 'home' such as PACMAS or the Australian bilateral assistance program to the SI, funded directly by AusAID.

At the time of writing, the IPAT Team is not able to express a clear opinion on the most desirable management framework for a Phase 3 of SOLMAS. The Review Team understands that AusAID proposes to undertake further work to clarify the purpose and expectations of bilateral and regional programs respectively. It recommends that, if practicable, any further consideration of situating SOLMAS within PACMAS should await the outcome of that work.

RAMSI's indication of a possible extension period (January and June 2011) will allow for the transition to a new arrangement if one is to occur. New arrangements, if they eventuate, should be finalised as soon as possible to allow for planning beyond Phase 2 and a smooth transition of the Program.

2.1.5 A Global Perspective of Media for Development

The Terms of Reference for the IPAT give focus to SOLMAS within the Solomons' context and the SIG-RAMSI Partnership/Performance Framework Indicators as outlined above. There is also merit in taking account of the wider international context and lessons learned from media development activities elsewhere in the world.

In particular, IPAT noted the findings of a report about the 'African Media Development Initiative'. It also took note of the 'Media Sustainability Index' and the World Bank-sponsored 'Worldwide Governance Indicators', as external points of reference for appraisal of the SOLMAS design and approach.

2.1.6 Lessons from Africa

The PDD for SOLMAS was completed in April 2008 after a lengthy and interrupted process that commenced in mid-2006. It identified a broad role for media in society, including: strengthening nationhood, providing accountability, making governments responsive and supporting development.[4] The design drew upon lessons learned from other media for development activities around the world[5] to encompass a number of key characteristics:

- A focus on media *for* development rather than development for its own sake.
- A systems approach to media and the enabling environment, rather than ad hoc assistance or a focus on one or two particular institutions.
- Commitment to genuine partnerships with local stakeholders and not operate as a parallel externally-driven program.
- Media assistance should be provided through existing organisations and systems and build on what already exists.

More recently, evaluations of media initiatives in other parts of the world have tended to provide further support for this approach, not least by identifying broadly the capacity of different sectors of the media to contribute to the development of the overall system.

For example, the BBC World Trust this year published the report of a review of media activities in 17 Sub-Saharan countries.[6] It sought to identify key changes over five years and, in particular, how training and capacity-building had contributed to development. Generally the media surveyed were serving populations that were 'growing - primarily among young, rural and non-literate demographic groups'. Radio dominated these environments with state-controlled media commanding the biggest audiences. This description has resonance in the context of the Solomon Islands.

The BBC Trust report concluded there was a need for a holistic approach to media for development initiatives with three distinct components:

- Community media (non-profit, small-scale) had a special role in advancing development objectives, giving voice to communities.
- State-owned broadcasters had the widest reach and potentially the greatest influence (but struggled with inadequate resources and skills, tended to exhibit a pro-government bias, and concentrated too much on urban issues).
- Private media could inject an independent element to the system and act as a watchdog of government.

[4] See **2.1.1, 'The Role of the Media in Society'**, *Solomon Islands Media Assistance Scheme: Program Design Document, Final,* April 2008, AusAID.

[5] These include various publications from the World Bank, the work of national donor agencies such as the Swedish International Development Agency (SIDA) and AusAID (e.g. *Rapid Review of AusAID Media Strengthening Activities and Design Concept Recommendations*, 2006).

[6] BBC World Trust, *Research Summary Report: African Media Development Initiative,* London 2009.

2.1.7 Comparative Frameworks

IPAT drew on comparative frameworks, outside SOLMAS, to help form questions and analysis of both the Program Design and The Program's performance to date.

One such guide is the ***Media Sustainability Index*** (summarised below), which is often cited in international literature and by agencies such as the World Bank and USAID.[7] The Index gives further affirmation to the importance of a systems approach in assessing the evolution of a robust media system (notwithstanding its particular focus on journalism).

The architecture of SOLMAS broadly mirrors the Index insofar as it addresses: some elements of the regulatory environment for media and telecommunications; training and development across all media; the organisational effectiveness/sustainability of the SIBC as a key element of media diversity; and takes a whole-of-media or systems approach to sectoral development.



A second point of reference is the set of ***Worldwide Governance Indicators (WGI)***[8] as a framework for testing assumptions about the contribution of, and potential for, each media component to assist the emergence of 'a peaceful, well governed and prosperous Solomon Islands' (the express goal of SOLMAS).

In addressing the specific terms of reference for this review, it is helpful to ask:

- Against which Governance Indicators should the role of media be assessed?
- Have stakeholder interests been mapped adequately in the SOLMAS design and activity planning?
- Are there established or emerging governance issues that have not yet been considered in the design or activity planning of SOLMAS?

[7] International Research and Exchange Board (IREX), *Media Sustainability Index*.

[8] A long-established research project of the World Bank, rating some 212 countries against 6 governance indicators.

- What implications, if any, might these have for the risk profile of the Program?
- What reasonable expectations might the Program have for each of the national, commercial and community sectors, in relation to the Governance Indicators?

Application of the WGI framework to SOLMAS is illustrated in Annex 3.

2.2 Evaluation Purpose and Key Question

The following points were identified in the Terms of Reference for the IPAT review of the SOLMAS Program:

Review Purpose

1. To evaluate the progress of SOLMAS in meeting its goals and identify any changes required to improve program performance, now and into Phase 2 of the program.
2. To seek formal feedback from the three component partners on performance and direction.
3. To produce an Independent Assessment Progress Report to inform implementation of Phase 2 of SOLMAS.

Key Evaluation Question

What progress has SOLMAS made in meeting its specific development objective and what changes are required to improve program performance, now and into Phase 2 of the program?

2.3 Evaluation Scope and Methods

2.3.1 Review Activities

The following activities were undertaken for the Review:

- Desk Review of key documentation provided by the ABC and, in particular:
    - The Program Design Document - April 2008
    - ABC and AusAID Record of Understanding 37833/5 plus Variations 1 & 2
    - SOLMAS Inception Report and Annual Plan - February 2009
    - SOLMAS Six Month Report - May 2009
    - SOLMAS monthly reports and financial acquittals
    - Pacific Media Assistance Scheme (PACMAS) Design Framework 2008-2018.
- In-country visit to Honiara between 12 and 19 July 2009 which consisted of:
    - Consultation with SOLMAS partners, other stakeholders and the Program Team
    - Meetings with the SOLMAS team and a limited number of stakeholders towards the end of the visit to discuss, test and reflect upon initial findings & recommendations
    - Consultation by telephone and email to seek clarification on the issue of support to SIBC's transmission infrastructure.

- Analysis of qualitative and quantitative data collected in order to write this report.

2.3.2 Review Approach

Phase 1 of the SOLMAS Program could be considered an Inception Phase, so at the time of this Review most Program activities had not yet been implemented. As such, the following approach to the Review was taken:

- The IPAT Team used focused consultations with key stakeholders who had had significant contact with, and/or involvement in, the Program. Feedback from the Program team suggested that the stakeholders would be most comfortable providing feedback individually, rather than collectively with people from other organisations present *(see Annex 1 for schedule of consultations)*.
- Each consultation was based on a set of key questions identified by the IPAT Team prior to their arrival in Honiara. The approach was semi-structured to ensure stakeholders were comfortable. This approach took into account the cultural context, including a strong oral culture (and story-telling capability) and a semi-direct, non-confrontational communication style.
- Most consultations were with the managers of organisations who had been working with SOLMAS. The one exception was SIBC, where female staff were consulted to gain their perspective. This feedback was very informative both on gender-related issues as well as broader issues affecting the organisation as a whole.
- It was too early for feedback from the large number of Program beneficiaries who will be targeted in Phase 2 (e.g. training participants, those benefiting from the outputs of 'approved activities' through the FSF etc). Therefore group-based evaluation approaches were not used.
- Active participation of partners in the Review process was explored by the IPAT Team prior to their in-country visit. However given the limited number of people involved in the Program to date, and their close working relationships, it was felt that this type of approach would hinder the feedback process.
- Emphasis was placed on *empowerment* of partners and *improvement* of the Program rather than *proving* results/success.

2.3.3 Review Limitations

The IPAT Team note the following limitations to the review process:

- The Review occurred very early in the program cycle, thus limiting the ability to be able to reflect on the progress of the program to date. However being able to confirm that a strong foundation had been established for Program activities, and to assist in defining the direction for Phase 2, meant that the timing of the Review was still able to add value to the Program.
- The limited time in-country meant that the IPAT team had little opportunity to seek partners' feedback on the draft findings and recommendations of the Review. Partners were invited to a meeting to give their feedback on Friday afternoon. However this was perhaps not the ideal time to ask for such participation. As a result, only one partner attended.

2.4 Evaluation Team

Team Leader/Monitoring and Evaluation Specialist – Kathryn Dinh

Kathryn Dinh is an international development consultant, whose areas of specialisation include: project management, monitoring and evaluation, strategic planning, health promotion, advocacy, training development, research and media and communications. Kathryn has worked in the international development sector for more than 10 years, primarily for international humanitarian organisations. This work has included postings overseas and work based out of Australia. She has extensive professional experience internationally, including in the Pacific and Asia. Her past experience includes work as a journalist, news editor and producer in radio.

Kathryn has a Master's degree in International Public Health and a BA in Communications.

Media Specialist – Geoff Heriot

Geoff Heriot is Director of Heriot Media & Governance Pty Ltd. He specialises in the strategic development of public interest media, corporate governance, planning and performance evaluation, and public administration. Until the end of 2008, he was the ABC's Chief of Corporate Planning and Governance, also responsible for ABC International Projects. He has had other senior leadership positions included ABC Education Services, Corporate Strategy and Radio Australia. He has extensive international experience and twice served as an ABC foreign correspondent, in PNG/Pacific and South Asia.

Geoff has Masters degrees in Commercial Law and Asian History respectively, a Graduate Diploma in Business Administration, a Company Directors Diploma, and undergraduate degrees in media and journalism.

Note: Geoff Heriot participated in the SOLMAS re-design mission in February 2008. In his ABC role, he also had overall responsibility for the Corporation's management of International Projects such as SOLMAS. He took an active interest, as delegate, in the appointment process of the SOLMAS Program Manager.

3. Evaluation Findings

3.1 Component 1: Strengthening Solomon Islands Government (SIG) and industry-based regulatory policy framework

3.1.1 Overview

The SOLMAS PDD acknowledged the significant role of government in influencing the role and effectiveness of media through initial licensing (of electronic media) and subsequently through regulation. It observed that the absence of a developed regulatory environment in the SI was a strength - in that the Government did not exert control over media. But:

> 'The negative side is that nobody is setting and enforcing ethical and other standards, including those of language and of decency – or indeed holding the broadcast or other print media responsible or answerable for their actions.'[9]

[9] SOLMAS PDD, section 2.2.2, paragraph 59.

Component 1 of SOLMAS was designed to be a relatively small part of the overall Program aimed as 'strengthening the Government's policy and regulatory framework' – initially with regard to radio spectrum management. Other legislative and regulatory needs would be identified and valued during Phase 1 of SOLMAS.

A high priority for SIG was to prepare new telecommunications legislation, liberalise the telecommunications sector and stimulate an improvement in services nationally.

The PDD recommended that the SOLMAS Program Manager, during the inception phase, should consult with the Ministry of Communications and Aviation (MOCA), the SIG Economic Reform Unit, the World Bank and RAMSI. This would ensure that any SOLMAS activity relevant to telecommunications/regulatory reform would complement rather than duplicate support being provided by the Bank.

Component 1 remains important conceptually to the role of SOLMAS in contributing to the development of a sustainable media system. But, as reflected in the Annual Plan for Phase 1 and progress reporting by Program Management, it is a second order priority in terms of scale and urgency.

3.1.2 Enabling Environment for Media and Citizenship

It is widely acknowledged that the media play an important role in development and, potentially, in helping to strengthen demand for good governance practices. In this respect, a recent World Bank publication says: 'Of paramount importance is the policy, legal and regulatory framework that influences the shape, content, and social impacts of media.'[10] The Bank pays particular attention to the enabling environment for media and communications, including constitutional and legislative guarantees of freedom of expression and access to information, defamation law, and content rules that apply to media services.

The *Constitution of the Solomon Islands (1978)* provides adequate guarantees of Fundamental Rights, Freedom of the Individual and Freedom of Expression. But these guarantees are not always supported by statute. Where necessary, the Government and judicial system of the SI place reliance on Commonwealth common law to apply, in the absence of specific national legislation. The absence of a Freedom of Information Act, and defamation and copyright laws, constitute significant gaps in the SI. It is noted that some work is being done on FOI by other actors[11]. No legislation exists to cover radio broadcasting (apart from the SIBC), community broadcasting, online and mobile media. There is no regulatory framework on media ownership and control, nor on content standards (e.g. standards of decency, prohibited advertising such as tobacco products, children's content).

There is no doubt as to the importance of addressing key legislative gaps in the public interest. The question is one of urgency and priority.

It is assumed, for the time being, that Commonwealth common law continues to provide reasonably for freedom of speech (' ... speech hedged in by all laws against

[10] Buckley, Steve, Duer, Kreszenlia, Mendel, Toby, O Siochru, Sean, *Broadcasting, Voice and Accountability, A Public Interest Approach to Policy, Law, and Regulation,* The World Bank Group, Washington DC, 2008, iii.

[11] These include the Solomon Islands Ombudsman, Pacific Islands Forum Secretariat (PIFS), UNDP Pacific Centre and the Commonwealth Human Rights Initiative.

defamation, blasphemy, sedition ...'[12]) and the balance of rights between freedom, protection of another's reputation and national security. This may not be deemed to be *adequate,* in the contemporary environment, but the framework does already exist. In the context of telecommunications (and media) reform and liberalisation, however, the *absence* of media legislation and standards may constitute a problem of increasing urgency as new players enter the market.

The Solomon Islands would be well-served by a full review of media legislation including recommendations on an approach to a 'technology-neutral' statute or statutes intended to provide for:

- Free-to-air radio and television services
- Subscription-based or encrypted services
- Community and other special interest services
- Internet-based services
- Emerging media platforms such as mobile and other wireless telephony
- Special provisions, if any, that may be required for the SIBC in recognition of its status as a national broadcaster
- Establishment of a regulatory body, through which licensing and content standards would be administered.

It is recommended that the Program Manager continue to consult with principal stakeholders to determine the Terms of Reference and the timing of an advisory input on options for legislative development. Stakeholders include the members of MASI, MOCA, the Economic Reform Unit and RAMSI.

This may be considered to be a second order priority for SOLMAS Phase 2, for possible implementation in the second half of 2010. Other legislative and regulatory issues might be addressed as part of Phase 3 in the event that the Program is extended beyond December 2010.

3.1.3 SIBC – Broadcasting Act 1976

The enabling legislation for the SIBC dates from 1976 - prior to the country achieving constitutional independence from the United Kingdom (*Broadcasting Ordinance 1976).*

In 2003, an international public interest advocacy organisation[13] delivered a report in which it recommended a number of legislative amendments. These were to strengthen the public accountability of appointment processes for the SIBC Board and for the operating independence of the Corporation from Government. These recommendations appeared in the *Solomon Islands Broadcasting Corporation Bill 2003* that reportedly received an initial reading in Parliament. The Bill also made provision for funding arrangements for the chronically cash-strapped national broadcaster. It has not been adopted and the IPAT Team has not received any evidence of the Bill being under active consideration by the Government.

Since 2007, however, the SIBC has been subject to the *State Owned Enterprises Act*. This is a key instrument of the economic reform program of SIG. The SOE Act

[12] The common law principle defined by Lord Wright in *James v Commonwealth*, 1936

[13] Article 19 (Global Campaign for Free Expression).

overrides other legislation, including the SIBC *Broadcasting Act*, in those circumstances where its provisions may overlap or contradict the other legislation. The SOE Act can therefore co-exist with the *Broadcasting Act* without any need for the latter to be amended.

The SOE Act has significant implications for the way in which the SIBC is managed, funded and held accountable for its operations *(refer to 3.3, the discussion of Component 3).* It therefore has significant implications for the identification of SOLMAS capacity development priorities over a three-to-five year time frame.

In the opinion of IPAT, however, it is neither critical nor urgent to reconsider a replacement statute for the SIBC (such as the *Solomon Islands Broadcasting Corporation Bill 2003)* in advance of receiving advice and recommendations regarding media legislation generally.

3.1.4 Telecommunications Reform

At the time of writing, IPAT received advice that Parliament had deferred consideration of the *Telecommunications Bill 2009* until its next sitting in or about November 2009. In anticipation of the Bill being adopted, SIG had commenced the process of recruiting a Telecommunications Commissioner from the international market, and hoped a successful candidate would be under contract by October 2008. Solomon Telekom (owned by SI National Provident Fund 64.7%, Cable and Wireless 32.6% and Investment Corporation of SI - Government investment vehicle which has its own Act - 2.7%) will receive $84 million in compensation for agreement to end its 15-year monopoly of the market. This will open the SI to competition in the provision of mobile phone services.

A World Bank telecommunications adviser is likely to arrive by the second quarter of 2010 to assist the Telecommunications Commission.

The Review Team endorses the caution adopted by the Program Manager in her approach to Component 1. She has consulted appropriately and been alert to the risk of SOLMAS duplicating or cutting cross the SIG Economic Reform Unit/World Bank by undertaking planned work with the Spectrum Management Unit (currently within MOCA). The Unit – with or without its current personnel – will transfer to the Telecommunications Commission as soon as practicable. The Program Manager will need to keep this Component of SOLMAS under review to ensure any intervention is appropriate and timely in the circumstances.

In the meantime, MOCA has put forward two proposals for short-term specialist assistance, through the Flexible Support Fund (Component 4). At the time of writing, these proposals awaited consideration by the FSF Advisory Group, in accordance with published eligibility criteria.

Notwithstanding this advisable sense of caution, SOLMAS personnel should remain alert to the longer-term significance of telecommunications reform. SIG has invited tenders to operate a second mobile telephone network. It is also in the process of determining whether to allow a subscription television operator to enter the market. This all suggests the pace of change will accelerate quickly.

After five years of telecommunications competition (mobile operators, ISPs etc), the operators will commence to pay into a fund for rural development a maximum of 2% of their gross revenue. This is likely to generate substantial revenue quickly,

providing a sustainable funding source to be utilised, for example, by organisations such as the SIBC or community-based media to support public interest programs. Potentially the Government's policy management of this fund will have important flow-on consequences for the structure, diversity and public interest values of the media system in this small commercial market.

3.1.5 Progress on Annual Plan

IPAT is satisfied with the progress of Component 1 activities in the context outlined above.

Objective 1.1 (Regulatory policies and legislation) - the Program has completed an initial review of existing regulatory policy and legislation (Activity 1.1.1) that identifies gaps and affirms the need for specialist analysis of options to address media regulation in a 'technology-neutral' manner. It was preparing Terms of Reference for an appropriately skilled media specialist to undertake the analysis (Activity 1.1.2).

Other Activities (1.1.2 and 1.1.3) are dependent on the outcome of consultations to ensure SOLMAS activities are harmonised with other key stakeholders.

Objective 1.2 (Strengthening MOCA capacity to manage spectrum) - Activity 1.2.1 is subject to ongoing consultation in the context of the establishment of the Telecommunications Commission.

3.1.6 Implications for Phase 2

Component 1 is not likely to require a high degree of SOLMAS activity in the period to December 2010.

This Review recommends the following two priorities for consideration in Phase 2:

- Analysis and identification of options to reform the legislative and regulatory framework applying to all established and emerging media services.
- Short-term advisory input to assist MOCA and/or the Telecommunications Commission with regard to spectrum policy and management issues relevant to the development and efficient operation of the media sector.

3.1.7 Possible Longer Term Priorities

Issues for consideration in the event that SOLMAS, or some other media assistance scheme, is supported beyond December 2010 may include:

- Development of draft media legislation in accordance with the policy objectives determined by SIG.
- Establishment of a media regulator through which issues of industry policy, licensing, and compliance with standards of conduct and content restrictions would be administered.
- Review and/or development of legislative amendments to the SIBC *Broadcasting Act 1976* or the *Solomon Islands Broadcasting Corporation Bill 2003* in accordance with the policy objectives of SIG.

- Advisory input and/or development of legislation (depending on the work of other actors in this area) to address current gaps such as freedom of information, defamation, media ownership and control issues.
- Capacity development in areas of media policy within MOCA, and/or spectrum management.

3.2 Component 2: Strengthening the capacity of commercial and community-based media (CCM) and improving internal and external recognition of their roles

3.2.1 Overview

Further investigation during the establishment of SOLMAS during Phase 1 has confirmed a significant projected demand for skilled media practitioners in the Solomon Islands and a current shortage of supply of such people. The SOLMAS Media Training Coordinator estimates that there is a need for 350 graduates from the Solomon Islands College of Higher Education (SICHE) training course over the next 5 years to cater for all sections of the SI workforce where media & communications skills are used. Further, the Director of the Government Communication Unit, George Herming, was quoted in a June 2009 press release as saying that:

'...at least 113 media skilled staff would be required within Government departments and in outreach areas over the next five years.'

At the same time, the skills gap analysis of members of the Media Association of the Solomon Islands (MASI), completed by the SOLMAS Media Training Coordinator, revealed that only 28% of MASI members had some formalised training in the media (including the completion of short courses). Very few people have the opportunity to travel overseas to participate in media training.

This reaffirms the SOLMAS PDD's prioritisation of strengthening CCM, as well as the SIBC, through media training. The focus of, and approach to, Component 2 is further supported when considered against the Media Sustainability Index. The MSI cites a need for: journalism to meet professional standards of quality; reliable and objective news from multiple sources; and on-going training to support the professional development of the media[14]. Clearly there is training needed for the media industry in the Solomon Islands to reach this point.

However, given the critical role that the media needs to play in ensuring that the electoral process is fair and transparent, greater emphasis should be placed on media strengthening in this area than was outlined in the SOLMAS PDD. This may mean that the electoral awareness-training module is given higher priority, additional tailored training modules are needed, there is additional collaboration with key actors in the electoral process and/or additional training support is given to media organisations on a one-on-one basis.

The Media Training Coordinator will act as Course Coordinator for the first six months of the SICHE Certificate Course. This is a role that was not anticipated in the original PDD, but appears to be necessary in order to ensure that the course begins on a solid footing. Longer-term coordination of the course without SOLMAS' direct involvement will need to be considered in Phase 2.

The IPAT found that a strong partnership has been established between SOLMAS and MASI for the purpose of strengthening the media in the Solomon Islands. This

[14] Op Cit International Research & Exchange Board (IREX).

has been in large part due to the work of the SOLMAS Media Training Coordinator, as well as the Program Manager. Feedback to the IPAT team from current and former MASI Executive, as well as MASI members, indicated that the SOLMAS-MASI relationship has involved open communication and mutual learning and respect. This has engendered a strong sense of shared ownership of the media training.

Similarly the IPAT Team found that there is a strong and collaborative relationship between SICHE and SOLMAS. The 10 June 2009 meeting between the MASI/SICHE/SOLMAS delegation and the Prime Minister, Dr Derek Sikua, and the resulting publicity surrounding the Prime Minister's support for the SICHE course, is a clear indication of all the partners' preparedness to take ownership of the media training component.

The IPAT team fully endorses the considerable time that has been taken to build these partnerships. The strength of the partnerships and resulting sense of program ownership is critical to the long-term sustainability of media training in the Solomon Islands. However given the relatively small, close-knit context of the media industry in the Solomon Islands, and the tendency for concerns to be played out in the media, there is a risk that support for the training courses could quickly change and be communicated widely. Therefore time taken to support these partnerships during Phase 2 in the manner that has occurred to date is critical.

3.2.2 SOLMAS Training Courses

The SOLMAS Training Implementation Plan is complete and at the time of the IPAT, courses were about to commence. Some of the SOLMAS courses are loosely based on media training modules developed under a previous AusAID regional initiative - the Pacific Media Communications Facility (PMCF). The courses are considerably shorter than those being offered by the SICHE Certificate Course and are in many cases more technically focused.

The training course will be provided for free and is open to all MASI members. This is a valid approach to media development at this point in the SOLMAS program. It should be noted, however, that two significant partners said that organisations and individuals would value the training more if there was a user contribution to the costs of training. These could take the form of cash payments or contributions-in-kind, such as travel or accommodation for people based outside of Honiara. Alternatively the contribution could come via an additional membership option for the professional development of MASI members. Some positions could be subsidised for those unable to contribute. This should be investigated if the Program continues beyond Phase 2.

It is planned that a high number of SIBC staff will attend many of the courses – up to 16 in one course. This is appropriate given the size of the SIBC and its importance as the only media outlet with national reach. However care should be taken to ensure that all MASI members do have access to the course, and that this dominance by the SIBC does not mean that others are marginalised or excluded.

Course content covers basic journalism skills, technical skills (e.g. camera operation, use of editing software), management, sales & marketing, delivery of government information, gender awareness, electoral awareness, police reporting, law and justice media and more advanced journalism skills. The content reflects the needs highlighted in the skills gap analysis and as such, appears to be highly relevant and appropriate for SI media practitioners.

Training providers for the course come from a diverse range of backgrounds, including government, commercial and community-based organisations, including different sections of the media. SOLMAS team members are also involved in the training. The diversity and numbers seem necessary in order to be able to adequately teach the broad range of subjects on offer. Care will need to be taken to ensure that there is a level of consistency between the training providers – in terms of teaching quality, impartiality, level of course content, exercises and assessment. This could be achieved through 'train the trainer' session(s), setting 'common rules' for training providers and close monitoring of course delivery. There is also a large number of people being trained to be trainers in each course. This will need to be monitored closely in early courses to ensure that the learning outcomes for both participants and those training to be trainers are not compromised in the process. The fact that there are a high number of SI training providers and people being trained as trainers is a positive step in building local media teaching capacity.

At the time of the IPAT, the course materials had not been piloted or tested with the target audience. A simple testing process, such as use of focus groups, could help to ensure that the courses are delivered in a way that is most appropriate for the targeted participants e.g. the language level is correct, materials and teaching methodology are cullurally appropriate, course content is accessible to diverse groups of participants (e.g. women/men, Honiara-based/those from other provinces, youth etc), timing of the courses on weekends is suitable etc. If pre-testing is not possible, then early courses should be closely monitored and additional feedback from participants sought, so that subsequent courses can immediately be improved. This will help to ensure that participants are motivated, achieve the best learning outcome and that the training course is well attended and received.

The SOLMAS Training Courses provide a valuable opportunity for lessons learned to be gathered and applied to the SICHE Certificate Course, which will begin in 2010. For this reason, participant and teacher feedback should be consistently collected and analysed, and lessons learnt well documented, so that this information can be communicated to SICHE.

Data will be collected about training participants and will be disaggregated according to sex, age and province of residence.

3.2.3 SICHE Certificate Course in Media &Journalism

The introduction of the SICHE Course in Media & Journalism is a significant step, as it will mean that formalised media training can be obtained within the Solomon Islands. As a result, formalised media training will be much more accessible to media practitioners as well as those aspiring to work in the media in the SI.

The course is due to start in January 2010 and will be run from the School of Humanities, Science and the Media. The SICHE Graduate Certificate in Journalism & Media is made up of modules taken from the training course designed under the PMCF program. Training courses based on the PMCF modules are already running in Samoa, Tonga, Vanuatu and Fiji. The course will be offered to fulltime students over an 18 month period. However stand-alone modules from the course will also be offered in the evenings, so that people perhaps already working in the media sector can benefit from continual professional development without having to commit to completing the full certificate course.

There is a proposed intake of up to 30 full-time students for the first course. Of these, the Prime Minister, Dr Derek Sikua, has committed to funding 10 places, including tuition and accommodation. It is unclear who will chose the students (according to

SICHE, first prerogative goes to the 'sponsor') to fill these places and by which criteria they will be chosen.

At the time of the IPAT visit, the curriculum was being finalised, for approval to the SICHE Academic Board. An Advisory Committee was being established for the course. Two full-time teaching positions were to be advertised. Given the shortage of qualified media practitioners who would be available to assume these roles, it is anticipated that SICHE will look for people with a strong teaching background as well as good knowledge of media practice. The SICHE Executive indicated to the IPAT Team that finding suitable teaching staff could be an issue. They also said that the qualifications of the teaching staff (if they do not have formal media qualifications) could be an issue in the future if SICHE seeks to have the course accredited, for example, in Australia.

The Prime Minister's financial backing of the Certificate Course (10 June 2009) was a pivotal step in both ensuring the course's viability and giving it a stronger sense of legitimacy both within and outside the media sector. At the time of the IPAT visit, the financial pledge had not yet been received by SICHE. Part of the Prime Minister's pledge was to help facilitate the building of a classroom space for the course. There is some confusion among partners as to where the money will be coming from to do this. However, the SICHE Executive confirmed to the IPAT team that the course could go ahead even without the dedicated classroom, albeit in cramped conditions.

Given the economic climate, the SIG's lack of money, the seemingly ad hoc nature of government spending, the low prioritisation of the media by the SIG and the potential changes that may occur as a result of the National Elections, funding for the SICHE course both in the short and long term is far from secure. This raises questions about the potential sustainability of the course. However, funding for courses at SICHE comes from a diversified base of the SIG, donors and income from tuition fees. This may offset some risk of the course failing to continue in the medium-long term.

The SOLMAS Media Training Coordinator will convene the Certificate Course on a part-time basis for the first six months. This role was not envisaged in the original PDD but seems necessary in order to ensure the course begins on a solid footing. However this role should be pursued carefully, given that: the future of the course is far from secure; the pedagogical experience required for such a role (and involvement in future planning for the course) may exceed SOLMAS' capacity; and that it is not a sustainable management model for the course. Provision will need to be made early in 2010 for a more sustainable and institutionalised management structure to be introduced beyond the six-month involvement of the Media Training Coordinator.

The Director of Don Bosco (Catholic Communications Solomons), Fr. Pereira, noted that the expectations for this course are high, but that the course needed to 'start off slowly', and expectations moderated, to give the course time to establish itself. The SOLMAS team and partners will need to be very mindful of setting realistic expectations and keeping open communication before and during the implementation of the Course. As such, media coverage of the Course should be carefully managed until the Course is well established.

3.2.4 Media Awareness

At the time of the IPAT visit, three media awareness workshops had been run for youth at Don Bosco (May-July 2009). The courses were run by the SOLMAS Media Training Coordinator, with assistance from the Director of Don Bosco, Fr Ambrose Pereira, who was simultaneously being trained as a trainer. An average of 16 people

(aged 16-25 years) attended each course. The gender balance was almost equal in each course, with the exception of one course that had 63% females.

Two courses explored the media's role and responsibilities and one looked at camera operation and telling a story through television. A question and answer session at the beginning of the latter course revealed that only three of the 15 students had watched a television broadcast (although most had watched videos) and none of them had a television set where they lived. None of the participants had an appreciation of how components of television production could be used to influence information, but all had an understanding of storytelling and its influence on an audience. At the end of this three-hour training, a further Q&A revealed that all students had successfully grasped the key concepts of the course. The short videos shot by the participants were shown and discussed.

Participants successfully completed all three courses. Approximately five participants in each course indicated that they wanted to pursue journalism as a career.

This activity and its outcomes are in keeping with that outlined in the PDD. The PDD saw media awareness as a secondary priority to training current media practitioners. Given that the SOLMAS Training Courses and the SICHE Certificate Course will be implemented during Phase 2, this type of media awareness training will need to be kept as a second-level priority. If further sessions are delivered, a small component on the role and responsibilities of the media during an election could be considered.

3.2.5 Progress on Annual Plan

Objective 2.1 (Improved capacity of CCM staff) -
Activity 2.1.1 (Gap analysis of existing skills within CCM) and Activity 2.1.2 (development of CCM shared training strategy) was achieved. Activity 2.1.3 (implementation of shared training strategy) was on track and being implemented.

Objective 2.2 (Improved media awareness by staff and external stakeholders)
Activity 2.2.1 (Conduct media awareness exercises) was ahead of schedule, but will continue to be a second-level priority given the implementation of the SICHE and SOLMAS training courses in Phase 2.

3.2.6 Cross-cutting Themes

Gender

All SOLMAS training courses will include a gender awareness component. In addition, specific content on 'Raising Awareness of Gender Issues' has been included in all of the writing courses. This content will be delivered by Josephine Teakeni who is the Director of the national women's media NGO, Vois Blong Mere (VBM). Ms Teakeni is considered a leading authority on women's rights, gender equality and action to prevent violence against women and children, both in the Solomon Islands and across the South Pacific region. She has also had considerable input into the overall SOLMAS Training Plan. The SOLMAS training courses are offered equally to all MASI members. However it is up to each organisation to decide which staff will attend.

The PMCF course materials, upon which the SICHE Certificate Course is based, do not contain gender awareness training. However the SOLMAS Media Training Coordinator will be recommending to SICHE that such training is included in the Certificate Course.

Once it is ascertained that applicants for a course meet the minimum qualification requirements, SICHE then uses a quota system to make decisions on who is accepted into its courses. This system requires that there be a 50/50 gender balance in all courses. However the SICHE Executive note that the Prime Minister's Office is entitled to choose the people to fill the 10 government-sponsored places in the Certificate Course according to its own criteria. Alternatively it can delegate this task to SICHE.

Vois Blong Mere have applied to the Flexible Support Fund (FSF) for a dedicated media training course for its staff and affiliated women's organisations from Honiara and other provinces *(see 3.4.4 for more detail)*.

Media awareness training to date has involved either equal participation by women or a balance in favour of women's participation.

Rural and Remote Communities

The abovementioned quota system used by SICHE allows for proportional representation from all provinces in their courses, based on the population in each province. However, according to the SICHE Executive, most applicants for the SICHE courses come from Honiara. In addition, the Prime Minister's Office will have first prerogative to choose the participants for the 10 positions that it is sponsoring for the Certificate Course.

Vois Blong Mere, the People First Network (PFNet), Don Bosco and the Solomon Islands Development Trust (SIDT) have all applied through the FSF for media training for people based in rural and remote communities*(see 3.4.4 for more detail)*.

Youth

The majority of people working in the media sector in the SI are less than 35 years old. Therefore, by default, many young people will be captured in the media training being offered by SOLMAS. The SOLMAS Training Plan also specifically targets youth through 25 media awareness training sessions at Don Bosco (noted as a second-level priority for Phase 2).

The Director of Don Bosco, Fr. Ambrose Pereira, pointed out to the IPAT Team that young people often do not want to commit to long-term training courses, but would prefer to participate in short-term training. Both the SOLMAS Training Course and SICHE Certificate Course allow for teaching of stand-alone modules. SICHE will offer some of the Certificate Course modules in the evening as stand-alone units; however these will mainly target those already working in the media. Participants who successfully complete a module will receive a Certificate of Attainment. Completed modules can be credited towards the Certificate Course if participants choose to enrol at a later date.

The flexibility in delivery of both courses will hopefully encourage youth involvement. However, according to Fr Pereira, youth who are not working may prefer to participate in individual SICHE training modules during the day. Such youth may emanate from the Don Bosco-based media awareness courses (part of the SOLMAS Training Course), and may be interested in further media training without the commitment of enrolling in an 18-month course. Consideration may need to be given as to how to cater for the needs of these young people in the medium to long-term.

3.2.7 Implications for Phase 2

Given the central role that training can play in strengthening the media sector, this Review recommends that the SOLMAS Training Implementation Plan continue to be executed, including support for the introduction of the SICHE Certificate Course.

However given that: the National Election is imminent; it will have a pivotal role in shaping the future direction of governance in the country; and that the media have a vital role to play in the success of the electoral process; this Review recommends that a greater priority be placed on electoral awareness training in Phase 2. This will necessarily involve exploring if/how the SOLMAS Training Implementation Plan could be modified to ensure adequate strengthening of the media for the electoral process (which begins October 2009). Such a process could involve working with the Communications Advisor at the SI Electoral Commission (to be appointed October 2009), and/or identifying examples of good/best practice in civic education and election coverage to be demonstrated in training e.g. SIDT has planned to produce a radio drama on civic education for the elections.

Given the progress of SOLMAS to date, this Review also recommends that:

Partnerships

- Relationships with program partners are carefully managed, in the manner that has occurred to date, with considerable time dedicated to this.
- Open and continuous communication occurs between SOLMAS and MASI members prior to, and during, the implementation of both training courses. This should include both individual consultations as well as collective meetings with MASI members. Maintaining realistic expectations among MASI members will be a key part of this process.
- Open and continuous communication occurs between SOLMAS and the SICHE Executive in order to promptly identify and address any threats to the Course's continued viability.

Training Quality and Efficacy

- Piloting of general training course materials and methodology is carried out prior to implementation of the SOLMAS Courses. Early courses should be closely monitored and feedback used to make modifications to subsequent training.
- Feedback and lessons learnt from the SOLMAS training is documented and communicated to SICHE and taken into account in preparations for the Certificate Course.
- A basic level of consistency is ensured between all Training Providers for the SOLMAS training.
- The train the trainer component of the SOLMAS training courses is monitored closely to ensure it does not detract in any way from the learning outcomes of the courses.

Accessibility of Training

- Participation in the SOLMAS training courses is closely monitored to ensure that participants are drawn from all sections of the media and that women, youth and people from rural and remote areas are sufficiently represented.

Public Awareness & Perception

- SICHE, MASI and SOLMAS organise *limited* media coverage of the Certificate Course prior to, and during, its implementation. This will have the dual purpose of raising some public awareness about the Course and

addressing any concerns or assumptions about it. Once the Course is firmly established, greater coverage can be organised.

Linkages with other Initiatives& Expertise

- The Media Training Coordinator accesses training expertise through ABC networks as needed.
- The SOLMAS Program Manager continues to monitor the progress of AusAID's Pacific Media Assistance Scheme (PACMAS) to identify opportunities for strengthening the SOLMAS Training Implementation Plan through linkages to PACMAS. Relevant components of PACMAS include: accreditation of the PMCF training course offered through Technical and Vocational Education and Training institutes; working through media associations to support media training; working with non-government organisations in their use of the media; and regional sharing of technical expertise, program content and financial management models.

Sustainability

- Planning is carried out early in Phase 2 to ensure the continued viability of the SICHE Certificate Course beyond the period of the Media Training Coordinator's involvement as Course Convenor.

3.2.8 Possible Longer Term Priorities

Issues for consideration in the event that SOLMAS, or some other media assistance scheme, is supported beyond December 2010 may include:

- Questioning the need for the SOLMAS training courses to continue. Could the SICHE Certificate Course's evening classes also provide the content currently offered through the SOLMAS training courses? Could MASI continue some training for its members, making linkages with PACMAS? Recognition of prior learning (RPL) for those who will have completed relevant SOLMAS Training Courses would need to be considered.
- Exploring whether one-on-one training is a sustainable long-term model for training follow-up and/or how such follow-up could be provided in other ways e.g. through mentoring models.
- Exploring ways to ensure that youth aspiring to work in the media can have access to short-term media training through the SICHE Course in a flexible manner that meets their needs.
- Investigating a user contribution for training courses offered through the SOLMAS Program (should further rounds of training occur).
- Establishing links between SICHE and media organisations, such as the Australian Broadcasting Corporation, as a way of ensuring that high levels of competency in journalism continue to be promoted in the course. Links could also be strengthened with other vocational training centres delivering training courses based on the PMCF materials – including those in Samoa, Tonga, Vanuatu and Fiji. PACMAS may be able to facilitate some of these linkages.
- Accreditation of the SICHE Certificate Course in Journalism and the Media outside of the SI (SICHE currently models its courses to fit an Australian accreditation framework). The professional qualifications of the teachers and the minimum entry level for the Course would need to be looked at closely to see if they meet accreditation requirements.
- Introducing a Diploma level course in Journalism and the Media through SICHE (the PMCF materials extend to diploma level).

- Continuing the 'train the trainer' strategies to ensure long-term availability of local teaching staff for the SICHE Certificate Course and/or other available training.

3.3 Component 3: Strengthening SIBC effectiveness and appropriately differentiating its role as a public broadcaster/emergency services provider

3.3.1 Overview

All nine SIBC management and supervisory personnel consulted during this Review provided strong affirmation of the work of the SOLMAS Team in establishing the Program. The General Manager, Mr Cornelius Rathamana, made a point of contrasting the (preferred) partnership approach of SOLMAS to that of a previous RAMSI-funded media-strengthening project (the SIBC Capacity Building Program) that ended in December 2006. At that time, the Australian Broadcasting Corporation (ABC) had provided two long-term advisers to work directly with the SIBC (editorial and organisation development, respectively).

All SIBC counterparts spoke positively of their relationship with the SIBC Partnership Coordinator, Wendy Everett, in particular. They said she was very 'approachable' and 'ready to help'. One supervisor said that she admired Ms Everett for her ability to motivate staff through acknowledging their achievements. Ms Everett focuses primarily on operational levels of the SIBC. The SOLMAS Program Manager, Corallie Ferguson, works closely and well with the General Manager but, appropriately, has less frequent contact with other managers.

Mr Rathamana reiterated that the two most important priorities for SIBC were:

- Rehabilitation of transmission facilities
- Financial sustainability of the Corporation.

One acknowledged criticism of the former RAMSI media assistance program, which ended in December 2006, was that it gave too much weight to the SIBC at the expense of a more balanced approach to the overall media system. The PDD of SOLMAS sought to address this issue of balance while applying lessons from other media for development programs. In the PDD model, the SIBC is still a major component of overall Program.

An important issue in the short term is the forthcoming National Election. Preparation for, and coverage of, the Election needs to be a first-level priority for SOLMAS' work with the SIBC. It is acknowledged that to focus on this short-term event carries the risk of compromising longer-term capacity development. However IPAT believes this risk is offset by the fact that the event itself is of fundamental importance to the prospects for long-term peace and prosperity in the SI.

3.3.2 *Role of the SIBC*

As the national broadcaster of the Solomon Islands, the SIBC has a unique status. It is the only mass communications platform in the country to have the potential to reach almost the entire population through its radio services. As confirmed in the 2008 RAMSI People's Survey, only 18.8% of newspaper readers were classed as frequent (daily or weekly).[15] This compared with 60.2% of people nationally who claimed to listen to radio daily or weekly.[16]The Survey recorded SIBC as having the largest radio listenership. However this was by virtue of the fact that privately-owned commercial operators had very limited transmission reach outside of Honiara.

Positive feedback from stakeholders outside of the SIBC centred on the respect it enjoyed throughout the community and the Corporation's capacity to provide 'open microphones' or access to its national transmission network. Vois Blong Mere, for example, expressed its appreciation for being able to buy airtime on the SIBC. It paid the SIBC for a weekly, 15-minute program slot, at a rate of about one-third or one-quarter that charged by a privately owned commercial radio station with limited geographic reach. A RAMSI official commented favourably on the SIBC's broadcast of the proceedings of Parliament.

These comments highlight a particular natural strength of the SIBC in providing a national broadcasting platform accessible to a range of content providers. With reference to the Worldwide Governance Indicators, the SIBC has a role in:

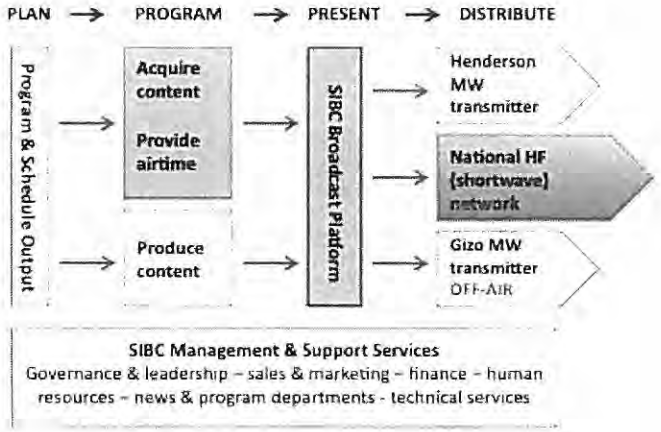
- Contributing to the effectiveness of Government by communicating information nationally (including government services, policy, disaster management).
- Contributing to 'voice and accountability' in the nation-building process, especially within an election context. For example:
    - Facilitating national audience reach for information and civic education.
    - Providing a national platform for community-based organisations to disseminate civic education and rights-based information to citizens in the lead-up to voter registration, the election campaign and voting.

Consequently the 'value chain' of the SIBC may be viewed in such a way as to distinguish between its relative strength as a broadcasting platform, accessible to a range of content providers, and that as a content-generating enterprise in its own right.

The findings from this Review suggest that in the lead-up to the 2010 Election, the most critical functions of the SIBC are those highlighted in the diagram below. Critical to being able to fulfil this role is a reliable transmission system.

[15] Table 7.15, *RAMSI People's Survey 2008*.

[16] Table 7.16, *RAMSI People's Survey 2008*



3.3.3 *Transmission Issues*

SIBC General Manager, Mr Cornelius Rathamana, is the former chief engineer of the Corporation who has both specialist knowledge of, and a strong sense of commitment to, the provision of more reliable transmission services by the SIBC. He has been frank in acknowledging that the SIBC historically has depended on international donors to provide infrastructure such as transmitters. The Corporation itself has no capital budget.

Mr Rathamana also acknowledged that SIBC technical staff lacked adequate up-to-date knowledge of solid-state technology necessary to maintain and service transmission facilities. To this end, the SIBC has applied for training assistance through the FSF - a bid under consideration at the time of the IPAT fieldwork visit to Honiara.

One operating principle identified in the SOLMAS PDD emphasised that 'the greatest return from investment in the media comes from investing in people rather than infrastructure'.[17] Some investment in capital infrastructure would be necessary 'and this should be through a partnership between SIG and RAMSI'.[18] Moreover, the PDD said:

> *'Support for infrastructural development should only be given where the operator can identify funds to support running costs and systems for ongoing maintenance.'*[19]

This operating principle remains important as an expression of the spirit of partnership and the need for reciprocal commitment to capacity development. It

[17] Paragraph 96 (d), SOLMAS *Final Program Design Document*. April 2008.

[18] Ibid

[19] Ibid

follows that any investment in the provision of infrastructure needs to be accompanied by SOLMAS' assistance to strengthen the capacity of the SIBC to maintain infrastructure. In the opinion of this Review team, it should also be accompanied by a commitment from SIBC management to make an annual budget provision for facilities maintenance and the purchase of spare parts. It is acknowledged this may be at the expense of other operational priorities.

At the time of IPAT fieldwork, the SOLMAS Program Team continued to work with the SIBC and external consultants to evaluate a number of safety and operational problems affecting the on-air performance of the transmission system. The SIBC operates HF transmitters from the Henderson facility near Honiara. It also has a MW transmitter at Henderson, one at Gizo in Western Province (out of service) and another at Lata (Temotu Province). It remained uncertain how much the cost would be to restore completely the SIBC's MW and HF capacity.

In the context of this Review, the most urgent consideration focused on what level of assistance was required to assist the SIBC to fulfil its primary function as a national broadcasting platform, especially in the context of the forthcoming Election. Of less concern were business considerations as to whether MW or HF capabilities would normally be the preferred systems in particular circumstances.

The IPAT Team sought advice from SOLMAS transmission consultant, Stephen White (Radio New Zealand International), on the work required to achieve the following performance benchmark:

> That the SIBC provides the transmission capacity to reach the national population (80-90%) with a high degree of reliability in time to support the National Election process from as early as October or November 2009.

It also sought Mr White's advice on safety issues, not least in acknowledgement that SOLMAS/RAMSI must share a duty of care to address critical safety issues at the Henderson and Gizo transmission sites.

Mr White confirmed that the HF system could provide the necessary national coverage. He estimated that urgent restoration and safety work could be achieved within a period of about three months, from the date of approval, and at a cost well below AUD$300,000 (allowing for contingencies).

This work should be formally scoped, costed and commissioned at the earliest opportunity.

3.3.4 Longer Term Public Policy Context

The *State Owned Enterprises Act 2007*covers the SIBC and has significant implications for the future governance, strategic development and funding of the Corporation. Advice from the Economic Reform Unit of SIG is that this SOE reform agenda will be implemented over a period of about five years.

The SOE Act overrides the terms of any pre-existing legislation in the event they may overlap or be in conflict. It therefore applies to the SIBC without any need for the Corporation's existing legislation (*Broadcasting Act 1976)* to be amended or replaced.

The SOE Act is a major element of the Government's longer-term economic reform program. The Act applies a common governance and accountability framework across all SOEs. It requires each SOE to operate as 'a successful business including being as profitable and as efficient as a private business, being a good employer and having a sense of social responsibility'.[20]

The legislation calls for enterprises to define and distinguish clearly the following categories of its operations:

- Commercial activities (i.e. areas in which revenue may be generated independent of government).
- Assistance from Government.
- Community Service Obligations and regulatory requirements.

In other words, the SIBC is being required to re-think its role as a national broadcaster within a contemporary (and quite demanding) framework of Government service delivery. It is expected to operate efficiently and effectively. Where it experiences 'loss-making' activities as part of its national broadcasting role, it is required to provide an acceptable business case to justify the provision of government funding to subsidise such activities.

Each year, under the legislation, SOE Boards are required to prepare Statements of Corporate Objectives. These are to set targets for service delivery and financial performance for each year and the subsequent two years. Boards are also required to prepare semi-annual and audited annual reports on their performance for tabling in Parliament and publication.

These requirements of the SOE Act presuppose not only strategic planning and accountability processes but also the performance of the Board, management policies, systems and staff capacity to operate the national broadcaster in a 'businesslike' manner.

Advice from the Economic Reform Unit is that SOEs generally are at a very early point in the reform process – most still needing to develop basic financial controls and processes. It plans to commence a major corporate governance program for SOEs with a predominant focus on financial governance. Planning for this initiative took less account of the SIBC's requirements than other SOEs because of the presence of SOLMAS advisers working with the organisation and the need to avoid duplication of effort.

3.3.5 Current Performance of SIBC

KPMG auditors have commented specifically on the SIBC in the context of their work across all SOEs in examining financial statements for the past nine years.[21]

KPMG reported:

- The SIBC had no internal audit function

[20] KPMG, *Solomon Islands State Owned Enterprises Accounts Strengthening Project Systems Strengthening Report Group A SOEs,* April 2009.

[21] KPMG, *Solomon Islands State Owned Enterprises Accounts Strengthening Project: Systems Strengthening Report Group B SOEs,* June 2009.

- All departments including Finance had a top-heavy management structure given the size of teams
- Placement of costing responsibilities in the Sales and Marketing area, separate to Finance, resulted in potential loss of revenue and unviable sales contracts because there was no link between the costing of products and services and accurate financial information
- Staff had limited understanding of basic accounting principles and compliance requirements
- A failure to pay key debts such as contributions to staff superannuation and taxation liabilities
- A failure to comply with legislative requirements to provide audited accounts for the years between 1989 and 2007; and failure to prepare and submit Annual Reports.

These failings demonstrated the need for a concerted organisational reform program in the SIBC that would extend well beyond the scope of SOLMAS Phase 2.

Internal Management Perspective

Finance Manager, Mr Michael Wate, outlined to the Review Team his efforts to improve the SIBC's financial performance and accountability. He had introduced a staff time clock in order to improve attendance (which was broken at the time of the Review) and had begun to make salary deductions as required. He was introducing regular financial reports to the Board, who had not received any for many years.

Salary-related costs make up 52% of the SIBC's operating expenses and electric power charges a further 40%, according to Mr Wate. The Honiara-based youth station, Wantok FM, generated virtually no commercial revenue and did not compete strongly with the three other FM competitor stations.

Overall the SIBC carried a significant operating deficit and, notwithstanding a decision of the Prime Minister to provide a one-off subsidy of S$500,000 in 2009, struggled to pay its accounts as they fell due.

The General Manager reiterated his concerns about the financial sustainability of the SIBC, ranking that issue second only to transmission, in his order of priorities. Particular concerns centred on the capacity of the Sales and Marketing Unit and on the establishment of stronger financial systems.

Other feedback from SIBC managers stressed the need for a continued emphasis on editorial capacity (including an up-to-date editorial policies framework), program presentation and organisational effectiveness (human resources management and systems).

Feedback from a small number of staff indicated that they are not consulted in decisions taken at a management level, nor are they given feedback from managers' meetings.

3.3.6 Progress on Annual Plan

Objective 3.1 (Transmission Infrastructure repaired or upgraded) – Activities 3.1.1 and 3.1.2(a) were on track in terms of evaluation and planning for transmission rehabilitation. These activities needed to be resolved promptly in anticipation of the SIBC's role in election coverage. Activity 3.1.2(b) will be an implementation of the rectification plan.

Objective 3.2 (Improved forward planning and public accountability strategies) - Activities 3.2.1 (review of existing plans and strategies) and 3.2.2 (an audience needs analysis) were on track as necessary precursors to Activities 3.2.3 and 3.2.4. The proposed recruitment of a short-term organisational development (HR) adviser needs to be reviewed in light of the recommendations of this Review.

Objective 3.3 (Improved capacity of SIBC staff to manage and deliver relevant media services) – Activities 3.3.1 (skills gap analysis), and 3.3.2 (development of a training strategy) were achieved, and 3.3.3 (implementation) was about to commence.

Further work on all these areas is needed to ensure they help to address the first-level priorities for SOLMAS Phase 2 as recommended by this Review.

3.3.7 Cross-cutting Themes

Gender

Women working at SIBC told the IPAT Team that in general they are treated the same as their male co-workers. However two separate sources consulted during the IPAT Review said that women employees did not perceive they were afforded equality of opportunity at the SIBC. A couple of cases involving discrimination and intimidation of female staff were reported to the IPAT Team.

One initial action to address these concerns would be to draft a staff Code of Conduct intended to represent the interests of all managers and staff regardless of their gender or circumstance. This document would lay down a set of principles and standards of behaviour that the Corporation expected from all employees. It would be a benchmark against which members of staff could understand their entitlements and obligations.

It was noted by the IPAT Team that the General Manager and all the managers of departments at SIBC were male. Only a couple of past instances of female departmental managers could be cited by those consulted. However, according to the SIBC Partnership Coordinator, there are currently some competent women in supervisory roles who have great management potential.

Rural and Remote Communities

A strength of the SIBC is its capacity to reach the 80% of the population living in rural and remote areas of the Solomon Islands. An ongoing risk for SOLMAS is to ensure the Program gives appropriate weight to the interests of rural and remote communities and not focus excessively on a Honiara perspective of industry development.

Youth

Similarly SOLMAS needs to take account of the needs of people aged under 25 years of age, who constitute around half of the nation's population. Some urban-based media, including PAO-FM and the SIBC's Wantok radio station, target youth demographics. But these are of limited significance nationally. Opportunities may arise through NGOs and community-based organisations that would benefit from SOLMAS support.

3.3.8 *Implications for Phase 2*

Phase 2 of SOLMAS is scheduled to be 16 months in duration (1 September 2009 to 31 December 2010). In fact, that period represents little more than a year of productive time, taking account of Christmas-New Year holiday patterns.

In the judgement of IPAT, the SOLMAS Team and SIBC counterparts would be well advised to concentrate on the following key priorities for Phase 2:

- Providing effective support to citizens in preparing for, and participating in, the National Election:
    - Restoring and maintaining HF transmission capacity.
    - Providing airtime to external content providers involved with civic education and the electoral process.
    - Planning and delivering appropriate SIBC election coverage.
- Addressing short-term measures to improve the SIBC's financial sustainability.

Accordingly, this Review recommends that:

Transmission

- SOLMAS, as a matter of urgency, reaches agreement with the SIBC and RAMSI to commission the work necessary to address critical safety issues at the Henderson and Gizo transmission facilities.
- SOLMAS, as a matter of urgency, reaches agreement with the SIBC and RAMSI to restore the capacity of the HF transmission network to provide reliable national coverage prior to the commencement of the voter registration process in October-November 2009.
- Investment in infrastructure rehabilitation is accompanied by assistance to strengthen the SIBC's capacity to provide ongoing technical maintenance of transmission infrastructure.
- The SIBC be asked to guarantee it will make annual budget allocations to provide for basic infrastructure maintenance and the purchase of spare parts.
- Further evaluation of other required work is undertaken during SOLMAS Phase 2, in order to help ensure the ongoing sustainability of the transmission system.

Election Support

- SOLMAS consults actively with partners and stakeholders to support the SIBC in its key role as a broadcasting platform that carries election-related content from a range of providers to a national audience.
- The SIBC Partnership Coordinator gives priority to the Election process in her ongoing capacity development work within the Corporation.
- Consider opportunities to evaluate the effectiveness of election coverage in the context of planned audience research activity.

Financial Sustainability

- Short-term advisory input is provided to help improve the efficiency of revenue generation and collection.

- Short-term advisory input is provided to strengthen SIBC financial systems and controls.
- A simple business case is developed, positioning the SIBC within the SOE accountability framework and identifying its Community Service and regulatory obligations that cannot be funded without Government subsidy.

Organisational Effectiveness

- Although not generally considered to be a high priority for Phase 2, it is recommended that SOLMAS address particular issues to do with organisational effectiveness that may arise from time-to-time. In particular, the IPAT Team recommends that SOLMAS facilitates the development of a staff Code of Conduct during Phase 2.

3.3.9 *Possible Longer Term Priorities*

If SOLMAS or a similar program were to continue beyond December 2010, consideration should be given to the following areas of capacity development in the SIBC:

- Corporate governance, leadership and management structures and systems, to improve organisational effectiveness and achieve compliance with the requirements of the SOE Act and reform process. This presupposes the active commitment and support of the SIBC Board and General Manager.
- A leadership development/coaching opportunity for the General Manager.
- Strategies for long-term asset management and financial sustainability (including the development of new revenue models)
- Editorial and program relevance and quality.
- Exploration of common strands and activities between SOLMAS and the regional PACMAS program.

3.4 Component 4: Flexible Support Fund

3.4.1 *Overview*

According to the SOLMAS PDD, the Flexible Support Fund (FSF) is to be used to provide i) technical, operational, infrastructure and training support for the other components of the SOLMAS program and ii) support contestable content initiatives relating to the improvement of governance (media regulation/policy); public interest media coverage; and voice (community access to media for development).

The first SOLMAS Annual Plan was written just after the inception of the Program. As such it was too early to identify which activities would be supported through the FSF. During the relatively short timeframe of Phase 1, activities to be supported through the FSF have been identified. These include technical support to MOCA in spectrum management; infrastructure and management support for the SIBC; implementation of the SOLMAS Training Plan; introduction of the Content Development Fund; and program monitoring and evaluation activities. All of these activities are consistent with the purpose of the Fund as described in the PDD.

Given that this Review has identified the upcoming National Election as a priority, planning is already underway to modify FSF support accordingly. Revised FSF support, as recommended by this Review, could entail:

- Reduction in the level of technical assistance provided to MOCA (given the timing of technical assistance required and presence of World Bank technical assistance – situation to be monitored);
- Focus on aspects of SIBC's transmission infrastructure that pertain to safety and restoring national HF coverage;
- Reduction in the amount of capacity development assistance for management (focusing primarily on financial viability and income generation); and
- Potential re-orientation of the Content Development Fund.

These recommendations, if implemented, would retain consistency with the original intent of the FSF as outlined in the PDD. However there needs to be close monitoring of FSF expenditure to ensure that it is being used to strengthen the media sector as a whole, and not unduly favouring one section of the media.

One aspect of the FSF envisaged in the PDD that has not been addressed to date is its use to support *'quality and volume of public interest output...(content production, editorial initiatives)'*[22] Part of the reason for this is that this use of the FSF was mistakenly omitted from subsequent program documentation referenced by SOLMAS program staff in establishing the FSF (in particular, the Record of Understanding between AusAID and the ABC as implementing contractor). Consequently applications for content initiatives were not sought when promoting the FSF to MASI members. Nevertheless, several of the applications will most likely result in improved content production as a by-product of capacity building activities supported by the Fund. In addition, the Content Development Fund could be used, at least in part, for this purpose *(see 3.4.3 below)*.

RAMSI representatives responsible for SOLMAS have indicated to the ABC that FSF money *will not* be needed to support a potential short-term transition/extension period for Phase 2 of SOLMAS in the first half of 2011.

3.4.2 FSF Support for Approved Activities

During Phase 1 an FSF Advisory Group was established and operating principles for the group developed. Submission guidelines for applications were established. Applications were invited from MASI members and 17 proposals received. The proposals came from all sections of the media industry as well as the SIG.

At the time of this Review, the applications had been considered and further clarification was being sought for some of them. The FSF Advisory Group is due to make a decision on applications in the second half of August. The process of choosing the successful applications needs to be clearly communicated to MASI members once the decisions have been taken.

According to SOLMAS Program Director, Rob Batten, consideration will be given to the possibility of integrating certain SOLMAS Training Courses with some of the training requested in the applications. The aim of this rationalisation is to: increase the program's efficiency; address the risk of overloading the industry with training and technical assistance; and to ensure basic media skills are well established and that this training is provided on an equitable basis.

Once the successful applications have been chosen, a simple and practical program management system will need to be established in order to administer and monitor

[22] SOLMAS PDD pp 33.

the implementation of the 'approved activities'. This will need to include processes for: monitoring implementation; reporting; disbursing funds to suppliers; managing risks; and evaluating outcomes/impact. Given that SOLMAS will manage the approved activities and directly pay suppliers, this represents a considerable amount of work. At the time of this Review, the SOLMAS Program Team decided to employ a local Program Officer to assist with this process. The workload for this activity will need to be closely monitored.

The abovementioned strategies of integration of some FSF approved activities within the SOLMAS Training Implementation Plan, and securing extra support for the administration and monitoring of approved activities, are prudent steps in addressing the significant risk of overstretching the capacity of the SOLMAS Team to effectively manage the Program in Phase 2. Processes for managing the approved activities should be kept simple (including efficient financial delegation procedures to be able to effectively deal with suppliers whilst minimising risk exposure) and expectations of reporting on approved activities should also be realistic.

3.4.3 The Content Development Fund

Approximately AUD$280,000 has been allocated to the establishment of a Content Development Fund in Phase 2. The SOLMAS Team originally envisaged establishing a media competition to use these funds.

This Review has found that SOLMAS will need to place greater emphasis on media strengthening for the 2010 Election. It has also found that it is critical that women, youth and people in rural and remote areas have a voice through the media and can access information about the electoral process. As such, the IPAT Team recommends that the money from this Fund be specifically utilised to support election-focused civic education that will benefit women, youth and other segments of the population living in rural and remote areas. Almost all the community-based partners told the IPAT team that they have plans for election-focused activities involving localised media.

Given the potential for a significant workload in Phase 2, the money from the Content Development Fund should be used for this purpose in the most efficient way possible – either administered as a stand-alone fund, or provided as additional targeted funding to an existing SOLMAS Program activity.

3.4.4 Cross-cutting Themes

Gender

Vois Blong Mere has applied through the FSF for media training for its staff and affiliated women's organisations in the provinces. This training will focus on general media awareness, communicating gender issues and civic education. At the time of this Review, the decision on successful applications had not been made.

Applications to the FSF from PFNet and SIDT have the potential to benefit women, particularly those in remote communities. However according to Vois Blong Mere's Deputy Director, Lisa Horiwapu, women's access to these technologies cannot be assumed in all communities. Ms Horiwapu noted that issues of cost (e.g. to send an email), women's levels of illiteracy and their fear of technology do limit women's active involvement and use of these technologies in some areas.

It is clear that women will benefit from activities supported by the FSF. However noting the importance of giving women a voice and ensuring their access to information during the 2010 Election, this Review recommends specific targeting of

women's initiatives in rural communities with money from the Content Development Fund in Phase 2.

Rural and Remote Communities

The SIDT, PFNet, Don Bosco and Vois Blong Mere have all submitted applications to the FSF which will strengthen the media capacity of people in rural and remote areas. Most of the applications include a component on electoral awareness. Money from the Content Development Fund could be used to further extend these activities – including an increased focus on the electoral process or adding post-training support to ensure sustainability of skills acquired during training.

Care should be taken to complement the support for these organisations already being given by other sources, including AusAID-funded bilateral or regional support.

One application from SIDT involves training for community radio operators as well as the village committees that support each radio station. If appraised through a 'Western lens', this application - involving such a large number of people - may seem excessive and an inefficient use of funds. However care should be taken with this and other applications to ensure that there is sufficient consideration of 'the oral character of rural life [that] places high value on community involvement, public discussion, and collective decision-making'.[23]

As stated above, further targeting of electoral awareness initiatives involving rural and remote communities (using money from the Content Development Fund) is recommended.

Youth

The Don Bosco applications to the FSF specifically target youth in Henderson and Tetere. However these applications focus on the use of different media formats, and basic interviewing and presentation skills for radio, and do not appear to have an Election-related component.

Given the identified need for young people's voices to be heard throughout the electoral process, and the risk associated with their voices being omitted, these applications could be encouraged to include an electoral awareness component. Money could also be used from the Content Development Fund to support electoral awareness initiatives targeting youth.

3.4.5 Progress on Annual Plan

Objective 4.1(FSF provided to other program components)- Activities4.1.1 (develop advisory group charter and draft set of FSF eligibility/selection criteria), 4.1.2 (develop draft processes and protocols for identifying and obtaining applications) and 4.1.3 (establish an FSF Advisory Group) have been achieved.

[23] White, G. *Indigenous Governance in Melanesia.* Pacific Islands Development Program, East-West Centre, Department of Anthropology, University of Hawai'i, in AusAID, NZAID, RAMSI. *Discussion Paper on a Strategic Framework for Supporting Civic Education in the Solomon Islands.* Feb, 2008.

Activity 4.1.4 (delivery of on-going assistance through the FSF) was not implemented during Phase 1 due to the late commencement of the SOLMAS program. However in the meantime, priorities for the FSF have been clearly identified. Sufficient human resources will need to be made available to establish and implement a program management framework for approved activities.

3.4.6 Implications for Phase 2

Given the relatively short timeframe of Phase 2, and the key need identified for media strengthening to support the upcoming National Election, this Review recommends that:

- Priority for use of the FSF is given to those activities which clearly develop media capacity to effectively support the 2010 electoral process. (*see each component for this Review's recommendations regarding prioritisation of activities*).
- Approved applications to the FSF are encouraged to include an electoral awareness/strengthening component, where appropriate.
- Money for the Content Development Fund is used to support election-focused media strengthening activities, including civic education, that target women, youth and other segments of the population living in rural and remote communities.

In relation to the overall management of the FSF, this Review also recommends that:

- As per the requirement in the PDD, the next annual plan gives a clear indication of how the FSF funds will be used in Phase 2.
- The decision-making process in identifying approved applications is clearly communicated to the MASI membership.
- A simple and practical program management system is established in order to efficiently administer and monitor the implementation of the approved FSF applications. Care is taken to ensure reasonable workloads for staff and to provide them with the necessary support for this activity.
- A further round of FSF applications is *only* introduced if it is felt that there is sufficient human resource capacity to manage the process, *and* if sufficient funds exist. The IPAT team would strongly recommend *against* another round of applications if this would in any way undermine the effective management of existing activities.
- FSF expenditure is closely monitored to ensure that it is being used to strengthen the media sector as a whole.

3.4.7 Possible Longer Term Priorities

If SOLMAS extends beyond December 2010, consideration could be given to the following:

- FSF support for the expansion of capacity of community-based media systems (being mindful that the FSF's main purpose at present is to support media with a national reach – will this remain the purpose beyond Phase 2?). For example, this could involve:

- Expansion of SIDT's community-based radio stations beyond Isabel (according to the SIDT's Media Manager, youth groups in other provinces have expressed an interest); or
- Increasing the capacity of PFNetwork to utilise its remaining frequencies, thus alleviating current bottlenecks in the transfer of email data.

Any such initiatives could consider the communication linkages between the village, province and capital. All should build in the improvement of technical maintenance capability. Before embarking on such activities, it would be prudent to explore existing support to community-based media and previous lessons learnt from donor involvement with these organisations.

- Re-orientation of the focus of FSF's support for approved activities, drawing on lessons learnt from Phase 2.

3.5 Component 5: Program Management

3.5.1 Overview

According to the ROU between AusAID and the ABC, SOLMAS officially began on 1 July 2008. However program activities didn't commence until the end of October 2008 because of a delay in recruiting and deploying the Program Manager.

Phase 1 largely concentrated on building partnerships, gathering baseline data, and establishing priorities and systems for program implementation. So whilst there were limited outputs in Phase 1, it is acknowledged by RAMSI, partners and the Program Team that the time taken to establish strong and equitable working relationships has substantially strengthened the Program's potential for future success.

The SOLMAS Program Team has indicated that they have received effective support from the ABC. This has included good strategic direction from the Program Director and highly efficient support from the Project Officer in, among others, ensuring all reporting requirements for the program are met. In addition, the Program Team have said that they have a good working relationship with the ABC staff.

Deputy Development Coordinator for RAMSI, James Hall, and Senior Development Program Specialist, Anna McNicol, both indicated that there is regular and open communication with the SOLMAS Program Manager. RAMSI is conscious that the SOLMAS program has the potential to be politically sensitive, so they are keen for an ongoing close relationship with the SOLMAS Program Manager to ensure that any sensitivity is identified and addressed promptly. The SOLMAS Program Manager also indicated to the IPAT Team that the communication with RAMSI is open and the working relationship generally good. The Program Manager had concerns about the occasional tendency for RAMSI to manage the media specific aspects of the program in more detail than was perhaps warranted. This is probably a consequence of the RAMSI risk management strategy mentioned above.

The RAMSI representatives indicated to the IPAT Team that the 2010 National Election is of fundamental importance, so it is appropriate for SOLMAS to give it priority. Considerable liaison will be needed between the ABC, the SOLMAS Program Manager and RAMSI on how SOLMAS can best support the electoral process, whilst avoiding the associated political risks. In this regard, RAMSI have noted both to the IPAT Team and the ABC that there is sensitivity around RAMSI having any direct involvement in the Election. As such, SOLMAS' role in strengthening the media for the Election will need to be managed carefully.

As activities are implemented under PACMAS, the ABC should continue to monitor their progress and facilitate linkages with SOLMAS where this will add value to the Program.

3.5.2 Relationships with Partners

As indicated above, the strong partnerships built by the SOLMAS Team during Phase 1 have given the Program a sound basis for future success. There is a clear sense of mutual ownership of Program activities and relationships with SOLMAS are based on trust and respect. Partners told the IPAT Team that their relationship with SOLMAS is consultative and one of mutual learning. They said that the SOLMAS staff are respected for: their knowledge of the media; their rapport with, and ability to motivate, individuals; and their professionalism in the way that they work. This feedback indicates that lessons have been learnt from the previous SIBC Capacity Building Program and consciously applied by current SOLMAS staff. It is a credit to the experience and cultural competency of the SOLMAS Team that such strong partnerships have been established.

A possible by-product of the SOLMAS Program is an increased 'esprit de corps' amongst the media sector in Honiara, according to RAMSI Public Affairs Manager Mary Louise O'Callaghan. SOLMAS has necessitated considerable communication between partners and has created an air of optimism regarding the future strengthening of the media sector – two elements that may have at least in part strengthened camaraderie within the media.

As stated earlier in this report, considerable time will be needed during Phase 2 to maintain these relationships, as they represent the 'backbone' of the whole program. Partners have publicly invested in the training component of SOLMAS and they are optimistic that this will be successful. However they are also conscious that this investment carries with it a risk, encapsulated by one partner: 'If you fail we all fail'. Therefore regular open communication should continue, expectations should be carefully managed and outputs should be realistic so that they are achieved.

3.5.3 Human Resource Management

The IPAT Team notes that there is considerable risk of overstretching the SOLMAS Program Team during Phase 2, especially the Program Manager. Activities that will be particularly demanding and may risk overloading capacity include:

- Establishing program management systems for, and administration and monitoring of, the approved FSF activities.
- Liaison with key actors in designing media strengthening activities to support the electoral process (given that the level of activity around the election will continue to intensify and number of actors involved will increase).
- Monitoring the political and security implications of the electoral process and their potential impact on the SOLMAS Program.
- Managing and overseeing the rehabilitation of transmission infrastructure for the SIBC (given the tight timeframes, logistics and technical nature of the work).
- Managing aspects of the SOLMAS Training Courses including: the multitude of partner inputs (as training providers and train the trainers); quality control of content and learning outcomes; and the high expectation for the Courses among the media sector.

- Negotiating either the transfer of funding and management arrangements for SOLMAS (e.g. from RAMSI to PACMAS or a bilateral program), or the phasing out and termination of the Program, at the end of December 2010.

In light of the above, the IPAT Team recommends that careful consideration be given to the following:

- Ensuring that the Program Manager allows herself sufficient time and capacity to effectively manage Phase 2, including relationship management and issues arising in the context of the National Election.
- Ensuring that the ABC provides sufficient support to the Program Manager.
- Drawing on the expertise and support available through the ABC and its networks as needed.
- Acknowledging that certain activities originally planned for Phase 2 will no longer be able to be implemented in order to be able effectively focus on the priorities identified in this Review.
- Closely monitoring the capacity to, and reasonable workload expectations of, the SOLMAS Team in implementing program activities.

Given the recent history of the SI, heightened consideration should be given to the security of staff in and around the Election period.

SOLMAS staff should continue to be given the opportunity to reflect on the Program, gain knowledge and skills that can be applied to the Program and share ideas, lessons learnt and best practice with peers in the region. Such targeted professional development and peer contact, undertaken to a reasonable level given the time constraints of the Program, will only increase the quality of activities as well as the chance for their successful implementation.

3.5.4 Financial Management

The Review Team has examined Program documentation in relation to the terms of the ROU and priorities of the Annual Plan for Phase 1. It is satisfied that budget expenditure is generally on-track. It is also satisfied that the implementing agency, the ABC (International Projects Group), has been diligent in the application of budget processes, financial delegations and controls and performance reporting accountabilities. It notes also that, in 2008, the ABC's internal auditors undertook a performance review of the ABC International Projects Group, as part of an ongoing ABC quality assurance program.

The IPAT Team notes the comment of the Program Manager that certain ABC requirements are burdensome (e.g., level of financial delegation to her position, which limits her capacity to act without endorsement of Australia-based management, and frequency of reporting). The ABC may wish to discuss this with the Program Manager to identify opportunities to streamline her accountabilities without exposing the Program to increased risk.

Some care will be required in approving and implementing successful applications to the SOLMAS Flexible Support Fund. Each initiative will need to be accounted for and assessed in value for money terms. IPAT notes that most expenses arising from these initiatives will be paid directly by SOLMAS (thereby streamlining accountabilities).

It would be helpful to the overall effectiveness of SOLMAS if Program Management periodically reviewed the pattern of deployment of funds from the FSF. During the Review, IPAT observed that the Phase 1 budget assumed that more than 80% of FSF funding would be allocated to the SIBC, in addition to long-term advisory input to the Corporation and training opportunities shared with other sections of the media. That bias increased to more than 90% once the costs of monitoring and evaluation/IPAT were removed from the budget. This heavy weighting to the SIBC, at face value, did not appear to be consistent with the strategic intent of SOLMAS to develop the media system overall. It also raises a potential political risk in focusing too heavily on the SIBC as identified by RAMSI.

3.5.5 Risk Management

The *SOLMAS Inception Report and Annual Plan, November 2008-October 2009,* included a very detailed Risk Matrix that reflected the uncertainties of a new Program. Among the themes identified were those relating to political uncertainty and the extent to which SOLMAS partners and stakeholders would be prepared to commit themselves to the venture.

In preparation for Phase 2, SOLMAS Program Management should review the risk profile, both in relation to the period to December 2010 and in contemplation of whether the Program is likely to be extended beyond that date.

The table provided in Annex 6identifies a number of particular issues for consideration in reviewing the SOLMAS risk profile.

3.5.6 Monitoring and Evaluation

A review of Program documentation to date has shown that reporting on the Program has been detailed, frank and thorough. Risks and problems have been highlighted and strategies identified to address them. Achievements have also been noted.

The SOLMAS Six Month Progress Report contains an updated Monitoring and Evaluation Framework (April 2009). The IPAT's review of the MEF in light of the recommended change in priorities for Phase 2 is documented in Annex 5.

The baseline data outlined in the SOLMAS Six Month Progress Report plus additional baseline data for use in future monitoring of the Program is provided in Annex 4.This list is not definitive.

Simple systems for collecting, recording and analysing program performance data will need to be established for Phase 2.

In reviewing the overall Program and its plans for Phase 2, the IPAT Team found that it conforms to several internationally agreed guiding principles for effective aid delivery found in the Paris Declaration on Aid Effectiveness[24] and the ACCRA Agenda for Action[25]. These include:

[24] *Paris Declaration on Aid Effectiveness: Ownership, Harmonisation, Alignment, Results and Mutual Accountability*, High Level Forum, Paris, 28 February – 2 March 2005.

[25] *Accra Agenda for Action.* 3rd High Level Forum on Aid Effectiveness, Accra, Ghana, 2-4 September 2008

- 'Respecting and strengthening local leadership' and 'working in inclusive partnerships for program delivery' (e.g. partnerships with MASI and SICHE, working with the SIBC General Manager);
- 'Utilising existing country systems' (e.g. SICHE Certificate Course);
- 'Making use of regional systems' (e.g. PACMAS); and
- 'Focusing on achieving development results and openly accounting for them'.

In accordance with the Paris Declaration, Phase 2 activities to strengthen the media's capacity to support the National Election must be aware of, and align with, relevant national strategies and frameworks, rather than work in isolation from them. Points of reference could include the communications strategy to be developed by the (soon to be appointed) Communications Advisor for the SI Electoral Commission, and the Strategic Frame work for Supporting Civic Education in the SI *(see Annex 2)*.

There is a further guiding principle in the Paris Declaration that is relevant to Phase 2: 'that partners must look to increase efforts to mobilise domestic resources and increase their fiscal sustainability'. This will be encouraged to some extent in Phase 2 (by SOLMAS and through the work of the ERU), and could be further supported in Phase 3, if it takes place.

Planning for Phase 3 (if it occurs) should address a current weakness of the Program (and a common weakness in aid delivery as identified in the Paris Declaration) by providing a predictable multi-year commitment to the strengthening of media in the SI.

Given that the timeline for the Program has been revised, and that the Election will be held between June to August 2010, it is recommended that the next IPAT review is scheduled towards the end of Phase 2. This review could assess Phase 2, as well as focus on planning for Phase 3 or completing the Program, depending on what is decided for the future of SOLMAS..

3.5.7 Cross-Cutting Themes

Planned activities for Phase 2 will address gender equity, youth engagement and access for rural and remote communities. However apart from some targeted activities, most do not *actively* address these cross-cutting themes.

Given the importance of engaging and strengthening the access to, and use of, the media for these parts of the population in the lead up to the National Election, the IPAT Team recommends that these cross-cutting themes are *actively* targeted in Phase 2. One way of doing this would be through using the money from the Content Development Fund.

While women make up a majority of the SOLMAS Program Team, representatives from partner organisations involved in the decision-making processes for the Program have mainly been male. There have been some exceptions, such as the involvement of the Director of Vois Blong Mere, Josephine Teakeni, who is also the Deputy President of MASI. While the decision-making hierarchies of partner organisations must be respected, IPAT recommends that the SOLMAS Team encourage women's involvement in decision-making processes affecting the Program wherever possible.

For specific recommendations related to the cross-cutting themes, see the 'Cross-Cutting Themes' section under each Program component in this report.

3.5.8 Implications for Phase 2

Given the priorities for Phase 2 outlined in this report, this Review recommends the following for the program management of SOLMAS:

- Program activities are modified and/or re-orientated to ensure adequate strengthening of all sections of the media industry so that they can effectively support the electoral process. (NB: lessons could be learnt from working with the media during the 2006 Election - SIEC Program Manager Kate Sullivan is in contact with the communications advisors who worked on this Election).
- The Program Manager dedicates adequate time to monitoring the electoral process and its implications for the Program, as well as liaising with key actors involved in this process who may be relevant to the work of SOLMAS.
- Staff security is monitored closely and regularly reviewed, particularly during the Election period.
- Adequate time is allocated for maintaining strong relationships and open communication with Program partners.
- The Risk Matrix and Monitoring and Evaluation Framework are reviewed and updated in light of this report.
- Simple systems are established to collect, record and analyse program performance data.
- Cross-cutting themes are more actively addressed in Phase 2.
- The Program Manager and staff regularly monitor and review their capacity to deliver program activities effectively, given available time and resources.
- The Program Manager periodically reviews the pattern of expenditure from the FSF.
- The SOLMAS Program Team undertakes professional development and information sharing with peers in order to strengthen Program activities.
- The ABC explores the issue of burdensome financial and other reporting requirements with the Program Manager, streamlining requirements where possible, whilst not increasing any associated risk.
- The ABC continues to monitor the progress of PACMAS and to make linkages with the SOLMAS Program where these will add value to activities.
- ABC seeks clarity from AusAID/RAMSI at the earliest possible time as to the future of SOLMAS beyond December 2010.

3.5.9 Possible Longer Term Priorities

If SOLMAS extends beyond December 2010, it could provide an opportunity for a bigger focus on institutional strengthening. This could include:

- Improving the legislative and regulatory environment.
- Focusing on good governance/leadership at organisational levels.
- Developing the SIBC as a viable SOE.
- Ongoing training for professionals, including greater capacity for the maintenance of infrastructure.
- Targeted support to community-based initiatives in order to address the cross-cutting themes identified in this report. The relevance of other cross-cutting themes could be explored.
- Peer-to-peer engagement at a regional level, e.g. via PACMAS, to strengthen communities of practice in leadership, financial sustainability, editorial ethics and technical collaboration.

A multi-year funding commitment for Phase 3 would significantly increase the potential for the SOLMAS Program to have a meaningful impact on the SI media industry.

3.6.0 Future Program Management Options

The Terms of Reference for this Review require the IPAT to consider the possible future relationship between SOLMAS (should the Program continue beyond the end of Phase 2 in December 2010), and the regional AusAID Program, the Pacific Media Assistance Scheme (PACMAS).

Current arrangements, in which SOLMAS falls within RAMSI, will continue through Phase 2 of the Program. However RAMSI is preparing to scale back its level of operation in the Solomon Islands in line with the nation's transition to a situation of normalcy. RAMSI has made no provision to administer or fund SOLMAS beyond Phase 2 and its potential 'transition/extension' through to June 2011. From July 2011, therefore, any further extension of SOLMAS (Phase 3) would need a new 'home' such as PACMAS or the Australian bilateral assistance program to the SI, funded directly by AusAID.

At the time of writing, the Review Team is not able to express a clear opinion on the most desirable management framework for a Phase 3 of SOLMAS. Several SI partners consulted during the in-country visit expressed reservations about the possible dilution of commitment to the Solomon Islands if the Program became part of a Pacific regional structure. They cited previous experience of regional programs characterised by occasional management visits to Honiara but little ongoing engagement. The impact of new funding arrangements on the Program, including any potential risks, would need to be carefully considered.

An impression gained from conversations with RAMSI and AusAID officers is that the architecture of media-related programs in the Pacific is still a 'work-in-progress'. Questions remain for the Review Team as to how best to reconcile the character of SOLMAS as a country program with a regional framework, the resourcing implications of regional program management and delivery (including AusAID's internal management), and the implications of injecting a relatively significant program such as SOLMAS into PACMAS, which appears to be made up of a number of small-scale activities across seven components.

The Review Team understands that AusAID proposes to undertake further work to clarify the purpose and expectations of bilateral and regional programs respectively. It recommends that, if practicable, any further consideration of situating SOLMAS within PACMAS should await the outcome of that work.

RAMSI's indication of a possible extension period (January and June 2011) will allow for the transition to a new arrangement if one is to occur. New arrangements, if they eventuate, should be finalised as soon as possible to allow for planning beyond Phase 2 and a smooth transition of the Program.

4. Evaluation Criteria Ratings

Evaluation Criteria	Rating (1-6)	Explanation
Relevance	6	• Shared goal with RAMSI. SIG-RAMSI Partnership Framework indicators and RAMSI Key Principles are clearly reflected in the work of SOLMAS. • Program architecture and approach reflects international frameworks (WGIs, MSI, Paris Declaration, ACCRA Agenda for Action). • Baseline data collected during Phase 1 confirms significant gaps in media skills and strong future demand for trained personnel.
Effectiveness	5	• Phase 1 established strong partnerships vital for the future success of the Program. This has resulted in a necessary delay in some Program outputs. • Activities for Phase 2 will be modified to take into account a significant event in SI society - the 2010 National Election. • Those activities not impacted by the change in priorities for Phase 2 are generally on track to achieve their objectives. • The timeframe for Phase 2, given the number of activities, will be tight. Strategic management decisions should be taken to prioritise certain tasks, afford others reduced priority & relegate some to Phase 3 (should it occur).
Efficiency	4	• Budget spending is on track and reporting requirements up to date. • SOLMAS Program Team appointed and working efficiently, including within strong, constructive partnerships. • Risks identified by this Review will need to be addressed in Risk Matrix. These risks will need close monitoring & prompt action if they appear as if they will eventuate.
Sustainability	5	• Establishing strong partnerships has been a vital prerequisite for the sustainability of the Program. • Phase 2 focus on the 2010 Election strongly supports the long-term Program Goal: *'to contribute to a peaceful, well-governed and prosperous Solomon Islands'.* • Commitment to continue the Program beyond Phase 2 needs to be secured.
Gender Equality	4	• All training will include women –as Training Providers, 'trainee trainers'& participants (including from other provinces). Gender-awareness content is included in SOLMAS training. • Program activities will be accessed by women, but women have not been actively targeted. This is recommended for Phase 2 (+targeting other cross-cutting themes). • Strong representation of women within Program Team. Partner representation in decision-making dominated by males. • Current concerns about the treatment of women in the SIBC should be addressed by developing a Code of Conduct.
Monitoring & Evaluation	4	• Monitoring & Evaluation Framework in place. Some modifications recommended in light of changed priorities for Phase 2. • Program reporting excellent. • Simple systems need to be established for regularly collecting and analysing program performance data. • Program management framework needs to be created for monitoring approved activities under the FSF.

Evaluation Criteria	Rating (1-6)	Explanation
Analysis & Learning	6	• Accurate & thorough technical analysis of necessary infrastructure support. • SOLMAS Program Team highly consultative and have demonstrated their willingness to adopt feedback from partners.

Rating scale: 6 = very high quality; 5=good quality; 4=adequate quality; 3=less than adequate quality; 2= poor quality; 1 = very low quality.

5. Concept Note for Phase 2

5.1 Program Architecture

All available evidence to this Review demonstrates the success of SOLMAS Phase 1 in establishing strong relationships and a sense of shared purpose with key partners and stakeholders in the Solomon Islands. Phase 2, from 1 September 2009 until 31 December 2010, constitutes the 16-month implementation period for the Program (effectively little more than a year, taking account of Christmas-New Year holiday periods).

The overall Program Design remains relevant and appropriate. Detailed planning of Phase 2 activities will need to take into account how the Program should respond to events of wider significance – such as the impact of the global economic downturn on the local economy and, especially, the role of media in supporting the 2010 National Election.

The voter registration process is expected to begin in October 2009 and substantial civic education through the media will be required even at this early stage. Therefore the ABC and SOLMAS Program Management will need to make some quick, strategic decisions for Phase 2 so that SOLMAS is in the best position to support media strengthening for the Election.

5.2 Key Lessons Affirmed

The following key lessons were affirmed through Phase 1 of SOLMAS and should continue to guide activities during Phase 2:

- IPAT observations generally mirror findings elsewhere in the world, including Africa, that each media sector tends to contribute to the development of the overall system in its own way: national broadcasters such as the SIBC have the greatest reach, through national radio, yet demonstrate institutional weaknesses; community-based media are focused and often effective in their development work, but lack a national platform; and entrepreneurial commercial media are energetic and editorially more independent of government but lack national reach. Care should be taken in Phase 2 to ensure that all sectors of the media participate actively in the Program.

- A highly consultative, partnership-based approach to Program management and delivery was demonstrably a critical success factor for Phase 1. Such an approach appears also to be culturally appropriate. Allocating significant time to maintaining relationships with program partners and ensuring open communication will be crucial to the success of Phase 2.

- Given the above, and wider principles for engagement adopted by RAMSI, it is recognised that significant time is needed to be able to meaningfully strengthen the media sector in the Solomon Islands. Therefore a funding commitment for SOLMAS beyond Phase 2 should be secured as soon as practicable.

- SOLMAS is potentially a politically sensitive program operating within a delicate political environment. This context will only be heightened during the Election period. The ABC and the SOLMAS Program Manager will need to work closely with RAMSI during Phase 2 in order to maintain a strong awareness of political events which may impact on, or inadvertently be triggered by, the Program.

Consequently, risk management strategies may need to be reviewed and updated more frequently than in Phase 1. This applies to monitoring the risk for both the Program and staff.

5.3 Crosscutting Themes

There was limited opportunity in Phase 1 to address the crosscutting themes of gender, rural and remote communities, and youth. Active targeting of activities to address these themes should occur in Phase 2.

Note on the IPAT Approach

IPAT has taken account of the following considerations in the preparation of this Concept Note:

- Implications of external factors (National Election) for the Program.
- Strength-based approaches to media for development (e.g. focus on the SIBC as a platform for national distribution; and external parties as content providers).
- Capacity of SOLMAS to be effective, given time and resource constraints.
- Capacity of the Program and partners to achieve sustainable improvements to capacity, given time and resource constraints.

5.4 Priorities for Phase 2

A summary of recommended priorities for Phase 2 appears in the table below.

Component 1: Strengthening SIG and industry-based regulatory policy framework
1.1 Assessment of Legislative and Regulatory Requirements
• Commission a specialist in communications law to analyse, and make recommendations on, an approach to a legislative and regulatory framework to apply to all media.
1.2 Spectrum Management – Policy and Administration
• Following the adoption and enactment of the *Telecommunications Bill 2009*, evaluate requests for, and provide appropriate short-term assistance to, the Ministry of Communications and Aviation (MOCA) and/or the Telecommunications Commission, in order to strengthen capacity in spectrum policy and spectrum management.
Component 2: Strengthening capacity of commercial and community-based media, and improving internal and external recognition of their roles
2.1 SOLMAS Training Implementation Plan
• Implement the SOLMAS Training Plan, with increased priority given to media strengthening in order to support the electoral process. SOLMAS to be conscious of: quality control of training courses; close monitoring and evaluation of participation (including that cross-cutting themes are addressed); continuing open communication with the MASI membership; and moderating partner/media sector expectations.

2.2 SICHE Certificate Course in Journalism & the Media
• Carry out planning early in Phase 2 to ensure the continued viability of the SICHE Certificate Course beyond the period of the Media Training Coordinator's involvement as Course Convenor.
• Maintain open communication with SICHE and MASI.
• Limit media coverage of the Course until it is well established.
2.3 Media Awareness Exercises
• Maintain a second-level priority for this activity during Phase 2, with the exception of content pertaining to the National Election.
Component 3: Strengthening SIBC effectiveness and appropriately differentiating its role as a public broadcaster/emergency service provider.
3.1 Restoration and Maintenance of Transmission Services
SIBC and SOLMAS commission work necessary to:
• Make safe the Gizo transmission tower and the Henderson transmission facility at the earliest opportunity.
• Restore the capacity of the HF transmission network to provide reliable national coverage by October 2009 prior to the commencement of the electoral process.
• Strengthen the technical and financial capacity of the SIBC to maintain and service transmission infrastructure to improve its efficiency and longevity.
3.2 Election Support
• Plan and prepare for the SIBC's role in election coverage, both as a broadcaster of third party content and a producer.
3.2 Improved Financial Sustainability & Public and Internal Accountability
• Provide short-term advisory input to assist the SIBC to strengthen financial systems and controls.
• Provide short-term advisory input to assist the SIBC to improve the efficiency of revenue generation and collection.
• Position the SIBC within the developing SOE accountability framework by preparing a statement of purpose that identifies accurately the nature and financial implications of any Community Service Obligations or regulatory requirements to be performed that cannot be funded without Government subsidy.
• Facilitate the development of a staff Code of Conduct for the SIBC.
3.3 Capacity of SIBC Staff to Manage and Deliver Relevant Media Services
• Implement the approved training plan while giving particular emphasis to knowledge and skills relevant to planning &preparation for, and coverage of, the National Election (most of which will be transferable to other programming requirements).
Component 4: Flexible Support Fund

4.1 Management of the FSF

- Give priority to activities that strengthen the media's capacity to support the 2010 National Election.
- Ensure there is a reasonable balance of priority allocated to the national, commercial and community media sectors.
- Use money allocated to the Content Development Fund to target the cross-cutting themes in relation to capacity-building activities for the National Election.

4.2 Implementation of 'Approved Activities'

- Encourage approved activities to include an electoral awareness/strengthening component, where appropriate.
- Establish a simple program management framework for administering and monitoring approved activities.
- Ensure a reasonable workload for staff and that they are well supported in carrying out this activity.

Component 5: Program Management

5.1 Election Support

- As a matter of urgency, modify and/or re-prioritise program activities in order to support a focus on media strengthening for the National Election.

5.2 Relationship Management

- Maintain the quality and accountability of relationships with partners and stakeholders in the interests of sustainable development.

5.3 Delivery of Program Outputs

- Give careful consideration to the scope and scale of activities planned for Phase 2 to optimise the effectiveness and sustainability of high priority outputs in line with the recommendations of this Review.
- Actively address the cross-cutting themes identified by this Review.

5.4 Risk Management & Monitoring and Evaluation

- Closely monitor issues arising during the Election period that may impact on, or be triggered by, the SOLMAS Program. This includes monitoring of staff security.
- Regularly review the pattern of expenditure for the FSF.
- Establish simple systems for collecting, recording and analysing program performance data.

5.5 Capacity Development of the SOLMAS Team

- Identify regular opportunities for the SOLMAS team to review and reflect upon the challenges of the Program and performance of team members in their roles as capacity developers. These may include peer-to-peer contact with other media development teams in the region.

5.6 Program Transition

- Consult actively with RAMSI, partners, AusAID and ABC program management, to clarify whether, and in what form, SOLMAS might continue beyond December 2010.

6. Quality at Implementation Report

Initiative:	Media Strengthening: Solomon Islands Media Assistance Scheme (SOLMAS)
Initiative Number:	INI 720/INI 068/INI 674
Initiative Period:	30 May 2008 – 31 August 2009
Quality at Implementation Report	
Quality Report Number:	1
Date Approved:	
Approver:	Anna McNicol, RAMSI
Requestor:	SOLMAS

Initiative Summary

	Total	*Current Financial Year*
FMA 9	AUD$2,258,728.00	
Committed		
Expensed	AUD$557,762.94	

Quality Ratings

Criteria	*Rating*	*Explanation*	*Actions to Improve*
Key Results	Not rated	• Strong partnerships established, giving a sound basis for Phase 2. Sense of mutual ownership of the Program. • Good working relationships established between SOLMAS, ABC and RAMSI. *N.B. Results are limited as most Program activities are yet to be implemented.*	
Objectives Summary (e.g. purpose)	Not rated	To improve the reach and quality of Solomon Islands media.	

Implementation Progress	5	• Delay in starting the Program due to recruitment process. • SOLMAS Program Team appointed and working efficiently. • Marginal delay in implementing activities in Phase 1 due to the necessary time taken to build partnerships. • Activities that will not be revised in light of new priorities for Phase 2 are on schedule to achieve their anticipated outcomes. • Budget spending is on track and reporting requirements up to date.	
Achieving Objectives	4	• Outcomes for Components 2 (training), 4 (FSF) and 5 (program management) are likely to be achieved in Phase 2. Some outputs as identified in the MEF have already been achieved. • Outcomes for Component 1 (strengthen SIG + policy/legislation) will not *all* be achieved in Phase 2 due to a shift in priorities. • Some outcomes for Component 3 will be achieved (those to do with transmission infrastructure + staff training). However outcomes to do with implementation of plans + audience feedback will most likely not be achieved, due to the refocus of priorities.	➢ Outcomes as outlined in the MEF will need revision for Component 1 due to revised priorities for Phase 2. ➢ Outcomes as outlined in the MEF under Objective 3.2 will need to be modified, given the revised priorities for Phase 2.
Monitoring and Evaluation	4	• Monitoring & Evaluation Framework in place. • Program reporting excellent.	➢ Some modifications to the Monitoring & Evaluation Framework recommended in light of changed priorities for Phase 2. ➢ Simple systems need to be established for collecting, recording & analysing program performance data. ➢ Program management framework needs to be created for monitoring approved activities under the FSF.

Sustainability	5	• Establishing strong partnerships has been a vital prerequisite for the sustainability of the Program. • The Phase 2 focus on the 2010 Election strongly supports the long-term Program Goal: *'to contribute to a peaceful, well-governed and prosperous Solomon Islands'.*	➢ Commitment to continue the Program beyond Phase 2 needs to be secured.
Gender and Other Issues	Not rated	• There has been a limited amount of activity to actively address the identified cross-cutting themes for this Program (gender, youth, rural & remote communities) to date. Some targeted activities in Phase 1 included: plans for gender awareness content in SOLMAS Training Courses, youth media awareness workshops. • IPAT has recommended that actively addressing these cross-cutting themes is a priority for Phase 2 (e.g. through use of money from Content Development Fund).	
Risk Management	Not rated	• Some heightened risks for Phase 2 have been identified by this Review. These risks will need close monitoring and prompt action if they look like they will eventuate. • A key political risk in Phase 2 will be SOLMAS' involvement in strengthening the media's capacity to support the Election. However the political risk of not supporting such an activity would be far greater. • High potential risk for staff overload unless some of the activities originally planned for Phase 2 are re-prioritised (and others relegated to Phase 3) in order to cater for the focus on the Election. • Risk matrix currently needs revision and to be regularly reviewed during Phase 2.	
Current Issues	Not rated	• Strategic management decisions need to be taken on the priority given to activities in Phase 2, in order to best support media strengthening for the Election. These need to be taken as a matter of urgency given that the electoral process begins in October 2009.	

7. Conclusion and Recommendations

Conclusion & Lessons Learnt

The SOLMAS Program is very much in its early stages. However the SOLMAS Team have developed a strong foundation for Phase 2, through establishing partnerships based on mutual learning and shared ownership of the Program. That partners have publicly supported aspects of the Program (such as the plans for media training), have invested their time in planning activities, and have actively engaged in the FSF application process, is evidence of the strength of the relationships and sense of trust established. This should be considered a key success of Phase 1 and is a positive reflection of the competency of the SOLMAS staff. Such strong mutual ownership is also an important step towards long-term sustainability of the Program's activities.

The successful building of strong relationships is evident that lessons have been learnt and applied from the previous RAMSI-funded SIBC Capacity Building Program. Feedback from partners suggests that this previous program employed a 'top down' approach aimed at delivering externally driven assistance rather than working in partnership to achieve mutually agreed goals. By contrast, partners have said that the SOLMAS Team have established open channels of communication, are highly consultative and have demonstrated their ability to take into account, and apply, feedback from them. This approach appears to be culturally appropriate, given the value placed on public discussion and collective decision-making in SI culture.

Other lessons learnt during, or reinforced by, Phase 1 include that: a long-term systems approach to media for development is most appropriate and needed; and that the political risks associated with the Program are significant and need close monitoring, especially given SOLMAS' future involvement in media strengthening for the Election.

Recommendations

This Review has found that the 2010 National Election will be of fundamental importance to the future of Solomon Islands society, representing a turning point between a state of 'post conflict' to one of 'normalcy'. The media have a key role to play in supporting the electoral process and as such, SOLMAS has an obligation to help ensure that the media can do this effectively. Failure to do so could pose a significant risk to the Program and the media sector; and could undermine the electoral process and its outcome.

As a consequence, the Review Team has recommended that election-related activities be given first-level priority. This will include ensuring that the media can support:

- A national platform (through the SIBC) for information dissemination.
- A diversity of voices being heard, including women, youth and those living in rural and remote communities.
- Delivery of information about the electoral process as well as broader civic education about the Election.
- Accurate and balanced coverage of the Election.

As a result, the IPAT recommends that planned activities for Phase 2 be reviewed and prioritised to take into account the National Election. Identified risks, particularly those concerning the Election, will need to be monitored closely, as will the workload of staff.

In order for SOLMAS activities to have a meaningful impact, the Program should be extended into Phase 3. The nature of funding and management arrangements for

Phase 3, if it occurs, should be decided once there is clarity as to how such a Program might best be positioned within AusAID's future aid delivery framework. However a decision on the future of SOLMAS should be taken at the earliest possible opportunity to enable the Program to consider longer-term initiatives and their potential outcomes.

For further discussion of recommendations, including those pertaining to each component of the Program, see the Concept Note: Phase 2.

8. Annexes

Annex 1: SOLMAS IPAT Schedule – Honiara 12-19 July 2009

Time & Date	Organisation	Person(s)
Sunday 12th 3pm	SOLMAS	• Corallie Ferguson (Program Manager) • Wendy Everett (SIBC Partnership Coordinator)
Monday 13th 8.30am	RAMSI	• Anna McNicol (Senior Development Program Specialist) • Mary Haridi (Program Officer)
Mon 13th 10am	Solomon Islands Broadcasting Corporation (SIBC)	• Michael Wate (Acting GM and Manager Finance)
Mon 13th 10.45am	SIBC	• Ashley Bengasi (Manager Sales and Marketing)
Mon 13th 11.30am	SIBC	• Bart Basia (Manager Programs and Presentation)
Mon 13th 2pm (KD)	SIBC	• Moddie Nanau (Supervisor, Programs &Presentation) • Alison Ofotalau (Supervisor, News &Current Affairs) • Salei Rukasi (Library) • Sheila (Finance)
Mon 13th 2pm (GH)	SIBC	• Andrew Lano (Acting Manager, Technical)
Mon 13th 2.45pm	SIBC	• Walter Nalangu (Manager News Current Affairs)
Tues 14th 8am	SOLMAS	• David Barrow (SOLMAS Media Training Coordinator)
Tues 14th 10am	MASI	• George Herming (President) (alsoDirector, Government Communication Unit, Office Of The Prime Minister And Cabinet)
Tues 14th 11am	MASI	• John Lamani (former MASI President, owner Solomon Star newspaper & Power FM)
Tues 14th 2pm	Don Bosco	• Fr Ambrose Pereira (Director)
Tues 14th 3.30pm	SICHE	• Dr. Gordon Naniu (Deputy Director) • Norman Hatigeva (Dean of Academic Services)
Wed 15th 10am	MOCA	• Robert Bokelema (Director of Communications/ Spectrum Unit) • Jeffrey Wickham (Permanent Secretary) • Under Secretary?
Wed 15th 11am	Ministry of Finance & Treasury – Economic Reform Unit	• Matt Hodge-Kopa (Manager ERU)
Wed 15th 1pm	RAMSI	• Mary-Louise O'Callaghan (Public Affairs Manager)
Wed 15th 2pm	SI Electoral Commission	• Kate Sullivan (Program Manager, Electoral System Strengthening Program
Wed 15th 3.30pm	SIBC	• Cornelius Rathamana (General Manager)
Thurs 16th 8.30am	Solomon Islands Development Trust (SIDT)	• Joseph Major (Media Manager)
Thurs 16th 11.30am	People First Network	• David Ma'ai (Manager)
Thurs 16th 1.30pm	RAMSI	• James Hall (Deputy Development Coordinator) • Anna McNicol (Senior Development Program Specialist)
Thurs 16th 3pm	SOLMAS/ABC	• Corallie Ferguson(Program Manager) • Jessica List(Project Officer)
Fri 17th am	*Write up key findings for Partner & SOLMAS Team Meetings*	
Friday 17th 10.30am	Vois Blong Mere	• Lisa Horiwapu (Deputy Director)
Fri 17th 12noon LUNCH meeting	RAMSI/ABC/ IPAT/AUSAID/ SOLMAS	• James Hall, Anna McNicol, Mary Haridi (RAMSI),Louisa Cass (AusAID – PACMAS),Corallie Ferguson (SOLMAS), Jessica List (ABC)
Fri 17th 2.15pm	SIBC	• Cornelius Rathamana *Feedback findings and further input from partner*
Friday 17th 4.30pm	SOLMAS/ABC	• Corallie Ferguson, Wendy Everett, David Barrow, Jessica List *Feedback findings and further input from SOLMAS ProgramTeam/ABC*
Saturday 18th am	*Write up Aide Memoire*	
Saturday 18th 2pm	Radio New Zealand International/SOLMAS/ ABC	• Steve White (RNZI), Corallie Ferguson, Jessica List
Saturday 18th 5.30pm	AusAID	• Louisa Cass (Demand for Good Governance Unit - PACMAS)
Sunday 19th am/pm	*Write up Aide Memoire & planning for remainder of Review*	

STRATEGIC FRAMEWORK FOR SUPPORTING CIVIC EDUCATION IN THE SOLOMON ISLANDS (SFCE)

2008 – 2018

Civic Education Framework Goal

To improve the complementarity and therefore the effectiveness of donor initiatives to support civic education in the Solomon Islands

Strategic Objective 1: To promote widespread civic learning by supporting the uptake of emerging information and communication technologies across the Solomon Islands.

Process:

1.1 Support for the development of a National ICT strategy.

1.2 Support for the national / local ICT industry.

1.3 Funding for concrete initiatives to provide ICT access across the Solomon Islands.

1.4 Review of the designs of current and upcoming/donor initiatives with implications for a National ICT Strategy

Strategic Objective 2: To genuinely recognise existing local organisations/networks and support them to broaden and deepen 'social networking' within the civil sector and to establish inclusive, stable links with government for improved civic learning and nation building.

Process:

2.1 Support an expansion of opportunities for 'social networking' amongst existing and new village organizations/networks.

2.1 Support the development of inclusive, stable consultative and decision-making mechanisms between village organization networks and NGOs to regional, provincial and national government decision-making processes and programs.

2.3 Demonstrate continuous and consistent recognition of the role of village organizations/ networks in nation building.

Strategic Objective 3: To establish and maintain a rigorous 'Do No Harm' monitoring protocol which aims to ensure that donor programs do not undermine the process of civic learning and existing social networks, nor adversely affect the development of relationships between the people and their government.

Process:

3.1 Support the development and application of a 'Do No Harm' protocol to all relevant ODA coming into the Solomon Islands.

3.2 Support the production of a 'Guideline for Donors' based upon accumulated experience in assessing the impact of relevant ODA programs on civic learning.

GOVERNANCE INDICATORS (WGI)	DEVELOPMENT STAKEHOLDERS • Solomon Islands Government • RAMSI • NGOs/Civil Society	FOCUS OF MEDIA INDUSTRY • Citizens • Consumers • Competitors
1: Government Effectiveness – • National reach • Service delivery • Disaster management	**Essential National Infrastructure** The State-owned Solomon Islands Broadcasting Corporation (SIBC) is the only national communications platform with the design capacity to reach 80-90% of the population	
2: Regulatory Quality – • Legislation • Policy • Action to support private sector	**Whole of ICT Implications** Telecommunications, broadcasting (national, commercial, community), new digital media. **Individual Rights and Constraints** Access to information? Defamation? Content standards? Consumer protection?	
3: Voice and Accountability – • Selecting governments • Free speech/association • Free media	**Key event is 2010 National Election** • Special SIBC role in facilitating national audience reach for information and civic education. • A key role for community-based organisations in providing civic education and rights-based information to citizens in the lead-up to voter registration, election campaign and voting. In addition, allowing a diversity of voices to be heard including those in remote communities. • A role for commercial media in reporting political debate and upholding standards of public accountability.	
4: Political Stability and Lack of Violence		
5: Rule of Law	Indirect role for media – supporting freedom of speech and association; editorially holding governments to account.	
6: Control of Corruption		

Annex 4: Existing & Additional SOLMAS Baseline Data

DATA SOURCES (REF: M&E FRAMEWORK)	BASELINE DATA	COMMENTS
Component 1		
1.1: *New or revised regulatory policies and legislation which address the needs of both government and industry being applied within SI media organisations*		
Activities		
1.1: Review existing regulatory policy and legislation.	**Constitutional Guarantees** • *Constitution of the Solomon Islands (1978)* – guarantees Fundamental Rights, Freedom of the Individual and Freedom of Expression. **ICT-related Legislation** • *Broadcasting Ordinance 1976* (to establish the SIBC). • *Television Act (CAP 116) (1996?)* • *State Owned Enterprises Act (2007)* – which binds SIBC. • *Telecommunications Act (2009).* **Gaps in Legislation** No legislation exists to cover: • Radio Broadcasting (apart from SIBC)	Constitutional guarantees are adequate for the purposes of SOLMAS but are not always supported by relevant statutes. The public interest body, Article 19 (Global Campaign for Free Expression) in 2003 recommended amendments to the *Broadcasting Ordinance 1976* to strengthen appointment processes for the SIBC Board and the Corporation's independence as a public broadcaster. Subsequently the *Solomon Islands Broadcasting Corporation Bill 2003* was drafted but never adopted by Parliament. The *SOE Act 2007* overrides other legislation where provisions may overlap or contradict one another. This Act has major significance for the SIBC. The SI media environment would be well-

	• Community Broadcasting • Online and mobile media • Media Ownership and control • Freedom of Information • Defamation • Content restrictions and standards • Copyright. **Self-regulation** • MASI Constitution • MASI Media Code of Practice	served by a full review of media legislation and a proposal to draft a single 'technology-neutral' statute to cover existing radio, television, online as well as emerging digital platforms. The legislation could also form the basis for setting up an industry regulator. This would seem to be an urgent priority within the next 1-2 years. It is important to also address other legislative gaps but, arguably, these are less urgent. Other actors are working on some of these areas e.g. SI Ombudsmen's Office, UNDP and Pacific Islands Forum Secretariat held a three-day workshop on Freedom of Information in Honiara in February 2009, as a follow-up to a regional FOI workshop held in Honiara in 2008. Consultations with SIBC management highlighted two missing elements of self-regulation: • Current Editorial Policies document (IPAT suggested the Corporation look to existing policy documents designed for international application such as the Commonwealth Broadcasting Association (CBA) guide (available free of charge). • Code of Conduct to establish minimum standards of personal behaviour in the workplace (very relevant to concerns expressed for women in the workplace).
1.2: Strengthened capacity within MOCA to manage spectrum allocation		
Activities:		

1.2.1 Spectrum-related capacity building within MOCA (harmonised with World Bank efforts)	• Advice awaited on the structure and skills base of MOCA (in relation to spectrum policy functions) following establishment of the Telecommunications Commission. • Advice awaited on the structure and skills base of the Spectrum Management Unit to be transferred from MOCA to the Telecommunications Commission.	SOLMAS support for this area is dependent on other players including the Economic Reform Unit of SIG, the transition process to the Telecommunications Commission, and proposed deployment of a World Bank Adviser in 2010.
Component 2		
2.1: *Improved capacity of staff in commercial and community based media (CCM) to manage and deliver relevant services*		
Activities:		
2.1.1 Gap analysis of existing skills within commercial and community-based media	• Estimate of a need for 350 graduates from the SICHE Certificate Course in Journalism & Media over the next 5 years to cater for all sections of the SI workforce where media & communications skills are needed (SOLMAS Media Training Coordinator). • Estimate of a need for at least 113 media-skilled staff within Government departments and in outreach areas over the next 5 years. (Director, Government Communication Unit, Office Of The Prime Minister and Cabinet) • Current situation within SIG: George Herming (Director, Government Communication Unit, Office of the Prime Minister and Cabinet) and 2 Communication Officers are available to service 24 ministries. • CCM skills gap analysis completed. Key findings include: *All Media* – 28% of MASI members have some formal training in the media (including short courses and/or a degree in journalism i.e. 33 members out of 120) *Broadcast* – Television news (pidgin & English) most responsive and professional of all Honiara media – Some good presentation skills on locally-produced radio and television *Print* – Factual errors common	Training of CCM yet to be undertaken. Improved capacity to undertake expanded roles/tasks to be determined after the training has been delivered.

	- Grammatical errors in approximately 25% of stories written by local SI journalists - Frequent poor construction & inappropriate emphasis in approximately 10% of locally produced stories - Lack of distinction between news, comment and advertorials - Vigorous editorial in Solomon Star and National Express newspapers	
2.2: *Improved awareness of the roles of media by staff and selected external stakeholders*		
Activities:		
2.2.1 Conduct media awareness exercises	o Three media awareness courses have been run for youth (aged 16-25 yrs) at Don Bosco (average of 16 participants per course, equal gender balance). Baseline data from a Q&A at beginning of one course: • None of the participants had previous media experience • None of the participants had an understanding of the values and ethics applying to media. • All listened to radio regularly as their primary source of information • None of the participants demonstrated understanding of how media (print, TV and radio) influenced individuals and world events (this was also found in one other course) • Only 20% of participants had watched a television broadcast (but most had watched videos) • None of the participants lived in a house that possessed a television receiver o Participants successfully completed all three courses, including a good grasp of key concepts. o Approximately 5 participants per course expressed an interest in pursuing media as a career.	

Component 3		
3.1 :*Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels*		
Activities:		
3.1.1 Assess technical and safety status of SIBC transmission infrastructure	Assessments are based on technical advice commissioned from Radio New Zealand International (RNZI) and telephone/email consultation with RNZI engineer Stephen White. **Critical Safety Issues @ July 2009** • Henderson (Honiara) transmission facility (HF/MW) – o Non-functional aircraft navigation lights on top of the transmission tower o 3/7 steel guys are over-loaded o High-power balun terminals and cables (10,000 volts) are exposed, contrary to accepted standards o Old/disused transformer believed to encase toxic oil o Main switchboard is old, unreliable, in disrepair and potentially dangerous to operate. • Gizo transmission facility (MW) – o Tower at risk of falling over due to tsunami damage about 5 years ago. **Performance of HF (Shortwave) Transmission System** • Essential infrastructure to reach 80-90% of SI population. • Performance benchmark is 90% availability from each of 2 SIBC frequencies (5020 and 9545). • Elcor model 10 kw transmitter – estimated 50% efficient, high risk of breakdowns. • Omnitronic model 10 kw transmitter – estimated 60% efficient, in 'reasonable condition' • Risk of total failure within 18 months unless all transmitters are protected from the elements (water leakage, temperature control).	SOLMAS must share a duty of care to address critical safety issues given the breadth and depth of its engagement with RAMSI, SIG and SIBC. This infrastructure is currently the only mass communications platform capable of reaching across the nation. For that reason its standard of performance reliability is critical.

	Performance of MW Transmission System • Henderson MW transmitter operational • Gizo MW transmitter not operational • Lata transmitter frequently off-air due to limited power availability.	The superior audio quality and consistency of MW transmissions would normally be preferred to HF – where the broadcasting environment allows. In this context, however, this infrastructure does not rate the same level of priority as HF. SIBC General Manager, Mr Cornelius Rathamana, notes that technical staff lack the up-to-date knowledge and skills necessary to adequately maintain the transmission infrastructure.
3.2: ***Improved forward-planning and public accountability strategies within SIBC***		
	Compliance Requirements – *SOE Act 2007* • Define, distinguish (and document) SIBC activities/responsibilities that are – o Commercial (revenue-generating) o Undertaken with Government assistance o Community Service Obligations and/or regulatory requirements. • SIBC Board to submit annual Statement of Corporate Objectives - o Targets for service delivery/financial performance for each year and subsequent 2 years. • SIBC Board to prepare 'semi-annual' and audited annual reports on performance for tabling in Parliament. **KPMG Findings of SIBC Audit in 2008** • No internal audit function. • All departments including Finance had a top-heavy management structure given the size of teams. • Placement of costing responsibilities in the Sales and Marketing area, separate to Finance, results in potential loss of revenue and unviable sales contracts. This arises because there is no link between the costing of products and services	KPMG, employed to undertake financial audits of all State Owned Enterprises in the Solomon Islands, concluded they generally failed to comply with financial governance requirements. Generally, they lacked the capacity to fulfil these requirements.

	and accurate financial information. • Staff have limited understanding of basic accounting principles and compliance requirements. • Failure to pay key debts such as contributions to the superannuation fund and taxation liabilities. • Failure to comply with legislative requirements to provide audited accounts for the years between 1989 and 2007; and failure to prepare and submit Annual Reports.	Failure of the SIBC to comply with SOE requirements must be understood in the wider context of staff capacity. Implementation of requirements flowing from the *SOE Act* is anticipated to occur over a 5-year period.
Activities:		
3.2.1 Review of existing SIBC plans and strategies	• SIBC Corporate Plan 2009-2011	The Plan is highly aspirational in nature. It does not include targets, timeframes for development or a resources strategy.
3.2.2 Conduct audience needs analysis	• Time series analysis of *RAMSI Peoples Survey 2008* and subsequent surveys. Note Tables 7.15, 7.16, 7.17 from 2008 survey report.	SOLMAS Program Manager is investigating whether additional media-related questions may be included in the next *RAMSI Peoples Survey in 2009*. This is to be encouraged. Among areas of potential value are: • Audience response to particular genre or subject matter (e.g. election coverage) • Changes in perception • Changes in SIBC signal strength
3.3: ***Improved capacity of SIBC staff to manage and deliver relevant media services***		
Activities:		
3.3.1 Gap analysis of existing skills within SIBC	• **INFORMATION REQUIRED ROM THE SIBC PARTNERSHIP COORDINATOR, WHO WAS ON LEAVE AT THE TIME OF WRITING.**	
Component 4		

4.1: *Flexible support provided to other program components within the limits set by the eligibility and selection criteria for the fund*		
	Note the statement of purpose of the Flexible Support Fund from Paragraph 160(a) and (b) of the Final Program Design Document (April 2008): 'The FSF is to be used (a) to provide technical, operational, infrastructure and training support for outputs specified in Components 1, 2 and 3; and (b) to support contestable ... initiatives, all relating to the following themes; i. *Governance* – improved media regulation or self-regulation and policy management ii. *Content* – improved quality and volume of public interest output relevant to both men and women (content production, editorial initiatives that satisfied criteria to be established) iii. *Voice* – improved community access and engagement with media for development, including women and men, students and youth (under 30 years of age).' Note the statement of purpose of the FSF appearing in the ABC-AusAID ROU and FSF guidelines document, which specify: The FSF can be used for the following purposes - • Technical Assistance • Training • Transmission infrastructure for SIBC • Operational support to SIBC in relation to transmission activities, to support small scale, ad hoc activities.	A contradiction exists between the wording of the Program Design Document and in the ROU in relation to the purpose of the Flexible Support Fund. The ROU incorporates a statement of purpose drafted prior to the design review of the Program in February 2008. This wording appeared to give disproportionate weighting to the SIBC over other parts of the media sector. The Final Program Design Document (April 2008) sought to provide a more balanced perspective of engagement with the whole media sector, including an incentive to develop editorial content. Note: content production was mistakenly omitted from these latter documents, although may be a by-product of some of the purposes outlined.
Activities:		
4.1.1 Develop advisory group charter and draft set of eligibility/selection criteria for assessing proposals under	• *Submission Guidelines for Access to the SOLMAS Flexible Support Fund (2009).* (6 Month Progress Report, Annex 8) • *Flexible Support Fund Advisory Group Operating Principles (2009)* (6 Month Progress Report, Annex 8)	At the time of writing, SOLMAS had not supplemented the Submission Guidelines statement with an appropriate program

the FSF		management framework for the FSF: • What coordination/administration arrangements will be made to administer successful FSF applications? • What performance expectations or agreement on deliverables will be reached with recipients? • In what form and by whom will activity reports/acquittals be provided? • How will funds be efficiently disbursed to suppliers and accounted for? • How will the effectiveness and impact of these initiatives be evaluated and reported?
Component 5		
5.1: *Efficient and effective management and implementation of the program*		
Activities:		
5.1.1 Delivery of program outputs 5.1.2 Management of program's human resources, finances and procurement 5.1.3 Monitoring and evaluation 5.1.4 Risk management 5.1.5 Annual Planning and Program reporting	• SOLMAS Program Design Document – April 2008 • ABC & AusAID ROU 37833/5 plus Variations 1 and 2 • Inception Report and Annual Plan, Nov 2008 – Oct 2009 • 6 Month Progress Report, Nov 2008 – May 2009 • Monthly reports • Financial acquittals • SOLMAS Training Implementation Plan (draft July 2009) • Independent Program Assessment Team (IPAT) Report, August 2009.	

Annex 5: Review of Monitoring and Evaluation Framework

The following comments refer to the version of the Monitoring and Evaluation Framework presented in the Six Month Progress Report (April 2009). Comments apply if the SOLMAS Program adopts the recommended priorities for Phase 2 that have been identified by this Review.

Component/Objective	Indicators	Comments
Component 1		
Objective 1.1 (regulatory policies & legislation)	Outcome 1.1 (a)	An additional outcome could be added: '*New or revised regulatory policy or legislation is created to meet the needs of SI media.*'
	Output s1.1.1-1.1.3	These are still applicable for Phase 2-3.
Objective 1.2 (strengthened spectrum management capacity within MOCA)	Outcome 1.2 (a)	May be applicable or need revision in Phase 2. SOLMAS' input depends on MOCA internal reorganisation and work of the World Bank.
	Outputs 1.2.1 (a-e)	These may need to be revised, depending on SOLMAS' final role in the provision of capacity building for MOCA staff.
Component 2		
Objective 2.1 (improved capacity of CCM staff)	Outcome 2.1 (a)	Could be modified to read: 'List of instances in which staff of SI commercial and community based media are demonstrably undertaking new/expanded roles or tasks *or have significantly improved their performance in their existing role*.'
	Outputs 2.1.1-2.1.3	All applicable for Phase 2. For output 2.1.3 (b) the following should be added: '*Data on participation collected & disaggregated by sex, age (brackets), province of residence, type of media represented (categories) and whether whole or part of a course completed.*' 2.1.3 (d) could be added: '*List of topics covered relating to the National Election.*' Additional indicators, as listed in the SOLMAS Training Implementation Plan are appropriate.
Objective 2.2(improved media awareness by staff and selected external stakeholders)	Outcome 2.2 (a)	Still applicable. 2.2 (b) could be added: '*Number of participants who subsequently attend SOLMAS or SICHE training*'
	Output 2.2.1 (a)	Lower priority for Phase 2, except as pertains to the National Election.
	Output 2.2.1 (b)	The following should be added: '*Data disaggregated by sex, province of residence, whether the course was successfully completed and interest in pursuing media as a career*'
Component 3		

Objective 3.1 (existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels)	Outcome 3.1 (a) Outputs 3.2.1 – 3.2.4	Modify to read: '*Verifiable measures of the safe operation of SIBC transmission infrastructure and the full restoration of HF transmission capability*'. These will need to be revised given the change in priorities for Phase 2.
Objective 3.2 (improved forward-planning and public accountability strategies within SIBC)	Outcome 3.2 (a) Outcome 3.2 (b) Outputs 3.2.1-3.2.4	Modify to read: '*List of instances in which capacity development through technical assistance is being demonstrably applied within SIBC*'. Not applicable for Phase 2. Need to be substantially revised given the change in priorities for Phase 2.
Objective 3.3 (improved capacity of SIBC staff to manage and deliver relevant media services)	Outcome 3.3 (a) Outputs 3.3.1-3.3.3	Could be modified to read: 'List of instances in which staff of SIBC are demonstrably undertaking new/expanded roles or tasks *or have significantly improved their performance in their existing role*.' All applicable for Phase 2. 3.3.3 (b). Add *'Data disaggregated by sex and position level.'* Add 3.3.3(d) '*List of training completed relating to SIBC's coverage of, and support to, the electoral process.*'
Component 4		
Objective 4.1 (flexible support provided to other program components)	Outcome 4.1 (a) Outputs 4.4.1 – 4.1.5	Applicable for Phase 2. All applicable for Phase 2. Data for approved proposals needs to show media type (e.g. commercial, community etc) &which cross-cutting themes are addressed. Insert extra indicator at 4.1.5 (d) '*Program management framework developed for administering and monitoring approved activities*'. (Re-number subsequent indicators).
Component 5		
Objective 5.1 (efficient and effective management and implementation of the program)	Outcome 4.1 (a) Outputs 5.1.1-5.1.5	Applicable for Phase 2. All applicable for Phase 2.

Annex 6: Review of SOLMAS Risk Matrix

RISK FOCUS (EXTRACTS FROM PHASE 1 RISKMATRIX)	COMMENT
General Operating Risks	
1: Early withdrawal of RAMSI compromises program support framework.	This risk appears to be low for the period to December 2010. SOLMAS needs to consider the implications of a decision not to extend the Program beyond Phase 2. It should also consider the possible risks associated with a decision to extend the program under a structure other than RAMSI (e.g. AusAID bilateral program, PACMAS).
2: Declines in political stability and/or security situation render some or all aspects unfeasible. 4: Political interference undermines media independence.	These risks should be re-considered in the context of the forthcoming National Election: • Risk to SOLMAS performance • Risk to staff security • Risk to SOLMAS reputation • Risk to media independence
5: Economic situation places pressure on revenue and sustainability of whole industry.	This risk has been realised. Implications for SOLMAS? Industry?
Component 1	
10: Delays in processes related to changing industry environment.	This risk has been realised. Consider the implications for the timing and impact of SOLMAS activities (including any related risks to the enabling environment of media arising from the delays).
13: *Our Telekom* uncooperative in relation to spectrum and regulatory reform.	Does this still rate as a material risk?
Component 2	
14, 15, 16, 17, 18, 19, 20 all deal with the likelihood of MASI and other stakeholders contributing actively to the media training component, including skills analysis and staff participation.	The demonstration of commitment by MASI in Phase 1 suggests these risks need to be reviewed comprehensively. Some of these risks have not been realised. However there remains a risk that current stakeholder support may be withdrawn, particularly if training courses do not meet expectations.

	Careful attention should be given to the risks associated with the proposed introduction of the Certificate Course in Media and Journalism at the Solomon Islands Institute of Higher Education (SICHE). It is proposed that the SOLMAS Media Training Coordinator act as convenor of the SICHE Course for the first six months. Risks may include: • Reputation (if the program fails to commence as promised or with adequate stakeholder endorsement) • Sustainability (SIG sponsorship & convening the course beyond SOLMAS' involvement) • Quality.
Component 3	
21, 22, 23, 24 are risks associated with the proposed rehabilitation of SIBC transmission infrastructure.	These need to be reviewed in light of work to date and the recommendations of this IPAT Review. One consideration is the extent to which the SIBC demonstrates its reciprocal commitment to strengthen its technical and financial capacity for transmission maintenance.
25, 26, 27, 28 and 29 relate to the SIBC's status as an SOE and its capacity to review strategies and develop plans.	These risks may be re-considered with reference to the longer-term (5 year) implementation of SOE reforms and the disciplines to be required of the SIBC. Risk elements may include: • Impact of IPAT recommendation to provide only limited assistance in corporate reform in Phase 2 • Risk to SIBC of non-compliance with SOE Act obligations • Risk of retaining *Broadcasting Act 1976*.
30. Strategic planning exercises unable to identify feasible and sustainable sources of revenue for SIBC	This may need to be re-considered in the context of proposed short-term advisory inputs in the areas of financial management and sales and marketing. Factors to consider: • Risk that short-term inputs are unlikely to produce sustainable benefits • Risk of SIBC insolvency • Risk to reputation.

31, 32, 33 34 all relate to the commitment and capacity of the SIBC to absorb assistance and achieve change.	These may need to be re-considered in the context of reprioritised activities, and what may be a realistic expectation for the SIBC in the timeframe for Phase 2.
Component 4	
35 and 38 relate to establishing the advisory panel and receiving applications.	These risks have not been realised.
36, 37 and 39 all relate to the implementation of the FSF application process.	These may be re-considered in the light of experience of the application process. Further risk elements may include: • Administration and monitoring of approved activities overwhelms capacity • Failure of activities to achieve their stated outcomes.
Component 5	
40 and 41 are specific to the set-up phase of SOLMAS.	Consider issues related to either the termination of SOLMAS in December 2010 or its transition into Phase 3 or its integration into a new/existing program. Further risks need to be added here to reflect the issues raised under Component 5 of this report. These include the risk that: • Program staff will be overstretched. • The Program is weighted too heavily towards support for the SIBC. • Activities will not be achieved in time to meaningfully support the National Election. • The security situation will decline around the Election period, impacting on the Program. • There is 'political fall-out' associated with SOLMAS' involvement in media strengthening for the Election

Media Strengthening:

Solomon Islands Media Assistance Scheme (SOLMAS)

INI 720/INI 068/INI 674

INDEPENDENT ASSESSMENT

PROGRESS REPORT

Geoff Heriot & Kathryn Dinh

September 2010

Aid Activity Summary

Aid Activity Name			
AidWorks initiative number	INI 720/INI 068/INI 674		
Commencement date	1 September 2009	Completion date	31 December 2010 (extension to 30 June 2011)
Total Australian $	$2,455,791 (Phase 2)		
Total other $	N/A		
Delivery organisation	Australian Aid Agency for International Development (AusAID).		
Implementing Partner	Australian Broadcasting Corporation		
Country/Region	Solomon Islands		
Primary Sector	Management & Business Professionals & Administrative Services.		

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Acronyms

ABC	Australian Broadcasting Corporation
AusAID	Australian Agency for International Development
CCM	Commercial & community-based media
CDF	Content Development Fund
CEO	(Solomon Islands Electoral Commission's) Chief Electoral Officer
CSO	Community Service Obligation
CSOs	Civil society organisations
ESSP	Electoral System Strengthening Program
FSF	Flexible Support Fund
GCU	Government Communications Unit
HF	High Frequency transmission spectrum ('shortwave')
IPAT	Independent Program Assessment Team
JICA	Japan International Cooperation Agency
MASI	Media Association of the Solomon Islands
MOCA	Ministry of Communications & Aviation
MW	Medium Wave transmission spectrum ('AM' radio)
MTC	Media Training Coordinator (SOLMAS)
NGO	Non Governmental Organisation
PDD	Program Design Document
PFnet	People First Network
PMCF	Pacific Media Communications Facility (former AusAID regional program)
RAMSI	Regional Assistance Mission to Solomon Islands
RNZI	Radio New Zealand International
ROU	Record of Understanding
RSCDF	Rural Constituency Development Fund (SI)
SI	Solomon Islands
SIBC	Solomon Islands Broadcasting Corporation
SICHE	Solomon Islands College of Higher Education
SIDT	Solomon Islands Development Trust
SIEC	Solomon Islands Electoral Commission
SIG	Solomon Islands Government
SOE	State Owned Enterprise
SOLMAS	Solomon Islands Media Assistance Scheme
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
VBM	Vois Blong Mere
WG	Refers to the MASI Working Group

1.0 Executive Summary

The Solomon Islands Media Assistance Scheme (SOLMAS) has made a significant and widely respected contribution to an improvement in the capacity of the media system in the Solomon Islands.

Phase 2 of SOLMAS commenced 1 September 2009 and was due for completion end December 2010, but will be extended until end June 2011. Phase 1 of the Program built strong relationships with local counterparts so that in Phase 2 the Program was able to rapidly and effectively work on capacity development activities within the media system.

The Australian Broadcasting Corporation (ABC), as managing contractor, commissioned this Independent Progress Assessment Team (IPAT) to i) evaluate progress and efficacy of activities against Program and high level Regional Assistance Mission to Solomon Islands (RAMSI) objectives ii) recommend potential areas of activity should there be a third phase of the Program.

Findings from Phase 2

A focus of activities during Phase 2 was strengthening the media's capacity to play a role in the National Elections 2010 through voter education, public debate and reportage of election results. An Election Advisor was brought in by SOLMAS to assist the media with skills development and planning for the election. The SOLMAS Team also provided considerable support. This work was in line with the overall goal of RAMSI as well as international frameworks describing the contribution of media to good governance.

All stakeholders consulted by the IPAT noted a significant improvement in the media coverage for these National Elections compared with those in 2006. RAMSI acknowledged that media coverage had contributed to a peaceful election process.

SOLMAS provided the SIBC with a full-time advisor who concentrated much of her work on achieving demonstrable results in News and Program areas.

SOLMAS also supported media strengthening projects through a small grants program under its Flexible Support Fund (FSF). The experience indicates the Program needs to build in greater capacity support for applicants throughout the project cycle of any future such activity. Several other planned elements of the FSF did not occur and needed to be reviewed in anticipation of any extension to SOLMAS beyond December 2010.

The SOLMAS team have worked effectively to build the capacity and support their partners. In doing so, they have built trust and respect. They have, for

the most part, collaborated in a way that is appropriate in the Solomon Islands context.

The total budget of AUD$2,455,791 for Phase 2 is forecast to be significantly underspent by end December 2010 ($592,500 or 42%). The unspent funds are primarily in those areas of the FSF that are not to be implemented or are delayed for valid reasons. The methodology for the monitoring and reporting of SOLMAS activities needs to be reviewed and strengthened.

Phase 2

When making recommendations, the IPAT considered Phase 2 as consisting of both the planned period until the end of December 2010 plus the likely extension until June 2011. Recommendations for Phase 2 mainly focus on the continuation and enhancement of existing activities.

The IPAT recommends that the monitoring of the SOLMAS-MASI Training Program is reviewed and modified to simplify the collection of data and also increase its validity. A costly whole-of-media audience survey is sustainable only through donor funding and should be undertaken every 18-24 months rather than annually. Scoping can begin during Phase 2 for such activities as the media legislation discussion paper and archives management training.

SOLMAS should place a greater emphasis on 'training of the trainer' modules and accrediting SOLMAS-MASI training with the Solomon Islands College of Higher Education (SICHE) as early steps towards long-term sustainability.

Phase 3

IPAT recommends a minimum two-year period for a Phase 3, should it occur. However longer-term programming is required achieve meaningful outcome and impact-level development of the media system.

The 2009 Solomon Islands Government (SIG)-RAMSI Partnership Framework does not specifically make reference to media-related activities yet the work of SOLMAS arguably supports all three 'pillars' within the Framework and may validly be deemed to be a cross-cutting Program.

Some of the IPAT's higher order recommendations encompass:

- **Continuing training of the media sector** – building training of the trainer capacity, strengthening media awareness among government departments/agencies and exploring future professional development training options for existing media practitioners through SICHE
- **Support for SIBC corporate governance and leadership** – including Board-management relationships and corporate management systems and processes. Further support in the areas of Finance and Administration (including human resources) and Sales and Marketing for SIBC will be contingent on some clear indications of commitment and progress.
- **Building on election achievements** – particularly those related to the collaboration and motivation within the media sector (eg through continuation of media forums) and the improvements in provincial coverage.
- **FSF** – funding of media strengthening activities should continue to be flexible and respond to identified needs. However SOLMAS should review and modify the existing model of funding small projects so that there is more in-built capacity development support and funding is more strategic and impartial.
- **Program Management** - including technical assistance in the development of a discussion paper and policy on communications and principles of future media legislation. The Program design for Phase 3 should incorporate a high degree of flexibility, enabling appropriate responses to emerging needs and the capacity of organisations such as the SIBC and MASI to effectively absorb more support. An audience market survey could be conducted at least every two years.

Evaluation Criteria Ratings

Evaluation Criteria	Rating (1-6)	Explanation
Relevance	6	• Shared goal with RAMSI. • Comprehensive support given to media to for 2010 election media coverage. • Balanced and responsible media coverage contributed to peaceful election process.
Effectiveness	5	• SOLMAS has achieved/is on track to achieve most objectives. A few activities will not be fully achieved in Phase 2 or implemented at all. • SOLMAS developed respect and trust from partners. • There has been a growth in confidence and collaboration across the media sector.
Efficiency	4	• The budget will be underspent by 42% by end Dec 2010, as some activities delayed • SOLMAS Program Team has maintained high individual productivity and made optimal use and sharing of local expertise and resources. • FSF model has proven to be labour-intensive.
Sustainability	4	• Training and mentoring by SOLMAS in the media sector has resulted in improvements in media capacity, but there is still great need. • More institutional strengthening is required. • Many activities could not be sustained financially at present without SOLMAS.
Gender Equality	5	• Women have been involved in training, co-facilitation, moderating forums. • There has been strengthened coverage of gender issues in the media.
Monitoring & Evaluation	4	• The SOLMAS Team monitored and reflected upon activities, together with partners, on a regular basis and adapted activities as appropriate. • Data collection, analysis + reporting needs improvement (training).
Analysis & Learning	6	• SOLMAS staff have demonstrated a ready capacity to adapt to the cultural context. • SOLMAS Team members have increased their local capacity by learning from their local counterparts and from each other • *See also M&E above.*

2.0 Introduction

2.1 Activity Background

Fieldwork for this second review of SOLMAS by the Independent Program Assessment Team (IPAT) took place in Honiara between 7 and 14 September 2010. This was just over a year since the first review for which fieldwork occurred in July 2009.

The second Review focused on Phase 2 of SOLMAS that commenced in September 2009 and was scheduled to conclude on 31 December 2010. Unlike Phase 1, which consisted largely of the Inception Period for the Program, SOLMAS team-members and their partners could point to a high level of activity towards institutional strengthening and effective capacity development over the past year.

2.1.1 Focus on 2010 National Elections

Considerable effort went into the planning, preparation and media coverage of the Solomon Islands' 2010 National Elections, which took place in August. As noted in the IPAT report of SOLMAS Phase 1, these elections were anticipated to be a pivotal event in the 'post-conflict' effort to restore peace and prosperity to the nation. The 2006 elections were marred with rioting in Honiara amid claims that China and Taiwan had strongly influenced the electoral outcome.

SOLMAS accepted a recommendation of the 2009 IPAT Review that, due to the significance of the elections, the Program should give a high priority to strengthening the capacity of the Solomon Islands' media to play a constructive role in voter education and campaign reportage. This supported the goal of RAMSI *'for a peaceful Solomon Islands where key national institutions ... are effective, affordable and have the capacity to be sustained without RAMSI's further assistance'.*[1]

See 3.3 Component 3 for details of SOLMAS support to coverage of the election process.

2.1.2 Regional Assistance Mission to Solomon Islands (RAMSI)

The 2009 *Partnership Framework* between the Solomon Islands Government (SIG) and RAMSI superseded the agreement on which the SOLMAS Program Design Document (PDD) was developed. The earlier Framework outlined a number of SIG-RAMSI Partnership Framework Indicators that were relevant directly to the work of SOLMAS. These were that:

- *Media commentary in Solomon Islands is independent, robust, of high quality and increasingly reflects the voice of the people, including men and women.*
- *All provinces [are] able to access an SIBC service or other public interest media services.*
- *Capacity development processes used by RAMSI are increasingly aligned with Solomon Islands expectations.*

Although the Pacific Forum Ministerial Standing Committee endorsed the new SIG-RAMSI Framework in May 2009, it had not been made public at the time of the previous IPAT Review, in July-August.

Significantly, the 2009 Framework does not provide expressly for media-related activities. SOLMAS does not fit within any of the three RAMSI 'pillars': Law and Justice, Economic Governance and Growth, and Machinery of Government.

An increasing body of development and governance literature internationally affirms the relevance of media. The World Bank 'Worldwide Governance Indicators',[2] for example, asses the state of a nation's governance with reference to six key indicators. Each has direct or indirect relevance to the role of media. The indicators are:

- **Government effectiveness** (relates to the capacity of media – especially the Solomon Islands Broadcasting Corporation - to deliver services nationally and support disaster management).
- **Regulatory quality**, including, regulation and action to support private sector development (note the gaps in media and communications regulation in the Solomon islands).
- **Voice and accountability** – selecting governments, freedom of speech and association, and freedom of media.
- **Political stability and lack of violence** (role of media in supporting open and responsible public debate).
- **Control of corruption** (role of media as public sentinels).

IPAT therefore notes the inconsistency between the express content of the 2009 SIG-RAMSI Partnership Agreement and the place of SOLMAS within the RAMSI mandate. It is an issue worthy of further consideration by RAMSI. For the purposes of this Review, however, IPAT is of the opinion that the goal and objectives of SOLMAS remain valid and important.

2.1.3 Future Program Management

IPAT's 2009 Review of Phase 1 reported that RAMSI had made no provision to administer or fund SOLMAS beyond Phase 2. Any extension into Phase 3 would therefore require a new 'home' such as the Australian bilateral program or the regional AusAID program known as the Pacific Media Assistance Scheme (PACMAS).

The IPAT consultants understand that neither option is likely in the immediate future. The AusAID bilateral program in the Solomon Islands is resourced to

[1] *Partnership Framework Between Solomon Islands Government and Regional Assistance Mission to Solomon Islands*, April 2009, as endorsed by a Forum Ministerial Standing Committee, 15 May 2009.

[2] A long-established project of the World Bank, ranking some 212 countries against 6 governance indicators

concentrate on a major education program and is not funded for programs such as media assistance at this time. PACMAS, meanwhile, has still not emerged as an active and adequately resourced regional program able to provide effective management of SOLMAS.

Indications from RAMSI during the in-country consultations for this Phase 2 IPAT Review were that it would be likely to accept a recommendation that SOLMAS be extended to Phase 3. Unresolved, however, was the question of what would be the most appropriate program management structure for such an extension.

The option of transferring SOLMAS to the bilateral program continued to be discussed. A second possibility was that responsibility for SOLMAS could be transferred from the Policy Coordination Unit to one of the three RAMSI pillars. Another was that the Program could remain with Policy Coordination and be recognised for its relevance in cutting across all three pillars.

IPAT recommends strongly that SOLMAS continues to be overseen by the RAMSI Policy Coordination Unit - or otherwise as a cross-cutting program – rather than be transferred to one of the RAMSI pillars or to the PACMAS program. It does so for the following reasons:

- The nature and systemic scope of SOLMAS – including the legislative/regulatory environment, public, commercial and community media, as well as supporting institutions – does not fit appropriately within any one of the three RAMSI pillars.

- The role and performance of media are relevant across all pillars and to all of RAMSI's cross-cutting themes of gender, corruption and capacity building. The activities of open and responsible media contribute to the effectiveness of government service delivery and national development, add voice and accountability to public discourse, and may contribute to political stability in a post-conflict society.

- The demonstrated success of SOLMAS in Phase 2 owed much to the quality and integrity of relationships among Program partners, in the Solomon Islands, and to the flexibility of the Program to address emerging needs. These attributes could be put at risk by a new management structure in which authority was more distant or lacking the same professional affinity.

2.1.4 Note on Program Sustainability

The systemic nature of the SOLMAS design continues to be one of the Program's most positive attributes. SOLMAS is concerned with all key elements of the media and communications system that influence both its sustainability and its contribution to democratic governance. These include the regulatory environment and role of government, all sectors of media (national, commercial and community-based), professional skills development, supporting institutions such as the Media Association of the Solomon Islands (MASI), NGOs and civil society, and the market.

In this respect, SOLMAS stands in contrast to the majority of media development programs in the world, as argued in a recent World Bank publication:

> *'One of the greatest identifiable weaknesses in much of the existing work on media reforms is the lack of a holistic approach by most donors. The primacy of the overall enabling environment is not receiving the attention it deserves. The evidence suggests slow progress in the areas of legal and regulatory reform, yet these areas are the heart of the matter. Above all, economic stability and sustainability of independent media remain major problems. A common theme in most media development projects is journalism training; yet most of the training is episodic and unsustainable and ignores structural constraints on the role of journalism, such as the rule of law or job security.'*[3]

It follows logically that longer-term commitment from donors is necessary to support sustainable development of the system. Such a commitment would allow SOLMAS to be able to build on capacity development activities and provide a greater focus on institutional strengthening so that there is local capacity to be able to sustain the short-term program outputs so far achieved. Both Phase 1 (inception) and Phase 2 of SOLMAS have involved short-term contractual and funding arrangements. Notwithstanding the achievements of the Program, as described in this review of Phase 2, they are not likely to be sustainable without further commitment by all parties. This IPAT review considers, in part, the option of extending SOLMAS for a further two years (Phase 3). The suggested two-year period acknowledges the nature and limits of the RAMSI mandate. From a development perspective, nonetheless, it would be helpful to acknowledge the possibility of media assistance in the Solomon Islands beyond 2013.

2.2 Evaluation Purpose and Key Question

The following points were identified in the Terms of Reference for the IPAT review of the SOLMAS Program:

2.2.1 Review Purpose

1. To evaluate the effectiveness of SOLMAS since the last review in July 2009.
2. To seek formal feedback from the three component counterparts on effectiveness, and identify their directions for potential future support.
3. To seek formal feedback from RAMSI and AusAID on effectiveness, management and potential future support for SOLMAS.
4. To provide a recommendation on the need for a phase 3 in an Independent Assessment Progress Report.

[3] Odugbemi, Sina, and Norris, Pippa, 'Policy Recommendations', in Norris (ed), *Public Sentinel: News Media & Governance Reform*, The World Bank, Washington DC, 2010, p396.

2.2.2 Key Evaluation Questions

- What progress had SOLMAS made in meeting its specific development objective?
- Should the program continue into a third phase?
- If the program is to continue, what key changes are required to improve program performance?

2.3 Evaluation Scope and Methods

2.3.1 Review Activities

The following activities were undertaken for the Review:

- Preparatory telephone briefing with ABC management and SOLMAS staff.
- Desk Review of key documentation provided by the ABC.
- In-country visit to Honiara between 7 and 14 September 2010, which consisted of:
  - Consultation with SOLMAS partners, other stakeholders and the Program Team (see *Annex 2*)
  - Workshop with the Program team to reflect on progress to date and to identify and discuss potential areas of activity, if Phase 3 were to occur
  - Review of key IPAT findings with staff and key stakeholders.
- Consultation by telephone and email with the ABC and RAMSI, as required, and in-person during the in-country visit.
- Analysis of qualitative and quantitative data collected in order to write this report.

2.3.2 Review Approach

Many SOLMAS activities in Phase, directly or indirectly, related to the capacity of local media to prepare for and support the 2010 National Elections process. The IPAT therefore treated the elections as a prism through which to evaluate a range of activities, including how the capacity gained through these activities could be sustained in the long-term.

The consultation approach included the following elements:

- Consultations with publishers, editors and senior journalists and presenters, who used their experience of the elections process to discuss their relationships with SOLMAS, the effectiveness of training and coaching activities, and the developing role of the Media Association of the Solomon Islands (MASI).
- Most consultations took place with individual managers and supervisors of media partner organisations and key stakeholder groups such as the SIG Economic Reform Unit and the Telecommunications Commission. Exceptions to this were a number of small group meetings, for example, the MASI Working Group that coordinated election coverage and a representative group of community-based media.

- Reviewers held individual discussions with each member of the SOLMAS team, including locally-engaged staff, and Australia-based program support personnel.
- They also facilitated a one-day 'brainstorming' workshop with the Honiara-based SOLMAS team as a means of provoking open reflection on Phase 2 and shared development of options for a possible Phase 3.
- Each consultation occurred around a set of broad questions identified by the IPAT reviewers prior to their arrival in Honiara.

This report deals explicitly with the RAMSI cross-cutting themes of gender, capacity development and control of corruption. It also considers SOLMAS-specific themes of youth and provincial participation. Most cross-cutting themes are discussed within the context of individual Program components. The exception is capacity development because, as a cross-cutting theme, it is integral to the overall SOLMAS program.

2.3.3 Review Limitations

Inevitably any Review such as this is limited by the short duration of time for the conduct of in-country fieldwork. On this occasion, a number of individuals proved unable to attend their scheduled or proposed meetings with the IPAT reviewers. These included: prominent media proprietor and publisher, Fr John Lamani; the Managing Director of One Television, Ms Dorothy Wickham; Ms Josephine Teakeni, from the Vois Blo Mere women's advocacy organisation; and Mr George Hermming (President) and Mr Priestly Habru of the MASI Working Group.

A further qualification may be noted about IPAT's review of Component 4, the Flexible Support Fund (FSF). This report finds that only three of 12 approved small projects under the FSF had been completed at the time of the in-country visit. IPAT has commented on the delayed implementation of projects and made a suggestion that SOLMAS re-consider the FSF management model. But reviewers were not able to discuss reasons for the delay with all relevant SOLMAS partners. They are consequently alert to the possibility of a slight bias in the report's representation of this issue.

2.4 Evaluation Team

Team Leader/Monitoring and Evaluation Specialist – Kathryn Dinh

Kathryn Dinh is an international development consultant, whose areas of specialisation include: project management, monitoring and evaluation, strategic planning, health promotion, advocacy, training development, research and media and communications. Kathryn has worked in the international development sector for more than 10 years, primarily for international humanitarian organisations. This work has included postings overseas and work based out of Australia. She has extensive professional experience internationally, including in the Pacific and Asia. Her past experience includes work as a journalist, news editor and producer in radio.

Kathryn has a Master's degree in International Public Health and a BA in Communications.

Media and Governance Specialist – Geoff Heriot

Geoff Heriot is Director of Heriot Media & Governance Pty Ltd and works in Australia and the Asia-Pacific regions. He specialises in the strategic development of public interest media, corporate governance, planning and performance evaluation, and public administration. Previously, Geoff held a number of senior executive roles with the Australian Broadcasting Corporation (ABC), including Chief of Corporate Planning and Governance and leadership positions in ABC Education Services, Corporate Strategy and at the ABC's international service, Radio Australia. He has extensive international experience in strategic consultancy, development assistance and journalism. He twice served as an ABC foreign correspondent in PNG/Pacific and South Asia.

Geoff has Masters degrees in Commercial Law and Asian History respectively, a Graduate Diploma in Business Administration, a Company Directors Diploma, and undergraduate qualifications in media and journalism.

3.0 Evaluation Findings

3.1 Component 1: Strengthening Capacity of Commercial and Community Based Media (CCM)

3.1.1 Overview

The capacity development of the media system through the SOLMAS-Media Association of the Solomon Islands (MASI) Training Program has been a primary component of the overall SOLMAS Program. A skills gap analysis conducted in 2009 identified a significant number of areas where capacity development of the media was needed. Drawing on this analysis, as well as further extensive consultation with the media sector, a training plan was developed to address the media's needs. Training began in August 2009 and is ongoing. A major focus of the training this year has been around media coverage for the 2010 National Elections. *This training is described in detail in 3.3 Component 3.*

SOLMAS provided certain strategic support during the establishment and early implementation of the Solomon Islands College of Higher Education's (SICHE) Certificate Course in Media and Journalism. This 18-month full-time course is made up of modules taken from the training course designed under the Pacific Media Communications Facility (PMCF) program (a former AusAID program). Training courses based on the PMCF modules are running in Samoa, Tonga, Vanuatu and Fiji.

The SICHE course commenced in March 2010. The SOLMAS Media Training Coordinator (MTC) acted as the Convenor of the course for the first six months. SOLMAS also collaborated with SICHE and MASI to lobby the former Prime Minister for SIG funding for the course. However despite the Prime Minister's announcement that funding would be forthcoming, it has yet to eventuate. Some students are being sponsored by SI businesses.

3.1.2 SOLMAS-MASI Training Program

The SOLMAS-MASI Training Program covers craft skills, technical skills and awareness of cross-cutting and other themes. Training courses (i.e. formal group training sessions) have been delivered to various groups – mainly in a half-day course format on Saturdays. Some courses have been in the form of industry-wide training, others to sections of the media (e.g. TV, print, radio) and others to those working with the media. These courses have been complemented with 'activities', including significant workplace-based training.

The following table gives some examples of the types of knowledge and skills-building courses that have been taught to date, including some sessions that were taught in preparation for the election:

Craft Skills	Technical Skills	Knowledge/Awareness Raising
Writing for print/radio/television	Camera, Sound and Lighting Equipment Maintenance	Reporting on corruption and following the law
Getting the grammar right	Use of Final Cut Pro Television Editing Software	Women making a difference
Editorial and newsroom management	Getting the Most from your Computer	The Role of Women in Maintaining Political Balance
Analysis of political information	Computer Generated Graphics	Code of Ethics and Freedom of Press and Responsibilities
Sales & marketing – print / broadcast media	Editing Radio Programs using Adobe Audition Software	Developing Critical Media Awareness Amongst the Young
Developing analytical and reporting skills to obtain the best election media coverage	Television camera operation	Law and Justice Media Awareness
Presentation – TV/radio	Creating radio commercials using Adobe Audition Software	Court and Police Reporting and Understanding Policing Issues

3.1.2.1 Training Coordination and Facilitation

The MTC has involved a range of people in the delivery of courses, including representatives from the media, government departments and agencies (e.g. Director of Public Prosecutions, Auditor General, Attorney General), RAMSI (Public Affairs), SOLMAS and international agency staff (e.g. United Nations Development Fund for Women - UNIFEM) as well as visiting specialists. Local expertise has been utilised in 76% of all the training courses in 2010. In some of these courses there has been more than one trainer from the Solomon Islands. This has meant that, of the total number of trainers, 66% have been local, 21% SOLMAS staff and only 6% staff from international agencies and visiting advisors respectively. [4]

A Media Training Focus Group, made up of media partner representatives, has monitored the impact of training and advised on the composition and content of courses. The Group had significant input into the development of

[4] Trainers who facilitated multiple courses were counted each time they taught a course in order to reflect the degree of participation of trainers from different backgrounds

the 2010 SOLMAS Training Plan and assisted in gathering evaluation feedback on participants.

Strong utilisation of local expertise has multiple benefits including: acknowledging and respecting local knowledge and skills; ensuring course content and delivery is appropriate to the local context; encouraging participation and local ownership of the training; building the training capacity within the media sector; breaking down 'big man' barriers; enhancing understanding of issues being addressed by the SIG; and ensuring training is cost effective by flying in a minimum number of trainers from overseas.

Continuing to involve SIG representatives and including senior RAMSI/AusAID Bilateral Program staff may further break down barriers between these agencies and the media. Their involvement could ensure that the media's confidence to question such people continues to grow, enabling the media to play a key role in ensuring the accountability of Government departments and programs.

All stakeholders who work with the MTC spoke very highly of him. The Coordinator consulted very widely before developing the first draft SOLMAS-MASI Training Plan and stakeholders have said that this approach had contributed to the high levels of participation and ownership of the training and the forums. The MTC has helped to build a strong partnership with MASI to provide the training. He regularly consults with a range of stakeholders to ensure that the training is appropriate and meeting the needs of the media sector. Content has been regularly adapted according to the feedback. He also gives regular feedback and visits training participants in their workplaces.

The partnership with MASI in providing the training has also been integral to its success. MASI members have been active in: planning, establishing and implementing the training; encouraging participation; facilitating partnerships; and implementing activities to further motivate journalists e.g. MASI Awards Night (*see 3.1.5 Other Events below*). MASI has lent its credibility to the Training Program and, in turn, the Program's success has reflected positively on the Association. *See 3.3.9 Sustaining Achievements Gained during the Elections for more discussion on the future of MASI.*

3.1.2.2 Course Participation

Approximately 180 individuals have taken part in one or more training courses and activities (as at mid September 2010). These have included media professionals, representatives of community-based media and related organisations and SIG government agencies (e.g. Government Communications Unit, the Chief Electoral Officer and other anti-corruption officials).

Of these participants, about 66% have been male and 34% female. While these proportions do not reflect the male to female ratio in the general population (which is almost evenly split), they may reflect the proportion of males to females currently working in the media sector. Nevertheless, the participation of women in training should be continually encouraged.

To date approximately 37% of participants have been young people, aged less than 25 years.[5]

3.1.2.3 Capacity Development

The level of capacity development of participants has been monitored in a number of ways:

1. Self assessment by participants at the end of a training session
2. Periodic self-assessment by some participants through a simple survey (Nov 2009)
3. Periodic observational survey filled out by some of the participants' supervisors (Nov 2009, Aug 2010)
4. Observation by facilitators during training courses
5. Observation by supervisors in the workplace following the training
6. Observation by SOLMAS staff during workplace-based training
7. Random interviews with participants after they have had time to apply their learning in the workplace
8. Monitoring of media coverage by SOLMAS staff
9. Production of DVDs and an audio CD of media forums conducted during the elections process and election coverage on television.

The surveys are based on 13 key training needs identified through the skills gap analysis. They address a number of areas in the training such as the quality of writing and reporting, awareness of the cross-cutting themes and the ability to pass on skills. *See Annex 5 for a full list of the areas covered in the surveys.*

It is clear from the above monitoring that significant improvements have been made in the capacity of media practitioners as a result of the training. Participants have generally noted an increase in their knowledge levels following individual courses.[6] While 29 participants have only so far completed one survey, 17 of these have had two observational surveys completed by their supervisors. The survey results show a general improvement in workplace performance in the 13 areas. This is true of almost all staff who work in television, radio and print as well as of both males and females. [7]

Random interviews with training participants also confirm the improvement in performance following training. In one such interview, a Solomon Star cadet reporter noted the following:

[5] Data provided by the SOLMAS Media Training Coordinator to the IPAT. Figures are approximate only. Young people classified as less than 25 years.
[6] The participant evaluation form currently only asks one general question about knowledge gained. The types of knowledge are not defined so may be interpreted differently by different people. Each participant has to rate their knowledge before and after the training. However both ratings are filled out at the end of the training which may lead to rating biases. Information extracted from the training program's M&E workbook (August 2010).
[7] Data extracted from the training program's M&E workbook (August 2010). While general trends can be determined from the data, this report has not included specific references to the figures in the M&E workbook as work is needed to improve data collection methods and thus improve the data's validity.

> *'[My] writing style since having attended the training has improved so much. I have learnt to structure my news in a proper and professional way. Another area that has improved for me is interviewing people...I now know the right questions to ask to get a good story out of the person I am interviewing.'*

As well as an improvement in her skills, the reporter noted other benefits of the training:

> *'...gaining in-depth journalism knowledge through SOLMAS training has given me confidence. I see the trainings we're receiving as an elevation to my career..."*

In another interview, an SIBC journalist also talked about the confidence gained as a result of the training. She noted how it had provided motivation:

> *'...it makes us journalists work harder, more interested in what we are doing with all the knowledge and guidelines SOLMAS training has provided. The training has revived interests in our job.'* [8]

SOLMAS staff have observed improvements during training and included these observations in reporting. For example, a SOLMAS report noted that journalists are:

> *'... exhibiting a sound grasp of news writing principles such as writing a lead, attribution, story structure and increased awareness of the principles of storytelling.'*[9]

However it was acknowledged widely during the IPAT visit that the training is just starting to make gains and that further training and follow-up is needed. The program will also need to address the sustainability of not only the improved knowledge and skills but also the confidence and motivation.

3.1.2.4 Media Coverage

All stakeholders interviewed by the IPAT, and by SOLMAS in its reporting, have noted significant improvements in media coverage and attributed much of this improvement to the SOLMAS-MASI Training Program. The following comments show that the improvements in craft skills, technical skills and awareness of cross-cutting themes have resulted in improved media coverage:

> *"I see a big improvement in the quality on air and I have very positive viewer feedback (who were critics in the past) that One Television looks more professional. And the operational improvements are great...*

[8] Solomon Islands Media Assistance Scheme, *SOLMAS Phase 2 Quarterly Report 2, December 2009-February 2010*, 19 Mar 2010, pp 6, 11.
[9] Ibid, p 5

which has resulted in time saving and a more consistent on air look". – Managing Director, One Television. [10]

'People in the villages at home are more aware of issues than before...corruption, the elections.' – Publisher, National Express newspaper.

The Managing Director of the Island Sun newspaper told the IPAT that because of the SOLMAS training he has seen an improvement in the grammar and writing of stories as well as in story construction.

SOLMAS staff have closely monitored media coverage since the training commenced and have noted the following in their program reports: (Note: some aspects have only been monitored in the print media)

- Front page newspaper stories are better written and produced
- Bias and subjective comments are less frequent
- Story structure (in the print media) has improved
- Camera images, sound and voice-over quality have improved
- There is improved balance in reporting in the newspapers, with the exception of Letters to the Editor
- Coverage of cross-cutting themes has increased in the print media
- Grammar has improved, but frequent lapses still occur
- Subjective/editorial-like comments in print articles are now rare.

However SOLMAS acknowledges that in almost all of these areas further training and support is needed, as well as in many areas not listed above.

See also 3.3.8 Media Coverage of the Election and Annex 6: Sample Questions and Print Articles.

3.1.2.5 Building Training Capacity

As noted in *3.1.2.1Training Coordination and Facilitation* above, many Solomon Islanders have co-facilitated training sessions. In addition, workplace-based training has, in many cases, involved co-training with supervisors. A small number of media practitioners have also been involved as guest lecturers in the SICHE Certificate Course. These activities have built some capacity, particularly within the media sector, for people to be able to train their colleagues.

In an IPAT discussion with the MTC, at least 12 training participants were identified as being strong potential trainers. One stakeholder interviewed said that some of his staff already had capacity to train others. This potential needs to be supported. Several stakeholders consulted during the IPAT pointed to the need for specific 'Training of Trainer' (ToT) sessions – to build the skills needed as well as the confidence to train others within the media sector. Increasing training capacity within the sector would help to ensure the long-

[10] Solomon Islands Media Assistance Scheme, *SOLMAS Phase 2 Quarterly Report 1, September-November 2009*, p 8

term sustainability of the capacity gained through the SOLMAS-MASI Training Program.

3.1.3 SICHE Certificate Course in Media and Journalism

The SICHE Certificate Course in Media and Journalism is underway, with 15 of the original intake of 21 students still enrolled. According to the SICHE Dean of Academic Services, this is a normal attrition rate. There is only one female student among the 15. This intake of students is due to graduate in mid 2011. There is one fulltime and two part-time lecturers teaching the course.

The Dean expressed interest in an idea put forward by the IPAT that SOLMAS might provide support to the teaching capacity of the course. Such support (e.g. from media professional(s) with teaching experience), should have a strong capacity development /mentoring focus, as well as the benefit of strengthening training capacity of the two part-time lecturers who work in the media sector.

To date there have been four guest lecturers – discussing the Millennium Development Goals, global relations and online journalism, climate change and logging. SOLMAS recommended one of these guest lecturers to SICHE. This could be a further area where SOLMAS' involvement could be strengthened.

The Certificate Course will be reviewed once the first intake completes it, consistent with the standard SICHE procedure. The Dean indicated external involvement in the review, such as participation of an advisor with relevant expertise (funded by SOLMAS), could be helpful. According to the Dean, there are plans for a second intake of students by 2012.

One idea mooted before the Certificate Course began was that SICHE could extend journalism training to evening classes for the accredited professional development of those already working in the media sector. This could provide the media sector with an ongoing and sustainable opportunity for capacity development. SOLMAS should support such a move. In the short-term, as a step towards harmonising the SOLMAS-MASI Training Program with the SICHE Course, SOLMAS and MASI could seek SICHE accreditation for their training modules. These modules use common course content to the SICHE program. According to the Dean, accreditation is a relatively straightforward process.

3.1.4 Media Awareness

During Phase 2, SOLMAS has worked to strengthen the media skills of the Director of Public Prosecutions and the Solomon Islands Electoral Commission's Chief Electoral Officer. *See also 3.3 Component 3 for more detail.* Such training was also given to representatives of the main anti-corruption agencies – the Attorney General, Ombudsman and a staff member from the Leadership Code Commission. According to a SOLMAS report, the Ombudsman subsequently conducted two media conferences with a *'high level of competence'* and reported that' *'he now faced the media with a new level of confidence.'*[11]

The FSF small grants program funded media awareness training for young people at Don Bosco. The MTC assisted with some teaching during this course. The grants program is also due to fund such training for women through Vois Blong Mere in October this year. See *3.4.2 FSF Small Grants Program for more detail.*

SOLMAS staff provided one-on-one training for the Director and Deputy Director of Vois Blong Mere to enhance their presentation skills in preparation for gender awareness conferences that took place in December. Such training was greatly valued, as this comment by the Director illustrates:

> *'As one who regularly addresses groups and deals with the media to raise awareness of women's issues, I am now benefitting from the one-on-one coaching provided by SOLMAS. I am more confident and have a better focus on how to convey specific information and I am looking forward to more one-on-one training to make further progress.'* [12]

Several stakeholders consulted by the IPAT identified the Government Communications Unit (GCU) as a potential recipient of media awareness training, given its central role in the dissemination of SIG information. This could include strengthening its media communications as well as its communications planning. It could also involve ToT skills should there be potential for the GCU to pass on its planning and media skills to other SIG departments and agencies. Some stakeholders noted that anti-corruption agencies - such as the Law Reform Commission and the Accountability Project - should take priority for SOLMAS media awareness training. Both are enrolled in media awareness courses with SOLMAS over the next two months.

Continued media awareness work with the community sector is also important. For example, media awareness among young people helps to foster the media practitioners of the future. Equipping young people and women in provincial areas with media skills will enable them to actively participate in the media and have a voice.

[11] Op. Cit., SOLMAS, *Quarterly Report 2*, p 5.
[12] Ibid. SOLMAS, *Quarterly Report 1*, p 5.

3.1.5 Other Events

Events held during the year to encourage and motivate the media have included:

- A lunch organised by the RAMSI Special Coordinator to celebrate Media Freedom Day (5 May 2010). At the lunch a Special Coordinator's Media Encouragement Award was presented to One Television. The Special Coordinator acknowledged the work of SOLMAS.
- The MASI Awards Night, which also celebrated Media Freedom Day (7 May 2010). Awards were presented by the MASI Patron - the former Prime Minister Dr. Derek Sikua. SOLMAS staff were asked to select the award winners and announce the awards.

See also 3.3 Component 3 for discussion on how the elections motivated the media sector.

3.1.6 Future Training Needs & Issues

As stated above, the media sector still requires a considerable amount of training and support. The following training needs were identified during stakeholder consultations (excluding SOLMAS staff) with the IPAT:

- Archive management*
- Newsroom management*
- Use and potential of new technologies e.g. website design, expanding mobile coverage, broadband
- Journalism skills for provincial reporters
- Audio editing – developing story packages
- Compiling story line-ups (radio)
- Training of trainers
- Specialist areas of reporting e.g. gender issues, sport, court reporting etc*
- Accurately identifying and reporting on the concerns of the population
- Equipment maintenance
- Use of VSAT broadband
- Grammar*
- Attribution (particularly when a story is provided to the mainstream media)
- Copyright
- Programming for the significant proportion of the population who only speak 'language'
- The MASI Code of Ethics / values*
- Media literacy.

Those areas of need marked above with an asterisk also featured in an assessment by the Media Training Focus Group during a consultation with the MTC in August this year. Other areas of training need identified by several

Focus Group members included: editing; enabling advocates for the advancement of women to communicate effectively with village gatekeepers; awareness of gender and corruption issues; and effective questioning.[13]

According to the MTC, training is still needed in all areas, but especially in: balance in Letters to the Editor pages and editorial assessment of the content of letters; grammar; accuracy in reporting; and television broadcast direction.[14] *See 3.2 Component 2 for the training needs identified for the SIBC.*

Regarding training methodology, views from stakeholders consulted by the IPAT were mixed. Some stakeholders were in favour of more one-on-one training whereas others said group training was a good opportunity to break out of organisational silos and build the media's spirit of collaboration. One stakeholder said there could be more exercises built into the training courses.

A few stakeholders mentioned the need to purchase equipment as well as the training. One said that the exchange rate makes buying such equipment prohibitive.

3.1.7 Progress against the Operational Plan

Objective 1.1: Improve capacity of staff and organisations in the commercial and community based media sectors to deliver services relevant to the range of Solomon Islands audiences has been achieved and work is ongoing. However further capacity support is needed. *See 3.1.2.4 Media Coverage for more detail.*

Activity 1.1.1 Ongoing review of CCM shared training strategy has been achieved and the review process is ongoing. *See 3.1.2 SOLMAS-MASI Training Program for more detail.*

Activity 1.1.2 Phased implementation of shared training strategy has been achieved and is ongoing. *See 3.1.2 SOLMAS-MASI Training Program for more detail.*

Activity 1.1.3 Assist in the initial development and implementation of SICHE media course has been achieved. Consideration should be given to future support. *See 3.1.3 SICHE Certificate Course in Media and Journalism for more detail.*

[13] Solomon Islands Media Assistance Scheme, *SOLMAS Media Training Focus Group*, Aug 2010, pp 3-5.
[14] Solomon Islands Media Assistance Scheme, *Use of Media Forums and Reporting of the 2010 Solomon Islands Election to Measure SOLMAS Capacity Building*, 11 Aug 2010, pp 4, 6-7.

3.1.8 Cross-Cutting Themes

Gender
Gender issues have been actively addressed during training courses and activities. Within the SOLMAS-MASI Training Program there have been courses that specifically addressed women's issues and the first media forum had a strong focus on issues facing women in the SI (with the first female SI MP as the guest speaker).

According to stakeholder feedback and a rapid review of newspaper clippings by the IPAT, this training has contributed to stronger and more frequent coverage of women's issues in the media – before, during and after the elections. For example, mainstream media recently criticised the Prime Minister for making comments about women that were perceived to be disparaging. Gender issues were raised frequently by journalists during questioning at the media forums, and subsequently stories on this issue were reported in the media. *See Gender under 3.3.11 Cross-Cutting Themes under Component 3 below.*

Although participation in SOLMAS training activities reflected the predominance of males employed in media, a significant number of Solomon Islands women have been involved in the co-facilitation of training activities. This should continue. Recently Ethel Sigimanu (Permanent Secretary for Women, Youth and Children's Affairs) was invited to join the Media Training Focus Group to strengthen the Training Program's ability to address gender issues. This move was taken in response to the fact that not one female candidate was elected in August.[15]

There has been specific media awareness training given to representatives from VBM, with more scheduled for October this year. See *3.1.4 Media Awareness* above for more detail.

See Annex 6 for examples of gender-related questions raised in the media forums and a newspaper article focusing on a gender-related issue.

Corruption
Corruption has been actively addressed during training activities. There was a specific training session on corruption involving the Director of Public Prosecutions and the Auditor General. Another session dealt with 'Big Man' situations and was facilitated by two veteran journalists. They talked about the dilemmas faced in real life situations.

SOLMAS reports that the MASI Code of Ethics is regularly discussed during training sessions and scenarios are used to challenge participants to think about how they would respond.[16] Questions were consistently raised about corruption issues during the media forums.

[15] Op Cit., SOLMAS, *Media Training Focus Group*, p 3
[16] Op Cit., SOLMAS, *Quarterly Report 2*, p 5

As a result, corruption stories have been published and were cited by the IPAT. SOLMAS reports a 'demonstrated understanding of the importance of media ethics and values in storytelling to establish balance, honesty and fairness.'[17] Examples of corruption stories include: SI MPs using Taiwanese aid money as personal 'slush funds'; several articles talking about corruption and the electoral process; and intense media coverage around the Parliamentary Entitlements Bill which was defeated. SOLMAS reports that the bill was unsuccessful due to 'public outcry' generated by the media coverage.[18]

See also Solomon Islands Electoral Commission (SIEC) training on corrupt electoral practices under 3.3.4.2 Election Awareness under Component 3 and Annex 6 for an example of a story on corruption.

Youth

A significant proportion (37%) of participants who have been trained under the SOLMAS-MASI Training Program were young people. One stakeholder consulted by the IPAT noted that there are a number of new graduates working in the media, so the training is timely for them.

Activities such as the Don Bosco media awareness training and the SICHE Certificate Course (both supported to various degrees by SOLMAS) are fostering the interest and skills needed for the next generation of media practitioners.

All participants in the PFnet training undertaken in July were under 25, showing that the media skills training has benefitted young people in provincial areas.

During the third quarter of Phase 2, SOLMAS assisted Save the Children to increase media attendance to their workshops on 'The Rights of the Child'. There are plans to integrate such sessions into the Training Program in this quarter.[19]

Provincial Participation

SOLMAS worked with UNIFEM staff to encourage media practitioners to attend a United Nations Development Programme (UNDP) Millennium Development Goals Workshop. This would have contained content of particular relevance to rural communities.

Specific training has been or will be given to community media representatives based in the provinces. *See 3.4.2 FSF Small Grants Program under Component 5 for more detail.* This should continue to be supported as these organisations will be able to embrace emerging technologies that will allow greater connectivity to the provinces (internet, mobile). Such organisations have strong networks in the provinces, which could gradually increase their participation in the media.

[17] Op. Cit., SOLMAS, *Quarterly Report 1*, p 6
[18] Ibid, p 6.
[19] Op. Cit., SOLMAS *Quarterly Report 3*, p 5.

Due to increasing mobile coverage, in particular, some of the mainstream media organisations have plans to extend their reporter networks in the provinces. They expressed a desire for SOLMAS to provide training in journalism skills to these reporters. Such reporting would allow for more news and views to emanate from the provinces – and should be supported. At the same time support and specialist advice will be needed to enable Honiara-based staff to effectively absorb and publish/broadcast increasing material from the provinces.

Consideration could be given as to how the media might better cater for the large proportion of the SI population who only speak 'language' (i.e. neither Pidgin English nor English).

Stakeholders also expressed a desire to see media awareness training for provincial leaders so that they are better equipped to comment to the mainstream media. While this would be valuable, it would also be resource-intensive, and would best be implemented only when it coincided with provincial media training (and if cost effective to do so). Other stakeholders wanted specific communications training to work effectively with village 'gatekeepers' who may be discouraging the advancement of women. While of high importance, it is questionable as to whether this falls within SOLMAS' mandate.

3.1.9 Implications for the Remainder of Phase 2

First Order Priority

- Continue as planned to deliver industry-wide group and workplace training for the media sector with particular regard to: questioning/interviewing, newsroom management, values and ethics, editing, gender and corruption issues, grammar, specialist reporting and balance and accuracy. In addition, respond to emerging needs as they arise.
- Scope out the specific needs of each mainstream media organisation in preparation for training in archives management in Phase 3.
- Continue to strengthen the capacity of community organisations to provide provincial media coverage and to participate in the mainstream media.
- Introduce Training of the Trainer sessions into the SOLMAS-MASI Training Program during the extension period for Phase 2. Continue co-facilitation of training courses and co-training in the workplace with SI media practitioners in order to further develop these training skills within the sector.
- Continue to encourage participation by women in all training activities as well as in the role of co-facilitator.
- Review, consolidate and simplify the information collected, and methods used, to monitor the SOLMAS-MASI Training Program. In doing so, look at ways to improve the validity of the data and ensure consistency in data

collection. Collate and analyse the data regularly and include this analysis in SOLMAS reporting. See also 3.5.8 Monitoring and Evaluation under Component 5.

- Continue to provide general support and communicate with SICHE regarding its Certificate Course in Journalism and the Media.

- Work with SICHE in order to accredit SOLMAS training modules.

- Strengthen the capacity of the Government Communication Unit to support an effective and open flow of information, primarily through training in media communications.

Second Order Priority

- Continue to build media awareness among priority government departments and agencies (e.g. the Law Reform Commission and Accountability agencies) in order to support an effective flow of information and a good working relationship with the media.

- Continue to build media awareness among priority CSOs and NGOs (particularly those based in the provinces, representing women and youth or fighting corruption) to strengthen their working relationships with, and participation in, the media.

- Continue newsroom management training, including one-on-one mentoring and support.

- Continue to collaborate with SICHE and MASI in the securing of SIG sponsorship for student places in the SICHE Certificate Course in Journalism and the Media.

See 3.3 Component 3 for recommendations specifically related to MASI.

3.1.10 Implications for Phase 3

Should Phase 3 proceed, the following recommendations could be considered:

First Order Priority

- Continue to deliver appropriate Training of Trainer activities to strengthen training capacity and sustainability across the whole media system.

- Continue to build the capacity of the media sector through training and support, in line with identified and agreed needs. This could include training in graphics, website design and use of other emerging technologies as appropriate.

- As the mainstream media expand their networks of provincial reporters, provide training to these reporters. Also provide training support/specialist

advice for the mainstream media in Honiara to enable them to develop platforms to effectively absorb and broadcast/publish increased provincial coverage.

- Continue to actively address the cross-cutting themes of gender, corruption, youth and provincial participation in capacity strengthening activities; with specific attention paid to strengthening the participation in, and roles of, women working in the media.

- Continue to support media awareness training of community organisations, particularly those based in the provinces, representing women and youth or fighting corruption.

- Provide training and follow-up support, as required, to develop archive management practices.

- Continue to strengthen the capacity of the Government Communication Unit to support an effective and open flow of information. Apart from the strengthening of craft skills, support activity might include some or all of: awareness of trends in media development and usage; ethics of corporate communications; strategic communications planning; and training of trainers. The latter activity should be undertaken only if there is potential for the GCU to pass on its planning and media skills to other SIG departments and agencies.

- Strengthen SOLMAS' support for the Certificate Course in Journalism and the Media prior to the second intake of students in 2012. This could involve the attachment of an advisor/advisors to provide capacity development/mentoring support to the teaching staff. *See 3.1.3 SICHE Certificate Course in Media and Journalism for potential forms of support.*

- Contribute to discussion on, and provide appropriate support to planning, establishment or implementation of SICHE (evening) classes for the professional development of existing media practitioners.

Second Order Priority

- Continue media awareness training for priority government departments/agencies and NGOs/CSOs.

- Consider involving senior RAMSI/AusAID Bilateral Program representatives as guest course presenters in order to break down the media's 'big man' perception of them and to encourage more questioning of their programs by the media.

- Continue to provide newsroom management training and/or mentoring as needed.

- Provide technical skills training and basic technical support as required. This could include training in the use of computers, printing skills and equipment maintenance as well as limited purchase of equipment.

- Consider options to provide limited media awareness training to provincial community leaders in places and at times when other SOLMAS community media activities occur; and when it is cost effective.

See 3.3 Component 3 for recommendations specifically related to MASI.

Note: more than one stakeholder remarked to the IPAT that journalists may have been willing to take risks and ask probing questions to 'Big Men' because either the media forums (under the banner of MASI) have provided a 'safe' environment to do so or the presence of SOLMAS has given them 'a sense of protection'. Asking such questions is risky in a close-knit environment like the Solomon Islands. In planning for the long-term, SOLMAS needs to consider ways to strengthen the media sector's ability to support and defend its watch-dog role and at the same time increase acceptance of this role in the population generally and among those in positions of authority and leadership.

3.2 Component 2: Strengthening SIBC effectiveness and appropriately differentiating its role as the emergency service provider and national public broadcaster

3.2.1 Overview

The SIBC retains its unique status in the Solomon Islands as the only means of communication with the potential to reach all parts of the archipelago simultaneously. As such, it has an important role to play in the delivery of information about government services, news and current affairs, development issues and support for communities in the event of natural disasters or other emergencies.

In 2010, 66% percent of respondents to *Audience Market Research in Solomon Islands*[20] reported that radio was their main source of information, compared with 11% newspapers and six per cent television. The most recent *RAMSI Peoples Survey* of 2009 found that only six per cent of respondents read newspapers daily compared with 38% who listened daily to radio.[21]

As the national broadcaster, the SIBC had a particular responsibility to support the electoral process. Yet, as reported by IPAT in 2009, the Corporation experienced major and long-lasting failures of transmission that needed to be rectified well in advance of the elections. According to the RAMSI survey of 2009, fewer than half the population could 'always' receive SIBC programs (47%) while another 31% reported they could 'sometimes'

[20] Tebutt Research, *Audience Market Research in Solomon Islands*, April 2010, commissioned by the SOLMAS program.
[21] ANU Enterprise, ***RAMSI People's Survey 2009***, commissioned by RAMSI.

receive them.[22] Those who reported listening daily to radio had fallen from 46% in 2008 to 38% just a year later.[23]

SIBC management and staff work with limited resources and ageing studio and production equipment to keep the broadcaster operating. IPAT saw evidence of increased capacity and performance among journalists and program staff, especially in the context of the elections. However, the organisation continues to suffer from weak financial management systems and insufficient revenue generation. As in 2009, these issues figure notably in the findings and recommendations of this Review.

The SOLMAS Phase 2 Operational Plan provided for targeted assistance to the SIBC in three areas: the repair and restoration of essential transmission infrastructure; improved revenue generation and financial planning; and improved capacity to deliver media services relevant to audiences.

3.2.2 Repair and Safety of Transmission Infrastructure

The SIBC operates High Frequency (HF) or shortwave transmitters from the Henderson facility near Honiara. It also has a Medium Wave (MW) transmitter at Henderson that covers the island of Guadalcanal (mainly), one at Gizo in the Western Province that had been out of service since the 2007 tsunami and another at Lata (Temotu Province) which remains off-air much of the time due to a scarcity of electric power in the area.

3.2.2.1 HF Restoration

SOLMAS engaged a transmission engineer from Radio New Zealand, Stephen White, to scope and assist the SIBC with the work to restore transmission and address safety issues at Henderson and Gizo. The work was in two broad categories:

- Restoration of HF services to reach the national population (80-90%) with a high degree of reliability in time to support the National Elections process from as early as October or November 2009.
- Remaining rectification work, including decisions about an unsafe transmission tower at Gizo and other measures to improve the safety and reliability of transmission systems.

Mr White and SIBC technicians were assisted in the work by a young Australian volunteer, Min Sun, who worked in the Solomon Islands for a year under the auspices of AusAID's Australian Youth Ambassadors for Development scheme.

HF transmissions resumed on 7 October 2009 prior to the commencement of the voter registration process with a predictive reach of 90% of the population. At that time Stephen White repaired one of the two HF transmitters at Henderson (Elcor brand) to operate on either of its designated frequencies

[22] Ibid.
[23] Ibid, also ***RAMSI People's Survey 2008***.

also subject to JICA obtaining funding approval from the Japanese Government. Correspondence sighted from a RAMSI officer indicated the initiative was not likely to proceed before mid-2011.

SOLMAS Program Management is advised to continue monitoring the progress of the JICA initiative, especially if SOLMAS extends to Phase 3. To the extent practicable, SOLMAS should harmonise with JICA and share relevant information from its own infrastructure activity, in the interests of strengthening the SIBC and the nation's emergency response services.

3.2.2.4 SIBC Technical Maintenance

The SOLMAS Program Design Document (PDD) included the provision that support for infrastructure development 'should only be given where the operator can identify funds to support running costs and systems for ongoing maintenance'.[28]

This remains a pertinent consideration notwithstanding the fact that SOLMAS has already provided infrastructure assistance. Mr White told IPAT that the SIBC had technical staff with good skills (note also that the SIBC General Manager, Mr Cornelius Rathamana, is the Corporation's former chief engineer). The issues they faced were more about motivation and organisation. A lack of necessary tools and spare parts, for example, could have a negative effect on staff morale and engagement.

The SIBC Technical Manager, Mr Patrick Tibaua, reinforced this by commenting on the challenges due to the Corporation's financial problems. Apart from transmitters, the SIBC needed to replace or update production and studio equipment. Mr Tibaua commented favourably on the assistance provided by SOLMAS. He also emphasised a need for more technical training and additional staff (one each to service transmission and IT respectively).

IPAT reviewers do not under-estimate the extent of the SIBC's technical challenge or the impediments arising from the Corporation's wider financial and management constraints. At the same time this Review emphasises the importance of the SIBC to plan, budget for and implement a regular maintenance program. This is essential to the sustainability of existing infrastructure and, axiomatically, to the Corporation's ability to fulfil its legislative mandate as a national broadcaster.

3.2.3 Revenue Generation and Financial Planning

The SIBC General Manager, in 2009, ranked the importance of addressing financial sustainability second only to that of transmission when providing advice to the IPAT Review of SOLMAS Phase 1.

[28] Paragraph 96(d), SOLMAS *Final Program Design Document*, April 2008.

At the request of the SIBC, SOLMAS commissioned two specialist advisors to work with the Finance and Administration Department (six weeks) and the Sales and Marketing Department (eight weeks) in October and November 2009.

3.2.3.1 Finance and Administration

The Financial Management Advisor, Ms Leona Spinks, appeared to take a practical approach to addressing important operational issues ranging from functional relationships and duty statements to systems and procedural recommendations. Ms Spinks observed that the Manager of Finance and Administration, Mr Michael Wate, was well-qualified and knowledgeable.[30] She also drew attention to trying personal and financial circumstances in Mr Wate's life.

Mr Wate advised IPAT of actions underway to implement the recommendations of Ms Spinks, especially those relating to internal control. Actions included pay rises for staff, use of the MYOB financial software, training for the cashier, the recruitment of a creditors clerk and debtors clerk, preparation of a Financial Manual that was with the Auditor-General for approval, cash flow management and reporting.

[29] KPMG, *Solomon Islands State Owned Enterprises Accounts Strengthening Project: Systems Strengthening Report Group B SOEs*, June 2009.
[30] Spinks, Leona, *Financial Management Specialist Final Report – SIBC*, October-November 2009.

(5020 of 9545KHz). He also identified what was necessary to repair other equipment including the second HF transmitter (an Omnitronics brand).

Unfortunately the Elcor transmitter failed two months later and remained off-air between 3 and 18 December. It again failed between 1 and 18 February, following which it could operate on only 5020kHz – fortunately this was the more appropriate of its two frequencies to use at that time of the year. The Elcor transmitter failed briefly again on 5 July.

These repeated failures served to highlight the vulnerability of the SIBC in the lead-up to the National Elections. The second (Omnitronics) HF transmitter resumed operations in early July operating effectively at half power (5kW). Notwithstanding the difficulties, according to advice from Mr White, the SIBC was able to transmit reliably to its audiences during the critical elections period. He also advised IPAT that, with reasonable care and regular maintenance, both HF transmitters are likely to remain operational for some years.

SOLMAS took a decision that other major work to restore and/or make safe transmission infrastructure at Henderson and Gizo, being contracted to third parties, should be delayed until after the elections in early August. At the time of writing, Stephen White believed that all work would be completed by the end of 2010. This included the dismantling of a MW transmission tower at Gizo, in view of a decision that it could not be made operational or safe. [24]

3.2.2.2 SIBC Transmission Reach

At the time of writing, RAMSI had not undertaken its 2010 *People's Survey*, so there was no updated information available as to what proportion of the Solomons population could 'always' or 'sometimes' receive SIBC transmissions in the period after the repair work took place. (In fact, according to advice from RAMSI, future surveys may not include comparable questions that allow further time series comparison.)

As part of the SOLMAS technical rehabilitation activity, however, the Program commissioned a *Solomon Islands HF Broadcast System Analysis* from a specialist agency of the Australian Government.[25] This resulted in a predictive analysis of the SIBC's transmission reach[26] across the islands. Key findings of the IPS report included:

[24] White, Steve, *Solomon Islands Transmission Works Project: Project Update Report*, SOLMAS, 30.08.2010.

[25] Neudegg, D, Wu, J, and Layoun, M, *Solomon Islands HF Broadcast System Analysis*, Report Text, IPS Radio and Space Services Consultancy Report, Doc No IPS-CR-10-01, 5 February 2010 (refer http://www.ips.gov.au).

[26] Please note that HF transmission operates differently from MW and FM transmissions. Whereas the latter radiate out from a transmission tower, HF is a directional transmission. Signals travel across large distances by reflecting off the earth's ionosphere and 'bouncing' over the earth's surface until their strength is dissipated. Signal strength is affected by factors such as the extent of sunspot activity, season and time of day.

- SIBC HF transmitters provided greater than 90% coverage of all islands although there was a high degree of variability according to sun spot activity and times of the day.[27]
- The 5020kHz frequency was much more effective than 9545kHz at providing coverage across all islands in the archipelago across the range of solar activity, season of the year and time.
- Transmissions in the afternoon and evening (0600 to 1200 hours Universal Time – traditionally known as Greenwich Mean Time) on 5020kHz were generally more effective for all solar activity and seasons. Dusk and dawn periods had the worst coverage.
- The 9545kHz frequency was generally too high for the majority of ionospheric conditions although using both frequencies greatly improved coverage.
- Any additional frequencies in the future should preferably be at the lower end, somewhere between 3000 and 4000kHz. If three frequencies were available to the SIBC, then 3-4MHz, 5.020MHz and 9.545MHz would probably offer total coverage for all conditions.
- Halving the transmitter's operating power from 10kW to 5kW did not effectively alter coverage across the islands at 5020kHz for the majority of solar activity levels, seasons and times. (Comment: this finding is significant in that a transmitter with the capacity to operate at half-power, such as the Omnitronics, would enable the SIBC to reduce materially its electricity consumption. Unfortunately, the Omnitronics device does not transmit on 5020kHz.)

3.2.2.3 Proposed Emergency Broadcasting Infrastructure

Japan's International Cooperation Agency (JICA) is considering the provision of US$6.9 million in assistance to the Solomon Islands for the purpose of improving the nation's emergency response capability. This assistance would be in two parts:

- Provision of two new HF transmitters and associated infrastructure for the SIBC including a tower/antennae using 9475kHZ for day transmission
- Technical capacity to permit emergency broadcasting between the National Disaster Management Office, Meteorological Services of the SI and the SIBC.

This system would enable emergency messages to be transmitted in a timely manner by cutting into the SIBC's transmissions.

Progress on the development of this initiative was impeded, at the time of writing, by a need for the SIBC to clarify rights of access to the HF transmission site at Henderson. Advice to IPAT was that Solomons Telikom held the title to land rather than the SIBC as previously assumed. JICA would not proceed until this matter was resolved appropriately. The initiative was

[27] Note this indicates only the technical spread of transmission coverage. Advice to IPAT indicated that perhaps on about 40% of the national population was able to understand the languages of broadcast (English and Solomons Pidgin).

3.2.3.2 *Sales and Marketing*

Mr Bengasi said revenue had increased by about 10% since the restoration of the SIBC's HF transmissions and believed the Corporation had the potential to double its daily revenue target of $7,000. He said his department was acting to implement recommendations of the SOLMAS Sales and Marketing Advisor, Ms Cate Moodie.

3.2.4 Improved capacity of SIBC and its staff to deliver media services relevant to the range of SI audiences

The SIBC has demonstrated a capacity to build on the strength of its reach as a national broadcaster through leadership development and the quality of its programming.

3.2.4.1 *Leadership and Governance Issues*

The SIBC General Manager, Mr Rathamana, appears to have grown in confidence in the year since the first IPAT review. The third SOLMAS quarterly report, for example, reinforced this with comments about his

[31] Moodie, Cate, *Final Report, Sales and Marketing Advisor to SIBC*, 3 November 2009.

improved communication with staff and external media, and the development of planning skills.[32]

Mr Rathamana, with support from SOLMAS, led a revision of the SIBC 2010-13 Corporate Plan. The new document is an improvement insofar as it provides a (substantial) list of aspirational goals and actions for which the Corporation takes responsibility. It does not yet link those aspirations to realistic targets or implementation strategies. As the SIBC's planning capacity develops further, it would be helpful to see the Plan evolve into one that provides a simple, achievable performance framework against which goals and targets may be evaluated.

The SIBC, with support from SOLMAS, prepared a statement of the Corporation's Community Service Obligations (CSO) for presentation to Parliament by the Chairman Augustine Taneko. This important document estimated the cost of being the SIBC at $1.6 million pa – that is, the net cost of delivering key services as the national broadcaster that a privately owned organisation would not be obliged to deliver. Under the terms of the *State Owned Enterprises Act 2007* (SOE Act), an enterprise such as the SIBC must demonstrate why it cannot operate profitably, as a pre-condition to consideration of Government funding.

The SOE reform process has yet to introduce CSO funding arrangements. Nevertheless, in the opinion of IPAT, preparation of the SIBC statement is a necessary step towards a position of long-term sustainability as a public interest broadcaster contributing to the nation-building process (regardless of whether the particular claim of $1.6 million is accepted as the appropriate cost).

Work continued to develop a staff code of conduct as recommended by IPAT in 2009. At the end of August 2010, staff and management consultation had taken place and copies of the recently released SIG Code of Conduct distributed. SOLMAS advised the SIBC code would be developed by the end of the year.

3.2.4.2 *Audience Needs Analysis and Response*

SOLMAS commissioned what is understood to have been the first-ever national market research survey in the Solomon Islands to measure the reach and consumption of all media. Such research is comparatively expensive (about AUD$128,000) and not likely to be affordable for local media without assistance.

SOLMAS received the report of *Audience Market Research in Solomon Islands*[33] in August 2010 and had not distributed it to partner organisations at the time of IPAT fieldwork in-country. However the IPAT understands SOLMAS will brief all counterparts on the survey results. A preliminary review of the report by IPAT confirmed its value as a national benchmark study at

[32] SOLMAS *Quarterly Report 3*, March-May 2010
[33] Tebbutt Research, April 2010

national and provincial levels. It identifies regional differences in access to media and communications technology (including telephones and computers), barriers to access, the main sources of information, levels of media awareness and consumption. The top sources of information were radio (66%), friends and family (15%), newspapers (11%) and television (6%).

Results were mixed for the SIBC with less than half of respondents saying they were 'always' able to receive the service and 31% saying they could 'sometimes' receive it. On the other hand, 95% of respondents rated its national news coverage as 'strong' or 'OK'. A similar proportion perceived the news to be of 'good quality' and 91% thought it to be 'up-to-date' and presented by good newsreaders. Ninety-one per cent rated SIBC programs as informative and educational and 90% thought there was a good variety.

By comparison, the annual *RAMSI People's Survey*[34] included a small number of questions about media, although these may not appear in the 2010 or future surveys due to RAMSI concerns about the length of the questionnaire. The People's Survey evaluated the frequency of media consumption (e.g. daily, weekly, monthly, rarely, never) whereas the SOLMAS survey tended to measure overall media reach and consumption 'ever' (at some time). For example, the SOLMAS survey found that 70% of respondents had 'ever read' the Solomon Star newspaper. The RAMSI survey found that only 6% of respondents read *any* newspaper on a daily basis and another 5% on a monthly basis. Both sets of data reveal something about the Solomons media environment. But, in the opinion of IPAT, the RAMSI data about frequency of consumption is the more useful guide for time series comparison.

SOLMAS may wish to consider a refinement to the scope and design of any future audience market surveys. Among the most useful areas of measurement are:

- Access to media and communications technology (including barriers to access)
- Availability of media services (SIBC transmission, newspaper distribution etc)
- Main sources of information
- Frequency of consumption
- Content preferences
- Audience/readership satisfaction.

Program management may also wish to consider the frequency of future surveys. An annual survey may be too frequent for several reasons: cost, relative to other Program activities; utility, given that substantial changes to media and media consumption are less likely to be evident within a short time frame; and sustainability, given that the major survey is likely to continue only while an external donor chooses to provide funding. Perhaps it would be more

[34] ANU Enterprise, *RAMSI People's Survey 2009* and *RAMSI People's Survey 2008*.

appropriate to undertake the survey at least every two years (that is, every 18-24 months).

(Please note that, in future, issues of industry-wide market research should be dealt with appropriately under SOLMAS Program Management rather than the SIBC as provided for in the Phase 2 Strategic Framework.)

3.2.4.3 SIBC Training and Staff Development Strategy

The SIBC Partnership Coordinator, Ms Wendy Everett, worked in close cooperation with the SOLMAS Training Coordinator, Mr David Barrow, in designing and delivering training interventions that included SIBC staff. Ms Everett did not have a separate, documented training plan for the SIBC. Much of her work involved support for the SIBC in preparing for and delivering comprehensive coverage of the National Elections. *See 3.3.7 SIBC Strengthening for the Election for more detail.*

The Manager of News and Current Affairs, Mr Walter Nalangu, commented that the quality of SIBC journalism had improved noticeably with the assistance of SOLMAS:

> *'In the Forums, the questioning, in particular from my staff – the questioning ability greatly improved. They asked hard questions which did not happen in the past.'*

He also said staff had showed improvement in the quality of their writing.

One broad indicator of the effectiveness of training came from surveys undertaken by the SOLMAS Training Coordinator, David Barrow, in November 2009 and August 2010.[35] Inconsistent methodology of data collection suggests the need for some caution in their use, except as a broad indicator. Comparative performance ratings were available for five of the six SIBC staff who participated in SOLMAS training. SIBC supervisors considered that the performance of the five staff had improved. *See 3.1.2.3 Capacity Development under Component 1 for more detail about the surveys and results.*

Within the SIBC, in particular, women staff-members consulted by IPAT commented, most favourably, on the capacity development offered by Wendy Everett. The Program Manager, Mr Bart Basia, observed that Ms Everett's coaching and support had led to a good impact on the News and Current Affairs Department. Mr Basia noted the use of actuality (sound bites) in news bulletins and in the scope of current affairs programs.

[35] Data provided by David Barrow and reviewed and analysed by IPAT, September 2010

3.2.5 Progress on the Operational Plan

Objective 2.1: Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels.

Activity (Output) 2.1.1 Develop prioritised plan to rectify existing HF faults, was achieved on schedule.

Activity 2.1.2 Phased implementation of rectification plan commenced phased implementation plan on schedule (including restoration of HF transmission capacity). But completion of all work is not anticipated until the end of December 2010.

Activity 2.1.3 Address existing safety issues with Henderson and Gizo MF masts is expected be achieved by the end of December rather than end of April 2010.

Objective 2.2: Improved revenue generation and financial planning by SIBC.

Activity 2.2.1 Review of existing SIBC revenue generation strategies and financial plans occurred within the scheduled timeframe.

Activity 2.2.2 Participatory development of revised strategies and plans through targeted specialist technical assistance was achieved.

Activity 2.2.3 Phased participatory implementation of new or revised SIBC income generation and financial strategies and plans showed little progress by the scheduled deadline (March 2010) and at the time of writing.

Objective 2.3: Improved capacity of SIBC and its staff to deliver media services relevant to the range of SI audiences.

Activity 2.3.1 Conduct audience needs analysis took the form of an industry-wide research survey on schedule by April 2010 but results had just been made available at the time of the IPAT review in September.

Activities 2.3.2 Assist in the development and implementation of strategies to address other audience needs was underway.

Activity 2.3.3 Assist in the development and implementation of an SIBC Staff Code of Conduct was underway but not completed.

Activity 2.3.4 Assist SIBC to obtain formal recognition of its Community Service Obligations and their associated cost was achieved, although the Government had not responded at the time of writing.

2.3.5 Development of SIBC training and staff development strategy (coordinated with activity 1.1.2 was achieved.

Activity 2.3.5 Phased implementation of SIBC training and staff development strategy was ongoing.

3.2.6 Cross-Cutting Themes

Gender
The General Manager in June 2010 agreed to the setting up of a Women's Group in the SIBC, specifically do deal with issues of domestic violence. In the past, Mr Rathamana was reported to have shown strong support for staff affected by domestic violence. SOLMAS decided, in consultation with women staff, to wait until after the elections process to establish the group in order to clarify its role and ensure full support of Mr Rathamana.

Feedback from SIBC women expressed strong support for SOLMAS and the role of Wendy Everett in building their confidence to speak up at meetings. Four of the six SIBC staff who took part in SOLMAS industry-wide training activities were female, of whom two were aged less than 25 years. One notable success was the training and assignment of the SIBC Programs Supervisor, Ms Moddie Nanau, to the role of moderator of nine media forums during the elections process. *See 3.1.2.3 Capacity Development under Component 1 for more detail.*

Indirectly the SIBC contributes to gender awareness and related issues by selling airtime to third parties, such as NGOs and CSOs, which provide specialised programming content that addresses gender.

Corruption
The SIBC's contribution to public discourse about corruption and the conduct of public officials is made substantially through its news and current affairs programs. It may also come through programs about the work of public accountability organisations such as the Chief Electoral Officer and the Auditor-General. The national broadcaster, like other mainstream media, allocated substantial airtime to related issues during the National Elections process of 2010. *See 3.3.11 Cross-Cutting Themes under Component 3 for more detail.*

Provincial Participation
Restoration of the SIBC's HF transmission capacity had an immediate effect in rural and remote communities that otherwise lacked access to media services. This was followed by an increase in the number of paid community service messages broadcast as people communicated with relatives or associates in more remote parts of the nation. Coverage of provincial areas outside Honiara also constituted a valuable part of the SIBC's election coverage. Citizens in remote areas took part in talkback program formats and thereby expressed their opinions nationally. *See 3.3.11 Cross-Cutting Themes under Component 3 for details.*

Youth

About half of the population of the Solomon Islands is aged less than 19 years. The SIBC seeks to target younger audiences, in particular, through its FM radio service in Honiara known as *Wantok FM.* IPAT did not review the performance of *Wantok FM* during the Phase 2 Review of SOLMAS.

3.2.7 Implications for the Remainder of Phase 2

During SOLMAS Phase 2, the SIBC accounted for a large share of Program expenditure compared with the media sector overall. One of the three fulltime SOLMAS advisory staff worked exclusively for the SIBC. The Program retained a technical project manager to assist with transmission issues and allocated a budget of AUD$300,000 for infrastructure works. It also employed specialist advisors in the areas of Finance and Sales and Marketing to provide a total of 16 weeks' consultancy. The SIBC also had considerable access to the management expertise of the SOLMAS Program Manager, Corallie Ferguson, and to participation in industry-wide training and development.

This IPAT Review finds there have been a number of positive developments in the SIBC in areas such as transmission, news and current affairs, program presentation and corporate management. Once repair and safety work at the Henderson and Gizo transmission sites is complete, SOLMAS may be expected to substantially reduce or cease its support for SIBC infrastructure projects, apart from ongoing maintenance capacity. (Note the likelihood of JICA providing further infrastructure assistance.)

Further support will be required to assist the continued improvement of editorial and program output. This support might come from dedicated SOLMAS inputs to the SIBC and/or through industry-wide skills and professional development activities.

On the other hand, given internal SIBC circumstances at the time of writing, there seems little to be gained immediately from further investment in Finance and Administration or Sales and Marketing.

Priorities for the remainder of Phase 2 (including the extension of this Phase to 30 June 2011) may include the following.

First Order Priority

Some Activities identified in the Phase 2 Operational Plan would continue beyond December 2010 and the recommendations of IPAT should not be construed to suggest otherwise. Recommended priorities are to:

- Provide advice as required to the General Manager in relation to matters of corporate governance and institutional strengthening.

  The Phase 2 extension is likely to coincide with the appointment/settling in of a new SIBC Board. SOLMAS Program Management will need to consult further with Mr Rathamana to determine the precise nature of the advice required.

- Consider how best to support the further development of internal processes that permit open communication with and appropriate questioning of management by staff.

- Provide basic test equipment to the SIBC to assist their technical staff in conducting maintenance activities.

- In the provision of direct support to the SIBC, prioritise newsroom management training as well as strengthening the training capacity of key Programs and newsroom personnel.

- Assist with the analysis of available audience research data and its application to editorial and program planning responses.

3.2.8 Implications for Phase 3

In the event of an extension of the program to Phase 3, IPAT recommends a number of First Order and Second Order priorities:

First Order Priority

- Strengthen governance and leadership capacity development (potentially including support/coaching for the Secretariat to the General Manager and Board) consistent with the standards required of all state-owned enterprises.

  This would include Board-management relationships, corporate management systems and processes, and the General Manager's functional relationships with his management team, and compliance with the governance and financial requirements of the *State Owned Enterprises Act 2007.*

- Further assistance towards major organisational strengthening should be subject to the commitment and actions of the SIBC to achieve meaningful reform in the critical areas of Finance and Administration, and Sales and Marketing.

- Subject to the recommendation above, consideration may be given to the provision of support in relation to certain human resource systems and processes, with priority areas to be defined in consultation with the SIBC. Program Management will need to allow for flexibility in the design of Phase 3 to be able to provide this support if needed. It will also need to determine, in advance, what broad criteria need to be met before any support was given.

- Build appropriately on the work of Phase 2, which focused on the strengthening of senior management capacity, through consideration of professional development/training opportunities for select groups, including at the level of supervisor.

The nature of such opportunities may vary according to the needs of particular groups or individuals in the context of the SIBC's strategic objectives. They might range from structured leadership or skills development programs e.g. budgeting (at senior or supervisory level), training through local institutions such as the Institute of Public Administration and Management (IPAM), peer-to-peer engagement through study visits to other media organisations in Australia or the Pacific and/or workplace mentoring.

- Support News and programming departments with a particular focus on strengthening the SIBC's provincial coverage (taking account of the rollout of communications technology such as mobile telephony[36]). SOLMAS should consider support for News and Program departments to develop their spread of coverage, program formats (including talkback) and editorial practices to give greater 'voice' to people in rural and remote areas.

- A continued focus should be on the analysis and use of audience research information as a fundamental input to editorial planning and coverage decisions.

- SIBC journalists, producers and presenters may continue to participate in industry-wide skills and professional development programs offered directly by SOLMAS and MASI.

Second Order Priority

- Low level and ongoing follow-up support for infrastructure maintenance in line with the implementation of an annual maintenance plan. The priority for SOLMAS is to help ensure that SIBC technical staff are equipped and able to maintain ongoing maintenance of transmission and related equipment that was restored during Phase 2.

3.3 Component 3: Support accurate dissemination of electoral information and balanced reporting of the election by the SI Media

3.3.1 Overview

The Solomon Islands 2010 National Elections were held on August 4. More than a year prior, the IPAT identified the important role that the media would play in contributing to a transparent and equitable electoral process. Mindful of the violence that occurred around the 2006 National Elections, it was seen

[36] Note that a licensing condition of the Solomon Islands' second mobile telephone provider (BeMobile) is that it provides coverage to 81% of the national population by September 2011. It is likely that a third mobile operator will enter the market after April 2011, almost guaranteeing continued rapid growth in consumer take-up.

as important that the media play their role in contributing to a peaceful electoral process through voter education and awareness and balanced reportage.

As a result, a significant proportion of Phase 2 activities focused on building the media's capacity to provide effective election coverage – both in terms of strengthening the infrastructure needed to obtain national reach *(see 3.2.2 Repair and Safety of Transmission Infrastructure under Component 2 for more detail)* as well as the capacity of the media to report in an accurate, fair and balanced way.

3.3.2 2006 National Elections

SOLMAS staff and a representative of the RAMSI Electoral System Strengthening Program (ESSP) reviewed media coverage of the 2006 elections as the basis of planning for 2010. This research, together with discussion at the first meeting of the MASI Working Group (WG) formed in February 2010, identified the following difficulties in covering the last elections:

- Accessing transport for journalists
- Obtaining sufficient information from the Solomon Islands Electoral Commission (SIEC)
- The media's understanding of what constituted appropriate/inappropriate media reporting of the electoral process (i.e. code of conduct)
- Managing the heavy information flow into newsrooms
- Covering the government formation period in a balanced way, with limited media access to some parties
- Increasing prominence given by the Solomon Star to a politically driven promotion as the elections drew near. (although the coverage by the two media organisations – SIBC and Solomon Star – was generally balanced).

These areas were all addressed in subsequent planning and capacity development activities.

3.3.3 Strategic Planning

Several stakeholders consulted by the IPAT attributed some of the success of the election coverage to strong media collaboration and preparedness.

SOLMAS designed several activities related to the elections, which were included in its Operational Plan for Phase 2 in October 2009. In December 2009, it devised a preliminary election strategy around its activities. This strategy was fleshed out during the first meeting of the MASI WG in February 2010.

The WG included representatives from mainstream TV, radio and newspaper organisations. In addition there was a representative from the ESSP who was working as Information and Communications Advisor at the Electoral

Commission. The WG subsequently met 15 times in order to develop and implement a strategy for election coverage.

Meanwhile, given the central role that the SIBC would play in election coverage, SIBC staff, together with the SIBC Partnership Coordinator, developed a plan for their coverage of the election. *See 3.3.7 SIBC Strengthening for the Election below for more detail.*

The planning carried out across the sector allowed time for strategic collaboration, building capacity, research and purchase of necessary equipment for the election coverage. It also enabled the media to play a role at all stages of the electoral process from voter registration to the formation of the new government.

3.3.4 Media Strengthening

3.3.4.1 Training

The MASI WG devised the terms of reference (ToR) for the SOLMAS Election Advisor who was recruited from Australia to conduct training. According to the Advisor, this training covered the following areas, which were specifically related to an election context:

1. Analytical and reporting skills
2. Editorial and newsroom management skills
3. Efficient election coverage with minimal resources
4. Analysis of political information and identifying good stories.

Industry-wide training was delivered in three workshops. The Election Advisor then delivered on-site training to each mainstream media organisation as well as a combined workshop for community media.

According to the Election Advisor, as well as building the capacity of media, the training produced other significant outputs including: program briefs and information for staff (SIBC); newspaper articles on the political parties; the development of contact databases; and other planning for the election coverage including how to report from the provinces. The Advisor also worked with participants to do a stock take of existing equipment and identify needs for the election coverage.[37] These items were subsequently purchased by SOLMAS for the media organisations.

The Election Advisor reported that most people participating in the training had not covered an election before and were, *'very engaged in wanting to learn about how to cover the election.'* He noted that skills taught during the training were evident in the media soon after – including a breaking down complex election issues into story ideas and pursuing these ideas.[38]

Feedback to the IPAT indicated that this training was very well received and extremely useful, and the trainer widely respected. The timing of the training

[37] Fisher A, *Election Capacity Development Report*, 24 May 2010, pp 1-3.
[38] Ibid, p 4

meant that journalists had an opportunity to practise their skills in the lead-up to the election.

3.3.4.2 Election Awareness

SOLMAS/MASI collaborated effectively with the SIEC/ESSP to educate the media about the electoral system, voter registration, electoral fraud and the code of conduct for media reporting on the election. This training was delivered through a series of three workshops. According to the ESSP Information and Communications Advisor, this training helped journalists to build confidence in the electoral process and understand its constraints, as well as to develop a good working relationship with the SIEC.

There was ongoing collaboration between the SIEC and the MASI WG. The ESSP Information and Communications Advisor noted to the IPAT that this working model was very effective as the SIEC had limited resources and the WG became an efficient conduit for information and liaison with the media sector.

***

As a result of the election-specific training, which built on the skills learnt during the SOLMAS media training, all stakeholders consulted on this issue noted significant improvements in the media coverage of the 2010 election as compared to the 2006 election. *See 3.3.8 Media Coverage of the Election below for more detail.*

3.3.5 Media Awareness Training

Two SOLMAS staff provided four training sessions to the SIEC's Chief Electoral Officer (CEO) and the Director of Public Prosecutions to build their capacity to plan for, and speak at, media conferences as well as to develop skills in issues management.

According to the CEO and the ESSP Information and Communications Advisor, this media training led to a significant improvement in the CEO's capacity. Other stakeholders consulted for the IPAT said they noticed the increased confidence with which the CEO conducted media conferences.

The Election Advisor gave further support to the SIEC in the development of its media communications policy.

3.3.6 MASI Media Forums

For the first time during a Solomon Islands national election process, a series of media forums were held in order to inform the public about the political platforms of candidates. Stakeholders consulted by IPAT commented that the MASI media forums were central to the success of the media coverage for the elections.

The MASI WG organised nine media forums – seven prior to the election and two during the government-forming period – and adapted the format in accordance with lessons learned.

Prior to the forums, a 'mock media forum' was held to build the confidence and interviewing skills of the journalists. SOLMAS reports that 34 MASI members attended, including senior members of all mainstream media – an indication of the strong interest in participating. SOLMAS staff observed during the training exercise that there was a high degree of participation; strong questioning and 'preparedness to probe deeply into the issues'. SOLMAS has attributed a large degree of this improved professionalism to the training provided. Participants confirmed this improvement through a self-assessment before and after the mock forum training. The self-assessment ratings (*see Annex 5 for criteria*) after the training were higher – for both male and female participants.[39]

Moddie Nanau, Supervisor of Programs and Presentation at SIBC, facilitated all the forums. Initially hesitant, she was coached by the SIBC Partnership Coordinator and the SOLMAS MTC to take on the role. Ms Nanau told the IPAT that she had never done anything like it before in her career of more than 20 years. Stakeholder feedback to the IPAT indicated that she performed the role admirably. Ms Nanau reported feedback that she had been given, including one new MP who came up to her and said that she was '*really good in the forums, like the BBC!*' A member of the public came up to her and said, '*You really done that job well, you should play that role for life!*' The role not only built the confidence and capacity of Ms Nanau, but enabled her to be an important female role model in a high profile position liaising with the 'big men and women' of the SI.

SOLMAS staff closely monitored election coverage arising from the forums. They report that the SIBC and One News broadcast the forums in their entirety and were also able to extract up to six stories from each forum. There was also an average of four to five print stories generated from each forum. SOLMAS reports that the quality of the media coverage of the forums was high compared with previous reporting, with an increase in the reporting of gender and corruption issues.[40]

Multiple benefits accrued from the forums. Of greatest single importance, citizens had access to better knowledge of political candidates and their policies. Industry collaboration not only broadened the scope of coverage but also helped build the confidence of journalists in questioning 'big men and women'. They reported on cross-cutting themes such as gender and corruption.[41] The preparation and conduct of the forums helped to improve the profile of MASI and to strengthen the core skills of its members. *See 3.3.8.1 Media Coverage for more detail.*

The following extract from a SOLMAS report illustrates the value of the forums on multiple levels:

> *'Through being a MASI sponsored event, the Forums provide the journalists with a "safe" working environment that emboldens their approach to questions and ultimately builds confidence outside the protective zone. Through familiarity, the Forums help journalists to overcome their natural intimidation when interviewing powerful people. The Forums help build media solidarity. The Forums generate quality news stories while providing a real-life training environment.'* [42]

See Annex 6 for examples of questions asked during the forums and print media articles about the elections.

3.3.7 SIBC Strengthening for the Election

As the SIBC is the only media organisation in the Solomon Islands with national reach, SOLMAS undertook specific capacity building work to assist the SIBC in providing effective election coverage. In addition to the training carried out by the Election Advisor, the SIBC Partnership Coordinator provided training and support to the SIBC staff in preparation for, and implementation of, election coverage.

The SIBC developed an election strategy and formed an election committee which met twice a week and involved all departments.

The SOLMAS training, as well as planning and collaboration between the staff and the SIBC Partnership Coordinator, resulted in a number of activities at SIBC that had never before been done during an election. According to feedback from staff to the IPAT, these included the following:

- It was the first election in which the provinces were well covered by the SIBC. There were nine reporters in nine provinces keeping listeners up to date with local developments. This initiative was funded by the SIBC
- 'Big men' commentators were interviewed live-to-air. Staff said this built confidence in the presenters to interview 'higher' people and ask 'higher' questions
- Staff members spent time researching the profiles of the candidates. These profiles were very helpful for the presenters
- SIBC was the first to report the winning candidates!

Staff said that they appreciated the SIBC Partnership Coordinator's moral support, the fact that she developed their capacity 'alongside' rather than 'in front' of them and that she was always available at the SIBC if they needed some advice. The SIBC Partnership Coordinator noted that teamwork was key to the success, as was the event itself in providing the impetus for some staff to really demonstrate their potential.

3.3.8 Media Coverage of the Election

3.3.8.1 Media Coverage

All stakeholders interviewed by the IPAT noted the effective media coverage of the 2010 national election. There were a number of highlights specific to the event of election coverage. These included:

[39] Op.cit., SOLMAS, *Quarterly Report 2*, pp 12, 21.
[40] Op.cit., SOLMAS, *Capacity Building*, 11 Aug 2010, p 9.
[41] Ibid., p 9.
[42] Ibid., pp 8-9.

- Generally fair, balanced and accurate reporting of candidates, issues and incidents such as the burning of a ballot box
- Making a positive contribution to voter awareness and education e.g. understanding of the platforms of the candidates gained through the MASI forums, explanations of the voting process
- Asking the 'big men'/candidates probing questions, but in a respectful way (*see Annex 6 for examples*)
- Effective spread of coverage, using limited human and technical resources, particular provincial coverage by the SIBC and images on One News
- Use of 'big men' commentators and critics based in the SIs as well as Solomon Islanders based overseas
- Media adherence to the SIEC Code of Conduct for election reporting.

A report from the Commonwealth Observer Group provides further confirmation of some of the above achievements:

> *'The media played a key and positive role in voter awareness and education. Programmes broadcast on national radio were particularly effective and many voters in remote and rural areas confirmed to several observers on polling day that it was the major source of such information.'*
>
> *'The media provided comprehensive and responsible coverage during the campaign and on polling day. Newspapers ran balanced editorials daily on sensitive issues, such as allegations of corruption and vote-buying, and carried detailed interviews with prominent candidates.'*[43]

The RAMSI Senior Development Program Specialist also confirmed some of the above achievements when talking to the IPAT:

> *'Poor reporting in the past has exacerbated problems. This election was calm and media can play a role in this in reporting in a responsible and fair way. There were some irresponsible journalists that made issues more sensitive than cooling things down [*2006 election*]. The media had more of an awareness this time around about the role of the media. For example, the reporter from Auki gave updates on what happened [*when the ballot box was burnt*] – but was very calm and reported responsibly.'*

Analysis of the print media coverage by SOLMAS staff concluded that: *'In broad terms, both sides of politics have been accorded equal opportunity...'*.[44]

Election coverage also included some noteworthy activities that offer significant ongoing value for the operations of the SI media. These include:

- The collaboration of the media - the MASI WG is planning to continue the forums with a *'watch-dog journalism focus'* [45]

[43] Commonwealth Secretariat, *Solomon Islands National Parliamentary Elections – Report of the Commonwealth Observer Group*, 4 Aug 2010, p 14
[44] Op. Cit., SOLMAS Capacity Building, p 6

- The improved quality of reporting – including balance, accuracy, probing questions, follow-up and analysis within media reports. For example, there has been strong reporting around the Truth and Reconciliation Commission hearings
- Reporting on gender and corruption issues
- SIBC's use of talk-back to open the airwaves to people from around the country, including remote areas (which had previously not been used for an extended period due to a technical fault), and One Television's provincial coverage.
- The motivation and confidence of those working in the media sector.

3.3.8.2 The Media's Approach to Election Coverage

Media organisations shared provincial reporters, which enabled the provincial perspective, as well as election result updates, to be covered by multiple media outlets. For example, the Island Sun listened to SIBC and One News reports from the provinces and also rang SIBC/One News' reporters in the provinces to obtain comments for use in their newspaper. A member of the MASI WG noted that this collaboration was, at least in part, due to recognition of the media's civic responsibility:

> *'Before we tended to work on our own. SOLMAS brought the news organisations together not only for training purposes but to work cooperatively organising the election forums. This is something that has not been seen before – the media came together as a group in the interests of our readers and of the nation as a whole.'*

Due to the SOLMAS-MASI training, the ESSP Information and Communications Advisor noted that there was good collaboration between the SIEC and the media, with journalists contacting the SIEC to check facts and obtain comments. According to SOLMAS, journalists adhered to the SIEC Code of Conduct for media.

Considerable prior planning including rostering of staff, arranging transportation of journalists, purchasing equipment and establishing information flows from the SIEC also contributed to the success of the coverage and addressed some of the difficulties that arose during the last election.

According to stakeholders consulted by the IPAT, the significance of the event, combined with the support and training provided, meant that media practitioners were motivated to perform at an optimal level. As journalists witnessed their achievements and received feedback, their confidence grew. Stakeholders reported to IPAT that they saw journalists being more assertive and taking more initiative.

3.3.8.3 Potential Areas for Improvement

[45] Op. Cit., Solomon Islands Media Assistance Scheme (capacity development), 11 Aug 2010, p 9.

Areas where individual stakeholders noted that improvements could have been made to the process of reporting on the elections, as well as the media coverage itself, included the following:

- More media space given to popular opinion (including from those at a 'grassroots level')
- Ensuring that SOLMAS staff provided support and advice but left the reporting and implementation to their SI counterparts (Note: In many instances this was done well – such as the forums which were coordinated by SI media practitioners)
- Greater SIEC adherence to its agreed schedule of delivery of information to the media e.g. SIEC media conferences were not held daily as envisaged
- More investigative journalism & follow-up of issues from different angles
- Better organisation of logistics – such as transport and communications in the provinces. Note: Some organisations were better organised than others. For example, One Television had prearranged transport and used satellite phones where there was no/poor mobile phone coverage.

3.3.9 Sustaining Achievements Gained during the Elections

SOLMAS played a pivotal role in supporting the media sector to effectively plan and implement coverage of the 2010 election. The team's strong partnerships (particularly with MASI), its ability to be flexible and responsive to locally identified needs and its strong culture of reflection and adaptation, meant that SOLMAS was highly effective in providing this support.

The challenge is to find ways to sustain and continue to improve on these gains in the medium to long term. In this regard, SOLMAS will need to place increasing emphasis on institutional strengthening and capacity transfer – including building local capacity to: train, continue media collaboration, raise awareness, motivate (e.g. building strong role models) and maintain equipment.

Consideration should be given as to how best to support MASI if there is Phase 3 of SOLMAS – given that the Association has been an integral partner in the abovementioned activities, but at the same time reportedly lacks strong leadership or a financial base. Nevertheless in the future MASI could be in a good position to provide sustainable leadership and coordination of the media sector in the SI. Support could be in the form of helping to establish a Secretariat or strengthening its leadership capacity and governance structures. It could also involve supporting MASI's role in coordinating the provision of professional development for the media sector. SOLMAS will need to build flexibility into its program to be able to respond to potential areas for development of MASI, depending on its capacity to effectively absorb and utilise support.

3.3.10 Progress against the Operational Plan

Objective 3.1: Solomon Islands media provide access to accurate information on election participation and procedures to the range of Solomon Islands audiences. This objective has been met.

Activity 3.1.1 Review Solomon Islands media approach to last election and identify existing media policies on election coverage was achieved. The Operational Plan noted that a 'lessons learnt' document would be produced. While this document was not produced, the research was carried out and lessons incorporated in planning for the 2010 election. *See 3.3.2 2006 National Elections for more detail.*

Activity 3.1.2 Develop relationships with SIEC and ESSP and access relevant election-related material with a focus on voter education was achieved. *See 3.3.4.2 Election Awareness above for more detail.*

Activity 3.1.3 Support Solomon Islands media to understand and accurately disseminate SIEC and ESSP election-related materials to provide audiences with a realistic understanding of election processes and means of participation was achieved. *See 3.3.4.2 Election Awareness above for more detail.*

Activity Objective 3.2.1: Media report on a range of election processes, campaigns and outcomes in a balanced manner (according to stakeholder feedback) was achieved. *See 3.3.8 Media Coverage of the Election for more detail.*

Activity 3.2.1 Support Solomon Islands media to understand its civic responsibilities, obligations and impact in relation to election coverage was achieved. *See 3.3.8.2 The Media's Approach to Election Coverage for more detail.*

Activity 3.2.2 Support Solomon Islands media to encourage inclusive participation in coverage of run-up stages of the election was achieved. *See 3.3.8 Media Coverage of the Election for more detail.*

Activity 3.2.3 Support SI media to develop strategies for election coverage was achieved. *See 3.3.3 Strategic Planning for more detail.*

Activity 3.2.4 Support SIBC planning for delivery of election results nationally was achieved. *See 3.3.7 SIBC Strengthening for the Election for more detail.*

3.3.11 Cross-Cutting Themes

Gender
The election training addressed gender issues. For example, there was a training course entitled '*The Role of Women in Maintaining Balance (in elections and in fighting corruption/injustice)*' conducted by staff from the United Nations Development Fund for Women (UNIFEM).

The impact of this training was evident during the forums, where journalists asked strong questions related to female representation in parliament and candidate's positions on women's issues. *See Annex 6 for examples.* According to a SOLMAS report, the print media also demonstrated a strong awareness of gender issues in its published stories.[46] A further outcome of this training was that it gave Vois Blong Mere (VBM) the skills to develop media awareness among female political candidates.[47]

The guest speaker at the first media forum was Hilda Kari, the only woman to have been an MP in the SI and also the President of the National Council of Women. She was asked, and spoke extensively about, issues relating to women in the SIs.

As mentioned in 3.3.6 MASI Media Forums, above, a SIBC female staff member moderated all the media forums – this not only built her capacity but also presented her as a strong female role model in a high profile role.

Corruption
Corruption was proactively addressed during election training. This included training by SIEC on unlawful and corrupt practices during an election (e.g. bribery).

The outcome of this training was evident during the forums as strong questions related to corruption were directed towards the candidates. Several articles and broadcast stories related to the election process and corruption were published. *See Annex 6 for an example.*

Future forums will have a *'watch-dog journalism focus' where the media will endeavour to hold leaders accountable to policy initiatives and for promises made to the people during the election period.*[48]

Youth
While this theme was not specifically addressed in SOLMAS' support during the election, the training and forums did involve many young journalists.

[46] Op. Cit., Solomon Islands Media Assistance Scheme (capacity development), 11 Aug 2010, p 5.
[47] Solomon Islands Media Assistance Scheme, *SOLMAS Phase 2: Quarterly Report 3, Mar-May 2010*, 4 Jun 2010, p 4.
[48] Op. Cit., Solomon Islands Media Assistance Scheme (capacity development), 11 Aug 2010, p 9.

Provincial Participation
Careful planning and some resourcing meant that for the first time there was reporting from all provinces during the elections. The SIBC had reporters in all nine provinces and One Television broadcast stories from the provinces. The provincial broadcasts were picked up by the print media, which also contacted the reporters directly.

The SIBC's talk back facility enabled people to phone in from the provinces (including remote areas) and voice their opinions during the elections.

Without a doubt, the provincial media coverage was a key strength of the media coverage for the election.

3.3.12 Implications for the Remainder of Phase 2

Note: The following recommendations should be read in conjunction with those for Component 1. These recommendations are specific to the election-related activities.

- Continue to build on the achievements of the media coverage during the election, as outlined in *3.3.8 Media Coverage of the Election*. In particular, continue to:
    - Maintain and enhance the level of collaboration within the media sector, including continuing the media forums. The format and frequency of the forums may need revision in order to maintain momentum and interest. In addition, support MASI and the MASI WG to develop new collaborative activities as appropriate.
    - Build the capacity of more than one individual to moderate the media forums, using the moderator of the past forums as a mentor.
    - Explore ways to continue the motivation of media practitioners.

3.3.13 Implications for Phase 3

Note: The following recommendations relate specifically to activities developed during the election.

- Explore ways that SOLMAS can support media organisations to strengthen and sustain their media coverage from the provinces. *See also 3.1.10 Implications for Phase 3 under Component 1.*
- Provide support to further strengthen MASI. *See 3.4.9 Implications for Phase 3 under Component 4 for more detail on this recommendation.*

3.4 Component 4: Flexible Support Fund (FSF)

3.4.1 Overview

In the original design of SOLMAS, the Flexible Support Fund (FSF) was envisaged as a mechanism for supporting all the components of the Program as well as funding 'contestable content initiatives' relating to the improvement of governance (media regulation/policy), pubic interest media coverage and voice (community access to media for development).[49]

Two principles lay behind this approach. First was recognition of the need for SOLMAS to retain a capacity to respond effectively as needs and opportunities for capacity development emerged across the media system. Second was the perceived need to encourage business discipline in the way donor funds were used. Potential recipients would be required to 'pitch' an idea, scope it and implement it in accordance with minimum performance criteria.

During Phase 1, the following needs were identified that could be suitably supported through the FSF. These were in keeping with the intent of the Program Design Document and were to be implemented during Phase 2:

- Support to MOCA/Telecommunications Commission in relation to the development of communications policy/media
- Infrastructure and management support for SIBC
- Implementation of the SOLMAS-MASI Training Plan
- Implementation of a Content Development Fund (CDF)
- Funding of small-scale media strengthening activities through a grants program
- Monitoring and evaluation activities (IPAT).[50]

In other words, the FSF was structured to provide funding for all areas of the SOLMAS Program, excluding the costs of the SOLMAS program team ('inputs'), overheads and management, and 'reimbursable' expenses on office, locally engaged staff and miscellaneous items.

During the implementation of Phase 2, a number of modifications to the scope of FSF-funded activities have been needed:

- Support in the scoping of media regulation was put on hold pending the arrival of the Telecommunications Commissioner and the establishment of the Telecommunications Commission. While the IPAT confirmed that this work is still required, it is recommending that scoping of this work be carried out during Phase 2 and the work itself (contingent on findings in Phase 2), be undertaken in Phase 3. *See 3.5.2 Relationship with MOCA under Component 5 for more detail.*

[49] Solomon Islands Media Assistance Scheme. *Program Design Document*, April 2008.
[50] Solomon Islands Media Assistance Scheme, *Phase 2 Operational Plan*, Oct 2010

- As per the IPAT 2009 recommendation, priority for infrastructure support for the SIBC was given to restoration of a national broadcast platform, given the central role that SIBC would play in media coverage of the August 2010 National Election. Safety issues were also prioritised. Management assistance was given to SIBC's Sales and Marketing and Finance Departments *See 3.2.2 and 3.2.3 under Component 2 for more detail.*
- The SOLMAS-MASI Training Plan is being implemented as planned. *See 3.1.2 under Component 1 for more detail.*
- The Content Development Fund has not been used for its intended purpose. A small proportion of the CDF budget (5%) has been used for the purchase of equipment for the mainstream media to assist in their coverage of the elections. *See 3.4.3 Content Development Fund below.*
- The funding of media strengthening through small grants is underway. *See 3.4.2 FSF Small Grants Program below.*
- The FSF has been used to fund the yearly review of the Program (IPAT evaluations).

In addition to the above, the FSF has been used to finance an audience market research survey. *See 3.2.4 Improved Capacity of SIBC under Component 2 for more detail.*

Program management has forecast that the FSF will be significantly underspent (42% or AUD$592,000) at the scheduled end of Phase 2 on 31 December 2010. There will need to be a reconsideration of FSF budget allocations for Phase 3 of SOLMAS in accordance with the new strategic priorities identified for this Phase. *See 3.5.6 Financial Management for more detail.*

3.4.2 FSF Small Grants Program[51]

Phase 2 has seen the implementation of the FSF small grants program, following time taken during Phase 1 to establish a FSF Advisory Group and to set up protocols for the application and selection process. The FSF received 14 applications in response to its call for submissions in June 2009. Eight of these applications were approved, with four requiring further information before being considered for approval. Two applications for sales and marketing training were rejected on the grounds that this training was to be provided to mainstream media by the SOLMAS-MASI Training Program during Phase 2.

The approved applications span a range of activities including: the development/upgrade of websites (for commercial media and SIG); updating MASI's Code of Practice and Constitution; media awareness training; and training in surveying, journalism skills (for provincial community media unable

[51] In the design for Phase 3, it would be useful to clearly distinguish between the 'FSF' as a whole (i.e. the funding for all Program components) and the 'FSF' small grants program. At present the term 'FSF' is used interchangeably to refer to both, which can cause confusion. It would be helpful to give the small grants program a distinctive name.

to access the SOLMAS-MASI Training Program) and specific technical skills needed for TV broadcasting. *See Annex 7 for a summary of successful applications.* Such activities all serve to build the capacity of the SI media or the ability of the SIG to communicate with its constituency, and as such, clearly fall within the parameters of the SOLMAS Program. They also address all the RAMSI cross-cutting themes. *See 3.4.7 Cross-Cutting Themes below.*

In recognition of the workload required to manage and administer the small grants program, SOLMAS recruited a Program Officer who commenced work in February 2010. The recruitment process was a lengthy one and this contributed to the delayed implementation of the funded activities.

3.4.2.1 Progress and Results

As at the beginning of September 2010, the Program Officer reported the following progress:

- Completed projects - 3
- Projects underway - 2
- Projects yet to be implemented/awaiting further information for approval – 7 [52]

Among the projects yet to be implemented are two related to the support for development of media legislation, which have not been implemented for the reasons stated above. *See 3.5.2 Relationship with MOCA under Component 5 for more detail.*

The completed projects have yielded some significant results. For example, a website was developed for The Island Sun newspaper and staff were trained to use and maintain it. The website allows reporters to upload content from remote locations. It was launched at the end of April 2010. Prior to the launch of the website, the number of hits on the site was already as high as 20-30,000/month. However after the launch, the Publisher of the Island Sun told the IPAT that hits had reached as high as 400,000/month, with many users accessing the site from Europe. He also reported that Radio Australia had sourced news from the website and that the newspaper already had two Japanese companies advertising on the site. SOLMAS reporting suggests that the morale of staff has been raised with the development of the website.

Another project involved a two-week media awareness course, which was conducted by Don Bosco for 19 young people aged 18-25 years. The course involved training in radio, print, TV and multimedia and included collaboration with mainstream media to provide the students with practical exposure. According to Don Bosco, the course has created an enthusiasm for media among many of the participants, thus helping to cultivate the next generation of media practitioners in the Solomon Islands.

[52] Solomon Islands Media Assistance Scheme, *Status of Flexible Support Fund Applications*, 25 August 2010.

3.4.2.2 Administration and Management

Feedback from staff and stakeholders indicated that the Program Officer's administration and management of the small grants program has been very efficient and effective. Her local knowledge has proven to be invaluable in arranging complex provincial logistics and her familiarity with many of those working in the media sector has also been an asset.

The administration and management of the small grants program has proven to be a time-intensive exercise. In the first instance, SOLMAS program management reported that the quality of submissions for FSF funding varied markedly. It may have been too much to expect applicant organisations to propose an idea, scope and cost it, as part of their submissions.

Fifteen months after the call for submissions, there are five projects not yet underway (excluding the MOCA projects which have been postponed for the reasons outlined above). This has been due to a combination of: a delay in recruitment of the Program Officer position; extensive liaison to develop proposals to a point where approval was able to be granted; the confluence of factors that cause activities to be achieved more slowly in the SIs than in some western countries; complicated logistics in organising e.g. training; and the time needed for SOLMAS to manage all procurement.

As at 22 September 2010, the FSF small grants program had spent only $53,588 of its Phase 2 budget of $305,600[53]. It forecast additional expenditure of $40,000 by 31 December, leaving a balance of $211,991 not spent. Five projects under the small grants program (including the MOCA technical support) have yet to be costed.[54]

The three completed projects have submitted reports. While there is no set structure for the reports, they appear to cover the main outputs of the projects and provide narratives of the process, which are informative. The Program Officer has interviewed staff from completed projects in order to assess and document the outputs and efficacy of each one. This approach appears to be appropriate in the SI, where there is a strong oral tradition and where storytelling is a common means of expression. The efficiency of any future funding rounds would be aided by the clear identification of reporting requirements, in terms of data needed, and the standardisation of project reporting formats (still using a combined oral/written approach). IPAT is recommending that an M&E Advisor work with SOLMAS-MASI Training Program. This Advisor could also look at the FSF.

SOLMAS took the decision to manage all procurement for the FSF small grants program as a risk mitigation and accountability measure. This has proven to be effective. However one community organisation raised the concern that such a process does not take into account staffing/overhead costs. This is particularly an issue for community organisations that may rely

[53] A second round for the grants program was considered a possibility.

[54] Solomon Islands Media Assistance Scheme, *Acquittal Budget – August 2010 Acquittal*, Sept 2010.

solely on project funding for continued viability. See 3.5.6 Financial Management for more detail.

A further issue noted by the SOLMAS Program Manager is that it was difficult for the FSF Advisory Group to make impartial decisions about the applications – given that working and personal relationships intertwine many of those working in the media. The Program Manager has recommended that should there be future grants processes, an Advisory Group includes people who are not directly working in the media sector and are not part of the SOLMAS in-country team. However the IPAT believes that such a group should largely be comprised of local representatives – to retain local ownership of SOLMAS-funded activities and also to continue to encourage a culture of transparency and accountability within the media sector.

Given the media environment described above, the Program Manager said that it was difficult for a funding round to be truly 'competitive' without causing divisions within the sector. Each media organisation that applied to the small grants program had at least one application approved, so as to ensure some degree of equity across the sector.

3.4.2.3 Future Funding Models

Given the above, it would be prudent for SOLMAS to review this model of grants' support for strengthening the SI media sector during Phase 2. Flexibility and responsiveness to local needs would still need to be a primary characteristic of any revised model. Setting in advance a strategic focus for each 'round' (i.e. thematic funding based on identified needs) could help to ensure that activities contribute to the main areas of capacity-strengthening in the overall SOLMAS Program in a more systematic way.

A revised model for grants to the media sector could consider one or more of the following elements:

- Strategic focus to the funding – this could be in one or more areas and would be based on needs identified by local stakeholders
- Clearly defined criteria for the approval of proposals that are communicated to the media sector
- A rolling process of proposal submission where organisations could express their interest at any time, rather than a 'competitive round' with a closing date
- Use of a small FSF advisory group to approve proposals. The advisory group could also assess ideas prior to a proposal being developed *if* there is uncertainty as to whether the idea fits within the funding round's strategic focus/foci. It could include one or two independent representatives
- Capacity development support from SOLMAS at each stage of the project cycle. SOLMAS could work with a few organisations at a time to assist them to:
  - Identify ideas for funding that fall within the funding parameters and to scope out these ideas
  - Develop these ideas into proposals for consideration by the Advisory Group.

  - Implement projects (limited advice/support only – parameters to be made clear)
  - Monitor and report on project activities
- SOLMAS management of all procurement, working in collaboration with project recipient staff. Given this, SOLMAS may need to make an allowance for overhead costs in the budgets of non-commercial grant recipients. *See 3.4.2.2 Administration and Management above for explanation*
- Retention of some funds for SOLMAS to use at its discretion so that it can respond to emerging needs that do not necessary 'fit' under the above funding model
- Standardised project reporting requirements (retaining a mix of oral/written data collection) so as to ensure relevant data is collected for the accountability of the program as a whole.

Program Management should consider the level of human resourcing needed to provide such support. It should also develop and communicate clear parameters for this support so that expectations are realistic. A revised model could be incorporated into the design for Phase 3.

3.4.3 Content Development Fund

The SOLMAS Program Manager reports that a meeting of SOLMAS staff, which was held in February 2010, concluded that SIBC was then not in a position to be commissioner of content nor were there sufficient numbers of freelance content makers to make the operation of the CDF feasible.

In order to equip the mainstream media to adequately report for the election, SOLMAS used a small part of the CDF budget to purchase minor items of equipment i.e. for the development of content.

Program Management estimates that only 6% of the total budget of $280,511 will be spent by end of December 2010.[55] The IPAT understands that some of the funds will be used to support future MASI media forums. The forums held during the election were funded by MASI (funds given to mainstream media for their coverage costs). This has given MASI members strong ownership of an activity, which was central to the perceived success of media coverage for the election. It also raised the profile of MASI as a body that facilitated the media's role in helping people to make an informed vote.

Phase 3 should consider the funding of other identified areas of need.

3.4.4 Other Activities funded by the FSF

The FSF funded an audience market research survey for the SIs which was undertaken March-April 2010. *See 3.2.4.2 Audience Needs Analysis and Response under Component 2 for more detail.*

[55] Ibid

3.4.5 Progress against the Operational Plan

Objective 4.1: Flexible support provided to other program components within the limits set by the eligibility and selection criteria of the fund. This objective has been met.

Activity 4.1.1 Finalise selection of successful applications under first round of FSF has been achieved. See *3.4.2.2 Administration and Management* above for a discussion of a limitation identified in relation to this process.

Activity 4.1.2 Revise procedures and criteria for second round of FSF application process has not been achieved. In its last evaluation, the IPAT recommended that a second round be considered only if there were sufficient human and financial resources to do so. Given the resource-intensive nature of the current round, it has been prudent not to embark on a second round in Phase 2. The IPAT recommends a review of the model of implementation of the FSF small grants program during Phase 2, for implementation during Phase 3.

Activity 4.1.3 Delivery and monitoring of assistance through the FSF is underway. It will most likely not be complete by the end of Phase 2 (Dec 2010).

Activity 4.1.4 Feasibility assessment of SIBC as commissioner of content was undertaken by SOLMAS staff in February 2010. It was decided that SIBC was not in a position to commission content. As such, this activity has not been pursued.

Activity 4.1.5 Capability assessment of potential external content providers within Solomon Islands has also not been pursued due to insufficient numbers of content providers.

Activity 4.1.6 Pilot potential models of production and commissioning has not been achieved as such an activity is not appropriate in the current SI media context.

3.4.6 Cross-Cutting Themes

Gender
Strengthening women's participation and potential role in the media sector has been clearly addressed by the FSF small grants program. For example, a majority of the 19 participants in the media awareness training at Don Bosco were young women. Participants spent time learning from women working in the media sector – providing them with strong role models.

In October 2010, Vois Blong Mere will conduct media awareness training for women with a grant from the FSF. This training aims to encourage women's participation in all areas of the media.

Corruption
One project under the small grants program involved the redesign of the Government Communications Unit's (GCU) website. This is now a key tool for promoting the SIG's transparency and accountability. According to SOLMAS reporting, it will contain the latest government information, links to the websites of different ministries and will facilitate the distribution of the SIG's weekly e-bulletin and fortnightly newsletter to the provinces via PFnet.

Youth
The FSF small grants program has funded projects that target and benefit young people. For example, the Don Bosco media awareness training was designed for young people and the participants ranged in age from 19-25 years.

There are a significant number of young people in the SI media sector so youth have benefited from many of the activities funded through the small grants program.

Provincial Participation
A few of the projects funded through the small grants program either build the capacity of, or directly benefit, people based outside of Honiara and in the other provinces. For example, training of the Solomon Island Development Trust's FM radio operators, together with PFnet email operators, will occur in Isabel in November 2010. The training of PFnet operators in Gizo involved participants from Western and Choiseul provinces. The upcoming VBM media awareness training (October 2010) will involve participants from provincial areas.

One of the functions of the GCU website is to disseminate regular information about the activities of the SIG to the provinces via PFnet.[56]

3.4.7 Implications for the Remainder of Phase 2

In relation to the FSF small grants program and Content Development Fund, this Review recommends that:

First Order Priority

- Monitoring and reporting of project activities funded by the FSF small grants program is strengthened, with particular reference to the cross-cutting themes.
- The model of implementation of the small grants program is reviewed in order to inform any revision of the model for Phase 3.
- Some CDF funding is used to support future MASI activities, including those instigated by the MASI Working Group, which promote collaboration and motivation within the SI media sector. However IPAT

[56] Ibid. SOLMAS, *Status of Flexible Support Fund*, 2010.

recommends that MASI is not reimbursed for the media forums held during the election as the MASI membership appears to have had a strong sense of ownership of these forums. Reimbursing the forums may detract from MASI's ownership of this achievement.

- Continue to strengthen the capacity of community media to provide provincial media coverage.

Second Order Priority

- Once the MASI Code of Conduct has been revised (under the current FSF small grants program), support training and awareness raising about the Code among MASI members.
- Provide opportunities for priority NGOs and CSOs (particularly in provincial areas) to gain access to media awareness/journalism skills training if they are unable to access such training through the SOLMAS-MASI Training Program.

See also recommendations under 3.1 Component 1.

3.4.8 Implications for Phase 3

Should Phase 3 proceed, the following recommendations could be considered:

First Order Priority

- Develop and implement a revised grants model of flexible support funding for discrete projects, which is still responsive to the needs of the media sector, but operates more efficiently and strategically than the current model. *See 3.4.2.3 Future Funding Models above for potential components of a revised model.*
- Provide assistance to consolidate the role of MASI as a representative industry association committed to industry development, ethical conduct and promotion of independent media, subject to the organisation's continuing development in 2011.
- Continue training to build awareness of, and compliance with, the MASI Code of Conduct.
- Continue to provide opportunities for community media practitioners to strengthen their basic skills, including practitioners based in the provinces.

See also recommendations under 3.1 Component 1.

3.5 Component 5: Program Management

3.5.1 Overview

One of the most commented upon achievements of the SOLMAS team is the quality and confident nature of its relationships with Program partners and key stakeholder groups in the Solomon Islands. Partners consulted for this review often used descriptions such as 'positive and close',' helpful', 'encouraging', 'warm' and 'supportive' to summarise the quality of the relationships. One tangible result of this across the media system was the degree of cooperation achieved during the period of the National Elections.

Several members of the MASI Working Group, which helped to coordinate media coverage of the election, commented that such collaboration had never occurred before. The report of the Commonwealth Observers Group of election monitors commended the media for this coordinated approach and their contribution to the electoral process.[57] *See to 3.3.8.2 The Media's Approach to Elections Coverage for more detail.*

Another description of SOLMAS was of 'a team quietly doing good things'. A newspaper publisher recalled that SOLMAS team members visited media organisations during the inception phase of the program to discuss development needs and issues of cultural sensitivity (for example, male-female relations). She said the Training Coordinator, David Barrow, and SIBC Partnership Coordinator Wendy Everett were 'very comfortable' in checking whether something was acceptable in the local culture. All those consulted who had worked with David on the industry-wide training strategy, remarked on his empathy and effectiveness, both in structured situations and in one-on-one coaching.

Feedback to IPAT also highlighted the effectiveness of the Program Manager, Corallie Ferguson, said by one partner to display patience, understanding of the environment, and who maintained a good pace of engagement. Locally engaged staff, Nina Tuhaika and Etter Assanao, contribute significantly to the administration and local knowledge of the Program.

SOLMAS receives generally effective support from the Australian Broadcasting Corporation (ABC International Projects) through key personnel in Australia including the part-time Program Director, Rob Batten, and Project Officer Jessica List. They provide strategic oversight, disciplined administrative support and well-documented accountability processes. The Program continues to operate within the ABC's stringent financial management and compliance systems (including ABC internal audit processes).

Several specific matters relating to the composition and performance of the SOLMAS team are dealt with in sections 3.5.3 to 3.5.5 below. These do not reflect on the overall success of the team in Phase 2.

[57] Ibid Commonwealth Observer Group, 2010

3.5.2 Relationship with the Ministry of Communication and Aviation (MOCA)

The component structure of SOLMAS Phase 2 varied from the PDD by substantially lessening the emphasis on strengthening the regulatory policy framework of the Solomon Islands Government and the media industry. In keeping with the findings of the IPAT Review of Phase 1 (2009), this was no longer treated as a component but rather a watching brief for Program Management, pending the outcome of an unrelated initiative to reform telecommunications. SOLMAS would maintain a close relationship with the Ministry of Communications and Aviation (MOCA) in relation to possible future involvement with strengthening the media regulatory framework.

Parliament adopted the *Telecommunications Act 2009* in November and established a telecommunications regulator to be funded for the first five years by the World Bank and AusAID. The new Telecommunications Commissioner, Mr Nick Williams, commenced work in early 2010.

Mr Williams told IPAT that his priority overall was to create a telecommunications market in the Solomon Islands by putting in place the 'building blocks' for market entry. He favoured what might be described as a 'light touch' regulatory environment. His work with the Telecommunications Commission was still at an early point. A priority was, from the date of market liberalisation scheduled for April 2011, to permit a third mobile operator to enter the market. He also wished to create a general authorisation for services provision (e.g. internet service providers).

Mr Williams does not hold a mandate to regulate media policy apart from spectrum allocation. Media policy continues to be a responsibility of MOCA. On balance, he agreed that it made sense for the Solomon Islands to consider establishing a single regulator for communications and media. He also agreed there was a need for media to fill existing gaps (e.g. no legislation of radio, apart from the SIBC). Preferably legislation would be general in nature while allowing substantial regulatory discretion to respond as the media sector developed. He did not consider other legislative gaps, for example specific defamation and freedom of information laws, to be urgent priorities (common law provisions continue to apply).

Permanent Secretary of MOCA, Mr Jeffrey Wickham, expressed satisfaction with his relationship with SOLMAS Program Management. His regular meetings with Corallie Ferguson, in particular, had been sufficient for the time being.

Mr Wickham said he thought it would make sense for the Solomon Islands to have a single regulator. He identified a need for technical assistance over a period of about two years to develop a national communications policy. Mr Wickham emphasised his preference to obtain this support through SOLMAS rather than an agency such as the International Telecommunications Union (ITU). He argued that the relationships and local knowledge built up by SOLMAS equipped it well to contribute.

Mr Wickham outlined the following process:

Year 1
- Appoint a policy advisor who would operate 'close to the Permanent Secretary'
- Form a consultative committee to help develop guidelines for the policy work (including key stakeholders from telecommunications and media)
- Prepare a discussion paper
- Undertake extensive consultation, including public forums.

Year 2
- Prepare a national communications/media policy paper
- Draft legislation (to be done by SI lawmakers).

The policy development process would consider a range of issues relevant to the nation-building process as well as those specific to industry and consumers. These may include:

- Role of communications in rural development
- National and regional dimensions of policy
- Cost-effectiveness (and sustainability).

IPAT notes the recommendations of a discussion paper on government communications and information development written by Associate Professor Martin Hadlow from the University of Queensland.[58] Professor Hadlow made a number of proposals relating to government communications as well as broader issues of nationwide Internet connectivity, capacity building for ICT development and extending the reach of broadcast media. These broader issues, in particular, are relevant to the development of a national communications policy.

The policy development work proposed by Mr Wickham has wider relevance to the media and communications system of the Solomon Islands than the Hadlow paper. The 'public interest' requires appropriate regulation with which to mediate the different interests of government and national development priorities, political parties, private business and civil society organisations. In isolation no one of these groups 'unambiguously pursues the widest public interest but each of which at times lays claim to it'.[59] In the opinion of IPAT, therefore, this policy development work on the enabling environment for media should be given a First Order priority for Phase 3.

3.5.3 Management Relationships

The IPAT reviewers became aware there had been occasional tensions in the relationship between the in-country team and ABC 'head office' in Melbourne. As portrayed, these were neither long-lasting nor damaging to the overall

[58] Hadlow, Associate Professor Martin, *Enhancing the National Conversation: A Strategic Framework for Government Communications and Information Development in Solomon Islands*, March 2010.
[59] Buckley, S., Dier, D., Mendel, T. and O'Siochru, S., *Broadcasting, Voice and Accountability: A Public Interest Approach to Policy, Law, and Regulation*, The World Bank, Washington DC, 2008, p7.

effectiveness of the Program. Such tensions are common to many organisations in which functional units are distant from one another and individuals express different personalities, levels of experience and styles of communication.

One related matter is deserving of brief comment. The current management structure of SOLMAS embodies divided lines of functional and line accountability. As Program Manager, Corallie Ferguson has a direct line of functional responsibility to Rob Batten as part-time Program Director, in Australia. She has a separate line (financial) accountability to a Sydney-based ABC position called Manager of Project Design and Delivery. The Melbourne-based SOLMAS Project Officer, Jessica List, is formally accountable to the Manager of Project Design and Delivery rather than to Rob or Corallie.

Such divisions of accountability – sometimes described as a 'matrix' model – are not unusual. They can result in confusion or at least unresolved ambiguity. To be effective, they require clarity of communication and mutual expectation, not just the goodwill that is generally evident in SOLMAS. In planning for an extension to the Program, the ABC is advised to review individual accountabilities and discuss them widely to ensure clarity of performance and communication among all team members.

3.5.4 Role of an Advisor

Advisors operating within counterpart institutions such as the SIBC are required to maintain a careful balance between advice and coaching, on the one hand, and operational performance and direction on the other. The task is challenging in a situation where institutional strengthening requires significant change to the organisation's culture. It may be even more so within a small organisation where an advisor's every action is subject to close scrutiny.

IPAT interviews with SIBC managers and supervisors yielded a varied response to the role and approach of the SIBC Partnership Coordinator, Wendy Everett.

The SIBC women's group, at the level of supervisor, offered complete endorsement of Ms Everett as a role model, coach and supporter. Women commented that she worked side-by-side with them to build their capacity and made herself available whenever needed. Ms Everett helped them editorially – for example, advice on how to approach an interview with a 'big man' during the elections – and in building their confidence to speak out at management meetings.

The Manager of News and Current Affairs, Mr Walter Nalangu, also commended Ms Everett for her work to strengthen the quality of SIBC journalism. She was 'very good' at developing his staff. Mr Nalangu observed that, while he worked closely with Ms Everett in the deadline-oriented environment of journalism, he understood that some other people in the SIBC might think she was 'over-acting' (understood by IPAT to mean too interventionist in operational matters).

The SIBC General Manager, Cornelius Rathamana, spoke appreciatively about the contributions of both Ms Everett and the SOLMAS Program Manager, Corallie Ferguson. Mr Rathamana also said Ms Everett was 'more of a doer and pusher' who sometimes created unnecessary pressure over small things.

To some extent, at least, these comments reflect particular personnel issues and organisation change pressures (or resistance to change?) within parts of the SIBC. There is no doubt that Ms Everett's energy and commitment has contributed to the overall success of SOLMAS in Phase 2. Yet the comments voiced by a majority of the broadcaster's management group need to be acknowledged.

SOLMAS program management and Ms Everett are advised to take time to reflect on the experience of Phase 2 and consider any lessons to be learned about the often-difficult balance to be maintained as an advisor and coach. Care should also be taken, when preparing for an extension of SOLMAS, to ensure that all key counterparts are briefed clearly as to the advisor's terms of reference.

3.5.5 Locally Engaged Staff

The IPAT met with the two locally engaged members of the SOLMAS team in Honiara, Nina Tuhaika and Etter Assanao. Each spoke quite glowingly of her experience working with Corallie Ferguson as Program Manager and the other two full-time Australian advisors. In particular, program management had helped them feel they were integral members of the team, treated with respect and trusted to perform their roles.

Nina Tuhaika's experience with other media organisations, including PFnet and MASI, is clearly beneficial to her role with SOLMAS. She has deferred completion of a degree program in information management systems with the University of the South Pacific in Fiji.

IPAT expects – and would encourage – SOLMAS program management to continue to identify opportunities to extend appropriately the roles and professional development of Nina and Etter. This is especially so in the context of an extension to the Program to Phase 3.

3.5.6 Financial Management

IPAT's review of SOLMAS financial management systems and procedures does not constitute an audit. Neither do the IPAT members claim expertise in financial management nor have they undertaken a comprehensive transactional analysis of Phase 2. Overall they are satisfied that SOLMAS program management fulfils its accountability obligations as required by RAMSI and laid out in the Program's Record of Understanding (ROU).

Moreover the reviewers are satisfied that program management operates within a stringent system of financial accountability and control in the ABC. The ABC financial controller responsible for SOLMAS and other international media programs, Michael Bazan, provided a statement to IPAT that the Corporation maintained a Compliance Framework subject to annual audit by KPMG.[60] This Framework is designed to comply with the ABC's obligations under the *Commonwealth Authorities and Companies Act 1997* (CAC Act).

ABC International Projects provided IPAT with the following description of key operational controls (edited for brevity), which indicates a high degree of centralised authority.[61]

> ***Financial delegations and authority to act***
> Delegated powers (or "delegations") are only effective and can only be exercised after approval by the ABC Managing Director and application of the Corporate Seal. For SOLMAS, only the Program Manager (Team Leader) has any financial delegation. However the following checks are also in place:
>
> - All invoices are reviewed by the Project Officer, endorsed by the Program Director and signed by Head International Projects
> - All visa card transactions require prior email approval.
> - All entertainment requires prior email approval
> - All travel is booked, where possible, through ABC travel services and authorised by Head International Projects. All local travel requires endorsement from Program Director.
>
> ***Accounting processes within ABC International Projects***
> - All invoices are reviewed and logged by ABC Project Officer and endorsed by Program Director before being signed by Head International Projects and sent to ABC Accounts Payable.
> - Acquittals of all SOLMAS Internal Order Numbers (Inputs, Reimbursables, FSF and Overheads and Management Fees) are done on a monthly basis. The acquittal is created by ABC Project Officer and Finance Coordinator and reviewed by Program Manager and Program Director. The acquittal is then sent to RAMSI for review and approval before an invoice for the reimbursable section is raised. Overheads and Management Fee invoice are raised quarterly and Inputs invoices are raised quarterly on acceptance by RAMSI of quarterly report.

[60] Note email correspondence forward by SOLMAS Project Officer, Jessica List, to IPAT, 28 September 2010

[61] Email from SOLMAS Project Officer, Jessica List, to IPAT on 29 September 2010.

> ***ABC accounts receivable/payable processes***
> - Only invoices that are signed by Head International Projects are sent to Accounts Payable for processing. ABC Project Officer reviews the financial system, SAP, regularly to insure payments for invoices have gone through and are correct.
> - All purchase orders raised are reviewed and released by Head International Projects.
>
> ***Management reporting requirements***
> - All expenditure is reviewed and acquitted monthly. SOLMAS management and RAMSI review acquittals before approval is granted to raise invoices.
> - Monthly forecasting is entered by ABC Project Officer and reviewed by IP Financial Manager and Financial Controller
> - Internal Financial Management reports are reviewed monthly
> - Bank account replenishment is checked by ABC Project Officer and Finance Coordinator, endorsed by Program Director and Head International Projects and released by ABC Financial Controller.
>
> ***Authority to operate bank accounts (including the Flexible Support Fund)***
> - Only the Program Manager has authority sign cheques. All expenditure must have pre-approval from Head International Projects (and endorsement by Program Director) with this authorisation saved and reviewed at each replenishment request.
> - Bank account replenishment is checked by ABC Project Officer and Finance Coordinator, endorsed by Program Director and Head International Projects and released by ABC Financial Controller
> - Copies of all invoices, receipts and approvals are kept on file and reviewed prior to the replenishment request being made.

One community-based organisation questioned why SOLMAS did not provide small program grants from the Flexible Support Fund (FSF) directly to applicant organisations to self-manage. Instead, program management generally (although not exclusively) opted to pay suppliers from SOLMAS accounts when and as accounts fell due. (It is common for other donors in the Solomon Islands to make grants directly to recipient organisations, which may include management fees of about 20%.)

This concern was not raised more widely during the IPAT consultations. IPAT is satisfied that the current system of payments helps to ensure financial accountability and discipline – a necessary pre-condition for access to a responsive and flexible program instrument like the FSF. Program management must ensure that all interested parties are briefed clearly about the purpose and guidelines for use of the Flexible Support Fund in relation to small media projects. The parties must also have confidence that selection criteria and decision-making processes are transparent and understood.

The primary purpose of these allocations under the FSF is to support the delivery of defined projects rather than to underpin the financial sustainability of recipient organisations. It does not follow that SOLMAS should necessarily build a management fee into activity budgets. Yet it should be acknowledged that community organisations often exist in precarious financial circumstances and may rely substantially or entirely on project funding. SOLMAS should ensure that activity budgets make allowance for the actual costs of small

media projects including some margin for fixed costs/overheads, particularly for community organisations.

As reported in *3.4.5 FSF Budget* above, the Flexible Support Fund is forecast to be under-spent by AUD$592,583 at the conclusion of the present contracted period for Phase 2 on 31 December 2010. Of this, just over $71,000 is due to provisions for three technical advisors not being required in that period, while another amount of almost $70,000 is due to under-expenditure on 'Other Projects' including media and journalism training. Program management advises that a decision to utilise local persons to assist with training, rather than to rely as much on short-term technical assistance from outside the Solomon Islands, resulted in a significant cost reduction. The budget forecast to the end of 2010 assumes training activities will continue to cost an average of $5000 per month.

SOLMAS has not utilised a Content Development Fund as envisaged in the Operational Plan. This was designed to enable the commissioning and production of content but, at the time of writing, was used instead for the purchase of items of minor equipment to support media coverage of the elections. Of the budget of $280,511 for the Content Development Fund, SOLMAS program management forecasts expenditure of $15,673 by 31 December.

One budget element under *FSF Other Media Projects* provided $100,000 for the Audience Market Research in Solomon Islands survey conducted in April 2010. The final cost of this activity was forecast to be just over $128,000.

Almost $477,000 (80%) of the under-expenditure relates to provisions for the Content Development Fund and the small grants program.[62]

IPAT understands that this and any other under-expenditure is likely to be rolled over into the proposed extension of Phase two between January and June 2011. There is clearly a need for the Program to re-assess overall budget allocations in the light of its experience of Phase 2 and the recommendations of this IPAT review.

3.5.7 Risk Management

The Program risk matrix was most recently updated in May 2010 in anticipation of the National elections. A brief review of the risk profile confirms the reasonableness of risks identified and mitigation strategies listed against the risks. In addition SOLMAS program management demonstrated during IPAT consultations that its informal processes of stakeholder engagement contribute to effective risk management.

Yet SOLMAS quarterly reports, for example, do not appear to provide cross-references to the risk management strategy when dealing with significant performance issues. For example, risks 16-20 deal with the will, capacity and

[62] Ibid

transparency of the SIBC in addressing revenue generation strategies, financial plans and to undertake organisational changes

SOLMAS performance reporting and annual planning would achieve a higher level of strategic quality and utility if they integrated reference to key risks and the consequences of them being realised – thereby ensuring the risk matrix is an active management tool.

3.5.8 Monitoring and Evaluation

IPAT wishes to acknowledge the effort made by SOLMAS to design, review periodically and populate M&E framework documents. This included provision within the Phase 2 Operational Plan for an M&E specialist to advise and assist program management. RAMSI officers expressed their satisfaction with the quality of M&E narrative reporting each quarter.

3.5.8.1 Data Collection

A volume of information is collected at the Activity (or, as described in the Operational Plan, Output) level. SOLMAS has endeavoured to monitor levels of capacity development through training in a number of ways, including participant surveys, interviews and observation. *See 3.1.2 SOLMAS-MASI Training Program for more detail.*

IPAT reviewed much of this material and sought to draw conclusions from it for this report. Although voluminous, much of the performance information has limited value or statistical validity. Overall it lacks consistency of defined purpose, methodology, sample selection and analysis. As a consequence, this report draws only very broad indicative conclusions from the data.

This is regrettable in view of the time and effort put into M&E work by SOLMAS and, in particular, David Barrow. Program management may consider employing an M&E specialist to assist David and other members of the team to refine and consolidate a performance-reporting framework: analysing what information is required? What key tools to employ for the collection and analysis of this information? How to achieve a consistency that permits time series comparison? And how to integrate performance information with the Program's M&E framework at the level of both Outcomes and Outputs?

3.5.8.2 Participation by MASI

David Barrow sought to involve partner organisations in collecting performance information about training. In Phase 3, the spirit of building local capacity and local ownership in SOLMAS would be well-served if MASI formally took part in the M&E process, specifically in relation to training activities.

3.5.8.3 *Reciprocal Capacity Development*

Just as the SOLMAS team demonstrated its effectiveness in establishing relationships and identifying the development needs of local media, so too members of the team strengthened their own capacity through the SOLMAS program. Wendy Everett, for example, commented that she had learned as much as she had taught. Her role in the SIBC enabled her to view her own professional experience and the management of her home organisation (the ABC) in a new way. Similarly David Barrow indicated he had learned much from exposure to the local media and wider cultural context of the Solomons.

IPAT believes it is appropriate to acknowledge such reciprocal capacity development in a review of SOLMAS. This respects and recognises the local expertise of partners and demonstrates that SOLMAS is striving towards an equitable working relationship with them. As a result of the experience gained, the advisors may refresh and extend their professional perspective, draw on their experience and learning to exercise new skills and, potentially, strengthen the capability of ABC International Projects to operate successfully in the arena of international development.

It is recommended that reciprocal capacity development be included as a category of the SOLMAS M&E framework for Phase 3.

3.5.8.4 *Performance Analysis*

Generally SOLMAS reporting is evident at the Activity level and in narrative form. This provides a useful basis for tracking progress of work. It describes activity underway and completed. It often includes evidence of achievement.

But there is insufficient analysis of performance information drawn from M&E sources. That is, reporting at this stage of the Program generally lacks evaluation of its effectiveness, in relation to stated Objectives. The Phase 2 Strategic Framework has eight Objectives listed under five Program Components. *See Annex 4 for a copy of the Phase 2 Strategic Framework.*

Performance reporting may take different forms (there is no single correct form). To illustrate the need for analysis that links reporting to key Program documents (Operational Plan, M&E Framework, Risk Framework) the table below may be helpful as an illustration.

Objective 2.1 *Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels.*

Key Indicator *(M&E Framework).*

- Verifiable measures of SIBC transmission infrastructure safely operating within targeted coverage areas and improving reach to provincial areas.

Performance Summary at September 2010:

- *RAMSI People's Survey 2009*, prior to transmission restoration work, found only 47% of respondents 'always able' to receive the SIBC and 31% 'sometimes' able to receive it.
- SOLMAS technical manager report: HF services restored on schedule from 7 October 2009 through one transmitter at Henderson (Honiara) although it failed on three subsequent occasions (3-18 December 2009, 1-18 February and 5-6 July 2010).
- SOLMAS technical manager report: the second HF transmitter at Henderson resumed operations in July 2010 providing effective signals while operating at half-power (5kW).
- A technical analysis by Australian Government agency, IPS Radio And Space Services, concluded SIBC transmitters provided greater than 90% coverage of all islands although there was a high degree of variability according to sun spot activity and times of day.
- Transmissions in the afternoon and evening (0600 to 1200 Universal Time) were generally more effective for all solar activity and seasons (IPS).
- SOLMAS technical manager report: remaining work to address safety issues with transmission masts at Henderson and Gizo (Western Province) is behind schedule due, in part, to the National Elections. Completion is expected by end-December.

Narrative Summary/Comment

SOLMAS engaged a transmission engineer from Radio New Zealand, Stephen White, to scope and assist the SIBC with the work to restore transmission and address safety issues at Henderson and Gizo. The work would be in two broad categories:

- Restoration of HF services to reach the national population (80-90%) with a high degree of reliability in time to support the National Elections process from as early as October or November 2009.
- Remaining rectification work, including decisions about an unsafe transmission tower at Gizo and other measures to improve the safety and reliability of transmission systems.

Mr White and SIBC technicians were assisted in the work by a young Australian volunteer, Min Sun, who worked in the Solomon Islands for a year under the auspices of the AusAID youth ambassador scheme.

SOLMAS took a decision that other major work to restore and/or make safe transmission infrastructure at Henderson and Gizo, being contracted to third parties, should be delayed until after the elections in early August. At the time of writing, Stephen White believed that all work would be completed by the end of 2010. This included the dismantling of a MW transmission tower at Gizo, in view of a decision that it could not be made operational or safe.

Issues/Risks

- SIBC maintenance capacity – skills, tools, spare parts. Need for further capacity development?
- Japanese proposal to provide transmission infrastructure for the purposes of emergency services broadcasting ....

3.5.9 Contractual Arrangements for SOLMAS Personnel

SOLMAS Program Manager, Corallie Ferguson, arrived in Honiara to commence her assignment in late October 2008. The SIBC Partnership Coordinator and the MTC both arrived in March 2009. All three have employment contracts that expire on 31 December 2010 with provisions for extensions of up to six months. Two of the three were contracted from the external market while Wendy Everett was seconded from the ABC.

It is for the ABC, program partners and staff themselves to determine whether any or all three individuals should be offered extensions of their employment.

IPAT wishes to draw attention to the matter of succession planning, which should be considered in relation to an extended Phase 2 and a potential Phase 3. Regardless of the merits of each person, the fact that all contracts expire on the same date may constitute a risk to the Program. Any change of personnel over time would hopefully reflect a balance between team renewal and continuity. An element of continuity is especially important in a Program that owes so much of its viability to the quality of relationships established among partners and stakeholders.

Consideration should therefore be given to staggering the dates on which contracts expire over the period of an extended program. From January 2011, for example, this could be achieved by offering contracts of different duration.

3.5.10 Progress on the Operational Plan

Objective 5.1: Efficient and effective management and implementation of the program.
Activity 5.1.1. (partnership with MOCA) was achieved within the constraints imposed by related telecommunications reform activity.

Activity 5.1.2 (program outputs) delivered effectively subject to qualifications elsewhere in this report.

Activity 5.1.3 (HR, finances and procurement) generally effective subject to qualifications noted above.

Activity 5.1.4 (monitoring and evaluation) would benefit from improved data collection methodology and analysis.

Activity 5.1.5 (risk management) is generally effective but would benefit from greater alignment with performance reporting documents.

Activity 5.1.6 (annual planning and reporting) generally effective subject to the qualifications note above.

3.5.11 Cross-Cutting Themes

RAMSI officials consulted for this Review noted that SOLMAS performs strongly through its attention to cross-cutting themes of gender, corruption

and capacity development, compared with programs generally in the Solomon Islands. The IPAT reviewers confirmed this to be true in the conduct of SOLMAS training activities, election coverage preparation and coaching. *See Cross-Cutting Themes under each Component for more detail.*

In addition to the RAMSI cross-cutting themes, SOLMAS also reports against two others: youth and provincial participation. These acknowledge two of the most fundamental characteristics of the Solomon Islands that are of direct and enduring relevance to the role of media: first, about half the population is aged less than 19 years; and, second, about 85% of people live in provincial and rural areas.

The focus on cross-cutting themes is evident also through the 'cross-pillar' work SOLMAS has undertaken with other RAMSI entities. For example, the Program has undertaken extensive media awareness training for several groups, including:

- RAMSI Machinery of Government pillar – offices of the Auditor-General, Ombudsman, and Electoral Commission.
- RAMSI Law and Justice pillar – Director of Public Prosecutions, Police Commissioner, Prime Minister and Cabinet
- RAMSI Economic Governance pillar – Economic Reform Unit.

SOLMAS quarterly reports feature prominently its activity focus on all five cross-cutting themes. This is to be commended.

3.5.12 Implications for the Remainder of Phase 2

For the remainder of Phase 2 including its likely extension to 30 June 2011, program management should consider the following recommendations, in part as a transition to Phase 3.

The first group of recommendations deals with regulation because, in Phase 2, Program Management provided oversight of these areas. They are likely to be treated differently in the future.

<u>Regulation</u>

First Order Priority

- In close consultation with the Telecommunications Commission and MOCA, prepare a detailed discussion paper (based on appropriate levels of consultation) analysing and recommending options for the development of a national communications policy and media legislation to address identified gaps in the current regulatory environment. This activity should be subject to Phase 3 funding confirmation by RAMSI and initial scoping of the work to ensure the feasibility of such technical assistance within the SOLMAS budget.

Although work would be expected to begin in the first half of 2011, the policy development and approval process would occur over a longer period, perhaps two years. There is no point in commencing work during extended Phase 2 without a reasonable level of confidence that it would continue beyond June 2011.

Program Management

The second group of recommendations deals with aspects of SOLMAS Program Management.

First Order Priority

- In anticipation of Phase 3, consideration should be given to succession planning, including staggered recruitment, in order to ensure a smooth transition to the next phase.

- Processes of recruitment and/or contract renewal should take account of a likely timeframe of two-and-a-half years to June 2013 for the operation of extended Phase 2 and Phase 3.

- Planning for the extension of SOLMAS should take account of lessons learned about the experiences of individual advisors in their professional relationships with counterpart organisations and individuals. For example, dealing with pressures to become operationally active, rather than retain advisory and facilitation status; balancing respect for counterpart discretion and the need for some mutual accountability and commitment; assessing the capacity of counterparts to deal with what pace of reform activity at a given time; and dealing with the internal politics and relationships of counterpart organisations.

- Include qualitative and quantitative analysis of data generated through the monitoring of activities in program reporting and in updating the M&E framework, particularly in relation to training.

- Program management may consider employing an M&E specialist to assist the team in refining and consolidating a performance reporting framework: analysing what information is required, which key tools to employ in the collection and analysis of this information, how to achieve consistency of measurement methodology that permits time series comparison, and how to integrate performance information within the M&E framework and in program reporting (at the level of both Outcomes and Outputs).

- The M&E framework should make provision for reciprocal capacity development that acknowledges the learning and development of SOLMAS team members, not just counterparts.

- Review Program reporting templates and content with a view to providing analysis that demonstrates a linkage and cross-referencing of key performance instruments – the Strategic Framework, Operational Plan, M&E Framework and Risk Framework.

Second Order Priority

- Australia-based ABC program management and the in-country SOLMAS team should incorporate, in planning discussions, an opportunity for open reflection on functional relationships and administrative processes that influence Program effectiveness.

3.5.13 Implications for Phase 3

In the event of an extension of the Program to Phase 3, IPAT recommends a number of First Order and Second Order priorities.

Regulation

First Order Priority

- Finalise preparation of a discussion paper on communications/media policy options and, subject to the outcome of consideration by SIG and the Telecommunications Commission, assist Solomon Islands with the drafting of an appropriate policy as the basis for future legislation.

Note: Program Management provided oversight to this area in Phase 2. In a subsequent phase, this may be treated differently.

Audience Market Research

The next recommendation deals with the commissioning of further audience market research. Previously this appeared under Component 2 (the SIBC) but more properly should be dealt with as an industry-wide initiative. The cost of major research is likely to remain beyond the capacity of local media to undertake without external assistance. So the initiative is dealt with under SOLMAS Program Management.

First Order Priority

- Commission a whole-of-media market survey at least every two years for the duration of SOLMAS. Consider a refinement to the scope and design of future surveys. Among the most useful areas of measurement are:

    - Access to media and communications technology (including barriers to access)
    - Availability of media services (SIBC transmission, newspaper distribution etc)
    - Main sources of information

- *Frequency of consumption*
- Content preferences
- Audience/readership satisfaction.

Program Management

First Order Priority

- The strategic framework and funding structure of Phase 3 will necessarily require a considerable degree of flexibility in order to respond to emerging needs and priorities. This is especially so given that certain support would be contingent on counterparts achieving certain performance benchmarks, for example, the SIBC in relation to finance and its sales and marketing functions.

  This is relevant not only to the need for continued provision of a Flexible Support Fund (or comparable instrument) but also to the design and definition of components for the strategic framework. This could result in a component structure that gives even more emphasis to the systemic nature of SOLMAS and correspondingly less to individual organisations. *Refer to 3.4.2.3 Future Funding Models under Component 4 for an outline of a possible design for the FSF small grants program.*

4.0 Evaluation Criteria Ratings

Evaluation Criteria	Rating (1-6)	Explanation
Relevance	6	• Shared goal with RAMSI. SIG-RAMSI Partnership Framework indicators and RAMSI cross cutting themes of gender, corruption and capacity development. • Comprehensive support and training given to the media in order to improve their capacity to inform and educate voters about the electoral process for the 2010 national election (including facilitating the process of accountability of candidates) • Balanced and responsible media coverage contributed to a peaceful and ordered election process.
Effectiveness	5	• SOLMAS has either achieved or is on track to achieve its objectives in relation to: capacity development of commercial and community media; support to the SIBC in some but not all areas, industry-wide skills development for the election, infrastructure support and small-scale needs identified by the media. • There remains a need to provide targeted assistance to legislative review and regulation. However the timing of the establishment of the Telecommunications Commission required planned work to be deferred until 2011. • Utilisation of the Content Development Fund for the commissioning and production of content was assessed and deemed to be unfeasible given the media sector's current state of development. • Partners and other stakeholders clearly value the respectful and trusting working relationship they have developed with SOLMAS. • Stakeholders generally acknowledge a growth in confidence and collaboration across the media sector, resulting in improvements in media coverage, particularly from the provinces.
Efficiency	4	• The budget will be underspent by 42% by end Dec 2010, as some activities delayed (e.g. TA for media legislation/FSF small grants) or not implemented (Content Development Fund), but also due to use of local rather than overseas expertise. Reporting requirements are up to date. • SOLMAS Program Team maintains high individual productivity and makes optimal use and sharing of local expertise and resources. • The management model and processes of the FSF have proven to be labor-intensive. • Risks are reviewed regularly and addressed appropriately but need to be included in reporting.
Sustainability	4	• It is acknowledged that in order for meaningful capacity development of the media sector to occur, a long-term commitment is required. • Training and mentoring by SOLMAS in the media sector has resulted in improvements in media capacity. However much more is required to not only maintain this capacity but to respond to needs in a rapidly changing media environment. • [redacted] • Wherever possible, SOLMAS has endeavored to work with, and support, existing institutions so that they are able to provide long-term support to the media sector. Much more institutional strengthening is required. • Many activities could not be sustained financially at present without SOLMAS.

Evaluation Criteria	Rating (1-6)	Explanation
Gender Equality	5	• Women have co-facilitated many of the training sessions. One female media representative received training and then moderated the media forums for the election – a high profile and challenging role. • SOLMAS media training has included 37% participation by women. This could reflect composition of the media section but needs to be continually addressed. • The capacity of community media to address female representation in Parliament will be strengthened through training to be provided later this year. • Gender issues have been consistently addressed through SOLMAS training, as well as through one of the forums. This has been reflected in media coverage. • The Program recognises and acknowledges the local cultural context in which they operate with respect to gender.
Monitoring & Evaluation	4	• The SOLMAS Team has developed systems for monitoring progress of activities and reporting is thorough and timely. • The SOLMAS Team monitored and reflected upon activities, together with partners, on a regular basis and adapt as appropriate. • Data collected & tools used for collection need to be reviewed and improved. Data needs to be regularly analysed and incorporated into reporting. This is particularly relevant for training activities and the FSF small grants program.
Analysis & Learning	6	• Technical assistance engaged by SOLMAS has been accurate, thorough and generally appropriate to the context. • The SOLMAS Team has been highly consultative and has demonstrated their willingness to adopt feedback from partners. • SOLMAS staff has demonstrated a ready capacity to learn from, and adapt to the cultural context. • SOLMAS Team members have increased their local capacity by learning from their local counterparts and from each other.

Rating scale: 6 = very high quality; 5=good quality; 4=adequate quality; 3=less than adequate quality; 2= poor quality; 1 = very low quality.

5.0 Concept Note for Phase 3

Program Architecture

The Independent Program Assessment Team (IPAT) finds that SOLMAS performed creditably in Phase 2. It did so through the quality of its relationships with partner organisations and the appropriateness of its capacity development activities. A concentrated focus on the role of media during the 2010 National Elections contributed significantly to the Program as well as to the overall conduct of the electoral process.

IPAT believes the Program Design of SOLMAS remains generally relevant and appropriate in that it takes account of the whole enabling environment of media and of the component parts of the system: the national public broadcaster, commercial and community media, and key supporting institutions.

The findings of this Review point to a number of factors likely to influence the design framework of Phase 3. These include:

- A response to the emerging need to support development of a regulatory regime for media and communications.
- The focus of industry-wide capacity building and how it can be sustained— that begins to emphasise training of trainer strategies and the consolidation of achievements during the elections period.
- A particular emphasis to encourage the strengthening of media coverage in Provincial areas outside of Honiara.
- Planning for long-term sustainability that takes account of the key roles of MASI as a supporting institution and of SICHE as the most likely provider of media education services.
- An increased emphasis on governance and leadership of the SIBC to help it to comply with the state owned enterprises reform program and improve overall performance as the national broadcaster. At the same time IPAT recommends a conditional pause in support for other aspects of SIBC institutional strengthening (especially in areas such as Finance and Administration, and Sales and Marketing).
- As the nature and degree of support for SIBC, MASI and SICHE will be contingent on their identified potential and ability to absorb support, as well as taking into consideration the rapidly changing media environment, a degree of flexibility will be needed in the program design, such as is provided through the Flexible Support Fund.

Together these suggest that Phase 3 activities may be structured around the following five component themes:

- Public Policy and Governance
- Industry Skills and Professional Development
- Supporting Institutions and Stakeholders
- Flexible Support Fund

- *Program Management.*

Key Lessons Affirmed

The following key lessons should guide activities during Phase 3:

- Program success to date has resulted, in substantial part, from the partnership-based approach of the SOLMAS team, involving high levels of stakeholder consultation, personal trust and responsiveness to emerging issues and needs. Care should be taken to ensure this approach continues, including through succession planning to ensure some continuity over time.
- The media system remains under-developed and fragile and will require capacity development and other assistance through SOLMAS or other programs for the foreseeable future. Achievements of the media in Phase 2 need therefore to be considered in the context of a long-term process of building a robust and sustainable system.
- Technical assistance and other forms of capacity development depend for their effectiveness on the strength and commitment of the partners. Where that is lacking, for one reason or another, the Program may be better advised to re-allocate priorities until the conditions exist to renew earlier activity.
- Effective capacity development within organisations calls for advisors to maintain a sometimes difficult balance in their roles as coaches, mentors and active change agents. Program management should ensure there are periodic opportunities for advisors to reflect upon and review their approaches.

Cross-Cutting Themes

SOLMAS effectively incorporated cross-cutting themes (gender, corruption, capacity development, youth, and provincial participation) into its Phase 2 activities, as reflected in media reportage. This should continue to be a feature of the Program.

The themes of youth and rural and remote communities (provincial participation) were adopted by SOLMAS on the recommendation of the IPAT review of Phase 1 in 2009. They represent additional accountabilities to those specified by RAMSI. The IPAT reviewers continue to believe the additions have particular relevance to the role of media in the Solomon Islands. About half the population is aged less than 19 years and about 85% lives outside major urban centres. It is reported that rural development will be a key focus of the new government.

6.0 Priorities for Phase 3

A summary of recommended priorities for Phase 3 appears in the table below.

Component 1: Public Policy and Governance
1.1: Support the development of a national communications policy and principles of media regulation. • Assist the Permanent Secretary of Communications to finalise preparation of a discussion paper on communications/media policy options. • Contribute as required to a stakeholder consultation process. • Subject to the outcome of consideration by SIG and the Telecommunications Commission, assist with the drafting of an appropriate communications policy, as the basis for future legislation.
1.2: Improve the effectiveness and transparency of Government information and communication services. • Strengthen the capacity of the Government Communications Unit (GCU) to support an effective and open flow of information (including participation in Training of Trainer courses). • Through the GCU (if appropriate), strengthen media awareness within senior ranks of government departments and agencies, to support an effective and open flow of information.
1.3: Strengthen governance and leadership capacity within the SIBC consistent with its obligations as a state-owned enterprise and national public broadcaster. • Support the Board and General Manager in strengthening corporate governance systems and processes, including management roles and accountabilities. • Assist the SIBC to address its obligations as a state owned enterprise and to achieve recognition for the cost of its role in fulfilling Community Service Obligations. • Provide targeted leadership and management development opportunities for individuals or groups, subject to agreed selection criteria and performance benchmarks.
Component 2: Industry Skills and Professional Development
2.1: Promote and support the capacity of the Solomon Islands media system to deliver high-quality training and professional development. • Deliver appropriate Training of Trainer activities to strengthen training capacity and sustainability across the whole system. • Wherever possible, continue to engage local media practitioners as co-facilitators of SOLMAS training courses.

2.2 Provide basic and advanced media training in accordance with the identified needs of organisations and individual practitioners.

- Areas of training may include graphics, website design and the use of other emerging technologies, as appropriate.
- Provide newsroom management training and/or mentoring as needed.
- Provide technical skills training and basic technical support as deemed appropriate. This could include follow-up support for SIBC transmission maintenance, the use of computers, printing skills and general equipment maintenance.
- Provide follow-up support to develop archive management practices.
- As the mainstream media expand their networks of provincial reporters, provide training to these reporters. Also provide training support /specialist advice to the mainstream media in Honiara to enable them to develop platforms to effectively absorb and broadcast/publish increased provincial coverage.
- Continue to address actively the cross-cutting themes of gender, corruption, youth and provincial participation in capacity strengthening activities. Give specific attention to strengthening the participation in, and roles of, women in the media.
- Continue to provide opportunities for community media practitioners to strengthen their basic skills, including practitioners based in the provinces.
- Consider involving senior RAMSI/AusAID Bilateral Program representatives as guest presenters in order to break down the media's 'big man' perception of them and to encourage more questioning of their programs.

2.3: Strengthen the functional capacity of partner organisations in the public interest.

- Consider the provision of capacity development assistance to the SIBC and/or other public interest organisations, subject to the agreement of specific targets and minimum performance benchmarks.

Component 3: Supporting Institutions and Stakeholders

3.1: Acknowledge and support the role of MASI as a representative industry association.

- Assist MASI to consolidate its role, committed to industry development, ethical conduct and promotion of independent media.
- Offer training to continue building awareness of, and compliance with, the MASI Code of Conduct.
- As a second order priority, consider options to support the development of MASI, including some form of secretariat support or in its provision of professional development for journalists, subject to the organisation's continuing development in 2011.

3.2: Encourage the sustainable development of SICHE as a centre for media and journalism education in Solomon Islands.

- Determine the feasibility and seek SICHE accreditation of course modules being delivered through SOLMAS and its media partners.
- Strengthen SOLMAS support, as appropriate, for the Certificate Course in Journalism and Media prior to the second intake of students in or before 2012.
- Contribute to discussion on, and provide appropriate support to the planning, establishment or implementation of SICHE (evening) classes for the professional development of existing media practitioners.

3.3: Facilitate communication between NGOs/CSOs and media on issues of national development.

- Continue to provide opportunities for NGOs and CSOs to gain access to media awareness training.
- Consider options to provide limited media awareness training to provincial community leaders in places and at times when other SOLMAS community media activities occur; and when it is cost-effective to do so.

Component 4: Flexible Support Fund

4.1: Provide flexible support to other program components

- Continue to provide flexible funding for program components based on identified need as well as being able to respond to developments and progress within key institutions such as MASI, the SIBC or SICHE.

4.2: Implement a revised grants model to strengthen the media sector

- Develop and implement a revised small grants model for discreet media-strengthening projects that, while still responsive to the needs of media, operates more efficiently and strategically than the current model.

Component 5: Program Management

5.1: Ensure effective and efficient management, implementation and performance evaluation of the program.

- Consider succession planning, including staggered recruitment, in order to ensure a smooth transition to Phase 3 and the need for some continuity in the period to June 2013.
- Planning of Phase 3 activities should take account of reflections and lessons learned about the experiences of individual advisors in their professional relationships with counterpart organisations and individuals.

5.2: Strengthen the Program's monitoring and evaluation through more consistent data collection and analysis.

- Include qualitative and quantitative analysis of data generated through the monitoring of activities in program reporting and in updating the M&E framework, particularly in relation to training and the FSF small grants program.
- Consider employing an M&E specialist to assist the team in refining and consolidating a performance reporting framework: analysing what information is required, which tools to employ in the collection and analysis of this information, how to achieve consistency of measurement methodology that permits time series comparison, and how to integrate performance information and reporting within the M&E framework (at the level of both Outcomes and Outputs).
- Make provision in the M&E framework for reciprocal capacity development that acknowledges the learning and development of SOLMAS team members.
- Review program reporting templates and content with a view to providing analysis that demonstrates a linkage and cross-referencing of key performance instruments – the Strategic Framework, Operational Plan, M&E Framework and Risk Framework.

5.3: Support M&E reporting and the development of the entire media system through market research and analysis. • Commission a whole-of-media market survey at least every two years for the duration of SOLMAS. Consider a refinement to the scope and design of future surveys. Among the most useful areas of measurement are: o Access to media and communications technology (including barriers to access) o Availability of media services (SIBC transmission, newspaper distribution, etc) o Main sources of information o Frequency of consumption o Content preferences.
5.4: Maintain open and clear corporate communication. • Australia-based ABC program management and the in-country SOLMAS team should incorporate, in planning discussions, opportunities for open reflection on functional relationships and administrative processes that influence Program effectiveness.

7.0 Quality at Implementation Report

Initiative:	Media Strengthening: Solomon Islands Media Assistance Scheme (SOLMAS)		
Initiative Number:	INI 720/INI 068/INI 674	**Initiative Period:**	1 September 2009 – 31 December 2010 (extension until 30 June 2011)
Quality at Implementation Report			
Quality Report Number:	1	**Date Approved:**	
Approver:	Sarah Boxall, RAMSI	**Requestor:**	SOLMAS

Initiative Summary

	Total	*Current Financial Year*
FMA 9	AUD$2,455,791	
Committed		
Expensed	AUD$461,841.14 (to end Aug 2010)	

Quality Ratings

Criteria	*Rating*	*Explanation*	*Actions to Improve*

Key Results	Not rated	• Highly effective media coverage of the 2010 National Election. Notable improvement on 2006 election coverage. RAMSI notes media contributed to a peaceful electoral process (goal of RAMSI is a 'peaceful Solomon Islands') • SIBC's main HF transmitter is restored the day before an earthquake so that it was able to broadcast tsunami warning alerts and also in time for the election • Media forums for political candidates informed voters and gave an practical opportunity for journalists to build their capacity • Through capacity development activities and work on the election, there was strong collaboration and motivation within the media sector and journalists' confidence improved significantly • SOLMAS continued to build on its strong partnerships and earned considerable respect and trust
Objectives Summary (e.g. purpose)	Not rated	Objective 1.1: Improved service delivery capacity of SI media Objective 2.1: Restored SIBC transmission infrastructure Objective 2.2: Improved SIBC revenue generation & financial planning Objective 2.3: Improved service delivery capacity of SIBC staff Objectives 3.1/3.2: Accurate reporting for voter education & balanced coverage of election process/candidates/results Objective 4.1: Flexible support provided to program components Objective 5.1: Effective management and program implementation

Implementation Progress	4	• Media strengthening for the election effectively planned and implemented to schedule. SIBC's main transmitter restored in time for the election and remaining works will be completed, on schedule, by end of 2010. • SOLMAS-MASI Training Program implemented as planned and responded to identified needs and feedback • Flexible Support Fund – only 3 small grant projects complete, 7 yet to be implemented (of these 5 yet to be costed including legislation work below) • Work on media legislation put on hold pending establishment of Telecommunications Commission • Content Development Fund (CDF) considered not feasible in the current media environment • SOLMAS Program Team generally working efficiently with strong partnerships. • The forecast for the budget is that it will be significantly underspent ($592,500 or 42%) by end Dec 2010 largely due to above. • Reporting requirements up to date.	• FSF – model for small grants to be revised for Phase 3 to include greater capacity support for applicants • Scoping of media legislation work can begin in Phase 2 but it is a long-term activity to be implemented in Phase 3 • Other funding priorities should be sought in lieu of the CDF • Budget to retain flexibility to respond to needs but to be modified based on the above and design for Phase 3

Achieving Objectives	4	• Objectives 1.1/2.3 will be achieved in Phase 2. 180+ people from media sector (including SIBC) have participated in SOLMAS-MASI Training Program to date. Improved balance, probing questions, analysis etc reported as well as improved confidence, motivation and collaboration • Objective 2.1 will be achieved in Phase 2. SIBC's main HF transmitter restored (with predictive reach of 90% of population) on 7 Oct 2009 in time for voter registration. SOLMAS Project Engineer estimates all planned restoration works due for completion before end 2010. •	➢
		• Objectives 3.1/3.2 have been achieved. SOLMAS monitoring of media reports balanced + accurate coverage. Stakeholders consulted for IPAT note great improvements over 2006 election coverage. Video/newspaper clippings cited by IPAT confirm the above. • Objective 4.1 Flexible Support Fund small grants will not be achieved. Most projects will be complete by end of Phase 2 transition period. Content Development Fund will not be achieved as inappropriate in current media environment. • Objective 5.1 TA for media legislation likely to take place if Phase 3 occurs. Efficient program management including risk management, reporting, HR, procurement will be achieved. However budget will be underspent (by 42% at Dec 2010) and M&E (especially of training) needs improvement.	➢ FSF small grants model to be revised. ➢ Find other priority areas for funding in lieu of CDF. ➢ Scope out viability of TA for media legislation during Phase 2 extension, and then proceed with Phase 3 if viable. ➢ Some CDF funds to be used to support media 'content' through MASI ➢ *See below for M&E*

Monitoring and Evaluation	4	• Objectives clear and measureable • Data collection for the Training Program should be reviewed and modified. This should include identifying data needed and improving validity of data collected. Data needs to be regularly analysed and this included in reporting and updating progress against the M&E Framework. • FSF small grants program monitoring should also be reviewed and modified to ensure the right data is collected. • Program reporting thorough and on time.	➢ Review of monitoring tools, methods, data needed and analysis for the training program, perhaps together with an M&E expert (who could also look at the revised FSF model in terms of M&E)
Sustainability	4	• SOLMAS has maintained strong partnerships & collaboration so that there is a reasonable degree of local ownership of activities. • SOLMAS Program works to strengthen media at a systemic level – World Bank research (2010) indicates that a holistic approach to media reform more likely to be effective. • Election work to a degree output focused but building foundations of change that need to be sustained. e.g. strengthening MASI, building media capacity • • Majority of activities currently not financially sustainable • Meaningful impact-level change requires long-term commitment beyond Phase 3	➢ Greater emphasis on building sustainable capacity in remainder of Phase 2 & Phase 3 e.g. training of trainers, support to SICHE journalism course and MASI. ➢ Provision of further support to these areas of SIBC contingent on potential for progress ➢ Build institutional strength (as above) ➢ IPAT recommends long-term commitment to media strengthening

Gender and Other Issues	Not rated	• Cross-cutting themes well addressed. • Continued focus on gender awareness in training has resulted in stronger media coverage on this area. First media forum focused on women's issues + there was a female moderator for all forums (positive role model). Only 34% of training participants have been women but there have been many female co-facilitators. Media awareness training will support a women's community media organisation. • Corruption – media awareness training given to anti-corruption agencies e.g. Attorney General. Corruption covered in media training – evident in questioning at media forums + media coverage • Provincial Participation – election coverage from provinces greatly improved from previous election. Community media trained from provinces. • Youth – 37% of media training participants have been young people. Don Bosco media awareness training targeted young people.
Risk Management	Not rated	• Risk management matrix updated prior to the August election and reasonable risks + mitigation measures identified. • SOLMAS has instigated a strong process of participatory development which mitigates risk. • Program reporting does not cross reference risk management tools, thus obscuring potential/actual risks in reports e.g. risks identified above in relation to transparency/capacity of Sales & Marketing / Finance Departments at SIBC.

Current Issues	Not rated	• As above.

8.0 Annexes

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Annex 2: IPAT Schedule of Consultations: 7-14 September 2010

Time	Person (s)	Position	Organisation
Tuesday 7 September			
3pm – 6pm	Corallie Ferguson	Program Manager	SOLMAS
Wednesday 8 September			
9:30 am	Matt-Hodge-Kopa	Advisor	Economic and Reform Unit
10.30 am	Bart Basia Patrick Tibaua Ashley Bengasi Mike Wate Grace Ngatulu Moddie Nanau Salei Rukasi	Manager Programs Manager – Technical Manager – Sales and Marketing Manager – Finance and Admin Executive Assistant Supervisor Programs & Presentation Supervisor - Library	SIBC
3:30 pm	Cornelius Rathamana	General Manager	SIBC
5 pm	David Barrow	Media Training Coordinator	SOLMAS
Thursday September 9th			
9:00 am	Nick Williams	Telecommunications Commissioner	Telecommunications Commission
11:00 am	Pamela Zoloveke	Publisher	National Express
12:30 pm	Walter Nalangu	Manager – News/Current Affairs	SIBC
3:00 pm	David Barrow Corallie Ferguson	Media Training Coordinator Program Manager	SOLMAS
4:00 pm	Matthias Loji	Island Sun	Managing Director
5:30 pm (by phone)	Steve White	SOLMAS Project Technical Manager	RNZI
Friday September 10th			
9.00 am	Joseph Major Tony Matelaoma Fr. Ambrose Pereira	Media Manager Communications Officer Director	Solomon Islands Development Trust People First Network Don Bosco
1 pm	Mary-Louise O'Callaghan Tom Perry Qila Tuhanuku	Manager, Public Affairs Unit Deputy Public Affairs Manager Events and Campaigns Officer	RAMSI
2:00 pm	Moses Tongarae Sarah Boxall	Senior Program Officer Senior Development Program Specialist	RAMSI
3:30 pm	Jeremy Miller Polycarp Haununu	Information & Communications Advisor Chief Electoral Officer EC	ESSP SIEC
5 pm	Wendy Everett	SIBC Partnership Coordinator	SOLMAS
Saturday September 11th			
9 am-6 pm	Corallie Ferguson Wendy Everett	Program Manager SIBC Partnership Coordinator	SOLMAS

	Nina Tuhaika David Barrow	FSF Project Officer Media Training Coordinator	
Sunday September 12th			
Review documents & begin writing aide memoire			
Monday September 13th			
9:00 am	Jeffrey Wickham	Permanent Secretary	Ministry of Communications and Aviation
10:15 am	Norman Hatigeva	Dean of Academic Services	SICHE
11.30 am	Nina Tuhaika	FSF Project Officer	SOLMAS
12.30 pm	Nina Tuhaika Etter Assanao	FSF Project Officer Administration Officer	SOLMAS
1:30 pm (by phone)	Evan Wasuka	Chairperson	MASI Working Group (+One Television)
2:00 pm	Walter Nalangu Ofani Eremae Andrew Fanasia	MASI Working Group	SIBC Solomon Star National Express
4 pm	Corallie Ferguson	Program Manager	SOLMAS
Tuesday September 14th			
9 am	Cornelius Rathamana	General Manager	SIBC
10.15 am	Corallie Ferguson Wendy Everett	Program Manager SIBC Partnership Coordinator	SOLMAS
11.15 am	*Finalise and submit aide memoire*		

Annex 3: IPAT Terms of Reference

Note: this has been edited to exclude background information already contained in the report.

REVIEW OF THE 'SOLOMON ISLAND MEDIA ASSISTANCE SCHEME' (SOLMAS) BY INDEPENDENT PROGRAM ASSESMENT TEAM (IPAT)

TERMS OF REFERENCE

Purpose

5. To evaluate the effectiveness of SOLMAS since the last review in July 2009.
6. To seek formal feedback from the three component counterparts on effectiveness, and identify their directions for potential future support.
7. To seek formal feedback from RAMSI and AusAID on effectiveness, management and potential future support for SOLMAS.
8. To provide a recommendation on the need for a phase 3 in an Independent Assessment Progress Report.

Key Evaluation Questions

What progress had SOLMAS made in meeting its specific development objective?
Should the program continue into a third phase?
If the program is to continue, what key changes are required to improve program performance?

Background *(edited)*

SOLMAS components *(edited)*

Management of SOLMAS *(edited)*

The need for an independent review

It is important that an Independent Program Assessment Team seeks formal feedback from counterparts on progress, direction and any issues of concern in order to ensure that planned outcomes are being delivered.

This is particularly important as SOLMAS does not have an overarching Program Coordinating Committee (PCC) or similar body. A PCC would normally comprise senior representatives from different stakeholders involved in or affected by a program, who jointly make decisions about direction and assess program progress. However, in this program each component involves a relationship with a separate partner which would normally be involved in a PCC. Other than RAMSI, oversight of SOLMAS as a whole and ABC cross-program coordination occurs primarily with SOLMAS counterparts at the component level.

Scope of work

Fundamentally the Independent Program Assessment Team will assess the performance of SOLMAS. The team will comprise of a monitoring and evaluation specialist and a journalism/media specialist. It is highly desirable that one or both team members has had previous involvement in monitoring and reviewing SOLMAS or other media assistance program, e.g. PNG and Vanuatu. In addition, RAMSI and the ABC may provide representatives as observers. Team members who are not based in Solomon Islands will be expected to travel to Solomon Islands to undertake the evaluation.

Collective skills for the IPAT should include:

- Monitoring and evaluation expertise;
- Relevant technical expertise;
- Local awareness;
- Consultative and participatory research skills;
- Gender equality analysis skills;
- Analytical, research and report writing skills; and
- Experience in undertaking an Independent Program Assessment on a media program in the Pacific region

The process shall provide the following opportunities:

a) For counterparts and stakeholders to assess the performance of the program against the expectations defined in the LogFrame;
b) To review the compliance with the program's operating principles in terms of the priorities on which the program is focusing, and the allocation of resources;
c) To review the efficiency and effectiveness of program management and documentation;
d) To determine and recommend the appropriateness of Phase 3, which if recommended SOLMAS would then design.

Key documents

At least the following documentation will be supplied by the ABC to the IPAT:

- The Program Design Document - April 2008
- ABC and AusAID Record of Understanding 37833/5 plus Variations 1,2 and 3
- SOLMAS Phase 2 Operational Plan, October 2009
- SOLMAS Phase 2 Strategic Framework
- SOLMAS Phase 2 Quarterly Reports
- SOLMAS Budget monthly financial acquittals
- SOLMAS report on implementation of IPAT Phase 2 recommendations
- National Audience Survey, 2010
- RAMSI Peoples Survey 2009

Proposed approach to assessment

- Review key documents
- Draw on any additional information considered appropriate to contribute to the report.
- Undertake a visit to Honiara, Solomon Islands in September 2010 for up to two weeks to consult with key staff within SIBC, MASI, MOCA, RAMSI, SOLMAS and other relevant stakeholders including group discussions.
- Consult with the ABC via telephone and email, as well as in person during the Solomon Islands in-country visit.

Focus of the assessment

The following criteria should be applied:

1. **Relevance:** to assess whether the program contributes to higher level objectives of RAMSI.
2. **Effectiveness:** to assess whether the program achieves its stated objectives.
3. **Efficiency:** to assess whether the program provides value for money and manages risks (including whether the risk matrix effectively identifies risks to SOLMAS).
4. **Impact:** to assess whether the program is producing positive or negative changes (directly or indirectly, intended or unintended). Whether impact can be assessed, or the way impact can be assessed, will need to be determined by the IPAT but does not need to be rated.

5. **Sustainability:** to assess whether the benefits of the program will continue after funding has ceased, including consideration of partner governance systems, stakeholder ownership and possible transition into the Pacific Media Assistance Scheme (PACMAS) or bi-lateral program.
6. **Monitoring & Evaluation:** to assess whether the monitoring and evaluation framework efficiently measures progress towards achieving objectives.
7. **Gender Equality:** to assess whether the program advances gender equality and promotes women, considering the four dimensions of gender equality: access, decision-making, women's rights and capacity-building.
8. **Analysis & Learning:** to assess whether the program is based on the principles of capacity building, analysis of needs and continuous learning.

Roles and Responsibilities

The M&E Specialist will be the Team Leader and have prime responsibility to plan, prepare and produce all outputs. This person is also required to provide guidance to all involved in the assessment.

The Journalism/Media Specialist is required to bring a contemporary industry perspective to the assessment, participate actively in all interviews and any workshops with key counterparts and stakeholders and contribute to the writing of the final report. This person is also required to assist in arranging the schedule for the evaluation prior to the in country visit.

Duration

It is proposed that the IPAT will commence as detailed in this Terms of Reference on 1 September 2010 and complete all Outputs by 30 September 2010. A maximum of twenty consulting days will be allocated.

Outputs

The following outputs are required in a format compatible with Microsoft Office (eg Word) and delivered as one signed hardcopy and one electronic copy to Head ABC International Projects:

- Output 1 – Aide Memoire on completion of the in-country visit
- Output 2 Draft Independent Assessment Progress Report (IAPR) within 7 days of completing in country visit for ABC comment visit.
- Output 3 – Final Independent Assessment Progress Report (IAPR) within 7 days of ABC commenting on draft.
- Output 4 – Quality at Implementation Report within the IAPR
- Output 5 – Concept Note for implementation of Phase 3 within the IAPR

The main body of the Assessment Report should be a maximum of twenty five pages made up of:

- An executive summary, which should be able to be read as a standalone document;
- Brief background on the SOLMAS program;
- An outline of the evaluation methods and objectives;
- Findings against the key evaluation questions;
- Evaluation criteria comments and ratings;
- Conclusions and recommendations; and
- Embedded Quality at Implementation Report
- Embedded Concept Note for implementation of Phase 3, should it be recommended.

Annexes:

A. Guideline and Template on Preparing an Independent Progress Report
B. Guideline and Template on Completing a Quality at Implementation Report

Annex 4: SOLMAS Strategic Framework Phase 2

Goal/Purpose: To improve the reach and quality of Solomon Islands Media

Component 1: Strengthening capacity of commercial and community-based media	**Component 2: Strengthening SIBC effectiveness and appropriately differentiating its role as the emergency service provider and national public broadcaster**	**Component 3: Support to the SI Media to accurately disseminate information provided by SIEC and to report on election processes, campaigns and outcomes in a balanced matter.**	**Component 4: Flexible Support Fund (FSF)**	**Component 5: Program Management**
Objective 1.1 Improved capacity of staff and organisations in the commercial and community based media sectors to deliver services relevant to the range[53] of SI audiences	***Objective 2.1 Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels***	***Objective 3.1 SI media provide access to accurate information on election participation and procedures to the range of SI audiences***	***Objective 4.1 Flexible support provided to other program components within the limits set by the eligibility and selection criteria for the fund***	***Objective 5.1 Efficient and effective management and implementation of the program***
Activities (outputs)	*Activities (outputs)*	*Activities (outputs)*	*Activities (outputs)*	*Activities (outputs):*
1.1.1 Ongoing review of CCM shared training strategy	2.1.1 Develop prioritised plan to rectify existing HF faults	3.1.1 Review SI media approach to last election and identify existing media policies on election coverage.	4.1.1 Finalise selection of successful applications under first round of FSF	5.1.1 Maintain close partnership with MOCA in relation to potential for future strengthening of media regulatory framework
1.1.2 Phased implementation of shared training strategy	2.1.2 Phased implementation of rectification plan	3.1.2 Develop relationships with SIEC and ESSP and access relevant election-related material	4.1.2 Revise procedures and criteria for second round of FSF application process	5.1.2 Delivery of program outputs
1.1.3 Assist in the initial development and implementation SICHE media course	2.1.3 Address existing safety issues with Henderson and Gizo MF masts	3.1.3 Support SI media to understand and accurately disseminate SIEC and ESSP election-related materials to provide audiences with a realistic understanding of election processes and means of participation	4.1.3 Delivery and monitoring of assistance through the FSF	5.1.3 Management of program's human resources, finances and procurement

[53] In the context of this framework, 'range' implies giving particular consideration to inclusiveness of provincial, gender-specific and youth audiences.

			4.1.4 Feasibility assessment of SIBC as commissioner of content	5.1.4 Monitoring and evaluation (With higher-level analysis again program objectives and contributions to program goal, including specific analyses of ke cross-cutting issues.)
			4.1.5 Capability assessment of potential external content providers within SI	5.1.5 Risk management
			4.1.6 Pilot potential models of production and commissioning	5.1.6 Annual Planning and Progr reporting
	Objective 2.2 Improved revenue generation and financial planning by SIBC	***Objective 3.2 SI Media report on a range of election processes, campaigns and outcomes in a balanced manner***		
	Activities (outputs)	*Activities (outputs)*		
	2.2.1 Review of existing SIBC revenue generation strategies and financial plans	3.2.1 Support SI media to understand its civic responsibilities, obligations and impact in relation to election coverage		
	2.2.2 Participatory development of revised strategies and plans through targeted specialist technical assistance	3.2.2 Support SI media to encourage inclusive participation in coverage of run-up stages of the elections		
	2.2.3 Phased participatory implementation of new or revised SIBC income generation and financial strategies and plans	3.2.3 Support SI media to develop strategies for election coverage		
		3.2.4 Support SIBC planning for delivery of election results nationally		
	Objective 2.3 Improved capacity of SIBC and its staff to deliver media services relevant to the range of SI audiences			
	Activities (outputs)			
	2.3.1 Conduct audience needs analysis			

	2.3.2 Assist in the development and implementation of strategies to address other audience needs			
	2.3.3 Assist in the development and implementation of an SIBC Staff Code of Conduct.			
	2.3.4 Assist SIBC to obtain formal recognition of its Community Service Obligations and their associated cost.			
	2.3.4 Development of SIBC training and staff development strategy (coordinated with activity 1.1.2)			
	2.3.5 Phased implementation of SIBC training and staff development strategy (coordinated with activity 1.1.2)			

Annex 5: Training Assessment Criteria

The following criteria have been used in surveys completed by a small group of supervisors and participants to measure improvements in workplace performance as a result of the SOLMAS-MASI Training Program. The criteria are based on training needs identified through the 2009 skills gap analysis carried out by SOLMAS.

1. Relevant questions
2. Story construction
3. Accurate writing/broadcasting
4. Objectivity
5. Understanding of media ethics
6. Balance and fairness
7. Understanding of electoral processes and laws
8. Gender awareness
9. Reporting graft and corruption
10. Timeliness/meeting of deadlines
11. Good/improving levels of output
12. Levels of motivation
13. Ability to pass on skills.

Annex 6: Sample Questions and Print Articles

A. Sample Questions from the Media Forums[64]

Gender

- *'How were you voted in and what advice could you give to women candidates?'* – One News question to Hilda Kari – the only female SI MP who served three terms in Parliament.

- *'Last election in 2006 we had more than 20 woman candidates who contested at that time but no one was successful in getting a seat. For the coming elections this time there is almost the same number of women to contest the national elections. We've had the TSM, the Temporary Special Measures for getting 10 reserved seats and that failed – Cabinet shelved it last year. When will the fact that there are no women in Parliament should be a national concern or a problem?'* – SIBC question to Hilda Kari.

- *'In your policy document you had for Women in Development two areas – especially highlighted under Section 23.2 under the "Important and Demanding Policy Areas". It seems that your manifesto seems to be confined to traditional culture – roles in the family and community and it's limited to the areas of allocation of special seats to women in Parliament – limiting women to participating in that leadership area. Why is your policy seems to be confined to that area of women in Parliament and it's specifically highlighted under the "Important and Demanding Policy Areas" Sir?'* – VBM question to the then candidate, and now the current Prime Minister of the SIs, Danny Phillips.

Corruption

- *'Every three years after the first year of election people always complain about the RSCDF [rural constituency development fund] and you make no mention of the RSCDF in your policy or during your opening remarks. How will you stop politicians using RSCDF funds for improper purposes?'* - Government Information Service question to Danny Phillips.

- *'Being a successful politician and a successful businessperson, How do you manage the two different responsibilities to ensure that one doesn't affect the other, or influence the other or interfere with the other? '* – One News question to Fred Fono, the then candidate for the People's Alliance Party and former Deputy Prime Minister and Minister for Rural Development and Indigenous Affairs.

[64] Sourced from a DVD of media forum highlights produced by SOLMAS.

B. *Article related to Voter Education in the Island Sun Newspaper*

4 ISLAND SUN Thursday July 29 2010

NEWS

Special election awareness for North New Georgia



• Chief Electoral Officer, Peter-ap Ramoni

C. Article related to Election Results in the Solomon Star Newspaper

Philip still has number to lead

E. Editorial related to Corruption in the Solomon Star Newspaper

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THE SOLOMON STAR SAYS

Welkam President Ma: And please listen to this!

TAIWANESE leader President Ma Ying-jeou arrives this afternoon in Honiara for the final leg of his six nation Pacific tour.

We welkam him and his high powered delegation to the "happy isles".

Solomon Islands and Taiwan have been enjoying cordial relationship since 1983 when the two countries established diplomatic ties.

It's a relationship that is based on mutual respect and shared values.

Taiwan is the biggest single donor to Solomon Islands, pumping in millions of dollars every year specifically for rural development.

That help is much appreciated.

President Ma's visit underscores the special relationship his country has with Solomon Islands.

So we welcome him and his delegation and invite them to enjoy their two-day stay in the country.

And if there is anything the people of Solomon Islands would want to say to President Ma, it is this.

That we want him, as head of the government and people of Taiwan, to review how his government channelled their assistance to Solomon Islands.

That we want him to reconsider channelling Taiwanese aid through Members of Parliament here.

That we want him to know that Members of Parliament are not distributing the money fairly to people in their constituencies.

That Members of Parliament are using Taiwanese aid money as a slush fund, giving it only to their supporters and those who will vote for them.

Mr President, this is an abuse and wrong use of your tax payers' money.

We know you have a heart for the people of Solomon Islands. We know you want to help the people here improve their standard of living and their livelihood.

This is why you give this country millions of dollars every year.

But Mr President, you need to know your aid money is not benefitting the majority of people here.

That's because it's been abused and misused.

Mr President, you have the upper hand and authority to help Solomon Islanders right this great wrong.

All we are asking you, now that you are on our shores, is to stop giving the money to our Members of Parliament.

We elect our Members of Parliament to be law-makers. But they spent most of their time managing the millions of dollars that you drop on the laps each year.

So much so that lawmaking becomes a secondary role to them.

President Ma, this has to stop.

So we are begging you to put a stop to this.

Thank you for visiting us and listening to our concerns. We now look forward to hearing from you on this when you return to your great nation of Taiwan.

Please, take our concerns seriously and share it with your administrators and policy makers in Taipei.

And please come and visit us again before you leave office.

Write to us | Letters to editor, Solomon Star, PO Box 255, Honiara, Solomon Islands, email:solstar@solomon.com.sb

LETTERS TO THE EDITOR

D. Article related to Women in National Express Newspaper

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Election clearly shows women not supporting women

BY JENNIFER KUSAPA

Despite the awareness campaign carried out by women before the Election on December 4th August and a single woman elected to Parliament

ADVERTISE effectively ADVERTISE in the National Express Classifieds

Annex 7: Successful FSF Small Grant Applications

This is a summary of the content and implementation status of successful FSF small grant applications as at 25 August 2010.

ORGANISATION	STATUS OF SUBMISSION	TOTAL COST / STATUS	
Don Bosco REPORT:	Proposed Submission Activity: 2 applications for media training Media education course for women and youth. The course covered basics of audio, print, visual and the electronic media (multimedia). Participants were form five students between the ages of 20 – 25 years, teachers and youth leaders and all those interested in the media.	$80,000	COMPLETED
MASI REPORT:	Proposed Submission Activity: Improvement to MASI Code of Practice The assistance is to improve the Media Association of Solomon Islands (MASI) Code of Practice, Constitution, meeting procedures and election procedures.	UNKNOWN	PENDING
Island Sun REPORT:	Proposed Submission Activity: Website and training for staff Website (launched Friday 30th April 2010) Production of the newspaper's first website: www.islandsun.com.sb.	$30,000	COMPLETED
One News REPORT:	Proposed Submission Activity: Technical Training on new technologies for contribution of content Technical support and training needed for One TV to move into broadcasting live from its headquarters, and also to implement its plans to use IP technology to push into the provincial centres around the country. The training focuses on operation and maintenance of communication and transmission infrastructure, and equipment associated with news gathering from remote locations in Solomon Islands.	$106,000	UNDERWAY
MOCA	Proposed Submission Activity: Specialist to provide digital overview	Unknown	TC Consultation
MOCA	Proposed Submission Activity: Specialist to review and draft broadcast legislation (radio/television/new media?)	Unknown	TC Consultation
Government Communications Unit	Proposed Submission Activity: Website and training for staff	$60,000	UNDERWAY

REPORT:	The website will contain generic information about the whole of SIG via links to sub ministerial websites, semi-government agencies, a daily news page, policy papers, major speeches, promotions, announcements, graphic images, audio visual and more. It will also contain a direct link with the People First Network's (PFnet) 25 rural internet stations that will be the main distribution centre of the government's fortnightly newsletter and a weekly e-bulletin to remote villages around the country.		
Gud News Radio REPORT:	Proposed Submission Activity: How to undertake a survey (after national audience survey is complete) Gud Nius Radio will receive training from SOLMAS on how to conduct survey to receive maximized answers. It would like to include religious questions as a Christian FM broadcaster. Gud Nius Radio Survey will cover Honiara, Malaita and parts of Central Islands.	$25,000	After survey
PF Net REPORT:	Proposed Submission Activity: Basic journalism training for PF net rural email operators - basic journalism, disaster management, operations (substantial logistics, irregular shipping). This training is in line with PFnet's prospect of merging rural news with mainstream media. The first session was given to operators of Western and Choiseul provinces. This took place in Gizo. The second session was conducted for participants from other parts of the country, but not including Isabel province operators, in Honiara.	$134,145	UNDERWAY
SIDT REPORT:	Proposed Submission Activity: Training for 8 Isabel FM radio operators (in broadcast) in collaboration with PFnet Isabel email operators (basic journalism training) Training will help improve the capacity of the 8 Isabel Community FM station in governance structure and operation conditions of the committees and Community.	$111,299	Planned for Nov
Star Print	Proposed Submission Activity: Specialist training on colour printing	Unknown	Awaiting quote
Vois Blong Mere REPORT:	Proposed Submission Activity: Media awareness training for women Training will enhance women's equal access to all areas and levels of the media. It will also promote women's full and equal participation in media, including management, programming, education, training and research.	$60,327	Planned for Oct

Annex 8: Summary of Baseline and Progressive Performance Data: SOLMAS Phase 2

The table below includes a range of data and performance information considered to be of some ongoing value to SOLMAS and any subsequent performance reviews of the Program. It does not purport to offer comprehensive performance information.

DATA SOURCES (M&E) (in italics)	BASELINE DATA	PERFORMANCE DATA AT SEPTEMBER 2010
Tebbutt Research, Audience Market Research in Solomon Islands, April 2010. *ANU Enterprise, RAMSI People's Survey 2009 and RAMSI People's Survey 2008.*	**Access to Media & Communications Technology** **Tebbutt –** *Regional Differences* • Radio – universal on Guadalcanal & Malaita; 58% & 70% in Western & Makira-Ulawa Provinces respectively • TV – 88% in Honiara, <50% elsewhere & 2% in Makira-Ulawa • Telephone – 95% in Honiara, 82% in Western & 27% in Makira-Ulawa • Computer – 46% in Honiara, <25% elsewhere, 3% in Makira-Ulawa & 9% is Isobel • Internet/PFnet – 31% in Malaita, 17% in Western, 11% in Honiara, 2% in Makira-Ulawa & 3% Guadalcanal. *Barriers to Access* • Radio – financial • TV – lack of signal, lack/cost of electricity, cost of receivers • Electricity – 89% households in Honiara, 72% in Western, <33% elsewhere have power.	**S.I. Media Consumption** **ANU –** *Newspapers* • Daily readership – 6% (compare with 7% in 2008) • Monthly readership – 5% • Rarely – 35% (29% in 2008) • Never – 44% (45% in 2008). *Radio* • Listen daily – 38% (compare with 46% in 2008) • Weekly – 9% (14% in 2008) • Monthly – 5% (3% in 2008) • Rarely – 8% (18% in 2008) • Never – 8% (19% in 2008) • Do not possess a radio – 31%. **Tebbutt –** *Newspaper availability, nationally, & 'ever read'* • Solomon Star – 72% (70% ever read) • Island Sun – 50% (34%) • National Express – 33% (14%) • Sunday Isles – 17% (7%).

	Main Sources of Information • Radio – 66% • Friends & family – 15% • Newspapers – 11% • TV – 6% • Chiefs – 1% • Internet from PFnet – 1%.	*Television* • People who ever watch TV – 36% • Not aware of local TV transmissions – 49% Most commonly watched TV: • One News – 28% • ABC – 26% • BBC – 25% • Australia Network – 25% Of TV viewers, rate of viewing in the last week: • One News – 80% • Australia Network – 78% • ABC – 77% • BBC – 75%. Program types viewed regularly: • Sports – 85% • News – 82% • World news – 79% • Music shows – 74% • Movies – 72% • Dramas – 65% • Documentaries – 58%.

DATA SOURCES (M&E)	BASELINE DATA	PERFORMANCE DATA AT SEPTEMBER 2010
Component 1 – Strengthening capacity of commercial and community-based media		
Objective 1.1 Improved capacity of staff and organisations in the commercial and community based media sectors to deliver services relevant to the range[65] of SI audiences		
Activities		
1.1.1 Ongoing review of CCM shared training strategy *SOLMAS reporting*	• Estimate of a need for 350 graduates from the SICHE Certificate Course in Journalism & Media over the next 5 years to cater for all sections of the SI workforce where media & communications skills are needed (SOLMAS Media Training Coordinator). • Estimate of a need for at least 113 media-skilled staff within Government departments and in outreach areas over the next 5 years. **(Director, Government Communication Unit, Office Of The Prime Minister and Cabinet)** • Current situation within SIG: George Herming **(Director, Government Communication Unit, Office of the Prime Minister and Cabinet)** and 2 Communication Officers are available to service 24 ministries. • CCM skills gap analysis completed. Key findings include: *All Media* – 28% of MASI members have some formal training in the media (including short courses and/or a degree in journalism i.e. 33 members out of 120) –	A Media Training Focus Group established to report quarterly on specific areas of the SOLMAS media training performance. SOLMAS training plan to April 2010 finalised in consultation with Focus Group (January 2010): • A focus on English grammar • Provision of training time for Seventh Day Adventist media staff • Provision of specialist sports broadcast training Focus Group consultations in August 2010 result in training plan for remainder of 2010, with some activities into 2011. Identified priorities: • Values and ethics • Archive management • Newsroom management • Specialist areas of reporting

[65] In the context of this framework, 'range' implies giving particular consideration to inclusiveness of provincial, gender-specific and youth audiences.

	Broadcast – Television news (pidgin & English) most responsive and professional of all Honiara media – Some good presentation skills on locally-produced radio and television *Print* – Factual errors common – Grammatical errors in approximately 25% of stories written by local SI journalists – Frequent poor construction & inappropriate emphasis in approximately 10% of locally produced stories – Lack of distinction between news, comment and advertorials – Vigorous editorial in Solomon Star and National Express newspapers	• Grammar
1.1.2 Phased implementation of shared training strategy *SOLMAS reporting* *Raw data provided by SOLMAS Media Training Coordinator (Sept performance data)* *SOLMAS reporting &*	o Three media awareness courses have been run for youth (aged 16-25 yrs) at Don Bosco (average of 16 participants per course, equal gender balance). Baseline data from a Q&A at beginning of one course: • None of the participants had previous media experience • None of the participants had an understanding of the values and ethics applying to media. • All listened to radio regularly as their primary source of information • None of the participants demonstrated understanding of how media (print, TV and radio) influenced individuals and world events (this was also found in	**SOLMAS Training Activities** – 20 training courses since the previous IPAT review in July 2009; one-on-one coaching activities. Training Adviser conducted regular training. Five short-term advisers introduced new editing skills for the production of radio programs, radio commercials, jingles and promotions, television production skills and productivity (in areas of editing, production of commercials, camera operation, sound recording and news management processes) (September-November 2009). Local expertise provided co-facilitation of 76% of all courses in 2010. Some courses involved more than 1 local contributor. Of total trainers, 66% were local, 21% SOLMAS and 6% from international agencies and visiting advisers[66]. **Participants** – a total of about 180 individuals took part in one or more training activities. These included media professionals, representatives of community-based media and related organisations, and SIG government agencies (eg, Government Communications Unit, the Chief Electoral Officer and other officials from accountability agencies). Representation of participants: 66% male, 34% female and 37% aged less than 25 years. **Forms of evaluation –**

[66] A trainer was counted more than once if they delivered more than one training course.

IPAT consultations	one other course) • Only 20% of participants had watched a television broadcast (but most had watched videos) • None of the participants lived in a house that possessed a television receiver o Participants successfully completed all three courses, including a good grasp of key concepts. Approximately 5 participants per course expressed an interest in pursuing media as a career.	• Self-assessment at the end of sessions • Periodic self-assessment (survey – limited group only) • Periodic observational surveys by supervisors of some participants • Observations by supervisors in the workplace after training • Observations by SOLMAS during workplace training • Random interviews with participants after they have had time to apply learnings in the workplace • SOLMAS monitoring of media coverage • Production of DVD and audio CD recordings of media forums. **Evaluation criteria** – David Barrow sought participant self-evaluation and evaluation by supervisors against 13 criteria: • Relevant questions • Story construction • Accurate writing/broadcasting • Objectivity • Understanding of media ethics • Balance and fairness • Understanding of electoral processes and laws • Gender awareness • Reporting graft and corruption • Timeliness/meeting of deadlines • Good/improving levels of output • Levels of motivation • Ability to pass on skills. Note that the usefulness of this evaluative material is limited by the lack of consistency in its methodology – eg in sample selections, incomplete data sets (noting the difficulty of getting some participants or their supervisors to provide the

		necessary information), and insufficient clarity of definitions/quantitative scales used.
Raw data provided by Media Training Coordinator in the M&E Framework document		Only broad indications may be drawn from the available data to confirm a general improvement in skills and performance. List included in 'M&E Framework' document of August 2010 (David Barrow) of 29 participants from mainstream media, Government Communications Unit and PFnet. Of the 29 participants, 17 had 2 sets of evaluation by their supervisors. The other 13 participant names had zero or one regarding the courses attended. From the data the following general trends can be concluded: • There has been a general improvement in workplace performance for participants across the 13 criteria (see above for criteria list) • There has been a general improvement in workplace performance for staff working in print, radio and television, as well as for both male and female participants.
1.1.3 Assist in the initial development and implementation SICHE media course *IPAT consultations*		Training coordinator, David Barrow, acted as the course convenor for the first 6 months & supported lobbying of the Prime Minister for funding for the course. SICHE Certificate in Media and Journalism course (18 months) commenced in March 2010 with 21 students. Part-time lecturers are Evan Wasuka (One TV) and Priestley Habru (Island Sun). SOLMAS encouragement and indirect support continues. By September 2010, 15 students remained (a typical attrition rate, across courses, according to SICHE). There is only 1 remaining female student.

DATA SOURCES (M&E)	BASELINE DATA	PERFORMANCE DATA AT SEPTEMBER 2010
Component 2 – Strengthening SIBC effectiveness and appropriately differentiating its role as the emergency service provider and national public broadcaster		
Objective 2.1 Existing SIBC transmission infrastructure repaired or upgraded and safely operating within targeted coverage levels		
RAMSI People's Survey 2009 (ANU) • Always able to receive SIBC – 47% • Sometimes able to receive SIBC – 31% • Rarely able to receive SIBC – 3% • Never able to receive SIBC – 8%.		**Tebbutt Audience Market Research 2010** • Awareness of SIBC being transmitted locally – 93% • Residents who have ever listened to SIBC – 76% • Rating statement for SIBC signal strength – 26% • Strong and clear reception – 30%.
Activities		
2.1.1 Develop prioritized plan to rectify existing HF faults	Assessments are based on technical advice commissioned from Radio New Zealand International (RNZI) and telephone/email consultation with RNZI engineer Stephen White.	
2.1.2 Phased implementation of rectification plan *SOLMAS reporting* *White S, Solomon Islands Broadcasting Corporation Transmission Works Project: Project Update Report, Aug 2010.*	**Critical Safety Issues @ July 2009** • Henderson (Honiara) transmission facility (HF/MW) – o Non-functional aircraft navigation lights on top of the transmission tower o 3/7 steel guys are over-loaded o High-power balun terminals and cables (10,000 volts) are exposed, contrary to accepted standards o Old/disused transformer believed to encase toxic oil o Main switchboard is old, unreliable, in disrepair and potentially dangerous to operate. • Gizo transmission facility (MW) – o Tower at risk of falling over due to tsunami	**Restoration of HF Service** SIBC HF service re-commenced service on one transmitter (Elcor brand) on 7 October 2009 after having been off-air for 10 months (SOLMAS Project Engineer) and could be heard clearly in the remote Temotu Province. The following day, an earthquake occurred near Vanuatu, Rennell, Bellona and Temotu, measuring 8.6 on the Richter scale. The SIBC broadcast news bulletins and emergency tsunami alerts every 15 minutes until the alerts were cancelled. The Elcor transmitter failed again between 3 and 18 December 2009, 1 and 18 February, and on 5 July 2010. A second HF transmitter (Omnitronics brand) resumed service effectively in early July 2010 on half-power (5kW).

	damage about 5 years ago.	
D Neudegg, J Wu and M Layoun, Solomon Islands HF Broadcast System Analysis, IPS Radio and Space Services Consultancy Report, 5 February 2010 (www.ips.gov.au). (Sepl performance data)	**Performance of HF (Shortwave) Transmission System** • Essential infrastructure to reach 80-90% of SI population. • Performance benchmark is 90% availability from each of 2 SIBC frequencies (5020 and 9545). • Elcor model 10 kw transmitter – estimated 50% efficient, high risk of breakdowns. • Omnitronic model 10 kw transmitter – estimated 60% efficient, in 'reasonable condition' • Risk of total failure within 18 months unless all transmitters are protected from the elements (water leakage, temperature control). **Performance of MW Transmission System** • Henderson MW transmitter operational • Gizo MW transmitter not operational • Lata transmitter frequently off-air due to limited power availability.	**Predictive analysis of HF transmission reach** IPS Radio and Space Services Consultancy Report key findings: • SIBC HF transmitters provided greater than 90% coverage of all islands although there was a high degree of variability according to sun spot activity and times of the day. • The 5020kHz frequency was much more effective than 9545kHz at providing coverage across all islands in the archipelago across the range of solar activity, season of the year and time of day. • Transmissions in the afternoon and evening (0600 to 12000 Universal Time) on 5020kHz were generally more effective for all solar activity and seasons. Dusk and dawn periods had the worst coverage. • The 9545kHz frequency was generally too high for the majority of ionospheric conditions although using both frequencies greatly improved coverage. • Any additional frequencies in the future should preferably be at the lower end, somewhere between 3000 and 4000kHz. If three frequencies were available to the SIBC, then 3-4MHz, 5.020MHz and 9.545MHz would probably offer total coverage for all conditions. • Halving the transmitter's operating power from 10kW to 5kW did not effectively alter coverage across the islands at 5020kHz for the majority of solar activity levels, seasons and times. (Comment: this points to the potential for significant savings on the use of electricity.) (Harmonisation required with the Japan International Cooperation Agency (JICA) regarding its unconfirmed

		proposal to provide USD$6.9 million in disaster broadcasting systems for the SIBC and NDMO.)
2.1.3 Address existing safety issues with Henderson and Gizo MF masts *IPAT consultations (Sept data)*		Repairs to transmission equipment undertaken at Henderson resulting in improved audio quality on MW and HF. Quotes received for mast repair work at Henderson – to be reviewed by the Project Engineer. Quotes received for Gizo repairs and removal of the transmission mast (Request for Quote distributed in March 2010). All work at transmission sites expected to be completed by end 2010.
Objective 2.2 Improved revenue generation and financial planning by SIBC		
Activities		
2.2.1 Review of existing SIBC revenue generation strategies and financial plans *IPAT consultations (Sept data)*	**Compliance Requirements – *SOE Act 2007*** • Define, distinguish (and document) SIBC activities/responsibilities that are – o Commercial (revenue-generating) o Undertaken with Government assistance o Community Service Obligations and/or regulatory requirements. • SIBC Board to submit annual Statement of Corporate Objectives - o Targets for service delivery/financial performance for each year and subsequent 2 years. • SIBC Board to prepare 'semi-annual' and audited annual reports on performance for tabling in Parliament. **KPMG Findings of SIBC Audit in 2008** • No internal audit function. • All departments including Finance had a top-heavy management structure given the size of teams.	Higher revenue is reported from Service Messages since restoration of the HF transmitter (although GM says this could be due to increase in rates for service messages). No figures available to IPAT reviewers.
2.2.2 Participatory development of revised strategies and plans through targeted specialist technical assistance *IPAT consultations (Sept data)*		Technical assistance provided in October-November 2009: 6 weeks to Finance and Administration (Leona Spinks) and 8 weeks to Sales and Marketing (Cate Moodie). Respective managers claimed to be implementing recommendations but no evidence of progress to date.
2.2.3 Phased participatory		

implementation of new or revised SIBC income generation and financial strategies and plans *IPAT consultations (Sept data)*	• • SIBC Corporate Plan 2009-2011	
Objective 2.3 Improved capacity of SIBC and its staff to deliver media services relevant to the range of SI audiences **RAMSI People's Survey 2009 (ANU)** • Satisfaction with local news – 24% (43% sometimes satisfied and 7% rarely satisfied) • Satisfaction with international news – 19% (36% sometimes satisfied and 9% not satisfied). **Tebbutt Audience Market Research 2010** • Rating statements of 'strong/OK' re SIBC national news – 95% • Good quality news – 94%; up-to-date news, good newsreaders – 91% • Informative & educational programs – 91% • World news – 90% • Good variety of programs – 90%.		
Activities		
2.3.1 Conduct audience needs analysis *RAMSI Peoples Surveys, Tebbutt Audience Market Research 2010*	• Time series analysis of *RAMSI Peoples Survey 2008* and subsequent surveys. Note Tables 7.15, 7.16, 7.17 from 2008 survey report.	National audience/media survey undertaken in April 2010 and results delivered in August.

2.3.2 Assist in the development and implementation of strategies to address other audience needs *SIBC Corporate Plan, SOLMAS reporting*		SIBC Corporate Plan re-written with realistic objectives 'owned' by each manager. Coaching of Program Manager: initiatives such as World Cup Countdown, 'Being the First'
2.3.3 Assist in the development and implementation of an SIBC Staff Code of Conduct. *SOLMAS reporting*		Staff workshops held to develop a Code, which will be completed by end of 2010.
.3.4 Assist SIBC to obtain formal recognition of its Community Service Obligations and their associated cost. *SOLMAS reporting*		SIBC Chairman, Augustine Taneko, presented the CSO documents to Parliament for a second time. No response yet. It will need to be presented again once the new Government is in place.
2.3.4 Development of SIBC training and staff development strategy (coordinated with activity 1.1.2) *SOLMAS reporting* *IPAT consultations*	**INFORMATION REQUIRED ROM THE SIBC PARTNERSHIP COORDINATOR, WHO WAS ON LEAVE AT THE TIME OF WRITING.**	Improved management communication – GM 'Leaf Hut Liaison meetings' with staff, staff communication and leadership, improved external communication through media releases and interviews with media when power generation problems put the SIBC off-air in March. No documented SIBC training strategy but ample evidence of work focused on preparation for 2010 National Elections (in close association with general media preparations and training – see 1.1.2.)

2.3.5 Phased implementation of SIBC training and staff development strategy (coordinated with activity 1.1.2)		
Component 3 – Support to the SI media to accurately disseminate information provided by SIEC and to report on election processes, campaigns and outcomes, in a balanced manner Findings regarding the performance/effectiveness of media in the 2010 National Elections process: Commonwealth Observer Group, ***Solomon Islands Parliamentary Elections, 4 August 2010***, Commonwealth Secretariat, London (note - voter registration and election lead-up of 106 days, 17 registered political parties, 509 candidates, of whom 25 were women): • Commended MASI/media initiative to coordinate efforts to maximise coverage • Media played a 'key and positive role' in voter awareness and registration (programs on national SIBC radio were particularly effective) • Newspapers provided advice on how to vote • MASI media forums provided 'important new opportunities to question candidates in front of a large audience through TV, radio and print' • Media provided 'comprehensive and responsible coverage during the campaign and on polling day' • Newspapers ran balanced editorials daily on sensitive issues such as allegations of corruption and vote-buying. RAMSI Senior Development Program Specialist noted to the IPAT how the media played a role in ensuring a peaceful electoral process for the 2010 Elections.		
Objective 3.1 SI media provide access to accurate information on election participation and procedures to the range of SI audiences		
Activities		
3.1.1 Review SI media approach to last election and identify existing media policies on election coverage. *SOLMAS reporting*		SOLMAS + ESSP representative reviewed 2006 coverage. Formation of a MASI Working Group to plan election forums and other collaboration. This stemmed from election coverage training workshops offered by SOLMAS. Widespread feedback from industry and non-industry stakeholders that coordinated planning and operations had a significantly positive influence on the scope and quality of

IPAT consultations		election coverage.
3.1.2 Develop relationships with SIEC and ESSP and access relevant election-related material *IPAT consultations*		A 'robust' relationship between SOLMAS and SIEC and ESSP. Positive assessment by Jeremy Miller of the ESSP regarding the role of SOLMAS collaboration over the establishment of the MASI Working Group, election awareness workshops for media and media-awareness training of the Chief Electoral Officer.
3.1.3 Support SI media to understand and accurately disseminate SIEC and ESSP election-related materials to provide audiences with a realistic understanding of election processes and means of participation *SOLMAS reporting*		Election coverage skills sessions delivered by ABC Tasmania News Editor, Andrew Fisher: 3 industry-wide training workshops, on-site training to each mainstream media organisation; other coaching and support.
Objective 3.2 SI Media report on a range of election processes, campaigns and outcomes, in a balanced manner		
Activities		
3.2.1 Support SI media to understand its civic responsibilities, obligations and impact in relation to election coverage *IPAT consultations*		Training delivered by Election Advisor and SIEC included role of media in an election. Comments by media practitioners to IPAT show an awareness of their civic responsibility, indicating they collaborated to cover the Elections in the *'interests of our readers and of the nation as a whole'.*
3.2.2 Support SI media to encourage inclusive		MASI organised 9 media forums to help build the confidence and capacity of member journalists and extend coverage of

participation in coverage of run-up stages of the elections *SOLMAS reporting* *IPAT consultations*		election issues. SOLMAS staff reported that the SIBC and One TV broadcast the forums in their entirety and were able to extract up to 6 stories from each forum. Also an average of 4-5 print stories generated from each forum. Good coverage of gender and corruption issues. Other SOLMAS training activities also sought to build practitioner confidence through realistic and robust exercises. Coverage from the provinces via reporters and public participation in talk-back radio (SIBC)
3.2.3 Support SI media to develop strategies for election coverage *SOLMAS reporting*		MASI Working Group meets 16 times prior to election to plan coverage.
3.2.4 Support SIBC planning for delivery of election results nationally *SOLMAS reporting* *IPAT consultations*		SIBC developed an election strategy & formed election committee which met twice a week to plan coverage. Third Quarterly Report of SOLMAS included a summary of the SIBC's plan for election coverage between June and August 2010.
Component 4 – Flexible Support Fund (FSF)		
Objective 4.1 Flexible support provided to other program components within the limits set by the eligibility and selection criteria for the fund		
Activities		
4.1.1 Finalise selection of successful applications	Note the statement of purpose of the Flexible Support Fund from Paragraph 160(a) and (b) of the Final Program Design	Achieved.

under first round of FSF *SOLMAS reporting*	Document (April 2008): 'The FSF is to be used (a) to provide technical, operational, infrastructure and training support for outputs specified in Components 1, 2 and 3; and (b) to support contestable .. initiatives, all relating to the following themes; i. *Governance* – improved media regulation or self-regulation and policy management ii. *Content* – improved quality and volume of public interest output relevant to both men and women (content production, editorial initiatives that satisfied criteria to be established) iii. *Voice* – improved community access and engagement with media for development, including women and men, students and youth (under 30 years of age).' Note the statement of purpose of the FSF appearing in the ABC-AusAID ROU and FSF guidelines document, which specify: The FSF can be used for the following purposes - • Technical Assistance • Training • Transmission infrastructure for SIB Operational support to SIBC in relation to transmission activities, to support small scale, ad hoc activities. • *Submission Guidelines for Access to the SOLMAS Flexible Support Fund (2009).* (6 Month Progress Report, Annex 8) • *Flexible Support Fund Advisory Group Operating Principles (2009)* (6 Month Progress Report, Annex 8)	
4.1.2 Revise procedures and criteria for second round of FSF application process		Second round not implemented as first round has proven to be time-intensive. A revised model of small grants funding will need to be considered for Phase 3.
4.1.3 Delivery and monitoring of assistance through the FSF *SOLMAS reporting*		12 projects were listed as approved, of which three had been completed and two were underway (beginning Sept 2010). Seven projects were yet to be implemented/awaiting further information.
4.1.4 Feasibility assessment of SIBC as commissioner of content *IPAT consultations*		SOLMAS Team meeting in February 2010 concluded that it would not be feasible for SIBC to be a commissioner of content in the foreseeable future.
4.1.5 Capability assessment of potential external content providers within SI *IPAT consultations*		SOLMAS Team meeting in February 2010 concluded that there was not a sufficient number of external content providers to make the Content Development Fund feasible.
4.1.6 Pilot potential models of production and commissioning		See above.

Component 5 – Program Management		
Objective 5.1 Efficient and effective management and implementation of the program		
Activities		
5.1.1 Maintain close partnership with MOCA in relation to potential for future strengthening of media regulatory framework *SOLMAS reporting*		Contacts maintained with the Permanent Secretary of MOCA, Jeffrey Wickham. Initial contact with the new Telecommunications Commissioner, Nick Williams.
5.1.2 Delivery of program outputs	• SOLMAS Program Design Document – April 2008 • ABC & AusAID ROU 37833/5 plus Variations 1 and 2 • Inception Report and Annual Plan, Nov 2008 – Oct 2009 • 6 Month Progress Report, Nov 2008 – May 2009 • Monthly reports • Financial acquittals • SOLMAS Training Implementation Plan (draft July 2009) • Independent Program Assessment Team (IPAT) Report, August 2009.	See content of this IAPR and Phase 2 quarterly reports
5.1.3 Management of program's human resources, finances and procurement		As above
5.1.4 Monitoring and evaluation (With higher-level analysis against program objectives and contributions to program goal, including specific analyses of key crosscutting issues.)		As above

5.1.5 Risk management		As above
5.1.6 Annual Planning and Program reporting		As above and Phase 2 Operational Plan
CROSS-CUTTING THEMES		
Gender *SOLMAS reporting*		Gender awareness activities produce positive results: • Gina Maka'a, cadet journalist with the Solomon Star, featuring women's stories on a regular basis • SIBC's Moddie Nanau acted as moderator for the Mock Media Forum in February 2010 as part of elections preparation • Acting SIBC News Manager, Alison Ofotalau, made changes including a 5-day staff roster (previously people were rostered for 7 days) and staff recruitment/induction. *Being the First* – development of a 16-part program by SIBC Acting Manager Programs with the support of the SIBC Partnership Coordinator. The series is about Solomon Islander women who challenged thinking to become successful public servants. Pilot episode included interviews and production by Wantok FM supervisor, Gina Kekea. SOLMAS reports increased frequency and quality of media reporting on gender issues in the media (examples cited by the IPAT). Every SOLMAS media training sessions for MASI address gender issues. A 'women's forum' took place in March 2010, with five accomplished Solomons women, resulting in several media stories.

		Support for other groups including Vois Blong Mere (VBM) to strengthen the capacity of women to tell their stories to the media. Training on analysis of political manifestos to help build media awareness among female political candidates for the National Elections.
Anti-corruption *SOLMAS reporting* *IPAT consultations*		Training on the MASI Code of Ethics, including scenarios that confront journalists with dilemmas to resolve. MASI training session with the Director of Public Prosecutions and the Auditor-General. Examples provided of newspaper coverage highlighting the lack of accountability and action by authorities on matters of corruption and health. e.g. success in getting Parliamentary Entitlements Bill overturned in part attributed to sustained media coverage of the issue
Youth *SOLMAS reporting* *IPAT consultations*		Assistance to Save the Children (STC) to increase media attendance at their workshops on 'The Rights of the Child'. Media awareness + journalism skills training to 19 young people at Don Bosco and all PFnet participants under 25 years. 37% youth participation in SOLMAS-MASI Training Program.
Provincial *SOLMAS reporting* *IPAT consultations*		SOLMAS harmonised with UNDP to encourage local journalists to attend the UNDP Program on the Millennium Development Goals. Provincial voices heard during the elections via SIBC talk back radio

		Community media awareness training (VBM, SIDT and PFnet) involves participants from the provinces SOLMAS commissioned the first-ever national survey of media usage, which took place in April and May 2010.
Capacity Development *SOLMAS reporting* *IPAT consultations*		Evidence of improved work performance by participants in the SOLMAS-MASI Training Program. Media awareness training delivered to key policy and decision-makers – eg, Director of Public Prosecutions, Auditor-General, Ombudsman and Chief Electoral Officer. Demonstrated involvement of Solomon Islanders, where possible, as trainers: e.g. David Tuhanuku, Dorothy Wickham, Roselyn Maneipuri, Evan Wasuka and the Director of Public Prosecutions. SOLMAS assisted with the organisation of MASI's first awards night to celebrate Media Freedom Day on 7 May 2010. The Prime Minister, Dr Derek Sikua, presented three awards. SOLMAS staff have reported an increase in capacity as a result of their work with local counterparts.
FROM SOLMAS PHASE 1, FOR REVIEW – Strengthening SIG and industry-based regulatory framework		
1.1: *New or revised regulatory policies and legislation which address the needs of both government and industry being applied within SI media organisations*		
Activities		
1.1 Review existing regulatory policy and	**Constitutional Guarantees**	**Status of Telecommunications Reform**

legislation.	• *Constitution of the Solomon Islands (1978)* – guarantees Fundamental Rights, Freedom of the Individual and Freedom of Expression. **ICT-related Legislation** • *Broadcasting Ordinance 1976* (to establish the SIBC). • *Television Act (CAP 116) (1996?)* • *State Owned Enterprises Act (2007)* – which binds SIBC. • *Telecommunications Act (2009).* **Gaps in Legislation** No legislation exists to cover: • Radio Broadcasting (apart from SIBC) • Community Broadcasting • Online and mobile media • Media Ownership and control • Freedom of Information • Defamation • Content restrictions and standards • Copyright. **Self-regulation** • MASI Constitution • MASI Media Code of Practice	Telecommunications Commissioner, Nick Williams, commenced at the beginning of 2010. His key task is to help create a liberalised telecommunications market. Currently the mobile telephone penetration in the SI is less than 20% compared with 60-70% in places such as Fiji, Vanuatu and Samoa. Second operator, BeMobile (PNG-owned) commenced operations at the end of August 2010. It conditions of licence require that it provides 50% coverage of the population by 18/09/2010, 75% by 18/08/2011 and 81% by 18/09/2011. A third entrant may be allowed following deregulation in April 2011 (Digicel is a likely contender). Gaps identified in the telecommunications regime: • Radio/TV frequency regulation • Fundamental regulation • Role and performance of the 'Television Board' that issues licences • Tidy-up of frequency allocations. Key policy issues: • How to break down barriers to entry for new players? Nick Williams favours light-touch regulation that take account of levels of awareness, skills and capital. • He does not favour Government being served outside the SI telecommunications market (e.g. through PACRICS) because government is the major player in SI. Take out the Government and you lessen the potential for a commercial sector to develop. • There is need for media legislation (technology-

		agnostic) to tidy-up the system and, probably, to set-up a single media and telecommunications regulator. He prefers simple legislation with flexibility to regulate. **SOLMAS could usefully conduct an analysis of existing legislation/regulation and make recommendations on the shape of possible legislation.** • Media literacy needs to be strengthened re consumers, industry and in schools, This relates to the potential applications and use of telecommunications services as they develop. **Comments from IPAT review of 2009:** Constitutional guarantees are adequate for the purposes of SOLMAS but are not always supported by relevant statutes. The public interest body, Article 19 (Global Campaign for Free Expression) in 2003 recommended amendments to the *Broadcasting Ordinance 1976* to strengthen appointment processes for the SIBC Board and the Corporation's independence as a public broadcaster. Subsequently the *Solomon Islands Broadcasting Corporation Bill 2003* was drafted but never adopted by Parliament. The *SOE Act 2007* overrides other legislation where provisions may overlap or contradict one another. This Act has major significance for the SIBC. The SI media environment would be well-served by a full review of media legislation and a proposal to draft a single, 'technology-neutral' statute to cover existing radio, television, online as well as emerging digital platforms. The legislation could also form the basis for setting up an industry regulator.

		This would seem to be an urgent priority within the next 1-2 years. It is important to also address other legislative gaps but, arguably, these are less urgent. Other actors are working on some of these areas e.g. SI Ombudsmen's Office, UNDP and Pacific Islands Forum Secretariat held a three-day workshop on Freedom of Information in Honiara in February 2009, as a follow-up to a regional FOI workshop held in Honiara in 2008. Consultations with SIBC management highlighted two missing elements of self-regulation: • Current Editorial Policies document (IPAT suggested the Corporation look to existing policy documents designed for international application such as the Commonwealth Broadcasting Association (CBA) guide (available free of charge). • Code of Conduct to establish minimum standards of personal behaviour in the workplace (very relevant to concerns expressed for women in the workplace).
1.2.1 Spectrum-related capacity building within MOCA (harmonised with World Bank efforts)	• Advice awaited on the structure and skills base of MOCA (in relation to spectrum policy functions) following establishment of the Telecommunications Commission. • Advice awaited on the structure and skills base of the Spectrum Management Unit to be transferred from MOCA to the Telecommunications Commission.	

SOLOMON ISLANDS MEDIA ASSISTANCE SCHEME (SOLMAS)

PHASE 2

REPORT 4
1 June – 18 September 2010



MASI members participating in Media Forum

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Please note, DVD containing footage of the Media Forums and the Electoral Commission handbook are provided with this report.

Executive Summary

SOLMAS worked very closely with MASI during this quarter to produce 9 MASI Media Forums dedicated to the lead up to the 2010 General Election. The invited guests included political candidates and recognised commentators. Behind the scenes, over the 3 months, there were 18 MASI Media Working Group meetings at the SOLMAS office where editors and senior journalists came together with SOLMAS staff, to make decisions about the Forums.

In itself, the Working Group became an outstanding capacity development exercise in that for the first time, mainstream media were collaborating as an industry group, confidence led to honing of organisation skills, a master contact list was created for the first time, and strategies for Forums were discussed at every meeting. This subsequently transferred to other journalists resulting in a spirit of cooperative, yet competitive reporting, with media organisations giving attribution to each other and sending reporters out to the Provinces.

During the lead up to the election, the count, the election of the Prime Minister, the media worked closely with the Solomon Islands Electoral Commission and the Royal Solomon Islands Police.

Much of the development work of SOLMAS thus far has resulted in this period being the benchmark, and the pinnacle of our success. The Forum approach will continue with more "watchdog" Forums planned for the next quarter.

The HF (Short Wave) Restoration Project for SIBC continues and is expected to be completed by December. There have been delays in some parts arriving in country but the transmission of the coverage of 2010 General Election was carried out with full redundancy capability.

An audience survey was completed in August to inform SIBC and other media organisations on the needs of audiences and whether these needs are being met. An individual presentation to each media organisation will be completed by the Program Manager in the coming period.

The Partnership Coordinator continues to work closely with the management team and staff of SIBC, also with a strong focus on the election cycle for this quarter. An election plan was created with the News team, and solid plans put in place for the coverage. The SIBC on air reporting of the Election was an outstanding success and the News and Programming teams are to be congratulated for their professional collaboration during the cycle.

The SIBC Code of Conduct is almost complete after a lengthy consultation process between the General Manager and staff of SIBC. Once finalised, the Code will be presented to the Board.

The SIBC Finance Manager and Sales Manager are continuing to be less than professional in their roles, and are not providing regular reports to the General Manager and Board. They are both under discipline and improvements have been demanded of them by the General Manager.

As part of the Flexible Support Fund initiatives during this period, two training workshops were completed with 14 young PFnet operators in Gizo and in Honiara. As a result, more stories were coming from the Provinces to the PFnet base for distribution to the mainstream media. The Government Communications website and training was also completed and extensive planning is underway for the final PFnet/SIDT training in Buala, and Vois Blong Mere training next quarter.

In July, the Project Director visited Honiara to meet with SOLMAS partners and stakeholders to discuss the strengths and weaknesses of the program implementation.

In September, the SOLMAS Independent Performance Assessment Team completed their in-country review, providing an Aide Memoire and the final report will be delivered in October.

1. Cross Cutting Themes

1.1 Gender

SIBC
SOLMAS SIBC Partnership Coordinator has been working closely with SIBC's Acting Manager Programs, Moddie Nanau, Ms Nanau moderated all of the MASI Election Forums including the final two that included a three-commentator panel and Prime Ministerial candidates. Her confidence and skill increased with each forum. In her role as Acting Manager Programs, Ms Nanau is negotiating several serious disciplinary matters. She also led the live coverage of the Prime Ministerial election from the grounds of Parliament House.

SIBC Supervisor News, Alison Ofotalu, was the Executive Producer of SIBC's coverage of the National Election. In the lead up she formed new contacts and connections with commentators and produced an up-to-date contact list which meant that for the first time, SIBC was able to contact leaders, MPs and commentators and consistently be the first to break news. Alison has since left SIBC to take up a senior communications role with the World Bank.

Senior reporter, Ruth Ramoifuila, overcame fears about personal security and covered the Election from Malaita unassisted with live-to-air reports from 0700 to 2000.

Lyn Vaike, a graduate of eight months, covered the Election in Makira in her first-ever live work. Lyn crossed live up to six times a day covering different angles.

Rozalee Nongebatu overcame a fear of interviewing Big Men and provided live coverage from Choiseul and now routinely asks Big Men for comments. She is now a candidate for the position of Chief-of-Staff when the Newsroom is restructured as a result of Ms Ofotalu's resignation.

Discussions with female staff and General Manager, Cornelius Rathamana, about setting up a group to help SIBC female staff with domestic violence continue. The plan has been discussed with the Female Corrections Services officers who have a similar, successful group which has been running for more than two years. The Rove Prison is next door to SIBC and the Corrections Women's Network has agreed to help with ideas to set up a similar scheme up at SIBC. The Partnership Coordinator and the Program Manager decided to wait until after the Election before pursing this objective. It is on the agenda for the final Quarter of the year.

Other Media
During the quarter, SOLMAS arranged a UNIFEM event as part of the SOLMAS commitment to develop media awareness of gender issues, including greater engagement of women in the political process. As candidates for the National Election, two representatives from UNIFEM were invited to speak. Called 'The Role of Women in Maintaining Political Balance', the event generated considerable media coverage and raised awareness of the challenges faced by women seeking political representation.

Of the nine MASI Forums held during the quarter, two were dedicated to female politicians. The inaugural Forum guest, Hilda Kari, was the first female politician in the Solomon Islands, holding Ministerial office for three successive terms. The sixth Forum guest, Delmai Nori, was an intending candidate and the seventh Forum involved four commentators, including Ethel Sigamanu, Permanent Secretary for Women, Youth and Children's Affairs.

1.2 Anti Corruption

Nine Media Forums were held between 20 June and 24 August. The MASI Working Group invited several notable commentators to appear, including:

- Ethel Sigamanu PS for Women, Youth and Children's Affairs;
- Bob Pollard, Chair of Transparency Solomon Islands;
- Sir Peter Kenilorea, Speaker of the House and Chair of the Solomon Islands Electoral Commission;
- Dr. Phillip Tagini, Academic and Commentator;
- Calvin Ziru, CEO Chamber of Commerce; and
- John Roughan, Commentator and founder of Solomon Islands Development Trust.

The Forums also provided an opportunity for the media to question the leading candidates for the 2010 General Election.

Further Media Awareness training is planned next quarter for legal officers of the Law Reform Commission and staff of Accountability Agencies.

The SOLMAS Program Manager and Training Coordinator met with the Police Commissioner, Peter Marshall, and the Royal Solomon Islands Police Media Unit to discuss the relationship with the media and how it could be improved. Discussions relating to regular media conferences and accuracy in the media resulted in further training initiatives specifically on accuracy, including some one-on-one activities with some newspaper journalists.

1.3 Capacity Development

The Media Forums and the media's coverage of the election have been capacity development highlights during this reporting period. Representatives of RAMSI and other media managers have commented on improvements in the reporting across the SI media.

The Program Manager held mini workshops with SIBC General Manager and Finance Manager on management accounting, reading Profit and Loss statements, Balance Sheet and Cash Flow Statements. Unfortunately, the follow up workshop did not occur as the Finance Manager did not

provide re-worked financial statements. A session on organizational effectiveness also took place and more sessions are planned for the next quarter. The General Manager now uses a notebook for all meetings, reviews it regularly, and plans appointments in his diary. He has commented positively about the benefits and time saving of the system.

Several meetings between the Technical Department of SIBC, the General Manager, Partnership Coordinator and Program Manager took place relating to implementing Standard Operating Procedures for Power Outages. This resulted in the team affecting a procedure, documentation and follow up with the General Manager running two drills.

The Partnership Coordinator worked closely with the SIBC News Department who created an Election Handbook (ATTACHMENT) which will be used for future elections. The General Manager supported the process and wrote a forward for the handbook.

See Attachment 1a Election Plan, 1b Election Debrief and 1c Handbook

As a personal development exercise the SOLMAS FSF Project Officer, Nina Tuhaika, assisted the Program Manager to create a Master Contact List for the use of all media organisations during the election period.

SOLMAS, as a member of the Capacity Development Networking (CDN) Group, hosted two workshops based around the successful "Making a Difference" (MaD) course which is regularly held by AusAID for Advisors and Counterparts. The first session was based on stories about making mistakes in a cross-cultural environment – for both Advisors and Counterparts. The second workshop was based around positive examples of successful interactions. Both workshops were equally attended by Advisors and Counterparts and case studies were provided for the CDN website. SOLMAS continues to be involved in the CDN Group meetings.

1.4 Youth

During this period, the Training Coordinator and FSF Project Officer completed training sessions with 7 PFnet operators in Gizo, and 7 in Honiara. All of the participants were under 25.

SOLMAS mentor some of the Australian Youth Ambassadors for Development (AYAD) who are working with the media in Solomon Islands including David Murray who is working with staff members from Wantok FM which is aimed at youth in Honiara and Min Sun who spent 14 months providing IT support to SIBC including capacity development with the technical team, assistance to the Technical Manager, and SOLMAS

David and Min have been exemplary in their support for SIBC during their time and we would like to acknowledge their professionalism and commitment in our Report as a small gesture of appreciation for them, and the general AYAD program. They are true Youth Ambassadors.

1.5 Provincial

SOLMAS Program Manager met with the National Disaster Management Office (NDMO) Director, Loti Yates to discuss practical issues of current and future disaster broadcasting initiatives. Current Provincial Disaster Communication models include HF radio systems; however, NDMO is considering piloting an alert system program similar to 'Chatty Beetle' and 'Yellowbird', which offer a link to emergency radio transmissions.

The NDMO Director has also been invited to give the keynote speech at a two day UNESCO workshop called "Connecting in a Crisis" in November. The workshop is run by University of Queensland and will be held at SIBC.

As part of the Flexible Support Fund (FSF) initiative, SOLMAS conducted training with PFnet from 27 June to 2 July in Gizo and 19 July to 23 July in Honiara. Planning is being finalised for the last scheduled training session, which will include SIDT staff members and take place in Buala, Isobel Province in the next quarter. As a result of the training, stories have been sent to PFnet headquarters for dissemination to other media organisations.

FSF Project Officer, Nina Tuhaika is currently planning a training event with Vois Blong Mere in November on Empowering Women. This will bring 20 women together from the Provinces and Honiara to discuss issues affecting women.

SOLMAS engaged market research consultants, Tebbutt Research, to conduct the first national media survey in Solomon Islands. Extensive interviews and focus groups took place across five Provinces to ascertain the needs of audiences and explore whether they are being met. The goal was to obtain actionable findings to help the media improve their relevance as a response to audience needs. The final report has been submitted to SOLMAS and results are being collated in preparation for individual presentation to MASI members.

As a direct result of SOLMAS's strategic advice to the media during the Election period, all five mainstream organisations had reporters in most of the nine Provinces, providing stories to their headquarters in Honiara. The media organisations also used equipment supplied by SOLMAS to record interviews in the provinces.

2 Project Outcomes

Component 1: Strengthening Capacity of Commercial and Community based Media

The major focus for this period was the MASI Media Forums Project. The project was an initiative developed by SOLMAS and MASI to enhance media coverage of the 2010 Solomon Islands National Election. Nine Forums were held between 20 June and 24 August representing a first for MASI. The following people participated:

Name	Position	Forum Date
Hilda Kari	Solomon Islands first female politician, served 3 terms	20 June
Sir Allan Kamakeza	Former Prime Minister and contesting candidate	27 June
Matthew Wale	Caretaker Minister Education CNURA Government and candidate	4 July
Danny Phillip	Former Deputy Prime Minister and candidate	11 July
Fred Fono	Caretaker Deputy Prime Minister CNURA Government and candidate	18 July
Dalmai Nori	Intending candidate	25 July
Sir Peter Kenilorea (Commentator)	Speaker of the House, Chair Electoral Commission,	1 August
Ethel Sigamanu (Commentator)	Permanent Secretary for Women, Youth and Children's Affairs	1 August
Dr. Phillip Tagini (Commentator)	Academic and Political Commentator	1 August
Calvin Ziru (Commentator)	CEO Chamber of Commerce	1 and 22 August
Danny Phillip	MP and one of two contenders for Prime Minister	22 August
Bob Pollard (Commentator)	Chair Transparency Solomon Islands	22 August
John Roughan (Commentator)	Founder of SIDT	24 August
Steve Abana	MP and one of two contenders for Prime Minister	24 August

The organization and running of the Forums, and the media coverage that followed, provide clear performance measures of the capacity building undertaken by SOLMAS.

The Media Forums showcased SOLMAS training that commenced in August 2009. This has involved all aspects of media work and includes; values and ethics, balance, fairness, objectivity, accuracy, attribution, use of grammar, story structure, freedom of information and media law, writing for print and electronic media, and presentation for radio and television. Every training session has embraced the cross-cutting themes for SOLMAS of gender equity, anti-corruption, and capacity building but also included electoral awareness as part of our commitment to Component 3.

The Forums were initiated by SOLMAS through the creation of a SI Media Working Group in February 2010. The Group comprised the leading MASI mainstream editors (Evan Wasuka (One News TV), Walter Nalangu (SIBC News), Andrew Fanasia Jr (National Express newspaper), Priestley Habru (Island Sun newspaper), Eddie Osifelo and Ofani Eremae (Solomon Star newspaper) assisted by Corallie Ferguson and David Barrow (SOLMAS). A total of 18 Working Group meetings occurred from February to August in relation to the election period.

The Working Group continues to meet and organise future Forums. The first of these monthly events is planned for October, and include the Ombudsman, Leadership Code Commissioner, and the Auditor General.

The local media embraced the Forums with alacrity, initially suggesting eight Forums should be run in the period prior to the election. SOLMAS cautioned that such a number was most ambitious and that a lesser number may be more realistic. The Working Group was committed and nine Forums

were delivered. SOLMAS assisted by facilitating meetings of the Working Group at the SOLMAS office, guiding the content, assisting with style and risk management of the Forums, discussing questions with journalists prior to each event to ensure the key issues were explored and assisting television coverage through vision direction of the One TV recordings.

After each Forum SOLMAS also provided candid feedback to the Working Group and journalists, particularly relating to the strength and relevance of questions asked and how these could be improved. SOLMAS also guided journalists to address the major cross cutting theme questions with all guests.

To ensure the Forums were as effective as possible, SOLMAS devoted considerable training time that focused on analysis of the deeper and relevant issues, dealing with the 'big men', overcoming fears of intimidation, raising awareness of gender issues and matters of corruption, developing skills to ask incisive questions and to follow up with additional questions wherever necessary.

The performance of journalists during the Media Forums and the election period represents a milestone for journalism in the Solomon Islands. While further capacity development needs to be achieved, events of the past quarter have resulted in increased confidence of journalists to ask the 'hard questions' without fear of intimidation, development of MASI into a cohesive and effective industry body, deeper analysis of the primary issues affecting the well being of the people and the nation, the rise of women in the media as assertive and competent reporters, and better understanding of balance and fairness in reporting. *See Annex 6 and 7*

The genuine collaborative approach developed within the MASI Working Group saw the mainstream media organisations working together to cover the elections especially in the Provinces. This was reflected in each giving attribution when referring to reports, and at times, sharing costs to enable them to maximise their Provincial coverage.

"The major benefit of SOLMAS encouragement of collaboration within MASI has been the growing confidence of the media to ask hard questions, and report strongly on the cross-cutting themes. The strategy also resulted in the recognition of MASI as an industry body with influence." M.L O'Callaghan, RAMSI Public Affairs Manager.

Media Election Coverage:

The above results are also apparent in media coverage of the election at a national level, a major achievement this quarter.

SOLMAS assisted in engendering a spirit of collaboration and cooperation among the mainstream media. This initiative was successful with newspapers and the electronic media frequently collaborating in the use of staff and resources to bring about sound nationwide election coverage.

Election awareness training has been a major part of SOLMAS training over the past year with added emphasis during 2010. Training has involved working closely with the Solomon Islands Electoral Commission (SIEC) to develop relationships with the media to facilitate election coverage. The CEO

of the Electoral Commission was also provided with one-on-one media awareness training. Additional training was provided to MASI members including mock political party manifestos to analyse and develop key questions leading to newsworthy material. Journalists have regularly been encouraged to apply rigorous values and ethics to their own behaviour and to incorporate the same principles into their analysis of election issues.

Comparison with coverage of 2006 election

Where the last election was only covered by Solomon Star and SIBC, the 2010 election was covered by the three mainstream newspapers, One News TV and SIBC. As a result of SOLMAS training, journalists were better organised, principally asked sound and incisive questions, met deadlines and provided the people of the Solomon Islands with accurate information and coverage to enable them make informed choices. SOLMAS devoted considerable time to training on the need for journalists to refrain from inflammatory reporting styles and to act responsibly in both the pre and post election period. The behaviour and professionalism exhibited by journalists was exemplary.

International observers found that while the election process was "open and spirited", there were some irregularities during the election, including potential voters being turned away because their names were not included on the roll and delays in the voting process. *Refer to Annex 11, P 41*

Component 2: Strengthening SIBC effectiveness and appropriately differentiating its role as the emergency services provider and national public broadcaster

HF Restoration Project

The following progress report has been compiled by Technical Project Manager, Steve White and accounts for activity in the June 2010 to September period

1. The Elcor HF Transmitter has suffered several major faults, but is currently capable of operating at 7kW on both 5020 and 9545kHz. The transmitter is currently set on 5020kHz so as to provide redundancy for the Omnitronics transmitter until 9545kHz is required over the height of the summer months.
2. The Omnitronics HF Transmitter is currently on air at half power (5kW) on 5020kHz. The transmitter is configured so that only half of the power amplifiers are required for it to operate as not all PA's are repaired yet. The IPS coverage report has confirmed that 5kW is a suitable power level for HF coverage of the Solomon Islands from Honiara, and there are very significant power savings to be made by operating at this power level.
3. The time clock to control the Henderson transmitters is installed and operational. All transmitters are now automatically shut down over-night when not required for program transmission to save power.
4. Two new Orban Optimod audio processors are installed and operational. One feeds the MF transmitter, and one feeds the two HF transmitters. The transmitters are now properly modulated (which enhances coverage), and properly protected from damage through audio level transients.
5. The Henderson Genset repairs are complete, however there may still a problem in the control system which will be investigated in conjunction with the site electrical upgrade in November.

6. The Feeder cable and associated hardware for the HF antennas at Henderson, and the new HT transformer for the Elcor transmitter have both arrived in Honiara and are currently stored at the Fletcher Kwaimani depot.
7. The new mast lights have arrived in Honiara. The mounting brackets and junction boxes for the mast lighting have been ordered and will be delivered with the new switchboards.
8. The MF and HF coverage prediction works are complete. The IPS HF coverage report states that there is little impact on coverage to the Solomon Islands Group if the transmitters are operated at 5KW rather than 10kW. Operating at half power is possible with the solid state Omnitronics transmitter on 5020kHz and will realise significant power savings.
9. A decision has been made to drop the Gizo mast as it is not considered viable to return the site to an operational condition. The IPS report also confirms that the HF services in Honiara will provide suitable coverage to the area. The mast is scheduled to be dropped in mid October.
10. The Henderson building, electrical and air-conditioning works, and the Gizo mast removal works contract offers have been made to Fletcher Kwaimani and Kordia (electrical works only). The contract offers have been agreed and signed by both companies, however Fletcher Kwaimani are now querying the insurance levels required under the contract. The bulk of the work at Henderson should get under way in late October / early November 2010.
11. Rigging works quotes to date for the Henderson mast repair work and mast lighting installation have been very high, due to the amount and nature of the work required. A decision has been made to defer this work until alternative funding can be secured.
12. A set of hand tools, two multimeters and some specialist soldering equipment have been purchased on the project. This equipment was required to carry out the repairs to the Omnitronics transmitter, and for ongoing maintenance of SIBC technical equipment.
13. Maintenance work was carried out at Henderson by SIBC technical staff and Min Sun on the 15th of April – primarily cleaning of the transmitters and transmitter building. It is intended that this type of work be scheduled on site every 2 to 3 months.
14. The RF training will be conducted in conjunction with the commissioning of the works at Henderson later this year. The intention is to include a significant amount of practical work in the training. Maintenance procedures and coverage measurements for the MF and HF transmission will also be included in the training.

Steve White would like to formally recognise the efforts of AYAD, Min Sun, who has assisted with much of the work on the Elcor transmitter as well as repair works on the Omnitronics PA modules.

Audience Survey

The report from the all media survey which was commission by SOLMAS was finalised in late August. The survey was commissioned to inform SIBC and the other media outlets in Solomon Islands on the needs of their audiences and determine whether these needs are being met. SOLMAS will tailor an individual presentation and present the findings to SIBC and the other media outlets in the next quarter.

Staff Code of Conduct

The SIBC General Manager discussed the need for a revised Code of Conduct with Managers and provided staff with copies of SIG's Public Service Code of Conduct outlining the plan to develop a Code for the SIBC. A suggestions box was set up for staff to put forward ideas of what they felt was important to be included.

The General Manager and Partnership Coordinator will review the suggestions and organise a workshop for Managers and Supervisors to consolidate the ideas into a Draft Code of Conduct. The draft will be distributed prior to a staff meeting where staff will have the opportunity to provide feedback. Management will finalise the Code prior to presentation to the Board. Once the Code is finalised, each staff member will receive their own copy which they will be required to sign.

Management Achievements:
SIBC General Manager, Cornelius Rathamana wrote a positive foreword to SIBC's Election Handbook which focused on the national expectation for exemplary broadcasting from SIBC as 'the Peoples' earpiece'. He also appealed to every staff member to do their best work so 'SIBC (is) timely, effective and accurate in the delivery of Election information'. In his appeal for teamwork, Mr Rathamana said: 'It is a time to showcase SIBC as the only station that has the capacity to provide the coverage on time and with accuracy and trustworthy information. It is highly anticipated that our presence at the polling stations and in the Provinces will contribute a lot to help avoid any corruption of the voting process, the handling of the ballot boxes and the counting.'

Mr Rathamana called an Election Debrief to capture the improvements and initiatives from the election period to ensure they are detailed for the next National Election.

Developing a Code of Conduct, reviewing the Staff Regulations and setting up a Performance Appraisal system are three main areas Mr Rathamana wants to focus on in the next Quarter. SIBC has a significant debt to the Solomon Islands Energy Authority. Tackling this along with changing governance requirements under the SOE-strengthening project will also be a focus of the next Quarter.

SIBC News and Current Affairs achievements:
In the lead up to the Election, Walter Nalangu, Manager NewsCaff acted as General Manager for three weeks. As Manager News, he planned and sent SIBC reporters and casual correspondents to eight Provincial centres to provide live information for Programs and news stories for Election week. SIBC's funding of the travel demonstrated local ownership of capacity building. As noted in the last Quarter, the Manager NewsCaff is increasing confident about his abilities. The confidence and contacts Mr Nalangu made in the MASI Media Forum Working Group helped him many times during the Election. Within this group there was an esprit de corps and a collaboration which strengthened all members.

Despite his excellent work in the lead up, from Election Day, the Manager NewsCaff decided to focus his skills on reporting one of the Honiara constituencies, rather than leading the Newsroom. As a result, the Newsroom staff needed to step up and did.

Several female journalists contributed significantly to the success of SIBC's live and news bulletin coverage. Improvements include a vastly expanded contacts list; increased confidence in questioning Big Men; exemplary live crosses; working extended hours while maintaining quality news reporting. The energy, initiative and strong reporting skills that all Newsroom journalists showed during the Election Vote and Count continued through the Government-forming period and election for Prime Minister. Even as the Parliament prepares for the term, the enthusiasm and improved skills

continue. As a result of the Election coverage, the AM current affairs show Distaem Nao is now reported live, usually with the Newsroom preparing a live interview for the Program Presenter. This means that in the morning, SIBC broadcasts news of the day and looks forward rather than running older news from the previous day. It is hoped this change will continue.

Program Department achievements:
The Program Department – in partnership with News and Current Affairs operated well during the National Election vote, count and PM election with programs demonstrating depth and breadth. Previously, the Program Department's output focused on music and sponsored spots, however from early August, programs focussed on news and current affairs.

Throughout the election period, SIBC broadcast 17 hours a day, much of it interviews, live reports and news and current affairs. Three main presenters showed great talent as they worked through a new schedule. The Programs Department took direction from an Executive Producer from News and used on-air staff as producers to line up talent and edit interviews for on-air use again or for News. This strategy worked well. The teamwork between Programs and News was exemplary and continues.

Pre-Election Programming included:
Talem Tingting Blo Iu: The first 'Have Your Say' 30-minute program went to air in early June. The program is a weekly one hour broadcast canvassing the views of Solomon Islanders on Election Topics. It continued weekly under EP, Alison Ofotalau, who oversaw pre and post publicity, program record and editing. SIBC News' newest recruit, Atenia Tahu, took up the responsibility for this program and achieved proficiency in interviewing and editing as a result.

Being the First: This 16-part, RAMSI-funded series about successful Solomon Island women in the Public Service/Government continues. The founding producer has left and it has been taken over by another Programs Officer who will benefit from the experience of producing a high profile program.

The National Election encouraged SIBC's Programs department to use a different style of broadcasting which was based on interviews, talkback and producer/presenter teams. It has not been decided whether these changes will continue. The Partnership Coordinator will endeavour to work with the Manager Programs and his Supervisor, Moddie Nanau, to continue the content changes.

Sales and Marketing Department achievements:
The Car Raffle was drawn in early-July and three women won the vehicles. This milestone is put in the 'achievements' category only because it has been resolved. However, in the year since inception, the raffle took up substantial SIBC work time and scarce financial resources in running costs while only 15 percent of the planned ticket sales were achieved.

Manager Sales secured a Telekom sponsorship of the phone lines used for the National Election live coverage for a week, along with four mobiles, also for Election coverage.

Improvements to be made:
The Manager Sales and Marketing has stopped monthly reporting to the General Manager. Sales revenue during this Quarter is not known. Along with the financial figures, Sales figures must be pursued by the General Manager in the next Quarter.

As a result of the sponsorship arrangement for the Raffle, SIBC Programs has a substantial commitment to air a highly produced program each week for more than two years.

Finance Department:

During the Finance Manager's absence, the Finance Department recruited a second new female staff member to bring the number of women in the Department to three. The latest female recruit (Accounts Receivable) has 15 years' experience.

As a result of the General Manager being on leave, the Finance Department has taken the opportunity not to furnish the Management with monthly figures.

Improvements to be made:

Technical Department achievements:
The Technical Department brainstormed and developed a set of Standard Operating Procedures for Transmission Outages. This followed an outage on the AM service which demonstrated a lack of accountability. The SOPs detail possible transmission problems and how to deal with them. The team improved their reporting, planning and weekend roster requirements and the SOLMAS Program Manager continued to work with the Technical team to assist in formulating a training program so on-call staff can be trained in transmission troubleshooting.

Ronnie Buaoka, a former senior transmission staffer has been accepted in the position of IT officer. With the assistance of AYAD volunteer, Min Sun, and a short-term youth volunteer, he has developed the SIBC's website into a portal for Solomon Islands news and information. SIBC's election information was published online promptly during the election period.

The General Manager supported an initiative to release funds to procure 11 new computers. This was the first time SIBC had bought such a significant amount of new hardware. Previously it relied on donors and second hand goods. The Technical Supervisor oversaw the rollout of the new computers and rebuilt some of the older machines. Most SIBC staffers now have access to quality computers, again demonstrating reciprocal responsibility for capacity development of staff.

Component 3: Support to the SI media to accurately disseminate information provided by SIEC and to report on election processes, campaigns and outcomes in a balanced manner

SOLMAS Program Manager and Training Coordinator met with the Electoral Systems Strengthening Program (ESSP) and Electoral Commission (EC) officials to discuss media access in relation to Lead up Election night, the vote count and Government forming period.

See Code of Conduct Electoral Commission submitted with this report.

As reported previously SOLMAS undertook a review in December 2009 of the media coverage of the 2006 election. This concluded that while only SIBC and Solomon Star covered the 2006 election, coverage was generally balanced and fair, with no evidence that the media contributed to the post-election tension.

An exception to this was the publicity surrounding the "Winds of Change" (a politically driven promotion, advertised in the Solomon Star) which became progressively more personal as the 2006 election approached.

The review assisted in identifying additional training needs and led to the formulation of:

- MASI election coverage strategy
- A specific Election Week Strategy for SIBC including Programs
- Forum Approach (MASI Collaboration)
- Print training components
- Radio training components
- Television training components

As reported earlier the MASI Working Group met regularly at the SOLMAS office Evan Wasuka (One TV) was nominated as Chair of the group and Eddie Osifelo (Solomon Star) as Deputy. The election strategy was developed by the group at these meetings and the SOLMAS Election Training Plan was designed to complement and support the group's work.

The Media Forums in June and August were recorded and the content was aired on SIBC and One TV and reported widely in the print media (Please refer to newspaper articles at Annex 4, 5, 6). The MASI Executive agreed to provide funding to the five mainstream media organisations of $5000SBD each to assist with offsetting the costs of running the Forums.

SOLMAS organised workshops aimed at strengthening the capacity of MASI to provide informative, accurate and impartial national coverage of the election campaign, including voting, counting and the government forming period.

SOLMAS FSF Project Officer assisted in organising forums through involving women's organisations, election candidates and the two candidates vying for the Prime Minister post. Election media coverage was hailed a success.

"The training provided by SOLMAS has given a wider perspective to the reporters who have never had any formal training. One clear example: the election coverage training gave One Television

better coverage of the issues and the confidence shown by reporters to cover the issues." (Dorothy Wickham, Director, One News TV).

SOLMAS provided Media Awareness Training to the CEO of the Electoral Commission, Polycarp Hananau and some graduates from the Electoral Commission. Mr Hananau was initially uncomfortable in front of the media however towards the lead up to the General Election, and throughout interviews and media conferences, his effectiveness and ability to work with the media improved.

Media collaboration with the Electoral Commission and Police during the election period was tight, and the coverage was recognised by RAMSI as contributing to the peaceful outcome. Throughout the election period SOLMAS continued to encourage the media to focus on accuracy, attribution and calmness.

As a Post Election Strategy, SOLMAS continues to work closely with MASI Media Working Group which is planning to hold monthly Forums with a focus on watchdog journalism. To complement this activity, SOLMAS training will continue to focus on developing the skills of journalists to make the Forums more effective.

We see that the major benefit of SOLMAS encouragement of collaboration within MASI has been the growing confidence of the media to ask hard questions, and report strongly on the cross-cutting themes. The strategy also resulted in the recognition of MASI as an industry body with influence.

Component 4: Flexible Support Fund

PFNet training

Two four and a half day basic media skills courses were run for PFNet operators in June and July in Gizo and Honiara. Fourteen PFNet operators from provinces around the country participated in each course. The training goal was to develop basic news gathering and writing skills so that operators could provide news stories to Honiara based media outlets. The skill level of the participants was rudimentary at commencement but by course completion they were at a level where they could take a series of facts and compile a report using mainstream media practice. The training was successful, however further follow up training and practice is needed to ensure consolidation of the skills developed.

The Government Communications Unit website was also completed during this period. *Please see reports at Annex 2*

In association with Vois Blong Mere training in basic media skills for women in rural areas and Honiara is scheduled for 18th – 21st October 2010. The aim is to empower the participants to understand the role of media and how to effectively use the media to advocate issues concerning women in Solomon Islands.

FSF Status as at Wednesday 22nd September 2010

DON BOSCO	COMPLETED	Basic journalism training	$80,000.00
ISLAND SUN	COMPLETED	Website and training	$30,000.00
PFNET GIZO TRAINING	COMPLETED	Basic journalism training	$73,403.00
PFNET HONIARA TRAINING	COMPLETED	Basic journalism training	$71,639.00
GOVT. COMMUNICATIONS UNIT	COMPLETED	Website and training	$60,000.00
ONE NEWS TV	UNDERWAY	Underway	$106,000.00
VOIS BLONG MERE TRAINING	18th – 21st October 2010	Basic journalism training	Estimated $111,299
SIDT/PFNET BUALA TRAINING	1st – 5th November 2010	Basic journalism/broadcast training	Estimated $66,984.60
STAR PRINT TRAINING	APPROVED	Proposed time: OCTOBER 2010	Currently being costed
GUD NIUS RADIO	APPROVED	Pending completion of national survey	UNKNOWN
MASI	APPROVED	PENDING	UNKNOWN
MOCA X 2	APPROVED	PENDING	UNKNOWN

Component 5: Program Management

The SOLMAS Program Manager continues to meet regularly with the Permanent Secretary for Aviation and Communications (MOCA) to discuss the possibility of a single Regulator for Telecommunications/New Media and Broadcasting. The Telecommunications Commissioner is also starting to consider this concept which will pave the way for SOLMAS to make significant input to strengthen the media regulatory framework.

3. Project Governance and Finance

Program Director visit and consultations

SOLMAS Program Director visited Honiara from 5 to 13 July primarily to conduct annual stakeholder consultations with key implementing partners. The Program Director met with the majority of stakeholders and partners discussing strengths and weaknesses in the program implementation. The PD took the opportunity to discuss the future needs of stakeholders if the program was to continue beyond December 2010.

Independent Program Assessment Team

During the period, SOLMAS commissioned an Independent Program Assessment Team (IPAT) to review SOLMAS's progress. This is an annual requirement outlined in the Program Design Document (PDD). SOLMAS engaged the same team of reviewers as in the previous year to maintain a consistent approach. The purpose of the review was to:

1. Evaluate the effectiveness of SOLMAS since the last review in July 2009
2. Seek formal feedback from the three component counterparts on effectiveness, and identify their directions for potential future support
3. See formal feedback from RAMSI and AusAID on effectiveness, management and potential future of SOLMAS and
4. To provide a recommendation on the need for a phase 3 in an Independent Assessment Progress Report.

The in-country review was carried out in early September and the final report is due on 6 October.

Financial expenditure

Please note the cut off date for the acquitted expenditure reflected in this report is 31 August 2010.

This quarter saw a slight underspend, especially in the area of the Flexible Support fund. This is mainly due to timing on the short wave restoration project. Although contracts have been issued for much of the building and structural which will be taking place at Henderson and Gizo, actual payments have not gone through as yet.

Next quarter will see a large amount of expenditure with the completion of the short-wave restoration project and the finalisation of more Flexible Support Fund applications.
Please refer to the budget breakdown and expenditure at page 17.

ABC Financial Procedures

ABC International Projects have engaged a Finance and Operations Manager to provide the unit with overall financial and management advice and enhance the overall internal operational capacity and provide strategic advice to the head of the Unit on business development. As part of this new role, ABC International Projects have moved to an accrual based accounting system which should see more accurate representation of expenditure in the monthly acquittals.

SOLMAS Acquittal Budget

1st June to 31st August 2010 Acquittal

Expenditure	Program Budget to date 31/08/10	Program Actuals to date 31/08/10	Variance	Explanatory note	Balance To Spend Sep to Dec 2010	Program Budget
INPUTS						
Program Manager Fixed Remuneration	$41,550.20	$43,800.36	-$2,250.16	3 Pays in July	$56,540.35	
Bank Fees	$150.00	$4.50	$145.50		$782.00	
Total Other Program Manager Support Cost	$150.00	$4.50	$145.50		$782.00	
Grand Total Program Manager	**$41,700.20**	**$43,804.86**	**-$2,104.66**		**$57,407.35**	
SIBC /ABC Partnership Co-ordinator Fixed Remuneration	$32,610.00	$34,733.25	-$2,123.25	3 Pays in July	$45,445.35	
Grand Total SIBC/ABC Partnership Coordinator	**$32,610.00**	**$34,733.25**	**-$2,123.25**		**$45,445.35**	
Media Training & Development Coordinator Fixed Remuneration	$31,910.00	$34,313.03	-$2,403.03	3 Pays in July	$47,635.83	
Grand Total Media Training & Development	**$31,910.00**	**$34,313.03**	**-$2,403.03**		**$47,635.83**	
Program Director Fixed Remuneration	$5,850.00	$5,850.00	$0.00		$8,502.60	
Program Administrator Fixed Remuneration	$15,258.80	$14,408.52	$850.28	3 Pays in July	$21,186.54	
Total Australia Based Project Support	**$21,108.80**	**$19,754.34**	**$1,414.94**		**$29,689.20**	
TOTAL INPUTS	**$127,369.20**	**$132,745.52**	**-$5,356.32**	Exceeding budget for the quarter due to number of pay days in July, this will even out in the next acquittal	**$177,200.73**	
OVERHEADS AND MANAGEMENT						
OVERHEADS AND MANAGEMENT	**$32,500.00**	**$32,500.00**	**$0.00**		**$44,000.00**	
REIMBURSABLES						
Rent	$5,250.00	$4,758.56	$491.44		$10,934.84	
Utilities	$3,750.00	$3,157.50	$592.50		$10,703.50	
Parking	$780.00	$507.81	$272.19		$2,173.96	
Flood (including computers)	$0.00	$278.44	-$278.44		$1,170.60	
Maintenance	$4,000.00	$3,116.94	$883.06		$776.16	
Office Supplies	$1,095.60	$532.61	$562.99		$2,372.64	
Telephones	$1,250.00	$2,056.70	-$806.70	Due to change to include 50% of SOLMAS home phone	$1,540.30	
ADSL	$150.00	$0.00	$150.00		$396.17	
Newspapers Books/Online Subscriptions/Reference Materials	$2,400.00	$1,911.13	$488.87		$12,012.96	
Total Office	$12,761.60	$13,051.75	-$290.15		$48,134.12	
Locally Engaged Staff	$0.00	$0.00	$0.00		$651.47	
Recruitment Fees/Advertising	$750.00	$1,000.00	-$250.00		$262.50	
Local Payment Agent Fee	$4,653.15	$1,398.57	$3,254.74		$3,926.70	
SI/LMAS Office Assistant	$3,937.50	$3,312.50	$625.00		$4,617.50	
SOLMAS Cleaner	$2,400.00	$2,256.25	$143.75		$1,203.80	
FSF Project Manager	$6,000.00	$5,656.25	$343.75		$10,653.20	
Total Locally Engaged Staff						

SOLMAS Acquittal Budget *1st June to 31st August 2010 Acquittal*					
	Program	*Program*			
Expenditure	Recd budget to date 31/08/10	Actuals to Dec 31/08/10	Variance %	Explanatory note	Budget To Spend
Reimbursables Other					
Visas, Medical Costs, Travel Insurance	$300.00	$0.00	$300.00		$1,700.79
Media Training Coordinator Removal/Airfreight costs	$0.00	$362.96	-$362.96		$3,805.65
Program Manager Storage Fees (Australia)	$742.50	$647.79	$94.71		$1,243.15
Postage/Freight/P O Box	$75.00	$197.61	-$122.61		$69.11
Travel & Accommodation (including Australian-based staff)	$3,750.00	$11,284.46	-$7,534.46		$37,741.45
Meeting Refreshments/Water, etc	$300.00	$279.35	$20.65		$44.50
Miscellaneous	$300.00	$1,347.36	-$1,047.36		$3,511.86
Bank Fees	$165.00	$129.17	$35.83		$284.31
Total Reimbursables Other	$5,382.50	$14,603.30	-$9,220.80		$48,187.79
TOTAL REIMBURSABLES	**$45,784.18**	**$33,364.41**	**$12,419.78**		**$106,806.30**
FLEXIBLE SUPPORT FUND					
Remuneration- Monitoring & Evaluation Specialist	$0.00	$0.00	$0.00		$1,000.00
Accommodation - Monitoring & Evaluation Specialist	$0.00	$0.00	$0.00		$1,000.00
Travel - Monitoring & Evaluation Specialist	$0.00	$0.00	$0.00		$152.50
Independent Program Assessment Team x 2 - remuneration	$10,000.00	$10,000.00	$0.00		$2,000.00
IPAT Travel x 2	$9,000.00	$10,095.95	-$1,095.95		$1,712.50
IPAT Hotel	$2,250.00	$2,250.00	$0.00		$3,105.00
IPAT Per Diems	$1,750.00	$1,643.00	$107.00		$1,750.00
IPAT Contingency (Medical, Fares, etc)	$2,000.00	$0.00	$2,000.00		$2,000.00
SIBC Marketing & Business Development Specialist	$0.00	$0.00	$0.00		$0.00
SIBC Marketing & Business Development Specialist - Travel, Accom, Per Diems	$0.00	$0.00	$0.00		$3,737.50
SIBC Financial Management Specialist	$0.00	$0.00	$0.00		$58,196.50
SIBC Financial Management Specialist - Travel, Accom, Per Diems	$0.00	$0.00	$0.00		$158.00
Broadcast Legislation Specialist	$0.00	$0.00	$0.00		$25,000.00
Broadcast Legislation Specialist - Travel, Accom, Per Diems	$0.00	$0.00	$0.00		$316.00
FSF - All Media Projects - Round 1	$0.00	$0.00	$0.00		$3,475.00
FSF - Other Media Projects	$0.00	$0.00	$0.00		$3,475.00
Content Development Fund	$74,062.00	$14,173.42	$59,888.58		$26,836.58
Infrastructure Projects - Henderson Field, Gizo	$0.00	$27,304.42	-$27,304.42		$142,060.00
Tech Project Manager for Henderson/Gizo Works	$0.00	$22,177.75	-$22,177.75		$114,000.00
Tech Project Manager - Vehicle, Accom	$0.00	$0.00	$0.00		$6,000.00
Other Projects incl Media & Journalism Training	$29,125.00	$3,694.75	$25,430.25		$150,974.75
TOTAL FLEXIBLE SUPPORT FUND	**$225,413.71**	**$73,119.60**	**$152,294.11**		**$536,269.86**
TOTAL GRAND TOTAL	**$433,787.07**	**$271,729.43**	**$162,057.64**		**$1,264,275.89**

Annex 1a: Election Plan

June – August, 2010, SIBC Partnership Coordinator

The main aspects of Election Plan 1 - March to May - have either been finished or followed through. Election Plan 2 builds on this capacity development and focuses on delivering for the National Election on Wednesday, August 4, 2010.

- **GM + MANAGERS:**
  - ✓ Continue to develop Election Editorial Policies for SIBC Programs, NewsCaff and Advertisements. This will build on the SOLMAS workshop on May 15 and incorporate aspects of General Orders regarding Staff who stand for election.
- **NEWSROOM:**
  - ✓ Continue targeted training for all reporters with a focus on Election reporting.
  - ✓ All reporters need voice training and training in writing voicers.
  - ✓ Follow through with the Election File, Diary and Contacts.
  - ✓ Support the Manager NewsCaff to set up an Election News Stories file to set up planned coverage and ensure all are followed through.
  - ✓ Give all reporters regular feedback on their work.
  - ✓ Continue to hold a monthly competition with an Election focus.
  - ✓ Website: There has already been some redevelopment of SIBC's site but the recruitment of an AYAD volunteer should improve the prospects that the redevelopment will be completed.
- **PROGRAMS:**
  - **Pre-Election Programming:**
  - ✓ **Talem Tingting Blo Iu:** The first 'Have Your Say' 30-minute program is due to go to air on Saturday, June 5. Under EP, Alison Ofotalau, publicity, program record and editing are underway. This program may well continue after the Election.
  - ✓ **Meet the Media Election Forums:** There are eight of these planned, starting with former PM Sir Allen Kemakeza and ending with SI's only female MP ever elected, Hilda Karin. At one a week, these need to start on Sunday, June 13. Followed by June 20, June 27, July 4, July 11, July 18, July 25, August 1. The MASI group needs to follow through with this.
  - ✓ **Being The First:** This 16-part series about successful Solomon Island women in the Public Service/Government now has RAMSI funding. Although it's not election-focused, it will be running from June for 16 weeks and requires senior resource from the Programs team.
  - ✓ **Election Talkback:** This proposal is yet to be fully developed although it does have the support of the Acting Program Manager. It would require an experienced producer and on-air presenters. As the resources of the Programs/NewsCaff teams are already focused on the three programs detailed above, this proposal would require external funding and at least one external staffer plus new studio equipment. However, as it would be a good pilot/practise for the Election Count programs, putting an effort into securing funding, at least for mid-to-late July, would benefit Election broadcasting capacity building at SIBC.
  - **Election Programming:**
  - ✓ Support EP, Alison Ofotalau, Programs and Newsroom to develop Election Programming which was brainstormed during a week of workshops at SIBC, May 10-14. There is much to do including training the staff who will be reporting from the Provinces along with those who will be on-air. Other initiatives and challenges include full contact lists and continual live broadcasting over several days.
  - ✓ The Election Count programming will be followed up with specific programming during the Government-forming period. This will include live current affairs programming from the various party camps as well as regular use of commentators and experts. There are plans for a special talkback program from 2210 to 2250 every night to allow the public to express their views.

- **RESOURCES + LOGISTICS**: There are many needs including studio equipment, reporter recorders and mobiles, and a much-improved transport system. These need to be followed up in June and July so all is in place before August. May 30, 2010

Annex 1b: Election Debrief, SIBC Staff

Monday, September 6, 2010

Programs and Presentation:

Achievements – General Election

a. Nationwide coverage – reports to all nine Provinces
b. Live coverage of election happened as planned
c. Deployment of reporters was possible, providing live reports (makes good radio)
d. Commentators/analysts/critics made Election Coverage a success
e. Choice and lineup of presenters was excellent
f. Role of EP: First time SIBC has introduced EP in major coverage – support of good questions + contacts
g. Role of producers in producing cuts (of lives interviews and Governor-General announcements that were rebroadcast, often more than once)
h. Technical assistance given to EP and presenters on use of Telecontroller/Hybrid – excellent
i. Hourly News update
j Excellent Admin support – transport, food and finance
k. Ready willingness by public (local/international) to talk on Election issues/government at odd times of the day
l. Expert advice from the Advisor
m. Well-prepared macro and micro Program Schedules
n Free service from Our Telekom
o. Formal declaration of winning candidates by Governor-General

Achievements – Government-forming period

a Continuous coverage during Government-forming period from analysts, commentators, MPs- elect, reporters, MASI forums
b. Access of reporters into political camps, providing live reports and interviews
c. Early deployment of reporters to Parliament and various locations in town on PM Election day
d. Continuous crossovers to reporters and commentators kept listeners hooked on what's going on.
e. PM candidate profiles – very interesting
f. Q and A and analytical comments by the two female reporters at Parliament building (Moddie Nanau and Alison Ofotalu) kept public on edge (very interesting)
g. First to announce PM-elect
h. Lively crossovers
i. Continuous coverage after the election and reaction reports and interviews
j. Live reports of swearing-in of PM and live coverage of maiden speech and news conference

Challenges

a. Telecontroller/hybrid broke down on third day of coverage
b. Mobile phone coverage in Province – Kirakira, Lata, Buala, Taro – poor network
c. Technical problem from Government House
d. Role of EP scaled down after National Election due to no clear direction as to how to go from there
e. Live presentation of Current Affairs due to (d) above
f. Lack of commitment by some commentators, election officials, police
g. Unwelcome comments from some members of the public (aimed, especially, at women reporters in the Provinces)

News and Current Affairs

Team: Joseph Inomae, Atenia Tahu, Kiki Tuni, Leni Dalavera, Charles Stennett, Walter Nalangu

What we did well:

1. Good coverage (of issues in) bulletins - National, gender etc.
2. Longer bulletins (than usual)

3. Good turnaround time
4. High standard of copy
5. Good followup on stories
6. Website update very current
7. Reporting (live) from scene
8. Good casual employee choices
9. SOLMAS training helped – planning + handbook

What needs to be different next time:

1. Editorial direction
    - Lead story
    - Assigning stories
    - Election cuts breakdown
    - Electoral Commission information:
        i. Rules of Engagement
        ii. Progressive figures
    - Liaise with Government House
    - Keep in touch for casual employees
    - Regular editorial meetings – Chief-of-Staff-led
    - Reception better briefed
    - Audio mailbox
    - Review stringer service

Provincial Reporters

Team: Rozalee Nongebatu, Philemon Loe, Lyn Vaike, Ruth Ramoifuila

What we did well:

- Regular live reports and updates from the field for News and CAff Programs
- We were ahead of the other media organizations in terms of media coverage of Election results
- Established good/strong working relationships/contacts with:
    - Polling officials
    - Returning Officers
    - Election observers
    - Police officers
    - Counting agents
    - People, etc
    - Electoral Commission
- Strong/advanced research of constituencies + polling stations + candidates + Electoral laws: (Research gave substance to our reports)
- We were good ambassadors for SIBC
- SOLMAS training on Election Coverage helped our reporting
- Disciplined ourselves

What needs to be different next time:

- More coverage of the campaign trail:
    - Independent MPs and their policies were not adequately covered
- Stronger logistic support to ensure wider coverage of Provinces with more than 10 constituencies:
    - Pool transport resources with other media organizations
    - Media team, hire own transport
    - Employ stringers where we can't reach
- At least three SIBC officers are needed to cover Malaita elections:
    - 14 constituencies – Southern Region was neglected
- Provincial Reporters need more advanced resources to work outside of the office:
    - Zoom recorders were useless in terms of getting audio back to HQ on time
    - Good interviews could not be filed in packages for CAff + News inserts

    - Laptop/netbook needed to edit and prepare packages for NCA and News
- More coverage on polling day issues:
    - For example, reporting on disabled people, illiterate, old people, blind people.
    - How were they assisted? How independent were assisting polling officers?
    - Work out logistics with police
- More analytical reporting is needed

Technical Review

- Team members:
    - Andrew Lano, Nilo Tavo, Steve Amasi: OBs
    - Min Sun: Technical consultant
    - Ronnie Buaoka: IT
    - Patrick Tibaua: Transmission
- Technical coverage:
    - Transmission: OK
    - Equipment OK, except operational errors
    - Logistic support: OK
- Technical Issues:
    - Preparation time
        - One week clear
        - Technical briefings
        - Check list
    - OB Link:
        - Needs improvement
        - Link redundancy – not enough
        - Equipment (spares)
        - SMS capability
- Website:
    - Good results availability
    - Need candidate profiles next time
- Logistics:
    - Driver training
    - Vehicle availability
    - OB vehicle
    - GSM reporter phones

Finance & Administration + Sales & Marketing Departments:

1. Logistical Support
    a. Transport
    b. Finance
    c. Security
    d. Refreshments
    e. Stationeries
    f. Communications tools
    g. Accommodation, allowances + Imprest
    h. Management

a. TRANSPORT

- Pooled all vehicles
- Allocation of drivers
- Fuel
- Mechanic at post
- Coordination

COMMENTS: Satisfactory: No vehicles or Genset breakdown. All drivers were available

b. FINANCE
- Election Budget
- Secure additional funding
- Finance Staff at post
- Meet all costs

COMMENTS: Obtain Contingency Warrant from Prime Minister's Office.
Obtain second quarter subvention.

c. SECURITY
- Two security officers at post up to 11pm
- No threats at HQ
- All gates locked at all times
- Non-SIBC vehicles parked outside fence
- SIBC clients access through small gate

COMMENTS: Additional 24-hour security for 10 days for PM's election with help of SOLMAS.

d. REFRESHMENTS
- Food & water provided for staff on duty
- Organise meals/refreshments

e. STATIONERIES
- Note pads, batteries, papers, pens
- Toiletries

f. COMMUNICATIONS TOOLS
- Receptionist
- 4x mobile handsets
- 4x lines to OnAir Studio
- Radio monitors (Degen)
- Mobile phones for drivers
- Credits to all mobiles for staff on duty

g. ACCOMMODATION, ALLOWANCES + IMPREST
- Paid to reporters covering elections from Provinces (two accommodation bills yet to be settled)
- Paid OT to staff working during Election

h. MANAGEMENT
- Travel bookings to staff assigned to the Provinces
- Ensured all logistics properly in place
- Delegation of duties
- Teamwork

National Election 2010

Election Coverage Handbook

Headquarters

Message from the General Manager, Cornelius Rathamana:

Dear Staff: As the Nation is heading for the polls, Solomon Islands Broadcasting Corporation will be the Peoples' earpiece for everything. Our own promotions and programs for the event have set a very high expectation from the public that we must deliver.

I have the following reminder and appeal to all: Every single Officer that works for SIBC is important to ensure that expectation is delivered. It is a time to showcase SIBC as the only station that has the capacity to provide the coverage on time and with accuracy and trustworthy information. It is highly anticipated that our presence at the polling stations and in the Provinces will contribute a lot to help avoid any corruption of the voting process, the handling of the ballot boxes and the counting.

Back here at the Headquarters, the general public will be equally be expecting SIBC to be timely, effective and accurate in the delivery of Election information.

The expectation will be high. It will require all Officers to be doing his or her work in the right manner. The duty rosters must be fully observed. Receptionist must be at bay at all the time. Queries must be channeled to the right desks as soon as possible. Security must be on its highest alert.

The drivers must be constantly at bay when not driving. All vehicles must be roadworthy, fueled and available at all times. Our standby generators must be fueled and on guard for any power interruptions at any time and duty technicians must be contactable and available for callouts at all times. All mobile phone numbers of Staff on duty and out-and-about must be correct and available at a central point of contact.

Above all, our health must be at its best. Drinking alcohol will not be tolerated as it will reduce your performance at work. It will make you sick the next day and someone else who is even busier is going to be forced to take your shift. You must be well-identified when you are out there, so please wear your uniform at all times in the field.

Please let us show that we care for a good and fair turnout for the Election to continue to gain the support of the Solomon Islands people and its Government who pay for our services that, in turn, pay for our wellbeing.

I WISH YOU ALL GOOD HEALTH AND SUCCESS IN WHAT YOU DO.

Solomon Islands National Elections, August, 2010

A record number of 509 candidates will contest the August 4 election, up from the previous record of 453 in 2006. There will also be a record number of political parties – at least 19, up from the 16 that contested in 2006.

There are 22 female candidates, similar to 2006 (26) but then, there were 10 from Malaita – this time there are just three. There are six from Western Province, up from one in 2006. Three MPs have retired: David Sitai, Rev Leslie Boseto and Laurie Chan. While East Are Are is vacant after the recent death of Edward Huni'ehu. Technically Savo/Russells has been vacant since a court ruling invalidated the 2009 by-election. Silas Milikada has vacated the seat of East Honiara to challenge Snyder Rini in Marovo.

At least seven former Malaitan Eagle Force members or spokesmen are contesting seats in Malaita. Several of them have recently been released from jail after Tension-related crimes.

With more candidates standing, Solomon Islands' first-past-the-post system means that winning candidates will receive a smaller fraction of the vote and there will likely be smaller margins. In 2006, half the successful candidates won with less than 30% of the vote.

Three Provinces – Western, Makira and Temotu will be much more heavily contested in 2010. Candidates by Province: Malaita (142), Guadalcanal (79), Western (73), Makira (59), Honiara (41), Temotu (40), Choiseul (23), Isabel (26), Central (18), Renbel (8).

SIBC Editorial guidelines for Covering Elections: June, 2010
(adapted from the NBC's Editorial Policies and discussed at SOLMAS training)

Elections are to be covered in an accurate, balanced and impartial way.

Several principles apply at election time:

- The public is entitled to hear the principal views of the various parties on all questions of importance.
- Program makers must not be influenced by individuals or organised groups who may try to affect editorial decisions.
- Program makers are forbidden to express their own political views.

The real test of a broadcaster's commitment to impartiality is in the way it reports elections and election campaigns. In an election campaign, there is a risk of politicians trying to manipulate events for political advantage. They may try to turn ministerial engagements into extra electioneering broadcast opportunities. This can be a major problem which grossly distorts the balance of election coverage. Political parties may seek to influence editorial decisions at election time. Program makers must not let themselves be intimidated. Complaints will occur and politicians should be told that any complaints they make will be dealt with at a higher level.

There are a number of essential steps in covering an election:

- ✓ Establish an overall program plan which details how coverage will be done and managed.
- ✓ Monitor the election coverage, in particular monitor for balance and fair treatment.
- ✓ Refer any complaints to management for a response.
- ✓ Retain brief notes on any discussions with politicians, to demonstrate fair dealing.

0600	**Election Programming Schedule: Election Day: Wednesday, August 4, 2010** **Bart Basia:** Station Opening and then **ELECTION OPENING:**
0605	*Morning Devotion*
0610	**Election Programming Preview**
0615	*Derek Prince Ministries*
0625	**Election Programming Preview**
0630	**News Pigin – Election Preview** (5 minutes)
0635	*Education Awareness*
0650	*Bible Reading*
0655	*Flight Information* + **Election Programming Preview**
0659	*Time Check - advertisement*
0700	**Election Live Reports from the Provinces**
	Including Solomon Tobacco advertisements 3x
0704	Malaita – Ruth Ramoifuila
	Guadalcanal – David Palapu in PM's constituency polling station Tumbosa
	Gizo – Cathy Dakatai · Taro – Rozalee Nongebatu
	Lata - Andrew Nalua Buala – Philemon Loe
	Noro – Adrian Sina Kira Kira – Lyn Vaike
	Honiara – Leni Dalavera
0730	**Live Talk Sports with Bart**: 13 minutes

0744	**Election Programming Preview** including Telekom acknowledgement
0745	*Home Management*
0759	**Election Programming Preview** including Telekom acknowledgement
0800	*Radio Australia News*
0810	**Election Programming Preview**
0811	*Today in History*
0815	*Virtues Guides*
0820	**Election Coverage** including Producer Cuts (with Throw + Backannounce)
	Electoral Commission CEO: Polycarp H or Sir Peter Kenilorıa
	Police Commissioner: Peter Marshall
	International Media
	Commentators/Analysts
	Live Reports not covered at 0700 incl. Tulagi – Patteson Mae and Wayne Sa'o
0900	*Radio Australia News*
0910	**News – Election Wrap** (5 minutes)
0915	**Election Coverage** including Producer Cuts (with Throw + Backannounce)
1000	**News – Election Wrap** (5 minutes)
1005	*Shipping + Weather*
1010	**Election Programming Preview** including Producer Cuts + **Advertisements**
1030	**Election Live Reports from the Provinces**
1059	**Bart signs off**, hands over to Elizabeth who introduces herself
1100	**News Pijin – Election Wrap** (5 minutes)
1105	**Election Talkback** plus Producer Cuts + fresh Interviews
1200	**Election Live Reports from the Provinces**
1230	*Service Messages + Advertisements*
1245	*This Day in History*
1250	**Election Programming Preview** including Producer Cuts
1300	*BBC*
1330	**Election Coverage** including Producer Cuts + Interviews ie Polycarp
1400	**News – Election Wrap** (5 minutes)
1405	**Election Talkback** plus Producer Cuts + new Interviews
1500	**News – Election Wrap** (5 minutes)
1505	**Election Coverage** incl. Talkback + Producer Cuts + Interviews + Live Reports
1600	*Radio Australia + Pacific Beat*
1630	**Live Talk Sports with Rolland**
1645	**Election Live Reports from the Provinces**
	Plus Polycarp @ 1705 + Marshall @ 1710
1715	**Elizabeth signs off** + throws to TRC
	Truth and Reconciliation Commission
1730	**Election Programming Preview** with Rolland + Producer Cuts etc
1745	*Forestry Program*
1800	**News – Election Wrap** (10 minutes)
1810	*Shipping + Weather*
1815	*Makira Education*
1830	Service Messages
1845	*Radio Health*
1855	*Flight Info* + **Election Programming Preview**
1900	**Election Live Reports from the Provinces – Final Wrap!!!!**
1930	*Service Messages including Virtues Guide + Bible Reading*
1955	**Election Programming Preview** + Producer Cuts etc
2000	*Law Reform*

2015	*Voice of Salvation*
2030	*YSato Half-Hour Music Show*
2100	**Replay Election Live Reports from the Provinces from 1900** (30 minutes)
2130	**Election Talkback** plus Producer Cuts + fresh Interviews
2145	*Derek Prince Ministries*
2155	**Election Programming Preview** including Producer Cuts
2200	**Replay 1800 News – Election Wrap** (10 minutes)
2210	**Election Talkback** plus Producer Cuts + fresh Interviews
2255	*Evening devotion*
2259	**Election Wrap and Preview for Thursday**

- The Election Programming Schedule is for Election Day, Wednesday, August 4.
- The Schedule for the Counting Days, Thursday 5th and Friday 6th is similar.
- The Schedule for Saturday 7th and Sunday 8th will be developed at the end of the week as requirements become clear.

The Schedule shows that Reporters in the Provinces will be expected to file Live Reports:

- ✓ 0700 – 0730
- ✓ 0820 – 0900 (if not included in the 0700 segment)
- ✓ 1030 – 1100
- ✓ 1200 – 1230
- ✓ 1645 - 1715
- ✓ 1900-1930 – Final Wrap

The main number for the Studio is: 23257.
Other studio lines are 20231, 20233, 20235, 20236
The Newsroom number is: 21282.
SIBC switch 20051.

Provincial Reporter contact numbers are.
Ruth Ramoifuila (Malaita): 75 08763
Rozalee Nongebatu (Choisel): 74 88778
Philemon Loe (Isabel): 75 08762
Lyn Vaike (Makira): 74 21956
Adrian Sina (Noro): 74 00864
Cathy Dakatai (Gizo): 74 86058 or 60160 (w)
David Palapu (Guadalcanal): 74 97917
Leni Dalavera (Honiara): 75 08764
Patteson Mae (Central): 74 17676
Andrew Nalua: (Temotu): 74 54254
Wayne Sa'o (Renbel): 74 02461

Senior staff contact numbers are:
Walter Nalangu: 74 86053
Alison Ofotalau: 75 04472
Moddie Nanau: 74 72254

PFnet Gizo Training (Monday 28th June – Thursday 1st July 2010)
The PFnet Gizo Training was a SOLMAS pilot project for regional training. Participants were all very keen to learn but had very different levels of understanding. Some were primary school leavers so it was a challenge introducing new concepts, although many were satisfied with the way in which the training was delivered.

Media training is in line with PFnet's prospect of merging rural news with mainstream media. PFnet rural email operators act as 'rural reporters' for mainstream media. In recognition of the limited skills and knowledge of operators in proactively contributing to basic journalism activities, it was deemed necessary for training of some sort to empower them as efficient and effective rural reporters. Media in the perspective of the rural communities is a "top down" approach. The communities are consumers only to what the urban-based media delivers to them. This has made information sharing a one-way affair that does not "listen" to the voices of the rural communities where about 80% of the people live. By empowering operators, they will be directly involved in the capturing of issues and activities that can be reported on and shared with others in the country. This is a positive way towards enhancing the reach of media in the rural Solomon Islands.
The trainings aim at "upgrading" the PFnet operators with necessary skills to be able to capture and report on developmental and community happenings to be shared more widely to the larger Solomon Islands and beyond. This also goes towards PFnet's organizational objective of information sharing to aid participation in development.

"Trainings help achieve an objective of PFnet, which is information sharing so that 'it is not just top down' (from capital down to rural) but also from the rural to share with the nation." (Tony Matelaomao, PFnet Communications and Rural Development Officer)

PFnet Honiara Training (Monday 19th - 23rd July 2010)
The second session was conducted for PFnet rural email operators from other parts of the country, but not including Isabel province operators (separate training in collaboration with SIDT – November 2010). Similar approach as in the previous (Gizo) training was taken in this training.

"PFnet has been so fortunate to be able to work together with SOLMAS in implementing trainings for rural email operators. Feedback has been very positive from the rural email operators, especially the approach of having small group trainings. Training has given them motivation to write with the PFnet hub in Honiara now receiving more news than normal.

We have a lot of dreams but limited by resources and financial backing to implement." (Tony Matelaomao, PFnet Communications Officer)

Government Communications Unit (GCU) website (www.pmc.gov.sb)
SOLMAS funded work to ensure that the website contains generic information of the Solomon Islands Government. Links are available to sub-ministerial websites, semi-government agencies, a

daily news page, policy papers, major speeches, promotions, announcements, graphic images, audio visual and more.

The website is an upgrade to a prior arrangement made under sponsorship of the RAMSI Machinery of Government Assistance tried for the first six months of 2007. This arrangement was however put on hold after the then SIG administration failed to continue funding the project.

Annex 3: Island Sun, P3 21/06/2010

NEWS

ISLAND SUN

Inaugural media forum on election begins

BY BARNEY DEVESI

THE MEDIA Association of Solomon Islands (MASI) has begun successfully with its first ever Media forum yesterday in Honiara.

The forum was organised and designed to give media organisations an opportunity to listen and question Solomon Islands' prominent leaders in the lead up to the National General Elections.

MASI has been fortunate to have the first and only woman who served five consecutive terms as Member of Parliament to be the guest speaker. Hilda Kari who was to travel to the Western Province made herself available to speak on why Solomon Islands women need to take part in the election process.

Speaking to the media, Mrs Kari said the process of electing members and 'Election Day' but well before it.

"The first part of the process is to all ourselves and all eligible voters and register, leaving aside our daily duties for a short while to take part.

"Women should take an interest to vote for you a political party rather than enjoying life and complaining etc. "Women often don't understand the policies are about but really cry are they just statements of intent," she said.

Mrs Kari told the media if women are more understanding on the election processes before the election time is fixed and participate more often getting into Parliament could not be that difficult.

And this can only be achieved through trainings established by the National Council of Women with communities she said.

But availability of funds have always been the problem to allow for more training through Non Government Organisations and educate the rural communities which make up more than 80 percent of the total population.

"I don't see any problems regarding processes but understanding them is the real problem.

"Men and women, we need to understand the importance of becoming interested in the things happening around them," she said.

According to her 80-percent of the population does not fully understand government policies and the processes involved.

She advised that people can only understand these processes through individual participation and utilising the media as a guide.

"If life is easy, to well planned as some wish it could, it would be most uninteresting; it is the thrill of knowing what's unknown, the achievement of reaching what was once unreceivable, that brings excitement and joys in life," she said presenting this quote.

Guale youths elect new Council

BY MIKE PUIA

YOUTHS REPRESENTING the 21 existing Wards on Guadalcanal last week elected new office bearers for the Guadalcanal Youth Council (GYC).

The Council aspects to deal with issues affecting Guadalcanal youths over the next four years.

The election conducted last Wednesday elected James Laisa as President.

Mr Laisa told the Island Sun that a deputy president, Secretary, treasurer, and three other members were elected to assist him.

He said one of the task their council will engaged in is the implementation of the Guadalcanal Youth Policy which was launched last Thursday.

Mr Laisa said the council would act as a watchdog to ensure the youth policy is implemented.

The policy is a document that sets the guidelines whereby their youths can follow.

He said he hoped with the forthcoming of the policy and the election of the new council things will move forward.

Mr Laisa who is confident in leading the council over the next four-year term said their council hopes to see issues highlighted in their policy are fulfilled.

"Youths must make it their efforts in achieve what they have not been achieving for too long. "Now that the policy is now before them, youths must fulfil what is written in the policy," he said.

Mr Laisa said in the past their youths raised issues that affected their lives yet were not taken seriously.

"More time have been spent on talking, this is the time to act on things that affected our youths" Mr Laisa said.

He said their council will work along with the provincial and national government and NGOs to ensure their youth's concerns raised in the policy is implemented.

Annex 4: Island Sun, P8 28/06/2010

Sir Allan address media on PAP's offer



- Sir Allan Kemakeza speaking to local Journalist yesterday.

BY BARNEY DEVESI

THE MEDIA Association of Solomon Islands (MASI) was again successful with the privilege of having a former Prime Minister and Peoples Alliance Party (PAP) Campaign Manager, Sir Allan Kemakeza to speak in its second media forum yesterday.

Sir Allan was given the opportunity to speak to the media on what the PAP has to offer to the voting public and why voters should choose PAP in the upcoming General Election.

Being one of the oldest political parties to have endured more than 30 years, Sir Allan said PAP is not new to the scene and have re-directed their focus to target priority issues that is affecting the country.

Last month the PAP launched its Policy Platform promising Solomon Islanders with their innovative approach to addressing the key issues.

Decentralising economic development to the provinces was a notable priority in the platform.

PAP's policy platform promises an increase in funds for all provinces according to population statistics and plans to achieve this by reducing an oversized government, cutting the payroll.

"We are also redirecting the RCDF to be managed by Development Councils that will be established if we are given the opportunity.

"PAP has taken stock of the nation's needs and made some bold decisions with new philosophies and direction," he said.

Sir Allan said since the party's formation prior to independence, many prominent leaders have moved out to form new political parties but people must remeber that these leaders are moulded by PAP.

He said over the past 30 years PAP has made numerous achievements and alot of contributions to shape Solomon Islands.

"From Late Solomon Mamaloni's time to my time as Prime Minister PAP has either formed the government alone or formed coalition governments with other parties," he said.

As a member of PAP, one of Sir Allan's greatest achievements during his tenure as Prime Minister was restoring peace; law and order in the Solomon Islands by inviting a regional intervention led by Australia, the Regional Assistance Mission to Solomon Islands (RAMSI).

Annex 5: Solomon Star, P.2 23/08/2010

Philip confident of becoming new PM

By FONAL PALMER

IT is going to be a game between two and only one of the two Danny Philip has registered his confidence of becoming the country's next Prime Minister.

Mr Philip was speaking at the media forum organised by the Media Association of Solomon Islands (MASI) yesterday.

Asked if he has the numbers and is confident of holding the Honiara Local Government until Wednesday he said they have a signed MOU and that he has confidence in the group.

"We have 28 members in our NCC, but one or two are ill unable so we are down to 26 but yes personally I am confident of winning the vote."

He added that it is difficult to hold together people from eight different political parties, but said they are committed to forming the next government.

He said the only challenge now is trying to please them all in formulating a sound policy that accommodates manifestos from all the parties involved.

"The difficult part is getting us together is a challenge to please all the parties involved in forming the government."

He said the only challenge he faces is the manifesto and putting it together to form a policy framework for the group.

He said that personality is also a challenge.

"Of course personality plays in politics and that remains a challenge in leadership in this country.

"That as I've always mention that is a carry through from the nature of this country the diversity and religious that are facing us right now and it crawls into politics.

"That become the biggest challenge to leadership in this country. It's not so much about the state of the economy, the key one and this kind of unique and this kind of unique but there are real fundamental aspects of us that gives the direct challenge to leadership in this country and very much aware that putting together eight groups of people to form a government is no easy task but the people that I place to in the last two weeks, I have confidence to put them together into a functional government structure.

He refused to rule out suspicion but said they are committed to forming the next government.

"Though suspicion and disliking will always exist but I'm trying by best to work with this group together."

Annex 6: Solomon Star, P.1 08/07/2010

18 WOMEN TO CONTEST

Sol Star/8/7/10 - Page 1

By CHARLES KADAKANA

Annex 7: National Express, P.4 01/07/2010



Hilda Kari : Promises by individual Candidates 'cannot be rewarding'

Stop Campaigning on water crisis

Annex 8: Solomon Star 28/06/2010

More Solomon Islanders than ever before were able to listen in, live, to Wednesday's announcement of the results of the Prime Ministerial election.

Getting the news to the people

The donation of 500 battery-free radios to remote communities across Solomon Islands is already making a difference in the access to information for many communities across the country, writes **TOM PERRY** of RAMSI Public Affairs:



The Solomon Islands media during Wednesday's announcement of the country's new Prime Minister.



Annie Idu from the remote village of Dianagwaita, east Kwara'ae, Malaita, with the new [illegible] donated by RAMSI and the Australian National Press Gallery.

Electoral Commission commends media's role

BY BRADFORD THEONOMI

THE SOLOMON Islands Electoral Commission has commended the role of the media coverage during the election process leading up to the polling day on the 4th August.

Chief Electoral Officer, Polycarp Haunumu thanked the media at a beach party in Honiara on Sunday.

He said the National General Election is one of the very important democratic processes in any democratic country and Solomon Islands is one of those countries.

"Media's involvement in this democratic process is indeed crucial and seen as a medium to inform the people within the four corners of the country. "You have played a significant role along the process with the commission in leading up to a very important day for all Solomon Islanders - making sure that all necessary information and steps involved in this process are relayed to all Solomon Islanders in the country.

"With this I would like to commend all the media organizations in the country for your tireless effort and commitment in making a free and fair election process.

"And for being informant with the relevant information on your available network coverage in the country," he added.

As recognition of the media's involvement in the democratic process, each media organization had been awarded with certificates of recognition.

Media organizations receiving recognition for their significant role in the recent election are ***Solomon Islands Broadcasting Cooperation (SIBC), Solomon Star, Island Sun, National Express, Sunday Isles and Big Mans Production***.

The media party at Lelu beach was also to farewell Electoral Commission's Communication Adviser Jeremy Miller. He leaves for Australia tomorrow.

Annex 10: Island Sun 26/08/2010

Pledge to tackle corruption in logging

BY BRIAN LEZUTUNI

Annex 11, Solomon Star P.5, 10/08/2010

Observers say there are issues to be addressed

A 20 MEMBER election observer team from the Asia Pacific Developing Countries Group (APDP) says last week's election was free and fair but there are issues to be addressed.

APDP's mission here was done in cooperation with the East West Centre in Hawaii.

The mission included election specialists, government officials, academics and civil society representatives from eight countries including Australia, Mongolia, Palau, Papua New Guinea, the Philippines, South Korea, Timor-Leste and the United States.

Former vice president and former Minister of State of the Republic of Palau Sandra Ehemaru Pierantozes headed the delegation.

"The observation mission visited more than 50 polling stations and engaged in conversations with a diverse range of voters officials and civil society leaders," it said in a statement.

"Additionally we observed the chain of transmission of the ballot boxes from a number of polling places to the provincial tabulation centres and witnessed the early tabulation process at various sites.

"We wish to convey our congratulations to the people of the Solomon Islands for an open and spirited electoral process. And for conducting an election that generated high voter interest and was free of violence," it said.

It added "Notably, the delegation reported that the counting process has been transparent and appears to be being conducted without significant irregularities.

"During the pre-election period campaigning was peaceful and lively.

"The Solomon Islands Electoral Commission introduced a range of new and improved ballot materials and distributed a creative IEC video programme informing voters about the election.

"Media coverage was geared open, highly competitive campaigns were conducted for the fifty parliamentary seats.

"The APDP observer team would encourage the expansion of issue-based exchanges among candidates in future elections and the development of means for ensuring even broader dissemination of information related to the election."

The mission said based on Election Day observations representing a sample of voting sites, they noted some irregularities and procedural inconsistencies which may merit further investigation by electors of the fairness of the election.

In particular the delegation noted reports of a substantial number of potential voters turned away from polling places because their names were not included on the rolls.

"While this may not necessarily impact results the delegation would strongly recommend a thorough review of voter registration lists to minimise disenfranchisement and the potential for fraud.

"Observers also noted concerns over delays in voting procedures at some large polling stations.

"There will be further elaborated in the Election Observation Mission's final report which will be shared with government officials and non-governmental organisations.

"The ultimate legitimacy of the election can only be determined by the citizens of the Solomon Islands after all the votes are tabulated and any challenges adjudicated.

Head of delegation Ms Pierantozes said their observation mission was both and informative.

"I wish to personally express my gratitude to the government and the people of the Solomon Islands for their warm hospitality to all members of the delegation.

"We also wish to convey deep appreciation to our hosts for their warm hospitality and gracious acceptance of the delegation.

"The delegation is grateful for the opportunity to renew old acquaintances and establish new friendships that help to build a stronger and more democratic Asia Pacific community.

It is the delegation's hope that citizens of the Solomon Islands will join future international election observation missions to other areas of Oceania and Asia.

Aide Memoire for Evaluation of
Phase 2 of the
Solomon Islands Media Assistance Scheme (SOLMAS)
INI 720/INI 068/INI 674

Evaluation Background

The goal of SOLMAS is *to contribute to a peaceful, well governed and prosperous Solomon Islands.* Its specific development purpose is *to improve the reach and quality of Solomon Islands media.*

Phase 1 of the Solomon Islands Media Assistance Scheme (SOLMAS) commenced on 1 July 2008 and ended on 31 August 2009. Phase 2 commenced 1 September 2009 and is scheduled to end on 31 December 2010. It is possible Phase 2 may be extended until 30 June 2011 to bring the Program in line with the end of the fiscal year in Australia.

Phase 2 had a total budget of AUD$2,455,791, of which AUD$1,101,407 had been expended as at 11 July 2010. On a pro rata basis, the Program Is underspent, although much of this appears to be a matter of the timing of planned activities.

Description of Evaluation Activities

The IPAT was tasked with:

1. Assessing the Program's performance, including progress in meeting its goals
2. Providing recommendations regarding the future direction of the Program

The review process consisted of:

- Preparatory phone briefing with ABC Management and SOLMAS staff
- Desk Review of key documentation provided by the ABC
- In-country visit to Honiara between 7 and 14 September 2010 which consisted of:
    - Consultation with SOLMAS partners, other stakeholders and the Program Team *(refer Annex A)*
    - A workshop with the Program Team to reflect on progress to date and to identify and discuss potential areas of future activity if Phase 3 were to occur
    - Review of key IPAT findings with staff and key stakeholders
- Consultation by telephone and email with the ABC and RAMSI, as required; and in person during the in-country visit.

The Key Findings and Recommendations of this Review, by definition, do not necessarily include all activities likely to be undertaken by SOLMAS in the future. A comprehensive list will appear in the final report of the IPAT.

Key Findings

Component 1: Strengthening Capacity of Commercial and Community Based Media

- SOLMAS Media Training has been effectively conducted for commercial and community-based media - covering technical and journalism skills as well as cross-cutting themes. Both supervisors and participants report a general increase in their capacity. All stakeholders consulted for this IPAT noted improvements in the relevance and quality of media coverage *(see Component 3 below)*.

- SI media practitioners have strengthened their training capacity through co-facilitation of a majority of the training sessions.

- The Solomon Islands College of Higher Education's (SICHE) Certificate Course in Media and Journalism is successfully running with 21 students enrolled. There has been ongoing communication and some sharing of resources between SICHE and the SOLMAS training program.

Component 2: Strengthening SIBC effectiveness and appropriately differentiating its role as the emergency service provider and national public broadcaster

Transmission reach and reliability:

- HF (shortwave) services to about 90% of the population were restored on 7 October 2009. This was prior to the beginning of voter registration for the National Elections. It allowed the SIBC to function once more as a national emergency broadcaster (note earthquake on 8 October).

- Other work, to address safety and operational issues at transmitter sites at Henderson and Gizo, is expected to finish by the end of 2010.

Leadership:

- Stakeholders consulted commented on the SIBC's improved output under the General Manager and a number of key individuals (subject to the finding below).

Revenue generation and financial planning:

- SOLMAS commissioned two specialist advisers to work with Sales and Marketing (8 weeks) and Finance (6 weeks) in October-November 2009.

- [redacted]

Relevance of media services:

- The SIBC re-wrote its Corporate Plan and prepared a document for SIG assessing the cost of the SIBC's Community Service Obligations – no response yet.

- There is evidence of ongoing capacity development among News and Current Affairs and Programs staff through training and one-on-one coaching. Staff attributed much of their success in election coverage to the assistance of SOLMAS training and support.

Component 3: Support to the SI Media to accurately disseminate information provided by SIEC and to report on election processes, campaigns and outcomes in a balanced matter.

- Feedback from stakeholders consulted for the IPAT noted the efficacy of the media's coverage of the election, including a significant improvement in coverage from the previous national election. This was due to:
  - Strong coordination and planning by the MASI Working Group (incorporating lessons learnt from the last election)
  - Effective working relationships between the Solomon Islands Electoral Commission (SIEC)/ Electoral Systems Strengthening Program (ESSP) and the MASI Working Group/SOLMAS.
  - SOLMAS training and support for the election
  - Effective collaboration among media organisations, particularly in provincial coverage
  - The staging of nine media forums, moderated by a SIBC female staff member.

Component 4: Flexible Support Fund (FSF)

- Of 12 small activities approved for funding through the FSF, two have been completed and three others are underway. The selection of these often administration-intensive projects occurred about a year ago but costing has still not been possible for a number of these.
- Benefits identified from completed activities include participation of women and young people in Don Bosco training and strong user response to the Island Sun's new website.
- SOLMAS program management has administered the Fund effectively and with appropriate financial controls. However management may need to consider whether the current FSF model the most efficient and strategic way of supporting small-scale activities across the media.

Component 5: Program Management

- Consultation with the recently appointed Telecommunications Commissioner and MOCA identified an opportunity for SOLMAS to help evaluate the need and potential shape of media legislation for the SI.
- The SOLMAS program team has been generally very effective in developing, adapting and delivering outputs and activities, especially in relation to the National Elections where outputs exceeded expectations.

- The program has met high standards of reporting and accountability (and continues to operate within the ABC's robust systems of financial control).

- The program developed comprehensive monitoring & evaluation instruments. However these do not demonstrate sufficient analysis of data.

- The IPAT Review team notes an unresolved discussion within RAMSI as to where the SOLMAS Program should fit within the SIG-RAMSI Partnership Framework. The purpose and activities of SOLMAS are relevant to all of the RAMSI pillars but do not logically fit within any one pillar.

Recommendations

General

- Extend SOLMAS beyond its current cessation date of 31 December 2010 and undergo transition into a Phase 3. This will be subject to a Program design process on terms to be agreed by Program partners, the ABC as Program manager, and RAMSI.

- RAMSI to decide in a timely manner whether the Program will continue into Phase 3 and whether the current Phase 2 will be extended until 30 June 2011. This will affect the continuity of work and contractual arrangements with long-term advisers. An extension of Phase 2 would allow time for a Program design of Phase 3 to occur.

- SOLMAS to continue to be overseen by the RAMSI Policy Coordination Unit – or otherwise as a crosscutting Program – rather than under one of the pillars. (This assumes there will be no substantial changes to the partnership framework). It is also desirable that the work of SOLMAS in media for development be acknowledged formally in the partnership framework.

Phase 2

The following recommendations for the remainder of Phase 2 are based on a timeframe which includes the extension until June 2011. The IPAT supports the implementation of activities currently planned for the remainder of Phase 2, unless otherwise indicated below.

Government & Media Legislation

First Order Priority

- In close consultation with the Telecommunications Commission and MOCA, prepare a detailed discussion paper (based on appropriate levels of consultation) analysing and recommending options for the development of media legislation to address identified gaps in the current regulatory environment. This activity would be subject to Phase 3 funding confirmation by RAMSI and initial scoping of the work to ensure the feasibility of such TA within the SOLMAS budget.

- Strengthen the capacity of the Government Media Office to support an effective and open flow of information.

Second Order Priority

- Continue to build media awareness and literacy among priority government departments and agencies to support an effective flow of information to the media.

Industry Skills and Professional Development

First Order Priority

- Continue to build the training capacity of media practitioners through their facilitation of training sessions and modelling of peer training in the workplace. Introduce specific 'train the trainer' sessions into the SOLMAS training program.
- Continue as planned to deliver group and workplace training in media craft skills e.g. basic and advanced journalism, editing, presentation; and respond to emerging needs as they arise.
- Scope out the specific needs of each organisation and then deliver archives management training to each mainstream media organisation as planned.
- Continue to support and communicate with SICHE regarding its Certificate Course in Journalism and the Media.
- Work with SICHE in order to accredit SOLMAS training modules.

Second Order Priority

- Continue newsroom management training, including one-on-one mentoring and support.

MASI/Industry Support

First Order Priority

- Continue to support the functioning of the MASI Working Group, including its organisation of the media forums as well as other activities that promote continued collaboration and motivation among the SI media sector
- Conduct the whole-of-media market surveys every 2 years *(see Phase 3 below)*

Second Order Priority

- Support MASI in the revision of its Code of Conduct, and in the subsequent training and awareness raising

SIBC

First Order Priority

- Provide advice as required to the General Manager in relation to matters of corporate governance and institutional strengthening.

- Provide basic test equipment to the SIBC to assist their technical staff in conducting maintenance activities.

- In the provision of direct support to the SIBC, prioritise newsroom management training as well as strengthening the training capacity of key programs and newsroom personnel.

Community Media and NGOs/CSOs

First Order Priority

- Continue to strengthen the capacity of community media to provide provincial media coverage.

Second Order Priority

- Provide opportunities for NGOs and CSOs to gain access to media awareness training.

Commercial Media

First Order Priority

- Continue to strengthen the capacity of commercial media through their participation in industry training, professional development and one-on-one activities.

Program Management

First Order Priority

- In anticipation of Phase 3, consideration should be given to succession planning, including staggered recruitment, in order to ensure a smooth transition into the next phase.

- Include qualitative and quantitative analysis of data generated through the monitoring of activities in program reporting, particularly in relation to training.

Phase 3

Government and Media Legislation

First Order Priority

- Finalise preparation of a discussion paper on communications/media policy options and, subject to the outcome of consideration by SIG and the Telecommunications Commission, assist SI with the drafting of an appropriate policy as the basis for future legislation.

- Strengthen the capacity of the Government Media Office to support an effective and open flow of information.

Second Order Priority

- Strengthen media awareness and literacy within senior ranks of government departments and agencies to support an effective and open flow of information.

Industry Skills and Professional Development

First Order Priority

- Design and deliver appropriate Training of Trainer activities to strengthen capacity and sustainability across the whole media system. This may include the modelling of one-on-one coaching skills.

- Continue to strengthen media craft skills, in line with agreed training priorities - basic and advanced journalism, editing and presentation. Also include a focus on graphics and website design in line with emerging needs.

- Further training and follow-up support, as required, to develop archives management practices.

- Consideration of options to strength the capacity and quality of the SICHE media and journalism program prior to the second intake of students in 2012.

Second Order Priority

- Newsroom management (mentoring, one-on-one).

- Technical skills training and provision of basic support as required (computers, printing, maintenance).

- Consider options to provide media awareness training to provincial community leaders in places an at times when other SOLMAS community media activities occur.

MASI/Industry Support

First Order Priority

- Assistance to consolidate the role of MASI as a representative industry association committed to industry development, ethical conduct and promotion of independent media.

- Training to build awareness of and compliance with the MASI code of conduct.

- Commission a whole-of-media market survey at least every two years for the duration of SOLMAS.

- Assistance to MASI to develop awareness and capacity to undertake alternative forms of low-cost audience and market research that can be sustained over a long period.

Second Order Priority

- Consider other options to support the development of MASI, including some form of secretariat support or in its provision of professional development for journalists, subject to the organisation's continuing development in 2011.

SIBC

First Order Priority

- Strengthen governance and leadership capacity development (potentially including secretariat support/coaching) consistent with the standards required of all state-owned enterprises.

- Further assistance towards major organisational strengthening is to be subject to the commitment and actions of the SIBC to achieve meaningful reform in the critical areas of Finance and Administration, and Sales and Marketing.

- Subject to the recommendation above, consideration may be given to the provision of support in relation to certain human resource systems and processes.

- Build appropriately on the work of Phase 2 to strengthen senior management capacity through consideration of professional development/training opportunities for select groups, for example, at the level of supervisor.

- Support News and programming departments with a particular focus on strengthening the SIBC's provincial coverage (taking account of the rollout of communications technology such as mobile telephony).

Second Order Priority

- Low level and ongoing follow-up support for infrastructure maintenance in line with the implementation of an annual maintenance plan.

Community Media and NGOs/CSOs

First Order Priority

- Continue to provide opportunities for community media practitioners to strengthen their basic skills, including practitioners based in the provinces.

Second Order Priority

- Assistance to develop linkages with mainstream media platforms to strengthen national access to provincial coverage.

- Provide opportunities for NGOs and CSOs to gain access to media awareness training.

Commercial Media

First Order Priority

- Continue to strengthen the capacity of commercial media through their participation in industry training, professional development and one-on-one activities (see above).

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