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# SOLOMON ISLANDS: AUKI URBAN PROFILE



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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## FOREWORDS



According to research published in UN-Habitat's<sup>1</sup> flagship report, *The State of the World's Cities 2010-2011*, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's

population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, which appears to read 'Joan Clos'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Dr. Joan Clos**  
Executive Director, UN-Habitat

<sup>1</sup> UN-Habitat - United Nations Human Settlements Programme

Urbanization in the Solomon Islands is a relatively recent phenomenon, taking place in little over 50 years. However, its share of population has been growing rapidly. The 2009 census revealed that almost 20 percent (102,030) of the country's total population lived in urban and peri-urban areas. With an annual urban growth rate of 4.7 percent, it is projected that by 2020, about 26 percent of the country's population will be living in urban areas if the present trend continues.

Urban growth is often negatively perceived due to challenges that come with it such as widespread unemployment, high crime rates, environmental degradation, and poorly serviced informal settlements that continue to thrive. These trends have been exacerbated by weak planning, management and governance and the tendency for national policies to prioritize rural over urban. Forty-five MPs in the fifty member national parliament are representing rural areas. It is hoped that this Urban Profiling study will assist in educating policy makers and members of the public at large of the dual and supporting relationship between urban and rural.

Auki, the provincial headquarter of Malaita province, serves as the main administrative, educational and economic centre for the province. It has a population of just over 5,100 with an average density of 468 people per square kilometre. The last National Census (2009) registered the town's growth at a rate of 11.6 percent per annum between the two censuses. This rate is alarming when considered together with the peri-urban areas of the outskirts of Auki and poses a critical concern for the Malaita Provincial Authority (MPA). This is due to the fact that Malaita Provincial Authority lacks the technical and administrative capacity and resources to effectively manage the increasing rapid urban growth and related issues it presents.

The Urban Profiling executed by UN-Habitat through the Ministry of Lands, Housing and Survey is timely as the Malaita Provincial Authority begins to reassess and introduce policies on improving service delivery in towns and embarks on a regional growth centre policy. The Auki Profile will no doubt assist the Malaita Provincial Authority to identify key urban issues to be included in the overall provincial plans. The ultimate aim is to highlight issues of critical importance to making Auki a liveable town, alleviate urban poverty at the town level and improve service delivery, particularly through the provision of better solid waste management, sanitation, public amenities, education, health, and informal settlement upgrading. The Urban Profile has identified a number of key institutional and capacity issues, which the Malaita Provincial Authority through its own resources as well as the Solomon Islands' Government and donors can support.

The Malaita Provincial Authority Executive is currently designing a programme to embark on designing its town development strategies and activities to promote and improve urban management and planning.

On behalf of the Malaita Provincial Authority, all residents of Auki and the province as a whole, I hereby fully endorse the Auki Town Profile and look forward to further intervention from UN-Habitat, donors and the Solomon Islands' Government to support the efforts and improve the image and development of Auki.

**Edwin Suibaea**  
Province Premier  
Malaita Province

# EXECUTIVE SUMMARY

## INTRODUCTION

Urbanization has improved the standard of living for many people in the country as it often brings in greater wealth and economic opportunities for the national population. But, unless these opportunities are well managed through balanced growth policies, it can lead to an increase in urban poverty, a rise in socio-economic inequality and informal settlements poorly served with basic services. In recognition of the need to better address these issues, the Ministry of Lands and Survey (MLHS), has requested UN-Habitat for support to undertake the urban profiling in the Solomon Islands.

Urban Profiling embraces a sequence of actions taken to assess development needs and capacity issues at national and local levels. It employs a participatory approach where priorities are agreed on through city consultation processes and has been implemented in over 30 countries in Africa, the Caribbean and the Pacific, under the Participatory Slum Upgrading Programme (PSUP).

The urban profiling consists of three parts: (1) the use of localised questionnaires to collect information and to seek opinions from senior representatives of public, private and popular institutions at national and city levels, examining structures and processes in selected thematic areas in order to suggest priority interventions and to develop brief proposals through broad-based city consultations, (2) undertake prefeasibility studies on selected priority projects, and (3) project implementation, linking them to potential capital investment opportunities.

PSUP in Solomon Islands encompasses a national profile as well as profiles for Honiara and Gizo, each published as a separate report. This is the Auki Urban Profile, which following provincial level discussions, it was agreed to focus on five key areas; governance, informal settlements and housing, urban-rural economy, urban safety and resilience, and land and planning.

## BACKGROUND

Auki was set up in 1909 by the British administration and is located approximately 100 kilometres from Honiara, the capital of Solomon Islands. Auki serves as the main economic link between Honiara and the rural villages in the highlands of Malaita. It has been growing rapidly over the recent decades to become the third largest town after Honiara and Gizo. Auki is the provincial headquarters for Malaita province and had a population of 5,105 in 2009. The town is always busy during the day as people from the rural areas come and access services provided in Auki. Auki town is the home of four traditional villages and a number of scattered pockets of informal settlements poorly served with water, garbage collection, sanitation, and power.

Basic urban service provision is a major challenge in the town. Public transport infrastructure also needs to be improved in the town.

The key challenges for Auki authorities are; good governance, effective urban planning, management of the informal settlements, land mobilization to match the demands of the growing town population, and the provision of basic urban services to all residents of the town.

## GOVERNANCE

The Provincial Government based in Auki comprises of 33 elected members who make up the Malaita Provincial Authority<sup>1</sup> acting as the national government agent responsible for the Province and its towns. It is mandated to provide a range of basic services, including education and health. The Malaita Provincial Authority is responsible to the national government through the Ministry of Provincial Government (MPG). The Malaita Provincial Authority has historically had weak technical and administrative capacity and weak public sector planning and financial management to deal with the challenges of rapid urban growth. Political interference in planning, diversion of funds to non-budgetary expenditures and lack of participatory processes also contributed to poor service delivery.

However, recently the Malaita Provincial Authority has benefited from the Provincial Government Strengthening Project (PGSP) under the Ministry of Provincial Government and Institutional Strengthening aimed at strengthening and improving its financial management and institutional capacity. Internal revenue collection has gradually improved, management systems enhanced and a bi-monthly city wide garbage collection has been set in place. Nevertheless there is still a need for the Malaita Provincial Authority to ensure effective and equitable distribution of basic urban services to all suburbs, especially to the informal settlements and improve its technical and management capacity.

## INFORMAL SETTLEMENTS AND HOUSING

Auki has a number of scattered pockets of informal settlements within the town and four peri-urban villages located on the edge on the town boundary. They are characterized by lack of planning, overcrowding, poor access to basic urban services such as water, electricity and garbage collection, and poor sanitation. Informal settlement residents rely heavily on informal economic activities for their livelihood. The Malaita Provincial Authority does not have a policy to manage the growth of informal settlements and is unable to meet the

<sup>1</sup> Malaita provincial authority and Auki authority are used interchangeably here and refers to the elected government, which is headed by the Premier.



increasing demand for basic urban services because it is poorly equipped and under resourced.

## THE URBAN-RURAL ECONOMY

The Malaita Provincial Authority depends on small, weak and limited economic activities for its internal revenue. The internal revenue collection is poor and made worse by non-payment of fees and inadequate staffing. The Malaita Provincial Authority relies heavily on the national government grant for its budgetary support, which is insufficient to meet the basic operation of the town. The challenge for the Malaita Provincial Authority is to improve internal revenue collection and build a wider sustainable economic base and a political environment that allows the private sector to flourish.

## SECURITY AND RESILIENCE

The law and order situation in Auki, once described as being peaceful and quiet, is under threat because of the rapid population growth rate and increase in crime relating to consumption of beer and homemade alcohol (kwaso). The Royal Solomon Islands Police Force (RSIPF) in Auki works under poor conditions such as insufficient logistical support from the central government, inadequate staff, poor housing for staff, and lack of community cooperation to fight against crime. However, the issue of staff housing is currently being addressed by the New Zealand Agency for International Development and the Regional Assistance Mission to Solomon Islands (RAMSI) through the Ministry of Police and National Security Strengthening Projects.

Climate change and natural disasters are increasingly a concern in Auki due to the increased frequency and

intensity of bad weather and natural disasters (storm surges, earthquakes and flooding). In spite of this threat, people continue to construct houses on steep gradients, along river banks, and in swampy and low-lying areas. The Malaita Provincial Authority lacks data on the number of households living in such vulnerable areas. It is vital that the Authority and the national government conduct a vulnerability assessment in these areas and develop mitigation plans. It is also vital that the Malaita Provincial Authority relocate the most vulnerable settlements and enforces development control guidelines more effectively (which prevents building houses on steep slopes and near river banks and swampy areas).

## LAND AND PLANNING

Auki is located on 109 hectares of land, and there is an apparent shortage of land as most developable state land has been allocated, (although much of this remains to be developed). The public perception of current land administrative processes as corrupt and poorly managed prevails. Land speculation and illegal occupation of state land and properties are on the rise as people take advantage of a weak land administration.

Auki town suffers from lack of effective planning as evidenced in poor roadside parking, drainage and the rising growth of scattered pockets of informal houses. Lack of resources and skilled manpower have continued to hamper effective planning. The key challenge for physical planners and policy makers is to improve planning for the town and systematically address urban development that is acceptable to the provincial authority, and avoid conflicting land uses and unregulated housing development.



# BACKGROUND

## INTRODUCTION

### Urban Profiling

The Urban Profiling consists of an accelerated, action oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider ranging implementation of the Millennium Development Goals.

The study is based on the analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity building and other projects that are all aimed at urban poverty reduction.

The urban profiling is being implemented in 30 ACP<sup>2</sup> countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

## METHODOLOGY

**The Participatory Slum Upgrading Programme** consists of three phases:

**Phase one** consists of the rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on eight themes; governance, local economic development, land, gender, environment, slums and shelter, basic urban services, and waste management. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

**Phase two** builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

**Phase three** implements the projects developed during the two earlier phases, with an emphasis on

skills development, institutional strengthening, and replication.

This report presents the outcomes of **Phase One** at the local level in Auki.

## URBAN PROFILING IN SCARBOROUGH

Urban profiling of Auki is one of three similar exercises conducted in the country besides Honiara, the national capital, and Gizo, the provincial capital of Western province. A national urban profile is also being developed. Each profile is published as a separate report.

Auki township is governed by the Malaita Provincial Assembly, which participated in the national and city consultation processes coordinated by the Ministry of Lands, Housing and Survey (MLHS). The intention is to develop a partnership framework with other urban stakeholders in a single response strategy so that it enables the Ministry of Housing, Lands and Survey and the Malaita Provincial Authority to improve efforts to better plan and manage Auki town.

## REPORT STRUCTURE

This report consists of:

1. a **general background** of the issues of urbanization based on the findings of the Auki City Assessment Report, a desk study, interviews, and consultations with relevant stakeholders held by the Malaita Provincial Authorities in March 2012. The background includes data on city administration and basic urban services;
2. a systematic assessment of six thematic areas; governance, informal settlements, gender, urban-rural linkages, law and order, and land, in terms of performance, governance, regulatory framework, resource mobilization, and accountability. This section also highlights the agreed priorities and includes a list of identified projects;
3. a SWOT<sup>3</sup> analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs. The 'project briefs' are found at the back of the report. The proposals include beneficiaries, partners, estimated costs, objectives and activities.

## THE DEVELOPMENT OF AUKI

Auki, the provincial headquarter of Malaita province, is located on Malaita Island. The town developed from a colonial trade centre in 1909, and has grown rapidly over the years to become the third largest urban centre

<sup>2</sup> ACP – African, Caribbean and Pacific Countries

<sup>3</sup> SWOT – Strengths, Weaknesses, Opportunities, and Threats

in the country. Auki serves as the main administration, education and economic centre for the province.

Auki has benefited from a number of major development projects in the recent years, making the town an attractive place for rural-urban migrants seeking economic opportunities. The rapid growth of Auki's population is linked to rural-urban migration. This rapid population growth has placed a huge strain on the country's social facilities.

## POPULATION

Auki currently has a population of just over 5,100 with a population density of 468 people per square kilometre. However, the town is growing at a high growth rate of 11.6 percent per annum with a doubling time of 4 years, making the town a formidable management and planning challenge for Malaita Provincial Authority and planners in the years ahead. The town consists of multi-ethnic grouping of different races.

## THE TOWN ADMINISTRATION

The Malaita Provincial Authority is mandated to deliver a range of basic municipal services such as garbage collection, drainage clearance and maintenance, provision of public sanitation, planning and development control as well as education and primary health care to the residents of the town. The Malaita Provincial Authority is known for weak administration and poor technical capacity, political interference in financial and land administration, and staff appointments and promotions based on nepotism/favourism rather than merit which affect service delivery. The situation is exacerbated by poor work ethics among the officials of the Provincial Authority and non-compliance to provincial financial regulations.

However, following the operations of the Provincial Government Strengthening Project (which is coordinated by the Ministry of Provincial Government, funded by various donors and implemented by UNDP) financial management, internal revenue collection and work ethics and outputs have improved. In spite of efforts of the Provincial Government Strengthening Project for better administration and governance in Auki, diversion of service grants still remain a critical issue (Solomon Star, 23/5/11).

Employing more than 180 staff, the Malaita Provincial Authority still lacks capable and qualified staff in some of its departments partly due to non-transparent and non-accountable recruitment processes and constrained operational budget. Some employees also lack the technical and management capacity to carry out their functions effectively. Priority therefore should be given to long and short term training in technical and

managerial areas such as financial management, human resource, town planning, environmental, and strategic management.

The Malaita Provincial Authority's capacity for forward planning is hampered by non-adherence to the provincial corporate and strategic plan as funding priorities are often influenced by political interests. Emphasis has been on 'piece meal' projects that lack connection to a wider urban development strategy and plan, while at ward level, needs have been largely ignored. Malaita Provincial Authority has a Corporate Plan (2010-2014) but it does not link to any coherent provincial wide planning and policy. Programme integration therefore should be given top priority.

The Malaita Provincial Authority is faced with critical issues that need capacity building through the corporate planning framework. This framework should enhance the cooperative effort and participation of civil society, donor agencies, the private sector, and government. The process will aim to improve planning, management and control in areas of settlement planning and illegal development and enforce Malaita Provincial Authority's policies on building and design in the interest of the long term planning and management of the town.

## BASIC URBAN SERVICES

The high population growth in Auki has exceeded the capacity of the existing urban infrastructure and services which were designed in the 1970s. Population growth in the peri-urban areas beyond the present town boundaries together with unregulated developments in the town have put a huge strain on the town's social amenities and infrastructure.

Two of the most recent physical developments that changed the landscape of Auki are the Main Market and the Wharf. Both were built with the assistance of the Government of Japan. The Multi-million dollars projects were completed in 2011. The direct benefits of the new market facility to the residents of Auki and Malaita include:

- It has relieved market congestion because it increases the total selling floor space per vendor and enables vendors to sell their produce even on rainy days;
- Improved hygienic conditions and freshness of products in the market.
- Indirectly, the market development will assist in the stabilization of the local economy in Malaita province (Implementation Review Study Report – JICA March 2010).

The direct benefits of the new jetty facilities include less time spent by passengers disembarking from the plane and less time spent on cargo handling and unloading

from inter-island ships. Indirectly, the wharf will secure marine transportation of 99,700 passengers and 14,000 tonnes of cargo per year (JICA March 2010).

## WATER SUPPLY

The Solomon Islands Water Authority provides water for 560 (64 percent) of 873 households in Auki including the Aligege School and Kilufi provincial hospital. The peri-urban settlements located on the town's periphery are served by the Solomon Islands Water Authority through shared stand pipes. The primary water source is located on customary land and has the capacity to provide sufficient water for the township. However, with the increasing number of uncontrolled developments near the water source, threats from landowners over rental payment and the rapid population growth, Solomon Islands Water Authority is likely to face more challenges in the years ahead. The Water Authority built a new water reservoir in 2008 with an increased water capacity but it is yet to be commissioned due to shortage of funds. Once in operation, the reservoir will enough water to meet the future demands of the town and peri-urban villages.

## EDUCATION

Auki and the surrounding villages are served by six primary and two secondary schools with more than 3,000 students and 91 teachers. The primary schools offer classes from standard one to six, while secondary schools offer classes from form one to five. The pre-schools enroll more than 200 students and have employed more than 16 teachers. The student to teacher ratio in these schools is within the government's recommended zone of 30-40:1. The existing schools provide adequate room for students and are adequately staffed but lack satisfactory teaching materials and resources and decent housing for teachers. Lack of logistic and financial support from the government and the Malaita Provincial Authority for education affects quality of education. There is a need to upgrade the existing school facilities and build decent houses for teachers close to the schools so as to reduce travelling time for teachers during working days.

## HEALTH

Residents of Auki and nearby communities are served by one clinic and one hospital. The Auki clinic is temporarily occupying a rundown building and is manned by nine nurses while Kilufi hospital is staffed with 6 doctors, 30 registered nurses and 32 beds (Malaita Development Plan, 2008). There are no private medical practitioners and aid posts in Auki. The existing health facilities in Auki were built in the 1970s for a small population and cannot cope with the increased demand. Lack of

adequate facilities and drugs has affected the delivery of health services to a great extent. Malaria, diarrhoea and pneumonia are the most common disease. There is urgent need to relocate Auki clinic to a better location and to upgrade the health facilities at the Kilufi hospital to ensure that accessibility to health services is improved.

## GARBAGE COLLECTION

Open dumping and burning of solid waste, lack of regular garbage collection and littering are common occurrences in the town. The Auki Town Committee (ATC)<sup>4</sup> is responsible for garbage collection and drainage work in the town, but lack of funds and refuse facilities continue to hinder their work. Solid waste generated from households, offices and shops are dumped on the roadside and left uncollected for weeks, creating public health and road safety risks.

The existing environmental regulations and by-laws need to be re-enforced and reviewed to better reflect the changing socio-economic climate (for example, regulation governing littering in public places). Training in environmental planning and assessment for workers is required as well as environmental awareness programmes for Auki's residents. The need to work together with urban stakeholders in environmental planning and management is critical, if the environmental image of Auki is to be improved for a better aesthetic in the face of tourism promotion. The environment workshop held in Auki recently may provide the entry door for wider community and stakeholders participation, but it needs formal set up and coordination by Malaita Provincial Authority (Solomon Star, 19/3/11). The key challenges



<sup>4</sup> The Auki Town Committee was set up by the Malaita Provincial Authority and consists of representatives from the Health, Works, NGOs and Business Group in Auki to undertake general clean-up and garbage collection in the town. ATC is now dead due to lack of funds.

for the Provincial Authority are; to build and maintain an environmental partnership framework, to identify a new site for waste disposal, to provide rubbish bins in strategic locations in the town, and to resume garbage collection on a regular basis<sup>5</sup>.

### PUBLIC TRANSPORT

Taxis and buses provide public transportation within Auki and surrounding villages while pick-up

trucks serve villages further north, east and south, linking the rural and urban areas. Public transport is well coordinated by transport providers, making transportation easier for the general public. The main road in Auki is tar-sealed, but roads leading to residential areas in Auki and beyond the town boundary are not properly maintained. A number of shipping companies operate daily between Honiara and Auki on a daily basis as well as the Solomon Airlines. However, the links between Auki and rural villages in the eastern, northern and southern parts of Malaita are unreliable due to poor road conditions. People in the lagoons often use out-boat motors to travel to Auki to access government and banking services.

### ELECTRICITY SUPPLY

The Solomon Islands Electricity Authority (SIEA) provides electricity to 57 percent of households in Auki. Informal settlements situated on the town boundary are not served by the Solomon Islands Electricity Authority and rely on kerosene lamps and candles as their main source of power. Firewood, charcoal and kerosene are



a popular source of energy in these settlements. Power supply in Auki is sufficient to meet the current demand but will require review given the increased rate of development activities in and around the town which have driven the demand for electricity upwards. There is need for the Solomon Islands Electricity Authority to improve its capacity to supply enough power to meet future development needs.

### SANITATION

Auki abandoned its sewerage system due to pressure from environmental groups as a result of the increased rate of pollution of the coastal and marine environment caused by the sewerage system. Septic tanks are now enforced by the environmental authority in Auki. The traditional villages located near the town boundary use pit-latrines while the poorest households dispose their waste in the bushes and near the sea. Lack of public amenities (sanitation in particular) is a critical environmental issue in Auki. Solid and liquid waste treatment sites are expected to be provided at the new market facility, which is currently under construction.

### COMMUNICATION AND BANKING SERVICES

Telecommunication is provided by Telekom and B-mobile and has improved drastically with urban and rural people having access to mobile phones. Postal services are available in Auki but are not frequently used since the arrival of mobile phones. Banking services are provided by Australia and New Zealand Banking Group (ANZ) and the Bank of the South Pacific (BSP) but neither provide special credit facilities for the urban poor who lack the financial means and capital to access loans. Poor people in Auki continue to struggle to meet their everyday basic needs.

The Australia and New Zealand Bank provides credit, savings and micro-loans for rural people under its rural-banking scheme. The scheme allows for a weekly deposit of SBD20 or SBD200 per month over a six month period without any withdrawal before a depositor is qualified for a loan ranging from SBD500 to SBD10,000. The scheme has assisted a number of rural villagers to access loans to support their small businesses. The challenge for the Malaita Provincial Authority is to provide special credit facilities that can be easily accessed by low-income informal settlement residents and which will enable them to buy the land they are currently residing on in Auki.

<sup>5</sup> Landowners closed the existing disposal site because it was situated close to their settlements and produced a bad smell. The existing disposal site is small and it is in conflict with the proposed site for tourism development.

# GOVERNANCE

## RESOURCE MOBILISATION

Malaita Provincial Authority over the years has struggled to address technical and administrative capacity and poor public sector planning and financial management (Solomon Star, 6/12/10:6). Political interference in planning and lack of participatory processes have contributed to poor service delivery and the misappropriation of public funds on projects that have not been budgeted for. This is further affected by a weak local revenue collection and limited financial support from the national government (Solomon Star, 15/01/11:2), putting enormous pressure on the ability of the Malaita Provincial Authority to provide and maintain quality services.

While the Malaita Provincial Authority lacks the required technical and managerial staff within most departments, it is yet to develop a human resource policy that promotes 'best practice' and a meritocratic recruitment of employees and determination of work performance.

Public participation in urban governance, planning and management of Auki township is lacking (Solomon Star, 11/01/11:1). A number of local and international NGO's are active in Auki but appear to be working in isolation, with no formal partnership established with the Malaita Provincial Authority. Partnership arrangements and coordination will improve sharing of resources, work relationship and will reduce duplication and maximise the potential of the local and international NGOs (Storey, 2005:6).

The recent environmental partnership workshop organised by the Malaita Provincial Authority, the World Wildlife Fund (WWF), World Fish, and the Israel Local Consular in Auki (Solomon Star, 19/3/11), may provide the stepping stone for better governance. However, it needs coordination by the Malaita Provincial Authority to improve communication links and meaningful participation from various stakeholders in Auki.

Malaita Provincial Authority Institutional Strengthening Project coordinated by the Ministry of Provincial Government (MPG) and implemented jointly by UNDP, which is aimed at strengthening and improving the institutional and financial management capacity has shown few results. Internal revenue collection has improved, management systems enhanced and a bi-monthly town wide garbage collection has been set in place. The challenge which remains for the Malaita Provincial Authority is to ensure effective and equitable distribution of basic urban services to all suburbs, especially to scattered informal settlements, improve on its technical and management capacity and establish better development partnerships with communities and stakeholders.

## THE INSTITUTIONAL SET-UP

- Malaita Provincial Authority is the governing authority mandated under the Ministry of Provincial Government Act (MPGA) and the Town and Country Planning Act (TCPA) to provide effective urban management and planning of the declared township boundary. It links to the national government through the Ministry of Provincial Government.
- Malaita Provincial Authority comprises of 33 elected members for a four year term.
- Provincial Members then elect the Premier who appoints ministers for Malaita Provincial Authority's 17 portfolios.
- Top down decision making, insufficient funds and weak administrative and technical capacity continues to impede the effective delivery of better services.
- There is no system (including civil society network) to collectively engage urban stakeholders in activities such as a public forum.

## REGULATORY FRAMEWORK

- The Public Health Act (PHA) empowers Malaita Provincial Authority to enforce health and environmental standards in the town.
- The Malaita Provincial Authority is empowered under the Provincial Government Act to make by-laws, ordinances and regulations to control governance at the provincial level.
- The Minister for Provincial Government has the power under the Provincial Government Act to dissolve the Malaita Provincial Authority government for malpractices and to appoint a more competent team.
- The Town and Country Planning Act empowers the Malaita Provincial Authority and the Ministry of Lands, Housing and Survey through the Town and Country Planning Board to carry out physical planning in Auki. However, the two planning departments, the Malaita Provincial Authority and the Ministry of Lands, Housing and Survey, are under-resourced and lack the technical capacity to effectively plan and manage Auki.
- A building ordinance to guide building standards and design in Auki exists, but it has never been enforced effectively due to lack of resources and technical expertise.

### PERFORMANCE AND ACCOUNTABILITY

- The Malaita Provincial Authority lacks a performance and appraisal system and suffers from wantok bisnis (nepotism and political affiliation based promotions) rather than on merits.
- The Premier is elected by the provincial members creating an environment in which the premier is more accountable to them, rather than to the citizens and public interests.
- Limited internal revenue and support from the national government impedes the Malaita Provincial Authority's efforts to execute its mandatory functions effectively as expected by the citizens.
- Financial accountability and transparency remains an issue within the Malaita Provincial Authority.
- Civil society organizations are active in Auki, but lack effective coordination to provide for any significant impact on information sharing and service delivery.

Grant; 5) Road Maintenance Grant; 6) Special Supplementary Grant; 7) Town and Country Planning Committee Allowances; and 8) Provincial Shipping Grant. However, these grants are neither predictable in size nor transparently distributed. The national government's annual grant to the Malaita Provincial Authority is inadequate to improve service delivery in Auki.

- Malaita Provincial Authority's internal revenue (businesses, market fees and property rates) is inadequate and cannot meet the city's service delivery and development needs.
- Internal revenue collection has improved, but ongoing efforts must be maintained in order to achieve 100 percent efficiency in the collection rate.
- There is urgent need for effective strategic planning to link social and urban management and planning of the town.

### RESOURCE MOBILISATION

- Malaita Provincial Authority is eligible to receive limited grants from the national government through the Ministry of Provincial Government and tied-funds for specific projects. These grants are divided into eight purpose specific categories: 1) Revenue Sharing Grants; 2) Productive Resources Grant; 3) Library Service Grant; 4) Fixed Service

AGREED PRIORITIES
<ul style="list-style-type: none"> <li>• Undertake a training needs assessment and develop a training policy for Malaita Provincial Authority staff and review the role and responsibilities of staff,</li> <li>• Improve current mechanisms to allow for wider participation from stakeholders in Auki in order to improve accountability and transparency within the Malaita Provincial Authority,</li> <li>• Improve coordination between the Malaita Provincial Authority departments as well as between the Ministry of Lands, Housing and Survey (both in Auki and Honiara) and NGOs.</li> <li>• Decentralizing more government functions and power to the local government will revitalize other sub-stations with more socio-economic opportunities for the rural communities.</li> </ul>

GOVERNANCE N°1	Project proposal	Page26
	Design a mechanism for public participation	

GOVERNANCE N°2	Project proposal	Page 26
	Design a framework to improve links between the Malaita Provincial Authority departments, the Ministry of Lands, Housing and Survey and NGOs	

# INFORMAL SETTLEMENTS AND HOUSING

Auki is experiencing the growth of small scattered pockets of unregulated temporary settlements within a number of Fixed Term Estate (FTE) and there are four peri-urban villages on the edge of the town boundary. Observation from Auki physical planners noted that these temporary settlements are growing and putting additional pressure on the existing basic urban services infrastructure in Auki. Informal settlements are given low priority by the government and as a result remain unplanned and continue to lack access to basic urban services such as clean water, electricity, garbage collection, health services, and education.

Unemployment and poverty<sup>6</sup> are rising among the informal settlements as evidenced from the rising number of informal settlements engaged in informal economic activities and the physical conditions of their houses (SIG/UNDP, 2008). As a result, the Premier of Malaita province made a public appeal for the responsible authorities to work together with his government to find ways to systematically address poverty and inequality in Auki (Solomon Star, 15/01/11:4). However, it is vital that the Auki authority takes the leading role to collaborate with national leaders, donors and NGOs to better address the needs of the urban poor in Auki town.

The Malaita Provincial Authority and physical planners need to accept peri-urban villages and scattered informal settlements as part and parcel of the physical planning of the town. The major challenge for Auki's physical planners and policy makers is to reverse the growing number of uncontrolled settlements (Jones (2010:8).

## HOUSING

The quality of housing in the temporary settlements in Auki is poor. The houses are normally built from a combination of temporary materials such as plywood and are poorly constructed. They are not strong enough to withstand strong winds and cyclone. Most houses in the temporary settlements occupy an area of land that is approximately sixteen square metres, accommodating an average number of eight people.

Government houses in Auki were built during the colonial era and have not been maintained for many years making them uninhabitable. There is urgent need for the Malaita Provincial Authority to repair staff houses and enable access to decent housing for its workers. The working environment in Auki is not conducive as most office buildings are old, deteriorated, poorly designed, and lack space and furniture. This situation needs to be addressed urgently in order to increase productivity of workers and the town's development.



## THE INSTITUTIONAL SET-UP

- The Town and Country Planning Board has the power to undertake physical planning and development control in Auki and delegate such powers to the Malaita Provincial Authority and the Ministry of Lands, Housing and Survey planners. They require additional resources and skilled personnel to execute their responsibilities effectively.
- There is a lack of forward physical planning in Auki, as the town is yet to have a Local Planning Scheme.
- The power to allocate land rests with the provincial executive but the approval and granting of titles still rests with the Commissioner of Lands.

## REGULATORY FRAMEWORK

- Regulatory frameworks such as the Town and Country Planning Act, the Lands and Title Act (LTA), the Malaita Provincial Authority building ordinance, and the Public Health Act provide for settlement upgrading in Auki.
- The Malaita Provincial Authority building ordinance guides building and design standards in Auki, but is not been enforced effectively due to lack of technical expertise.
- There are no policies and plans to respond to the challenge of informal settlements and to implement low cost housing developments.
- The link between the Town and Country Planning Act and the Land and Titles Act is tenuous, resulting in the Commissioner of Lands granting areas of land to developers that are yet to be properly planned and surveyed, as well as areas reserved for public use such as future road construction.

<sup>6</sup> While it is difficult to figure out the exact level of poverty in Auki due to lack of data, the SIG/UNDP (2008:9) however, estimates that poverty in all provincial towns (including Auki) represents 13.6% of the total urban population (100,000) in Solomon Islands.

## RESOURCE MOBILIZATION

- The Malaita Provincial Authority and the Ministry of Lands, Housing and Survey have no current budgetary support for informal settlement upgrading and the development of new residential sites, although the allocated site development provision in the 2012 development budget is expected to have some impact but spread thinly throughout the country and Honiara,
- The Ward Development Grant is limited and often disbursed to projects that have not been given priority by the Malaita Provincial Authority, as there is no proper ward development programme provision under Malaita Provincial Authority.
- The government has access to a range of development funds (Constituency Fund, Livelihood Fund and Micro-Funds), but these are not used to support service delivery in the informal settlements and the town but are misused and misappropriated.
- Development of a partnership framework may encourage community participation in service delivery particularly in the scattered informal settlements.

## AGREED PRIORITIES

- Develop a base-line settlement survey to determine the conditions in the informal settlements in Auki.
- Develop a comprehensive policy and strategic plan for informal settlement upgrading.
- Regularize informal settlements through subdivision plans to create the opportunity to acquire a Fixed Term Estate.
- Establish community groups to coordinate settlement activities such as garbage collection.
- Conduct awareness programmes on rights and civic obligations for settlement residents.
- Establish partnership frameworks with stakeholders (including NGOs and donors) to better administer and coordinate assistance to informal settlements.
- Develop plans to upgrade government staff houses to create a livable environment for Malaita Provincial Authority staff.

**INFORMAL SETTLEMENTS AND HOUSING**  
N°1

**Project proposal** | **Page 28**

Prepare sub-division plans for the informal settlements

**INFORMAL SETTLEMENTS AND HOUSING**  
N°2

**Project proposal** | **Page 28**

Undertake a baseline survey to assess the living conditions in the informal settlements



## LOCAL ECONOMIC DEVELOPMENT

Auki's economic base is small and dominated by the service sector demonstrating the town's role as the main commercial and administrative centre for Malaita province. Retailing, banking, restaurants, and motels are the main formal economic activities operating in Auki. Auki serves as the main economic and administrative link for rural villages and sub-stations in Malaita. A significant portion of provincial wealth has been produced in Auki with a range of urban economic activities enhancing the viability of rural economic activities by providing markets and trans-shipping points for rural produce. Auki has benefited from major infrastructure investments in recent years, which has led to increased rates of rural-urban migration. Such projects have contributed significantly to the local economy. Auki also hosts a number of international NGOs, local companies, and other semi-government agencies that enhance their service delivery to both the urban and rural population in the province.

Malaita Provincial Authority's internal revenue collection from the economic activities operating in Auki was about SBD 1.2 million, representing 15 percent of Malaita Provincial Authority's total revenue of SBD 8,173,464 in 2009 ((Malaita Province 2009/10 budget). This is not sufficient to provide quality services to Auki's residents. The Malaita Provincial Authority relies mostly on the national government (and donors) for its infrastructure budgetary support. It also receives limited annual grants from the national government. The economic base of Auki is small and weak and needs to be diversified in order to increase its resilience. The challenge for the Malaita Provincial Authority and the national government is to create a better socio-economic and political climate that will allow the private sector to grow in Auki.



### THE INFORMAL SECTOR

Un-organized and unregulated informal economic activities in Auki provide job opportunities for residents of the town and rural areas, especially those without a formal education. Informal economic activities include selling of betel nuts, cigarette, green coconut, fish and chips, and plastic bags along the streets of Auki. Auki market is filthy and lacks adequate space for market vendors to display their products as it is often overcrowded with vendors and customers. However, the recent completion of a new market house in Auki (funded by the Japanese Government) will eradicate these hardships for the market vendors as well as increase local economic development. The key challenge for the Malaita Provincial Authority and the local population is to properly utilize the new market facilities and maintain its standards.

### LINKING THE RURAL-URBAN ECONOMIES

The Provincial Government Act provides the need to decentralize certain services and functions from the national government to the provincial level to improve service delivery in all parts of the country. As part of the implementation strategy, the national government has established, besides Auki, three substations (Malu'u, Afio, Atori) at the rural level. At the national level, the national government has established an overall rural development framework and expects the Malaita Provincial Authority to devise their own strategies that are appropriate to local conditions. National politicians continue to promote constituency development strategies to further improve service delivery to the rural people. These approaches are in fact similar to an urbanization strategy. However, urbanization is still paid little attention to in all national development policies in the Solomon Islands. It is therefore vital that urban planning and management is integrated with all forms of socio-economic planning.

**Transportation and communication links:** The provision of effective transport and communication networks plays a significant role in enticing major investment to the rural areas and increases business productivity. Improved access enhances population mobility and enables the rural folk to transport and sell their produces in markets for an income and access government and banking services. Building better road networks is seen as a key to accelerating rural-urban economic growth and service delivery.

There are three main roads that connect Auki to the northern, eastern and southern parts of Malaita (see figure 1). The Auki-north road runs along the western direction for a distance of 117.2 kilometres. The Auki-eastern road runs for 43.9 kilometres serving villages in the bush, while the southern road runs along the coast for 79 kilometres (Malaita Development Plan, 2007-

11). The state of these roads<sup>7</sup> however, is poor as they have not been maintained for several years due to lack of funds. As a result, the roads have deteriorated over the years to a poor state, especially during bad weather (Solomon Star, 24/01/11:1). Despite these major roads links, Auki still lacks proper roads that connect to the rural highlands of Malaita, denying people from these areas access to services provided in Auki and making them unable to take part in building the rural economy. Building better roads and ensuring that these roads are properly maintained are the main development challenges for the Malaita Provincial Authority.

The Malaita Provincial Authority has a rural development policy that intends to upgrade the existing sub-stations to 'regional economic centres'<sup>8</sup> (figure 1) so that they can provide services such as banking facilities, improved health and education services, market and storage facilities, and residential, commercial and industrial developments (Solomon Star, 11/01/11:1). The major challenges for the Malaita Provincial Authority are; affordability and sustainability given its limited finance, weak institutions, poor work ethics, non-compliance to financial regulations, and lack of skilled human resources.

In its efforts to establish regional economic centres, the Malaita Provincial Authority has established a bi-lateral relationship with the Israeli Government and is currently working through the Israel local agency in Auki, soliciting technical and financial support. The Provincial Authority also needs to obtain financial and technical support from the national government and other donors to better implement this proposed plan.

### INSTITUTIONAL SET-UP

- The national government is responsible for the provision of rural and urban infrastructure. The Malaita Provincial Authority is dependent on these resources to meet its major infrastructure development needs.
- The Malaita Provincial Authority is under resourced and poorly equipped and is therefore unable to improve on service delivery to Auki residents.
- The Malaita Provincial Authority needs to provide a conducive business environment such as incentives for the private sector to enable them to fully get involved in economic activities in Auki.
- A number of local and international NGOs and church based groups are actively involved in education and health service delivery in Auki and the rural areas, but no formal mechanism exists to

harness these potential partnerships with Malaita Provincial Authority.

### REGULATORY FRAMEWORK

- The Provincial Government Act empowers the Malaita Provincial Authority to pass ordinance and regulations that are seen as appropriate to enhance economic growth and promote the healthy development of the town.
- Auki residents elect members to the National Parliament and the Malaita Provincial Authority to represent their interests.

### PERFORMANCE AND ACCOUNTABILITY

- The provision of quality services remains a key challenge for the Malaita Provincial Authority.
- Limited internal revenue collection and limited financial support from the central government constrains delivery of quality services.
- Lack of skilled human resources and weak administrative capacity contributes to poor service delivery in Auki.
- Civil society organizations and churches are active development partners in health and education in Auki, but lack national and local government support.
- Provincial members are expected to ensure a fair distribution of economic benefits in their wards. This is yet to be seen as Provincial members are keen to support their relatives and supporters at the expense of others.

### RESOURCE MOBILIZATION

- The national government's resource allocation to Malaita Provincial Authority is not enough to meet the requirements of the town.
- Malaita Provincial Authority's internal revenues collection needs to improve further to meet and maintain better services in Auki.
- The Malaita Provincial Authority and the national government needs to provide an investment friendly (socio-economic and political) climate in Auki.
- There is donor support for a number of basic urban services projects, such as improving sanitation and water supply.

<sup>7</sup> Poor roads increase operation costs for transport providers, making travelling more expensive, which affects the consistent supply of goods, leading to increased costs of basic goods (Solomon Star, 13/01/11:4).

<sup>8</sup> The economic centres are: Auki, Malu'u, Afio, Atori, and the Malaita Outer-islands which are located more than 1,400 kilometres north-east of Malaita Island.

## AGREED PRIORITIES

- Malaita Provincial Authority to work closely with the national government through the Ministry of Infrastructure Development to upgrade the existing road infrastructure and build new roads to enhance effective delivery of services to residential areas, especially for garbage collection, education, health, and policing.
- Malaita Province to enforce its market ordinances to maintain the facilities and high standards of hygiene in the new market.
- Design new or strengthen current strategies to improve internal revenue collection within the Malaita Provincial Authority and diversify revenue base.
- Build storage facilities in Auki for farmers to store their goods before shipping them to Honiara.
- Improve solid waste management to create a livable environment for the residents and visitors of Auki.
- The Malaita Provincial Authority to liaise with the Chamber of Commerce in Honiara or private institutions to provide business training for small business operators in Auki.

### LOCAL ECONOMIC DEVELOPMENT N°1

**Project proposal** **Page 30**

Devise mechanisms to improve Malaita Provincial Authority's revenue collection and diversify revenue base.

### LOCAL ECONOMIC DEVELOPMENT N°2

**Project proposal** **Page 30**

Improve solid waste management in Auki and secure a new dumping site.

## SECURITY AND RESILIENCE

Auki, once described as being peaceful and quiet, is changing due to rapid urban growth, high rate of rural-urban migration, increase in unemployment rates among the youth, and high rates of alcohol consumption. These factors have led to an increase in crime. There has been a rise in cases of assault, juvenile delinquency, domestic violence, and burglaries. Most of these crimes are committed by unemployed youth in and around Auki town. Poor street lighting in the town's commercial and residential areas also contributes to rising crime and decline in public safety.

The Royal Solomon Islands Police Force (RSIPF) is in charge of providing security in Auki. However, the public perception of the police force is that they are undisciplined, corrupt and inefficient. Lack of public confidence in the police has resulted in many businesses, companies, organizations, and private residences hiring private security firms to protect their premises and homes. The judicial system is also ineffective as cases are not dealt with in a reasonable time frame. The situation is made worse by the absence of a Principal Magistrate Officer in Auki to hear court cases that are beyond the power of the current Magistrate Officer.

The Royal Solomon Islands Police Force is poorly resourced and equipped. Further there is little community participation in the fight against crime as well as weak links (public private partnership) between the private security firms and the Royal Solomon Islands Police Force. These factors have greatly reduced the efficiency of the Police Force and its ability to deal with crime effectively.

However, with help from the Regional Assistance Mission to Solomon Islands (RAMSI), law and order has improved. Public confidence and trust in the Royal Solomon Island Police Force is beginning to return. The challenge for the Malaita Provincial Authority and the national government is to ensure law and order is maintained after the Regional Assistance Mission to Solomon Island leaves the country.

With the recent completion of a new Correctional Service Centre (CSC) in Auki with assistance from the Australian Government, prisoners are now enjoying the comfort of a decent building. Overcrowding and frequent break-outs of prisoners are no longer an issue of concern for the police and the public. However, the challenge for the Malaita Provincial Authority and the national government is to maintain the standards of the Centre after the Australian assistance comes to the end.

### URBAN RESILIENCE

Auki is susceptible to climate change and natural disasters due to the increased frequency and intensity of bad weather (storm surges, earthquakes and flooding). In spite of this, people continue to construct their houses on steep gradients, along river banks and in

swampy and low-lying areas. These people prefer to live in such areas because the risk of eviction is low. The main concern for the Malaita Provincial Authority and the national government is to develop plans to relocate the most vulnerable settlements and to prevent further informal settlement growth, especially in vulnerable locations

### THE INSTITUTIONAL SET-UP

- Law and order is maintained by the Royal Solomon



Islands Police Force in Solomon Islands.

- A number of private security firms provide protection for properties in Auki.
- The Correctional Service Centre was built with assistance from the Australian Government and provides rehabilitation programmes for the prisoners.

### PERFORMANCE AND ACCOUNTABILITY

- There is a lack of coordination between law enforcement agencies.
- Family disintegration and erosion of cultural values have resulted in increased crime rates.
- There is a lack of police professionalism in the handling of criminal cases and high incidences of corruption.
- There is need for the police to partners with local communities in the fight against crime.
- The Correctional Service Centre (CSC) also provides rehabilitation programmes for prisoners as well as engaging churches to visit prisoners. These programmes however, need to be strengthened to

involve participation of community leaders and the civil society as well.

### RESOURCE MOBILIZATION

- The Royal Solomon Islands Police Force is poorly resourced and ill-equipped to provide effective policing throughout Auki.
- Public private partnership between Solomon Islands Police Force and private security firms exist. There is also need for partnership between the police force and the Malaita Provincial Authority.
- Local courts are under-resourced and poorly equipped and as a result court cases can go for several years before being heard. The Justice and Legal Institutional Strengthening Project (JLISP), which is supported by the Regional Assistance Mission to Solomon Islands, is trying to improve the situation by strengthening and providing sufficient resources to local courts so that cases are dealt with quickly and efficiently. This will also have the effect of regaining public trust and confidence in the judicial system.

### PERFORMANCE AND ACCOUNTABILITY

- Family disintegration and erosion of cultural values is on the rise; leading to lawlessness and increase in criminal activities..
- Police professionalism is still influenced by nepotism and favourism.
- Community policy in Auki needs to be strengthened through the provision of training and resources in order to improve safety and security in the town.

### AGREED PRIORITIES

- Improve resources and training for community policing and re-enforce links between the Royal Solomon Islands Police Force, the Malaita Provincial Authority and NGOs in fighting crime in Auki.
- Improve links between the National Disaster Management Office (NDMO); the Ministry of Environment and Metrology; the Ministry of Lands, Housing and Survey; and the Malaita Provincial Authority Planners to ensure that areas that are prone to natural disasters are free from settlements and buildings.
- Undertake climate and disaster vulnerability assessment to identify the needs for developing plans for relocation of settlements and houses that are most vulnerable to sea storms and landslides.
- Malaita Provincial Authority to develop a framework to enhance the work of NGOs on public awareness programmes about the effects of climate change and disaster prone areas.
- Installing more street lights in the residential and commercial areas.

<b>SECURITY AND RESILIENCE</b> N°1	<b>Project proposal</b>	<b>Page 32</b>
	Vulnerability and climate change assessment in Auki.	

<b>SECURITY AND RESILIENCE</b> N°2	<b>Project proposal</b>	<b>Page 32</b>
	Installing more street lights in Auki's commercial and residential areas.	

## LAND AND PLANNING



Auki is located on 109 hectares of land, which was acquired by the colonial administration to set up a government station. About 10 percent of this land is unsuitable for future growth due to topographical and environmental constraints. However, a significant amount of suitable land in Auki is still undeveloped in Auki, in spite of claims that Auki faces a shortage of developable state land. There is need for this land to be developed in order to meet current housing and industrial needs as well as future demands. This could mean raising the density by further subdivisions and adopting smaller plot sizes.

The allocation process of state land is often lengthy and open to abuse or corruption as the power to allocate land is vested only with the Commissioner of Lands in the Ministry of Lands, Housing and Survey. The lengthy process of acquiring land often paves the way for increased illegal occupation of state land in Auki. This information helps the Malaita Provincial Authority to calculate and charge property rates. The Malaita Provincial Authority's system for collecting property rates is ineffective due to non-compliance from Fixed Term Estate holders, capitalizing on poor and weak land administration in Auki. The problem is exacerbated by a poor work ethic and corrupt practices among government officers. The Lands Centre in Auki is poorly resourced and ill-equipped in spite of past efforts by the Solomon Islands Institutional Strengthening Lands and Administration Project (SIISLAP) to improve and maintain effective land administration and planning.

### PLANNING

Auki town suffers from poor planning due to lack of political will, political interference in the planning process and lack of skilled physical planners although

a Provincial Town and Country Planning Board (PTCPB)<sup>9</sup> exists. The poor planning is evidenced by the lack of public parks, a poor public transportation network, poor street lighting, poor drainage and sanitation systems, and a rising number of illegal and sub-standard houses. The challenge for the Malaita Provincial Authority and the Ministry of Lands, Housing and Survey Planners is to assist and empower physical planners so that they are able to factor urban issues in the overall corporate plan for Auki. This may call for further reinforcement from the Honiara office in terms of human resources.

### THE INSTITUTIONAL SET-UP

- The Malaita Town and Country Planning Board and the Ministry of Lands, Housing and Survey physical planners are responsible for planning and administrative functions, but lack the power to approve the allocated state land for developments (this power is vested with the Commissioner of Lands). Planning and land decision-making are not coordinated resulting in a high number of conflicting land allocations.
- The Physical Planning Office in Auki and the Ministry of Lands, Housing and Survey are under-resourced and lack skilled staff, hindering their ability to adequately carry out their duties as expected.
- The Malaita Town and Country Planning Board's physical planners are responsible for planning and development control in Auki. However, links between these two responsible agencies are poor and weak, leading to a total lack of effective planning.

<sup>9</sup> The Malaita Provincial Authority recommends candidates to the Minister of Lands, Housing and Survey to be members of the Provincial Town and Country Planning Board. A Physical Planner is normally the Secretary to the Board.

- The Town and Country Planning Act enables stakeholders to take part in the development of a Local Planning Scheme that will enhance public participation in planning.

## REGULATORY FRAMEWORK

- The Town and Country Planning Act determines the way state land is to be used and sets development controls. This power is delegated to the provincial Town and Country Planning Board in each provincial town including the Honiara City Council.
- Planning appeals are referred to the Minister for Lands, Housing and Survey, who has the power under the Town and Country Planning Act to reject/over-rule decisions and can give a final decision.
- The Land and Titles Act determines the allocation and registration of all state land.
- There is no land policy which addresses the plight of the urban poor and squatters.
- Malaita Provincial Authority has no staff responsible for enforcing the Town and Country Planning Act (serving notices on illegal developers and ensuring compliance with the Malaita Planning Authority's building ordinances).

## PERFORMANCE AND ACCOUNTABILITY

- Despite the enormous efforts of the Solomon Islands Institutional Strengthening Lands and Administration Project to strengthen the capacity of the Lands Centre in Auki to better manage state land, poor state land administration, weak revenue collection, widespread corruption, and poor work ethics remains within the Ministry of Lands, Housing and Survey and the Malaita Provincial Authority.
- State land is no longer sold through public tenders and this deprives the public of the opportunity to apply. State land is directly allocated by the Commissioner of Lands, disabling (past) efforts to create a transparent, accountable and fair process.
- There are weak links between the Commissioner of Lands, the Malaita Provincial Authority and the Ministry of Lands, Housing and Survey in Auki resulting in land use conflicts.
- The Commissioner of Lands is unable to evict illegal developers or those who have occupied state land illegally.
- Malaita Provincial Authority's current system to retrieve unpaid property rates have not been effective over the years, resulting in high property rate arrears.

## AGREED PRIORITIES

- Improve the technical and administrative capacity of the Ministry of Lands, Housing and Survey through specialized short and long term training in town and transport planning.
- Develop a Local Planning Scheme for Auki town that will regulate developments in the town.
- Improve coordination between developers, the Town and Country Planning Board and the physical planning unit in Auki to discourage squatting and illegal developments on state land.
- Improve land administration in Auki with a view to reduce/eliminate corruption and malpractices.
- Enforce planning regulations (Town and Country Planning Board) and Malaita Province building ordinances.
- Negotiate with customary landowners in order to acquire more land for the development and expansion of the town.
- Review the Land and Titles Act and the Town and Country Planning Act to identify processes that enable easier and more effective land administration and planning.

<b>LAND AND PLANNING</b> N°1	<b>Project proposal</b>	<b>Page 34</b>
	Education and awareness programme	

<b>LAND AND PLANNING</b> N°2	<b>Project proposal</b>	<b>Page 34</b>
	Security cameras in Scarborough	

## CONCLUSION

Auki is a small town facing a high urban growth rate, which comes with challenges that out-weigh the institutional and financial capacity of the Auki authority to effectively tackle. Problems in Auki relate to rising urban poverty, socio-economic disparities, failing infrastructure, lack of public amenities, and increasing scattered pockets of temporary houses inadequately served with basic urban services. In an attempt to systematically document these issues and to identify appropriate policy interventions, the Ministry of Lands, Housing and Survey has requested UN-Habitat for financial support to undertake the urban profiling in Auki town.

The Auki Urban Profile has examined five key thematic areas: governance, informal settlements and housing, the urban-rural economy, safety and resilience, and land and planning. The ineffective town administration

and poor urban planning and management of the town have been attributed to inadequate and lack of skilled human resources, limited financial support from the central government, poor collection of internal revenue, and bad governance. However, avenues exist to better respond to these issues such as the current work of the Provincial Government Strengthening Programme, the establishment of Auki Town Committee and Auki Business Group in Auki and the ongoing active participation of local and international NGOs, donors and government in service delivery in both urban and rural areas in Malaita. There is need for Auki

authority to establish and maintain an active development partnership framework with these

stakeholders in an effort to improve good governance and an integrated strategic development plan to improve service delivery in the province.



## GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Political support from the current Malaita Provincial Authority.</p> <p>By-law and ordinances exist to guide governance and decision making.</p> <p>The current work of the Provincial Government Strengthening Project in capacity building and training in budget planning and financial management.</p>	<p>Malaita Provincial Authority is under-resourced and poorly equipped.</p> <p>Existing by-laws are not enforced effectively.</p> <p>Continued diversion and misappropriation of funds.</p> <p>Weak links between civil society groups, senior managers and Malaita Provincial Authority and poor participation in the planning and management of the town.</p> <p>Lack of formal trainings for provincial employees.</p> <p>Corruption, poor work ethics, favourism, and nepotism exist.</p> <p>Poor internal revenue collection and inadequate financial support from the national government.</p> <p>Poor accountability and transparency.</p> <p>Poor public sector planning and financial management in spite of efforts of the Provincial Government Strengthening Project in Auki.</p>	<p>Donors can be encouraged to support identified priority areas for capacity building and training.</p> <p>Existing government policies support urban development as well as the Ministry of Housing, Lands and Survey.</p> <p>Fighting corruption leads to improved accountability and transparency.</p> <p>Improved internal relationships in the Malaita Provincial Authority and with stakeholders.</p> <p>Existence of the Constituency Development Fund (CDF) and Ward Grants.</p> <p>Existing activities of NGOs, churches and donors in education and health service delivery in Auki.</p> <p>Availability of the Provincial Government Strengthening Programme under the Ministry of Provincial Government and Institutional Strengthening to support Malaita Provincial Authority in capacity building.</p>	<p>Political uncertainty and political interference in planning and decision-making.</p> <p>Weak governance and technical and administrative capacity.</p> <p>Corruption and lack of forward planning.</p> <p>Use of force or abuse and misuse of power to get one's favour.</p>	<p>Establish a citizen's development forum to allow for wider participation from stakeholders in Auki in order to improve accountability and decision making processes within the Malaita Provincial Authority.</p> <p>Improve work coordination in departments within the Malaita Provincial Authority as well as between the Ministry of Lands, Housing and Survey (both in Auki and Honiara) and other NGOs.</p> <p>Undertake a training needs assessment and develop a training policy for Malaita Provincial Authority staff and review the role and responsibilities of staff.</p>

GOVERNANCE N°1	Project proposal
	Design a mechanism for public participation

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority, NGOs, business sectors, community members, and the youth.

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, business sectors, NGOs, and UN-Habitat

**ESTIMATED COST:** USD100, 000

**BACKGROUND:** Participatory planning improves the ability of local authorities to respond to challenges and builds effective local governance. It enhances sharing of resources and information, builds and maintains work relationships and avoids duplication to maximize potential outputs. The Malaita Provincial Authority is poorly resourced and lacks technical and administrative capacity.

The Authority has been working in isolation without formal avenues created for partnership. The Malaita Provincial Authority needs to establish an avenue for stakeholders, communities and NGOs in Auki to participate in the planning and governance of the town.

**OBJECTIVE:** To promote city ownership through public participation in Auki's governance and planning.

**ACTIVITIES:** (1) Devise a development framework to allow for public participation. (2) Conduct consultations with the Malaita Provincial Authority and other stakeholders regarding the framework. (3) Review any by-laws that may object to this proposal. (4) Conduct public discussions with stakeholders for membership. (5) Devise regulations and rules to guide the operation of the forum.

**OUTPUT INDICATORS:** (1) A framework for public participation is completed. (2) Key stakeholders and community membership are identified. (3) Regulations and rules guiding the operation of the forum is developed.

**STAFF REQUIRED:** An experienced consultant (with a development planning background) is required.

GOVERNANCE N°2	Project proposal
	Design a system to improve work coordination

**LOCATION:** Auki Town

**DURATION:** 6 Months

**BENEFICIARIES:** Malaita Provincial Authority staff, community members, the Ministry of Lands, Housing and Survey, and the civil society.

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, the Ministry of Lands, Housing and Survey and UN-Habitat.

**ESTIMATED COST:** USD 30, 000

**BACKGROUND:** The ability of the Malaita Provincial Authority to improve service delivery to Auki residents depends on coordination with the Ministry of Lands, Housing and Survey and other stakeholders. Most departments in Malaita Provincial Authority do not link their work plans and outputs to other departments which leads to poor coordination and service delivery. The capacity of the Malaita Provincial Authority and how it links to other institutions needs to be strengthened so that it is able to carry out urban development and planning processes effectively and in a transparent fashion.

**OBJECTIVE:** To improve coordination of work plans and outputs of the Malaita Provincial Authority, stakeholders and the Ministry of Lands, Housing and Survey.

**ACTIVITIES:** (1) Conduct a workshop with the Malaita Provincial Authority, service providers and the Ministry of Lands, Housing and Survey to identify how their work plans link to each other. (2) Set up a process to allow for regular interactions between the Malaita Provincial Authority, service providers and the Ministry of Lands, Housing and Survey.

**OUTPUT INDICATORS:** (1) A framework is in place to guide work coordination between the Malaita Provincial Authority (internally) and with the Ministry of Lands, Housing and Survey and other service providers in Auki. (2) Coordination of work plans and programmes, staff performance and work outputs improved.

**STAFF REQUIRED:** An experienced consultant (with public sector management reform background) is needed.

## INFORMAL SETTLEMENTS AND HOUSING

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Malaita has a building ordinance and a Town and Country Planning Act to regulate urban planning and development control in the town.</p> <p>Auki has a Physical Planning Unit which is responsible for informal settlement planning.</p> <p>Existing activities of NGOs, churches and donors in education, health and disaster management in the informal settlements.</p> <p>The Ministry of Lands Housing and Survey's work programme supports the upgrading of informal settlements.</p> <p>A readily available labour pool.</p>	<p>Malaita Town and Country Planning Board (MTCPB) is frequently unable to enforce decisions to control and facilitate developments.</p> <p>Weak enforcement of the Land Titles Act (LTA) and Malaita Provincial Authority's building ordinance to avoid squatting and illegal developments on state land.</p> <p>Lack of an enforcement unit and a legal advisor.</p> <p>The Physical Planning Unit in Auki is under-resourced and poorly equipped.</p> <p>In spite of the existence of the Ministry of Lands, Housing and Survey's work programme that supports the upgrading of informal settlements, practical action is yet to be seen as this also depends on greater commitment from all levels of government and stakeholders and the securing of resources.</p> <p>Weak links between the civil society, Malaita Provincial Authority and the Ministry of Lands, Housing and Survey with regards to addressing informal settlements issues.</p> <p>Poor service delivery in the informal settlements and awarding of Fixed Term Estates.</p>	<p>Donors, churches and NGOs assist in responding to issues like garbage collection and water provision in the informal settlements.</p> <p>Wider community participation in urban planning and the management of informal settlements.</p> <p>Internal revenue is likely to rise through increased collection of land rents for the Ministry of Lands, Housing and Survey and property rates for the Malaita Provincial Authority.</p> <p>More land is likely to be available due to improved subdivision of land.</p>	<p>A change of government may not support these programmes.</p> <p>Lack of social cohesion among community leaders may impede community efforts to address issues of common interest.</p> <p>Corruption and lack of forward planning may lead to uncontrollable growth of informal settlements.</p> <p>Non-compliance of existing laws and regulations.</p> <p>Political interference in land allocation and planning may result in conflict of land use.</p> <p>Increasingly poor service delivery to the informal settlements may result in illegal connection to the basic urban services such as water and electricity.</p> <p>Informal settlers may lose the land they are living on if the Commissioner of Lands decides to allocate it to another party.</p>	<p>Regularize informal settlements through subdivision plans to create the opportunity to acquire a Fixed Term Estate.</p> <p>Undertake a baseline assessment to determine the living conditions in the informal settlements in Auki.</p> <p>Establish community groups to coordinate settlement activities such as garbage collection.</p> <p>Develop a policy and implementation plan for informal settlement upgrading.</p> <p>Undertake awareness programmes in the settlements so that they know and better understand their rights and obligations.</p> <p>Prepare a local Planning scheme for Auki.</p>

<b>INFORMAL SETTLEMENTS AND HOUSING</b> N°1	<b>Project proposal</b>
	Develop subdivision plans for the informal settlements

**LOCATION:** Auki Town

**DURATION:** 12 months

**BENEFICIARIES:** The Ministry of Lands, Housing and Survey; Malaita Provincial Authority; physical planners; and residents of the informal settlements

**IMPLEMENTING PARTNERS:** Ministry of Lands, Housing and Survey; Malaita Provincial Authority; physical planners; civil society; and UN-Habitat

**ESTIMATED COST:** USD 60, 000

**BACKGROUND:** Auki has small scattered pockets of informal settlements, which constitute about 10 percent of the town's population and increase at an annual growth rate of 4 percent. These informal settlements are poorly served with clean water, road networks, electricity, and garbage collection services. The Malaita Provincial Authority and the Ministry of Lands Housing and Survey do not view the informal settlements problem as high priority and this has resulted in the lack of plans and policies to upgrade informal settlements and to assist settlers to secure the area of land they are currently occupying.

**OBJECTIVE:** Develop subdivision plans that are readily available to guide land allocation and include input from the beneficiaries.

**ACTIVITIES:** (1) Engage a planning consultant to design subdivision plans for informal settlements, (2) Undertake consultations with relevant stakeholders and residents of the informal settlements, (3) Identify and assess settlements and residents that are likely to be affected, (4) Digitise the plans and ensure that they are approved by the Malaita Town and Country Planning Board, and (5) Supervise field survey.

**OUTPUT INDICATORS:** (1) Subdivision plans are computerized and surveyed. (2) A report on settlements and residents that are affected is completed.

**STAFF REQUIRED:** Two Local consultants (GIS and a qualified Town Planner) are required.

<b>INFORMAL SETTLEMENTS AND HOUSING</b> N°2	<b>Project proposal</b>
	Undertake a baseline survey to assess the living conditions in the informal settlements of Auki

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority; Ministry of Lands, Housing and Survey; physical planners; and residents of the informal settlements.

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority; the Ministry of Lands, Housing and Survey; physical planners; civil society organizations; and UN-Habitat.

**ESTIMATED COST:** USD 30, 000

**BACKGROUND:** Residents of the informal settlements live in deplorable conditions and do not have access to the basic urban services such as water, electricity and adequate housing. Settlers living in unplanned or squatter settlements often perceived themselves as being a 'low or second class' citizen. They are living in a deplorable and filthy environment with poor basic urban services such as water, road, electricity, and garbage collection. However, the living conditions of these people are not assessed to determine the scope of the problems they are facing and how they are coping with them.

**OBJECTIVE:** To assess the living condition of the people living in informal settlements in order to prepare plans to better respond to such conditions.

**ACTIVITIES:** (1) Engage a consultant to carry out a socio-economic household survey in the informal settlements, (2) Identify and assess the standard of existing infrastructures, (3) Undertake consultations with relevant stakeholders and informal settlements, (4) Develop an assessment report and a database, and (5) Digitise the information into a comprehensive database.

**OUTPUT INDICATORS:** A computerized database and a report on the standard of the socio-economic situation of informal settlements are completed.

**STAFF REQUIRED:** Two Local consultants (a GIS and a Social Scientist) and two fieldworkers are required.

## LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Malaita Provincial Authority receives 15-20 percent of its internal revenue from businesses operating in Auki.</p> <p>Malaita Provincial Authority's internal revenue has improved due to the efforts of the Provincial Government Strengthening Programme.</p> <p>Malaita Provincial Authority has a unit that looks after its investments.</p> <p>Existence of informal activities to engage unskilled workers and those who cannot find formal employment.</p> <p>Availability of land for economic activities, which includes the agriculture and tourism sector.</p> <p>Regular shipping services between Auki and Honiara.</p> <p>Availability of a labour pool who possess entrepreneurial skills.</p>	<p>Weak internal revenue collection and poor enforcement of the Malaita Provincial Authority by-laws.</p> <p>Malaita Provincial Authority relies on a small and limited economic base for its internal income.</p> <p>Malaita Provincial Authority is too poorly resourced and ill-equipped to improve or sustain service delivery in Auki.</p> <p>Malaita Provincial Authority is yet to devise plans to diversify the economic base of the province in order to increase revenue collection.</p> <p>Basic urban services in Auki are poorly distributed.</p>	<p>The Malaita Provincial Authority's internal revenue collection is likely to increase when the new market opens in June 2012.</p> <p>Upgrading the existing market facilities is likely to attract more tourists to the town.</p> <p>Malaita Provincial Authority is currently drawing up plans aimed at improving investment in agriculture and tourism.</p>	<p>Increased non-payment of business licenses and property rates to the Malaita Provincial Authority.</p> <p>Land disputes are common and stall development.</p> <p>The Wantok system negatively affects business owners.</p> <p>Poor attitude towards keeping the town and market clean.</p> <p>Increased alcohol abuse and crime rates.</p>	<p>Devise mechanisms to improve Malaita Provincial Authority's internal revenue collection and diversify the revenue base.</p> <p>Improve solid waste management in Auki by securing a proper dump site.</p>

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°1	<b>Project proposal</b>
	Devise mechanisms to improve Malaita Provincial Authority's internal revenue collection

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority, Auki residents and the rural population

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, Provincial Government Strengthening Programme, civil society organizations, and UN-Habitat

**ESTIMATED COSTS:** USD 30,000

**BACKGROUND:** The capacity of the Malaita Provincial Authority to deliver quality services to Auki residents depends on its financial ability. The Malaita Provincial Authority depends on the national government (and donors) for financial support which is usually very limited. The Authority therefore needs an improved revenue collection system and to diversify its revenue base. Inadequate funds constrain the ability of the Malaita Provincial Authority to effectively deliver quality services to Auki residents and to meet its operation costs. There is need to assess the existing financial mechanisms and processes, assess the alternative revenue sources, and set-up a computerised system of revenue collection. This, in turn will provide the basis for recommendations to improve and strengthen the overall revenue collection system of the Malaita Provincial Authority.

**OBJECTIVE:** To improve the Malaita Provincial Authority's revenue collection, compliance, efficient financial management, monitoring, and reporting.

**ACTIVITIES:** (1) Undertake an institutional needs assessment of the Malaita Provincial Authority's financial management processes through a review of revenue collection and financial systems with stakeholders, (2) Conduct consultations with key departments within the Malaita Provincial Authority to agree upon revenue collections priorities, (3) Assessment of alternative revenue sources, and (4) Conducting public discussions with stakeholders and other tax payers to find ways of improving compliance in payment of taxes.

**OUTPUT INDICATORS:** (1) A report highlighting the areas that require improvement in order to increase revenue collection, (2) Introduction of a computerised system of revenue collection, and (3) Alternative revenue sources identified.

**STAFF REQUIRED:** A consultant with a background in finance.

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°2	<b>Project proposal</b>
	Improve solid waste management and identify a proper waste dumping site

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority, Auki residents and the general population

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, civil society organizations and UN-Habitat

**ESTIMATED COST:** USD 30,000

**BACKGROUND:** Garbage collection is a serious environmental issue in Auki. The Auki Town Committee is responsible for garbage collection in the town, but lack of funds and refuse collection equipment has affected the efficient collection and disposal of garbage in the town. This problem is further worsened by the fact that customary landowners have refused access to the existing dump site for garbage disposals. As a result, garbage is disposed along the roads and in open spaces which is an eyesore and a public health risk.

**OBJECTIVE:** To identify a new dumping site and to resume with regular garbage collection in Auki.

**ACTIVITIES:** (1) Identify interested landowners and hold discussions with them regarding securing a portion of their land for the new dump site, (2) Conduct a land acquisition, (3) Solicit financial support from the national government to either lease or purchase the area secured, and (4) Resume with garbage collection.

**OUTPUT INDICATORS:** (1) A new dumpsite is secured. (2) Improved garbage collection in the town of Auki.

**STAFF REQUIRED:** A consultant (with a background in land management and valuation).

## SECURITY AND RESILIENCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>The Royal Solomon Islands Police Force with the help of the Regional Assistance Mission to Solomon Islands maintains law and order with regular surveillance in and around the suburbs of Auki.</p> <p>The Royal Solomon Islands Police Force and the Regional Assistance Mission to Solomon Islands has set up community policing in Auki.</p> <p>Community leaders are recognized by the Malaita Provincial Authority and the Royal Solomon Islands Police Force as agents of law enforcement in Auki.</p> <p>Private security firms assist in providing security in the town.</p> <p>The Malaita Provincial Authority has an Environment Unit that deal with environmental issues.</p> <p>Awareness programmes on climate change and natural disasters are undertaken by NGOs.</p> <p>Existence of planning regulations which restrict development in vulnerable areas, such as on swampy land and steep slopes.</p>	<p>The Royal Solomon Islands Police Force is poorly resourced and badly equipped. The police force relies heavily on the Regional Assistance Mission for logistical support and resources</p> <p>Negative practices such as corruption, favourism and nepotism exist in the police force and have led to the deterioration of police performance.</p> <p>Community policing is not effective due to lack of resources for the community leaders to enable them to enforce community policing.</p> <p>Weak links between the Royal Solomon Islands Police Force and private security firms operating in Auki.</p> <p>Lack of a Malaita Provincial Authority Enforcement Unit to enforce the Authority's by-laws and ordinances coupled with the fact there is no principle magistrate in Auki.</p> <p>Poor street lighting in some parts of the town which has led to increased crime and insecurity.</p> <p>Weak enforcement of the Town and Country Planning Act's planning regulations that prohibit development in swampy areas and on steep slopes.</p> <p>Malaita Provincial Authority has no data on the number of people who have set up their homes in vulnerable areas and need to be relocated.</p>	<p>Transfer of skills from the Regional Assistance Mission to Solomon Islands and the Royal Solomon Islands Police Force.</p> <p>Donor funding is available for vulnerability disaster assessment.</p> <p>Road safety management is being considered by Ministry of Infrastructure Development.</p> <p>The Ministry of Environment and Metrology has funds to support work on disaster assessment.</p>	<p>Increased crime in the town.</p> <p>The Malaita Provincial Authority lacks funds for the installation of street lights.</p> <p>The Royal Solomon Islands Police Force is poorly resourced and staffed.</p> <p>Lack of funds needed to relocate those settlements that are located in vulnerable areas.</p> <p>People are reluctant to relocate and continue to build in areas that are vulnerable to natural disasters.</p> <p>Politicians may not support plans for relocation as this is not in line with their political interests.</p> <p>The Commissioner of Lands continues to allocate land near in vulnerable areas despite the risks associated with these areas.</p>	<p>Undertake climate change and vulnerability assessment to assist the preparation of plans to relocate settlements that are located in areas that are vulnerable to climate change and natural disasters.</p> <p>Install more street lights in and around the town.</p>

<b>SECURITY AND RESILIENCE</b> N°1	<b>Project proposal</b>
	Vulnerability and climate change assessment in Auki

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority, Auki residents and residents of the surrounding rural areas.

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, Provincial Government Strengthening Programme, civil society organizations, and UN-Habitat

**ESTIMATED COST:** USD 30,000

**BACKGROUND:** Vulnerability to climate change and natural disasters is a growing issue in Auki as people continue to build their houses on steep gradients and along the coastal and swampy areas that are prone to natural disasters such as earthquakes, landslides and storm surges. The poor prefer to live in such areas to avoid the risk of being moved by the Malaita Provincial Authority. The Malaita Provincial Authority continues to neglect such people and as a result it has not data available on how many people and houses are living in areas that are prone to natural disasters.

**OBJECTIVE:** To identify people living in areas that are prone to natural disasters so that plans are devised to better address their problems.

**ACTIVITIES:** (1) Carry out a risk assessment to find out the number of households that are affected and areas that are vulnerable to natural disasters. (2) Re-zone these areas as restricted for development, and (3) Devise plans to relocate households that are most vulnerable to natural disasters.

**OUTPUT INDICATORS:** (1) A database with the number of vulnerable households is completed, (2) Vulnerable locations are identified and restricted, (3) Plans are made to relocate residents of vulnerable households.

**STAFF REQUIRED:** A consultant (with a background in environment).

<b>SECURITY AND RESILIENCE</b> N°2	<b>Project proposal</b>
	Improve solid waste management and identify a proper waste dumping site

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority, Auki residents and the general population

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, the civil society and UN-Habitat

**ESTIMATED COST:** USD 30, 000

**BACKGROUND:** The rising crime rate in Auki is often linked to rapid urban growth, the high rate of rural-urban migration, the increase in unemployment rates among the youths, and the high rate of alcohol and kwaso consumption. The situation is often exacerbated by poor street lighting in the town's commercial and residential areas which has led to increased insecurity as criminals are able to hide in the dark. Installation of street lights in all areas will therefore help to reduce crime and increase the general security of the town.

**OBJECTIVE:** To improve and maintain public safety in Auki town.

**ACTIVITIES:** (1) Work with the Malaita Provincial Authority planners and the police to identify areas that need to have street lights installed (2) Raise funds from the national government and donors to meet the cost of installing street lights, and (4) Implement the project.

**OUTPUT INDICATORS:** (1) Funding is secured for the streetlighting project. (2) Street lights are installed in designated areas in Auki.

**STAFF REQUIRED:** A consultant (with a background in engineering).



## LAND AND PLANNING

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<p>Government land is surveyed and registered.</p> <p>The Solomon Islands Institutional Strengthening Lands and Administration Project has made some improvements to the land administration processes.</p> <p>The Ministry of Lands, Housing and Survey's corporate plan supports subdivision plans in the informal settlements and issuing Fixed Term Estates to informal settlement's residents.</p> <p>Existing legislations such as the Land and Title Act, the Town and Country Planning Act and the Health Act.</p> <p>Auki's Lands Centre is staffed with a planner and a lands officer to implement the Town and Country Planning Act and the Land and Title Act.</p> <p>Malaita Provincial Authority's Planning Board controls development in Auki.</p>	<p>Lack of financial support from the central government and the Malaita Provincial Authority.</p> <p>In spite of efforts by the Solomon Islands Institutional Strengthening Lands and Administration Project, the current land administration process is lengthy and susceptible to corrupt practice.</p> <p>Lack of a local planning scheme and transparency in land allocation leading to conflict of land use.</p> <p>The Ministry of Lands, Housing and Survey lack funds to implement its corporate plans.</p> <p>The Land Centre is under-staffed and poorly equipped.</p> <p>Weak links between the physical planning office and the lands office in Auki, and the Ministry of Lands, Housing and Survey.</p> <p>Political inference in the planning and decision making process.</p> <p>Weak enforcement of the Land and Titles Act and the Town and Country Planning Act leading to the high growth of illegal developments.</p> <p>Too much power is vested with the Commissioner of Lands under the Land and Titles Act.</p>	<p>Improved land rent revenue collection as more land is made available through the implementation of sub-division plans.</p> <p>Provisions of planned areas for new residential sites which will lead to the reduction of illegal settlements.</p> <p>Development partners may provide technical support for priority projects such as reviewing the Land and Titles Act and the Town and Country Planning Act.</p> <p>Establish a land tender board and site development fund.</p> <p>Carry out a land audit to find out the availability and value of state land in Auki.</p>	<p>Misuse of power and poor land administration of state land has often resulted in double allocation land.</p> <p>Political uncertainty and lack of budgetary support,</p> <p>Links between the Town and Country Planning Act and the Land and Titles Act are weak. This has resulted in the Commissioner of Lands granting areas of land to developers that have been reserved for other activities, such as future road expansion.</p>	<p>Prepare a Local Planning Scheme for Auki.</p> <p>Review the Town and Country Planning Act and the Land and Titles Act in order to identify processes that enable easier and more effective land administration and planning.</p> <p>Improve the technical capacity of the Ministry of Lands, Housing and Survey.</p> <p>Improve the land administration and planning processes with a view to reducing /eliminating malpractices</p>

<b>LAND AND PLANNING</b> N°1	<b>Project proposal</b>
	Prepare a Local Planning Scheme for Auki

**LOCATION:** Auki Town

**DURATION:** 12 months

**BENEFICIARIES:** Malaita Provincial Authority, Auki residents and the residents of surrounding rural areas.

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority, the Ministry of Land, Housing and Survey and UN-Habitat.

**ESTIMATED COST:** USD 60,000

**BACKGROUND:** Auki town suffers from poor physical planning due to lack of a Local Planning Scheme to regulate different land use activities through regulations and policy guidelines despite the existence of a Planning Board. The Local Planning Scheme is a legal instrument that will regulate land use activities and ensure that land allocations conform to the legal requirements stipulated under the Town and Country Planning and site planning regulations.

**OBJECTIVE:** To promote the orderly planning of the town to achieve.

**ACTIVITIES:** (1) Engage a local consultant to prepare a Local Planning Scheme for Auki, (2) Undertake consultations with relevant key stakeholders on how the town will be zoned and its layouts, (3) Review the current site planning regulations, and (4) Submit the report to the Minister for approval.

**OUTPUT INDICATORS:** A Local Planning Scheme and site planning regulations for Auki are completed and approved by the Minister responsible.

**STAFF REQUIRED:** A qualified town or regional planner.

<b>LAND AND PLANNING</b> N°2	<b>Project proposal</b>
	Review the Land and Titles Act and the Town and Country Planning Act to improve the land administration and planning processes

**LOCATION:** Auki Town

**DURATION:** 6 months

**BENEFICIARIES:** Malaita Provincial Authority, Ministry of Lands, Housing and Survey and Auki residents

**IMPLEMENTING PARTNERS:** Malaita Provincial Authority; Ministry of Lands, Housing and Survey; civil society organizations; and UN-Habitat

**ESTIMATED COST:** USD 30,000

**BACKGROUND:** The Land and Titles Act and the Town and Country Planning Act are based on the British system, which gives power to one person and is highly centralised. Planning and land decision-making is not integrated or well-coordinated, resulting in high incidences of poor and/or conflicting land decisions over the years. The process of acquiring land and getting planning approval is lengthy under these current Acts. This creates more room for internal malpractices and paves the way for illegal settlements in and around the town. A review of these Acts is likely to improve land and planning management systems.

**OBJECTIVE:** To improve land administration and planning processes in order to eliminate/reduce irregular practices.

**ACTIVITIES:** (1) Consult key staff within the Ministry of Lands, Housing and Survey and the Malaita Provincial Authority to review the current land and planning processes in order to identify areas that needs to be changed, (2) Undertake wider consultations with relevant key stakeholders on what changes need to be made and how these changes are going to be implemented, (3) Prepare submissions to the Attorney General's Chamber (AGC) for review, and (4) Prepare a final submission to the Minister responsible for approval.

**OUTPUT INDICATORS:** Alterations are made to the Land and Titles Act and the Town and Country Planning Act which are then approved by the Minister responsible.

**STAFF REQUIRED:** A qualified lawyer.

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## AUKI CITY CONSULTATION

### ATTENDANCE LIST

#### NAME AND ORGANIZATION

Buga Judy	Bank Officer, ANZ Bank, Auki, Malaita Province
Charles	Senior Works Officer, Solomon Islands Water Authority (SIWA), Auki, Malaita Province
Ganita Filiramo	Chief Physical Planner, Physical Planning Division, Auki, Malaita Province,
Gege Jackson	Planning Advisor, Provincial Government Strengthening Project, Auki, Malaita Province
Holi Goldman	Senior Education Officer, Auki, Malaita Province
Houma John	Revenue Officer, Malaita Provincial Government, Auki, Malaita Province
Kaua, Robert.	Deputy Provincial Secretary, Auki, Malaita Province,
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## **AUKI URBAN PROFILE**

The Auki Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean and Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

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