



PARTNERSHIP FRAMEWORK

BETWEEN

SOLOMON ISLANDS GOVERNMENT

AND

REGIONAL ASSISTANCE MISSION TO SOLOMON ISLANDS

April 2009

TABLE OF CONTENTS

Introduction

Overall goal

Partnership Principles

Building on Achievements

Summary of Objectives

Monitoring and Evaluation

Partnership Framework Matrix

Pillar One: Law and Justice

Royal Solomon Islands Police Force
Solomon Islands Fire Service
Correctional Services of Solomon Islands
Law and Justice
Border Security

Pillar Two: Economic Governance and Growth

Public Finance
Infrastructure
Policy Development and Capacity Building
Economic Management

Pillar Three: Machinery of Government

Office of the Prime Minister and Cabinet
Infrastructure
Public Service
Institutions of Integrity
Electoral Commission
National Parliament
Provincial Government
Women in Government

Cross-cutting Issues

Capacity Development
Anti-Corruption
Advancing Gender Equality

Monitoring and Evaluating the Partnership Framework

INTRODUCTION

The Regional Assistance Mission to Solomon Islands (RAMSI) works in Solomon Islands at the invitation of the Solomon Islands Government.

The *Facilitation of International Assistance Act 2003* provides the necessary authority for the activities of RAMSI under Solomon Islands domestic law. RAMSI's mandate is determined by Pacific Islands Forum Leaders, and is contained in the RAMSI Treaty and "The Framework for Strengthened Assistance to Solomon Islands: Proposed Scope and requirements" of 2003.

The 2007 Pacific Islands Forum Taskforce Review of RAMSI (the Taskforce), endorsed by Pacific Islands Forum Leaders, gave consideration to RAMSI's future. The Taskforce report recommended that RAMSI's drawdown over time should not involve a blanket, arbitrary exit deadline, but rather a series of jointly agreed indicative and conditions-based timelines. These timelines would be met as key institutions across several sectors built capacity and attained sustainability. In February 2008, the inaugural Forum Ministerial Standing Committee (FMSC) meeting on RAMSI decided these conditions-based timelines would be achieved through the development of a Solomon Islands Government – RAMSI Partnership Framework.

This Partnership Framework has been jointly developed by the Solomon Islands Government and RAMSI. It is consistent with RAMSI's current mandate and does not expand RAMSI's scope. It is essentially a forward looking work plan that builds on existing RAMSI activities as well as on achievements made since RAMSI's inception, such as restoring law and order and strengthening Solomon Islands institutions.

The Partnership Framework sets out the overall goal and objectives for RAMSI's work with the Solomon Islands Government. It also outlines aspirational goals that are aligned with Solomon Islands Government objectives and identifies specific verifiable targets and indicative timeframes for their achievement. This is intended to reduce RAMSI's engagement as Solomon Islands capacity grows. The Partnership Framework also provides a detailed list of the main areas of RAMSI activity.

The Partnership Framework is a living document. It will need to be adjusted to reflect changing priorities, conditions and developments in Solomon Islands. Adjustments will be made in consultation with the Performance Oversight Group (see Monitoring and Evaluation section) and endorsed by the Forum Ministerial Standing Committee on RAMSI (FMSC).

A Performance Matrix will be developed to monitor and assess progress against this Framework. RAMSI, the Solomon Islands Government and the Forum Representative to Solomon Islands will report jointly to the FMSC on progress against this Framework.

The Partnership Framework provides an agreed work program to guide RAMSI's assistance to Solomon Islands. It should not be viewed, however, in isolation. It needs to be coordinated with, and considered in the context of, the considerable assistance provided to Solomon Islands by the international donor community.

OVERALL GOAL

A peaceful Solomon Islands where key national institutions and functions of law and justice, public administration and economic management are effective, affordable and have the capacity to be sustained without RAMSI's further assistance.

Law and Justice Aspiration

A secure, safe, ordered and just Solomon Islands society where laws are administered fairly regardless of position or status, giving due recognition to traditional values and customs.

Economic Governance and Growth Aspiration

A Solomon Islands achieving broad-based economic growth and a more prosperous society (including for those living in rural areas) supported by a fiscally responsible government which promotes sound economic policies.

Machinery of Government Aspiration

A public administration that is strategic, professional, transparent and accountable in the delivery of services and priority programs of the government of the day.

PARTNERSHIP PRINCIPLES

RAMSI is in Solomon Islands at the invitation of the Solomon Islands Government. Under the auspices of the Pacific Islands Forum, it is a partnership between the Solomon Islands Government, the Solomon Islands people and contributing countries of the Pacific region.

The Solomon Islands Government/RAMSI Partnership is based on:

- close alignment of RAMSI activities with Solomon Islands Government's priorities and objectives, within RAMSI's mandate
- mutual respect and trust
- accountability, transparency and open dialogue.
- respect for the rule of law and for the traditional values of the Solomon Islands.
- sustainability through a continued focus on building the capacity of Solomon Islanders so that they can independently manage their affairs
- working within and strengthening the current constitutional framework
- a strong and stable government and administration executing sound governance as the foundation for social and economic development
- equality between women and men
- shared responsibility for results, including through regular, joint reviews of progress against the objectives and targets contained in the Partnership Framework.

BUILDING ON ACHIEVEMENTS

Since July 2003, much has been achieved through close cooperation between RAMSI and the Solomon Islands Government, with support from donors in a number of areas. Under the **law and justice** pillar, a key achievement has been the restoration of law and order in Solomon Islands and the surrender of weapons. RAMSI has assisted in rebuilding the Royal Solomon Islands Police Force (RSIPF) as a vital national institution, improving correctional facilities, and rebuilding the Solomon Islands justice system to ensure it operates effectively, fairly and openly. Under the **economic governance and growth** pillar, RAMSI has worked with the Solomon Islands Government to rebuild investor confidence in the economy. Key achievements include the development of balanced national budgets, better management of revenue and expenditure as well as the government debt burden, and the implementation of the *Foreign Investment Act 2005*. Tariffs have been reduced, the overall level of debt has declined and government revenue has increased substantially. Against the background of the Global Economic Crisis, RAMSI advisers are

continuing to help co-ordinate and promote economic reform, with a focus on the regulatory environment, the taxation system, state owned enterprises, improving air and sea transportation and increasing access to financial services, especially in provincial and rural areas. Under the **Machinery of Government** pillar, RAMSI has worked closely with the Solomon Islands Government to improve planning and strengthen management systems to assist with the development of a professional and committed public service. RAMSI advisers have assisted with the strengthening of the formal accountability institutions, such as the Auditor General's Office, the Ombudsman's Office and the Leadership Code Commission. RAMSI advisers have also worked with the National Parliamentary Office to strengthen Parliament's representative and oversight functions. Work has also been done to minimise barriers impeding women's participation in decision-making.

The scale and significance of these achievements across the three pillars over the first six years of RAMSI's operations should not be underestimated. They provide a solid foundation of support and assistance on which to build. At the same time, both the Solomon Islands Government and RAMSI recognise that there is still much work to be done, including as a result of the challenges posed by the Global Economic Crisis. This Partnership Framework is, therefore, a forward looking document which outlines the areas in which RAMSI and the Solomon Islands Government will continue to work together over the short to medium term in order to build on the progress and achievements already attained.

SUMMARY OF OBJECTIVES

Law and Justice

A Royal Solomon Islands Police Force (RSIPF) that operates effectively and independently of RAMSI.

RAMSI will work with the **RSIPF** to assist it to:

- build community confidence in the RSIPF
- build RSIPF capability, ethics and integrity
- build broad community crime prevention and problem solving capability
- improve RSIPF infrastructure and logistics
- develop a capable and effective fire service
- maintain border security

A Correctional Service of Solomon Islands that is managed effectively and independently of RAMSI.

RAMSI will continue to assist the **Correctional Service of Solomon Islands** to:

- develop and manage infrastructure, including new correctional facilities in Auki and Gizo
- build management and correctional officer capacity
- develop prisoner rehabilitation programmes

A capable and independent justice system.

RAMSI will work with the **Justice Sector** to:

- assist with the completion of the “Tension Trials”
- strengthen the court system, including training and infrastructure
- develop local legal capacity and access to justice
- strengthen traditional justice mechanisms in rural areas
- assist with law reform

Economic Governance and Growth

A Ministry of Finance and Treasury that provides leadership in financial matters and high quality professional financial and economic services.

RAMSI will work in partnership with the **Ministry of Finance and Treasury (MoFT)** to:

- improve MoFT systems and capabilities, particularly in corporate services, budget, inland revenue and debt management
- assist with broad economic management and sustainable growth, including policy and regulatory reform
- improve performance of State Owned Enterprises

Machinery of Government

A Government Administration that is strategic, professional, transparent and accountable in the delivery of services and priority programs

RAMSI will work in partnership with relevant agencies, including the **Office of Prime Minister and Cabinet**:

- to improve public sector performance, with particular attention to cross ministry coordination, human resource development and corporate and strategic planning,
- to assist with enhancing the effectiveness of national parliamentary representation
- to assist with the development of independent accountability institutions capable of scrutinising executive and administrative decision making.

Issues that Cut across all Pillars

Capacity Building

Solomon Islands public institutions and agencies with the capacity to identify their own directions, to lead and manage sustainable change, to reflect on strengths and weaknesses and to continuously improve performance

RAMSI will ensure that its capacity development processes are increasingly aligned with Solomon Islands needs and expectations. RAMSI will directly support SIG agencies to:

- jointly plan for, monitor and report on progress towards agency self-reliance

Anti-Corruption

The establishment of an effective and cohesive approach to address corruption in Solomon Islands.

RAMSI will work in partnership with the SIG to mainstream anti-corruption across RAMSI and Government programs. Specifically, RAMSI will support the SIG:

- to develop, approve and implement a national Anti-Corruption plan
- to establish a permanent Anti-Corruption Taskforce
- to become party to the United Nations Convention Against Corruption (UNCAC)

Advancing Gender Equality

SIG policy commitments on gender are advanced consistently across government

RAMSI will ensure that all RAMSI support programs improve capacity for gender reporting aligned with SIG policy commitments and CEDAW obligations. Specifically, RAMSI will support SIG agencies:

- to increase capacity to collect sex disaggregated data for planning purposes
- to agree jointly on relevant gender outcomes

MONITORING AND EVALUATION

A draft Performance Matrix to underpin this Partnership Framework will be developed jointly. This Matrix will provide a means for jointly monitoring progress toward achievement of the targets set in the Framework.

A Solomon Islands Government/RAMSI Performance Oversight Group, assisted by a small, independent, external team of performance experts, will be responsible for overseeing the Matrix and performance issues. The Performance Oversight Group will provide interim reports every six months, and a more formal report following the end of each calendar year, to the Solomon Islands Government and RAMSI. This work will form the basis of performance reporting to the Forum Ministerial Standing Committee and Forum Leaders.

GOAL: Law and Justice: A secure, safe, ordered and just Solomon Islands society where laws are administered fairly regardless of position or status, giving due recognition to traditional values and customs

INDICATOR: Solomon Islanders and others perceive the Solomon Islands as a safe, just and secure country

FUNCTIONS: Law and Justice: Police & Fire Services: Correctional Services: Border Security: Traditional Law, Office of Prime Minister and Cabinet.

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|--|---|--|---|--|
| LAW AND JUSTICE | | | | | |
| A sector and community based approach to strategically and tactically working towards a secure, safe, ordered and just system. | Formalize the establishment and mobilization of the Solomon Islands National Crime Prevention Council and locally and village based Crime Prevention Committees. i. Establish the National Crime Prevention Council | Heads of all Functional bodies and organizations. | RSIPF is able to maintain security through broad risk based problem solving approach that addresses the risk factors across all sectors and involving the whole community. | These strategies should be in place by end of 2009. Annual evaluation based on researched data. 2013 full review of strategies. | An approach that strategically integrates and coordinates the overall planning and overseeing of all functions contributing to the goals of the Law and Justice sector would create opportunities for economies of scale, scope of impact and a holistic national approach to social stability and security, and achieve the overall priorities of the government. Further, such a body would attempt to mitigate any implications from the actions of one agency for all others. e.g. the current situation within the Magistracy and implications for |

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| | ii. Establish Provincial, Community based Crime Prevention Committees | | | | correctional facilities etc. It is not possible to provide sufficient police in every community that will totally solve their problems. Therefore, problem solving in relation to local crime is reduced when there is strong community understanding and involvement in crime prevention and order maintenance. |
| ROYAL SOLOMON ISLANDS POLICE | | | | | |
| The RSIPF is fully capable of carrying out its mandated functions and has no need of a permanent PPF presence. | Broad Strategy: A continuation of the approach of focusing on building the capacity of the RSIPF to independently carry out its constitutionally and statutory mandated functions of the maintenance and enforcement of law and | RSIPF, MPNS, | 1. The RSIPF is capable of independently carrying out its mandated functions under law, maintaining law and order and targeting corrupt conduct in | Annual reviews. Full review by external independent evaluator in 2013 | Until full operational independence is achieved, there will be a continued reliance on the PPF |

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| | <p>order, the preservation of the peace, the protection of life and property, the prevention and detection of crime and the apprehension of offenders.</p> <p>Five Themes:</p> <ol style="list-style-type: none"> 1. Building greater community confidence in the RSIPF 2. Building Capability and leadership 3. Building broad community crime prevention and problem solving capability. 4. Infrastructure and Logistics. | | <p>Solomon Islands.</p> <ol style="list-style-type: none"> 2. For the RSIPF to be able to carry out their functions in support of SIG's rural based platform, it will be essential for it to have the ability to locate and/or visit all areas of the nation. This requires adequate logistics, communications and budget to cover a diverse archipelago. | | |

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| | 5. Upholding ethics and integrity in the RSIPF | | | | |
| | | | 1.1 The RSIPF is again recognized as a trusted and professional policing operation in Solomon Islands. | | A robust ethics and integrity framework for RSIPF will form the cornerstone of the community's trust and confidence in the police |
| | | | 1.2 Senior RSIPF officers are identified for future leadership and succession planning is in place for senior leadership positions. Apart from regular policing skills, they will be proficient in relationships management. | | This will provide a solid basis for PPF capacity development of emerging leaders within RSIPF over coming years |

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| | | | 1.3 Every provincial police commander and director has established relationships with villages and communities with a goal of having facilitated local problem solving. | | |
| | | | 1.4 Affordable, sustainable and appropriate logistics support is in place enabling the RSIPF to exercise full independent operational control of all its day to day operations | | |
| | | | 1.5 The RSIPF has commenced implementation of the enabling actions for the | | The PCIP Ethics and Integrity strategy was endorsed by the then Commissioner in October 2007 |

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| | | | PICP <i>Future Directions in Pacific Policing - Ethics and Integrity</i> strategy | | |
| | <p><i>Building Capability</i></p> <p>1.6 Support the PPF shift away from rank and file advisors in day to day policing to capacity development specialists targeting skills and systems for enhanced leadership, management and supervision of policing within the RSIPF</p> | | 1.6.1 A sequential capacity development plan is in place that outlines a desired state for skills, policies, systems and processes for the RSIPF | | <p>The RSIPF needs to create a Framework to transition to a 'demand driven' capacity development model that will endure beyond RAMSI.</p> <p>We are looking to the day when promotions are not 'person' dependent, but based on the most capable and experienced from an available pool of applicants.</p> |
| | 1.7 A well-trained, resourced and disciplined Police Force with a strong leadership and community confidence to tackle | | 1.7.1 The RSIPF has independent, professional leadership supported by a comprehensive and appropriate | | RSIPF is trying to strengthen the current tendency to have work units under the individual discretion of local commanders, and more adhering to a 'Directive' governance. |

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| | ongoing social problems and criminal activities. | | governance framework | | |
| | 1.8 Identify leadership and management training for police leaders and emerging leaders. | | 1.8.1 Senior Police Officers have received professional development at an international standard of all policing functions and leadership roles. | | |
| | 1.9 Support the DPP and RSIPF as lead agencies respectively for prosecuting and investigating corrupt conduct. | | 1.9.1 Improved coordination of corruption targeting activities across all integrity agencies, including RSIPF, Auditor General and Leadership Code Commission | | |
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| | | | 1.9.2 Corrupt conduct and its national, professional and personal ramifications are more widely understood throughout the public sector, with a corresponding reduction in corrupt conduct | | |
| | <p><i>Community Confidence</i></p> <p>1.10 Support the RSIPF to become a leading and respected provider of policing services and facilitator of community based crime prevention and problem solving</p> | | 1.10.1 Legislation is reviewed and updated in the areas of police powers and use of force; ethics and integrity; government and community oversight; and administration of the Force | | |
| | 1.11 Develop activities and programs to enhance police standing in villages | | 1.11.1 A range of culturally relevant programs are in place that can be | | |

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| | and communities. | | used to implement community engagement in villages and communities across Solomon Islands. | | |
| | 1.12 Continue to conduct skills and systems based capability development for the RSIPF that targets, leaders, managers and supervisors. | | 1.12.1 RSIPF has a Capability Development Plan based on the RSIPF Governance Framework, and all capacity development activity is to meet that Plan. | | |
| | 1.13 Enhance local management supervision, command and control of day to day policing activities | | 1.13.1 Management of Police Stations and work units is adhering to day-to-day Governance requirements. | | |
| | 1.14 Identify and | | 1.14.1 The range of | | For the RSIPF to meet its broad |

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| | continue to enhance the full range of use of force options required by the RSIPF to become fully operationally independent. | | tactical use of force options available to the RSIPF meets properly assessed risks, threats and community expectations. | | strategic outcome, the full range of use of force options available to it will need to be addressed. |
| | 1.15 Provide specialist technical support to continue to develop the capabilities of investigators and prosecutors. Support to shift away from rank & file officers to specialist TA | | 1.15.1 The judicial system of Solomon Islands is supported by high quality briefs of evidence presented to the Courts | | The enhancement of prosecutors' capability will require wider sectoral support |
| | | | 1.15.2 Continuous improvement in rates of apprehension of offenders | | |
| | 1.16 Provide specialist | | 1.16.1 The command | | |

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|--------------------------------|--|--------------|--|------------------------|--|
| | technical support to continue to develop the capabilities of police communications experts. | | and control of the RSIPF is supported by an appropriate communications capability. | | |
| | 1.17 Implement strategies to target violence against women and improve reporting of violence against women | | 1.17.1 Increased willingness of women to report acts of violence, including domestic violence | | Although strategies would be designed to reduce violence against women, it is to be expected in the short-to-medium term that reports of violence against women would increase as women become more confident in the ability of the justice sector to offer support and protection to victims of crime |
| | | | 1.17.2 Increase rate of successful prosecutions for domestic violence cases and other cases involving violence against women | | |
| | <i>Community Crime</i> | | | | |

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| | <p><i>Prevention</i></p> <p>1.18 Support the RSIPF taking a leading role in the establishment and mobilization of the SI National Crime Prevention Council and locally and village-based Committees</p> | | <p>1.18.1 The Crime Prevention Council and Village Based Committees are established and functioning.</p> | | <p>The greatest risk factors for a break-down in law and order are outside the issues of nationhood and ethnic rivalry. They are population growth, fiscal capability and stability, food security, youth unemployment and unmet expectations.</p> <p>As part of the focus on community policing, appropriate police housing and office infrastructure contribute to the capability of police to engage continuously with the community within which they are posted. They also improve the morale of the officer and raise their work commitment and professionalism. They both act as security buffers.</p> <p>Community Policing needs to be emphasized as a different type of policing, serving to maintain peace and harmony in the communities, preventing the instances of petty crime, and resolving conflicts as</p> |

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| | | | | | they arise, before they can escalate into tensions. |
| | 1.19 Develop specific In-Service training programs for identified RSIPF facilitators to promote community based crime prevention and problem solving policing. | | 1.19.1 RSIPF officers understand and are skilled in the particular functions and roles of community policing. | | |
| | 1.20 Establish a Community Policing program within the RSIPF together with a structured relationship with SINPCPC, Provincial Councils and local crime prevention committees. | | 1.20.1 The community has a positive and cooperative relationship with the police in Honiara and the Provinces. | | |
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| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|------------------------|---|
| | 1.21 Develop a program of establishing in all wards, villages and communities structured Community Policing Posts crime prevention problem solving. | | 1.21.1 Community Crime Prevention Committees are established and functioning effectively in wards, villages and communities. | | Working in communities does not mean a post in every community. |
| | 1.22 Develop activities that will assist police, schools and communities to understand and enjoy better relationships. | | 1.22.1 Kits and programs are developed that support a community awareness of the role of the police, and of its own role in dealing with broader problems. | | |
| | 1.23 In partnership with the National Council of Women and SINCP, develop local and national mechanisms to improve contact | | 1.23.1 Regular local and national forums engaging RSIPF, SINCP and NCW in discussion on issues relating to women and | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|---|
| | between police and Solomon Islands women. | | law enforcement. | | |
| | <p><i>Infrastructure & Logistics</i></p> <p>1.24 Continue to improve the general welfare of police members by ensuring appropriate housing in Honiara and Gizo, Auki, Kirakira and Lata.</p> | | 1.24.1 Police in Honiara and the selected Provinces have secure housing that allows them to attend professionally to policing in the community. | | <p>Lack of suitable housing is a critical impediment to meeting any established performance standards, and restricts the operational capability of the RSIPF. The ability to locate police of a skill or gender to do the work needing to be done is dependent upon the logistical support.</p> <p>Subject to the availability of additional funds, RAMSI will work with SIG and other donors to make a demonstrable improvement in the identified locations.</p> |
| | 1.25 Assessment and provision of advice on the state of repair of Police Headquarters, Rove, all Police | | 1.25.1 Police Office accommodation presents a professional image to the community and provides an | | See assumption above. |

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| | Offices and watch-houses in all Provinces. | | environment for efficient and effective policing. | | |
| | 1.26 Effective, reliable intelligence system which is technologically efficient and sustainable through communications and other logistics throughout the RSIPF. | | 1.26.1 SI has the capability of providing security intelligence on an international and domestic level | | |
| | | | 1.26.2 The RSIPF in all its locations has the necessary logistics support to carry out its role effectively and efficiently. | | For full capability of the RSIPF, there is a need for communications technology and other logistical support to enable the necessary intelligence data to be accessible and transmitted across all Provincial posts. Policing is built on communications, mobility and skill. |

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| | | | 1.26.3 Police Intelligence is able to be accessed and used as required in all Posts. | | |
| SOLOMON ISLANDS FIRE SERVICE | | | | | |
| A capable and effective Fire Service meeting the needs of the community in Honiara and Provincial headquarters. | 1.27 Develop the capability of the Fire Service with the provisions of Fire Sheds, Fire Engines and trained staff. | | 1.27.1 Provincial Centres that require fire safety and services have been identified, and provided with appropriate infrastructure and personnel. | | Fire safety in the Solomon Islands has not been a priority in the past. However, fire prevention and safety is becoming a significant issue, particularly in the Provincial Centres. Investors in tourism and commercial infrastructure as part of their due diligence and risk assessment will require the existence of a fully functioning fire service. |
| | 1.28 Commitment to adoption and implementation of internationally recognised risk management | | | | |

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| | standards 1.29 Work with town and city councils to locate fire hydrants in strategic locations. | | | | |
| THE CORRECTIONAL SERVICES OF SOLOMON ISLANDS | | | | | |
| The capability of the Correctional Service of Solomon Islands (CSSI) to effectively transition to independent Solomon Islands management and operations. | Broad Strategy: Continued support that focuses on building the capability of CSSI Three Themes: 1. Infrastructure 2. Capability building 3. Prisoner Rehabilitation | MPNS | CSSI to meet UN Standard Minimum Rules for the Treatment of Prisoners and operate within the whole of government structure to achieve SIG outcomes. | 2012 | The assumptions are that the risks identified by the CSSI in June 2008 have been effectively addressed. |
| | Infrastructure 1.30 Maintain focus on working towards all CSSI Correctional Centres meeting | MPNS | 1.30.1 The National Development Plan is reviewed, current and future needs | | Any new infrastructure projects beyond the completion of Auki and Gizo will be dependent on assessment and judgment of what geographic spread of correctional |

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| | international standards and complement contemporary community standards and expectations. Staff provided with adequate facilities. | | identified and a new set of infrastructure priorities developed. 1.30.2 New infrastructure projects are identified and accepted by all stakeholders. | 2010 2010 | facilities SIG can afford and manage given demands to meet international standards. RAMSI and SIG to jointly review the National Development Plan. This will be used to identify future infrastructure projects that can be supported by RAMSI either through direct financial support or indirectly by supporting SIG to manage its own infrastructure projects. |
| | 1.31 Complete the construction of Auki correctional centre and replace the current facility at Gizo with a culturally appropriate one that meets international standards in keeping with contemporary community standards and expectations. Staff | | 1.31.1 New correctional centres are appropriate to address issues of safety, security, rehabilitation and reintegration; complement contemporary community standards and promote public confidence in the correctional service. | 2012 | New correctional legislation defines minimum standards for correctional centres based on UN standards. It establishes the purpose and objectives of correctional services including the establishment, maintenance and operation of correctional centres. The legislation also provides for a range of potential community based options. Any future legislative change providing for greater sentencing options will also impact on the establishment, maintenance and operation of correctional centres. |

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| | are provided with suitable working conditions. | | 1.31.2 The working environment promotes professional, ethical performance and is conducive to the development of appropriate internal and external relationships. | | The development of a new facility at Gizo is dependent on any land issues surrounding the proposed site being successfully overcome by SIG or a new appropriate site being identified. |
| | 1.32 An Asset Management Strategy established incorporating proactive and reactive maintenance planning/funding to support the capital value of all infrastructures. | | 1.32.1 CSSI adopts a formal Asset Management Strategy underpinned by a SIG Asset Management Policy. 1.32.2 An appropriate, proactive maintenance schedule developed for all CSSI infrastructures. | 2009 2009 | The allocation for recurrent costs for new infrastructure will be an ongoing demand on CSSI budget. Continuing Adviser support will be provided to develop the Asset Management Strategy, This review will be an opportunity to evaluate CSSI current assets, their capacity to continue maintenance and realistic evaluation of future needs and priorities |

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| | | | 1.32.3 CSSI/RAMSI to review implementation of Asset Management Strategy | 2011 | |
| | <p>Capability Building</p> <p>1.33 Professional Senior managers capable of transitioning and aligning CSSI with SIG whole of government outcomes.</p> | | <p>1.33.1 A CSSI Workforce Profile developed aligned to a Professional Development Strategy to support current and emerging leaders, enable the identification and skilling of staff with potential and the provision of rotational opportunities throughout CSSI.</p> <p>1.33.2 All strategies to be aligned with SIG whole of government policy and outcomes.</p> | <p>2009</p> <p>2010</p> | <p>The sustainability of leadership and management capacity within CSSI is dependent upon the short, medium and long-term development and skilling of current and emerging leaders. The Workforce Profile will identify demographics within the agency and be used to link 'right people, right jobs, right skilling and development'.</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|-------------------------|--|
| | 1.34 Correctional Service that is able to provide effective custodial services at all Corrective Centres. | | 1.34.1 Correctional Officers have accredited qualifications in workplace competencies recognised by a Registered Training Organisation. | 2014 | CSSI have a functional unit responsible for training and professional development. CSSI currently progressing accreditation of base assessments of all operational staff through a registered training organization in the SI. Such accreditation to be based on Certificate III which is recognised base assessment in Australian and New Zealand jurisdictions and endorsed by CSSI as preferred accreditation for CSSI. |
| | 1.35 The development of a series of benchmarks as the mechanism for a graduated Withdrawal Strategy of Specialist Technical Advisers. | | 1.35.1 Benchmarks that objectively measure the capability levels of the CSSI, and its readiness for full in-line management of the Centres 1.35.2 Current levels of TA progressively reduced through an appropriately paced phase-out | 2010 Review 2012 | RAMSI to continue supporting SIG in developing benchmarks for both the TA phase-out strategy and to assess CSSI capabilities |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|---------------------------------|--|--------------|---|------------------------|--|
| | | | strategy. | | |
| | 1.36 Highly developed corporate service systems aligned to SIG whole of government systems. | | 1.36.1 Continued short term specialist technical advice in priority functions, eg IT | Ongoing | |
| | <i>Prisoner Rehabilitation</i> 1.37 Development of appropriate rehabilitation strategies consistent with international best practice principles | | 1.37.1 Scoping development and implementation of a range of appropriate programmes and services to address offending behaviour and support for re-integration upon release for prisoners. | 2012 | RAMSI to continue supporting CSSI to enhance its rehabilitation strategies and implement its programs to all correctional centres. |
| LAW AND JUSTICE | | | | | |
| The law is administered through | Broad Strategy Continued assistance with building the | | The SI Justice System is able to effectively | 2015 | As the capacity is developed, a gradual phase-out of technical |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| <p>a capable and independent justice system.</p> | <p>capacity of the Courts, legal staff, and the various systems to achieve an effective justice system that is aligned with the priority needs of the SI government.</p> <p>Four Themes:</p> <ol style="list-style-type: none"> 1. Infrastructure & Resourcing 2. Capability building 3. Access to justice and a Community Justice System 4. Gender | <p>MJLA</p> <p>MPS, MJLA and MWCYA</p> | <p>administer the law with limited assistance.</p> <p>Approach to how to support community justice agreed to by SIG and RAMSI.</p> | <p>2015</p> | <p>assistance is assumed.</p> <p>Capacity is strongly influenced by the ability to recruit and retain Solomon Islander professional judicial and legal staff.</p> <p>Schemes of Service, Terms of Conditions, are critical impediments.</p> |
| | <p>Infrastructure & Resourcing</p> <p>1.38 A strengthened Court System in the Provinces that allows all citizens equitable and easy</p> | | <p>1.38.1 New Justice Precinct built in Auki.</p> | <p>2012</p> | <p>SIG funding will be required for refurbishment of court houses in Gizo, Kirakira and Lata. RAMSI support will be for completion of new Justice Precinct in Auki.</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|--|------------------------|--|
| | access to legal and judicial services | | | 2010 | Access to justice in the provinces is dependent on qualified legal and administrative personnel to operate provincial courts. Robust financial and corporate systems, as well as on-going training programs will need to be in place to support their on-going viability and staff recruitment and retention. |
| | 1.39 Suitable facilities for justice personnel in the provinces. | | 1.39.1 Additional Provincial Judicial facilities so that more than 1 magistrate is able to be accommodated in other provinces. | 2012 | <p>The SIG budget has provided for accommodation for 1 magistrate in 4 provinces.</p> <p>RAMSI endorses SIG's commitment to improved facilities for justice personnel in the provinces and will provide support for strengthening SIG corporate systems necessary for efficient management of provincial courts.</p> <p>Recruitment of magistrates at appropriate levels for provinces is dependent on capacity and appropriate SIG terms and conditions to attract and retain</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|--|------------------------|--|
| | | | | | local magistrates. |
| | | | 1.39.2 Magistrates appointed to Gizo & Auki. | 2010 | Recruitment of magistrates at appropriate levels for provinces is dependent on capacity and appropriate SIG terms and conditions to attract and retain local magistrates. RAMSI support to the magistracy including training and development of magistrates over the period covered by this Framework is subject to future program design. Suitable working and residential accommodation is lacking |
| | 1.40 Ensure availability of and access to all legal and judicial personnel in Provinces. | | 1.40.1 All Court tours covered. | 2012 | Without tours, court sittings will be restricted and people will not have the arms of justice in their community, and then may take the law into their own hands. There will be a backlog of cases demoralizing police and devaluing the investigating procedures that are being strengthened. National Judiciary adequately |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|------------------------|---|
| | | | | | funded to support the running of provincial circuit courts including the transportation and accommodation of legal personnel. RAMSI to continue providing support to National Judiciary financial and corporate systems to facilitate budget and logistical management of court tours. |
| | | | 1.40.2 Public Solicitors and Magistrates posted in selected provinces. | 2010 | Lack of capacity of suitably qualified legal personnel and appropriate SIG terms and conditions to attract staff to work in the provinces will prevent consistent representation of public solicitors and magistrates in the provinces. Lack of appropriate Schemes of Service for lawyers will impede postings. If no suitable housing for public solicitors in Provinces, there is a delay in disposal of court cases. |
| | 1.41 Strengthen and develop the Magistrates Court | | 1.41.1 Lawyers identified and appointed to the | 2010 | Address lack of a capacity and retention of local lawyers at the PSO to assist PSO reduce its |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|------------------------|--|
| | section within the PSO [Public Solicitor's Officer] in Honiara. | | PSO. | | dependence on donor assistance. RAMSI to continue to support PSO to build capacity through provision of lawyers, PSO ability to provide adequate legal aid to those in need is overstretched as there is currently no means testing for clients. This is a key issue to be addressed by PSO. |
| | 1.42 Continue the current assistance with the Law Reform process of reviewing the current list of Bills. | MJLA | 1.42.1 The Law Reform process is able to proceed with capable and qualified staff. | 2015 | Until there are sufficient SI lawyers, particularly legal policy and legislative drafting officers available for these roles, SI will continue to need assistance. |
| | 1.43 Develop (in conjunction with the Ministry of Public Service) and implement a Ministry-wide HRD Plan in conjunction with MPS that addresses capability building needs of all legal staff – Magistrates, and | MPS, MJLA | 1.43.1. The capability levels of SI trained legal staff are sufficient to provide an independent legal service and to allow for a gradual phase-out of TA. | 2012 | As the capability of Prosecutors and lawyers is strengthened, a Phase-out strategy for the current expatriate Prosecutors and lawyers can be implemented |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|------------------|--|------------------------|---|
| | Lawyers. | | | | |
| | 1.44 Schemes of Service are reviewed by MPS for Judiciary, Magistrates, and Lawyers. | MPS, MJLA | 1.44.1 Salary and remuneration levels are not an obstacle to recruitment of legal staff. | 2012 | <p>Both MPS and PSIP will have carriage of overall review of Schemes of Service as it will have implications for the whole public sector. MJLA and Law and Justice will then provide support for reviewing specific needs of sector.</p> <p>Workload in all Ministries has increased significantly with no increase in staffing establishments. Need to ensure a fully trained staff cadre so that work can be distributed to Ministries.</p> |
| | 1.45 Implementation of Graduate Lawyers Scheme, in conjunction with MPS, and MERD, to develop a pool of legal staff appropriate for the various roles required. | MPS, MJLA, MEHRD | 1.45.1 There is a pool of suitable applicants and graduates to resource the Ministry and other agencies. | 2010 | The Scheme is subject to funding support from SIG. Graduate skill sets and ongoing training will need to be assessed in line with Ministries' priorities. |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|------------------------|--|
| | | | | | |
| | 1.46 Ensuring that Attorney General's Chambers has the capacity and capability to provide advice, litigation and drafting services to ensure a sound legal framework. | | 1.46.1 Independent Drafting Services are ensuring that the legislative framework is timely and professional to put before Cabinet. | 2013 | Legal Policy advisers and Legal Drafting staff will continue to require assistance and support. |
| | | | 1.46.2 Government has professional litigation advice and services available to it. | 2013 | Government is vulnerable in defending itself against lawsuits, and orders made in default against it. SIG funding available to attract and retain senior government lawyers to fulfil senior vacancies such as Solicitor General. |
| | 1.47 Strengthen civil enforcement administration capability to undertake | | 1.47.1 A Fully operational and effective Sheriff's Office. | 2013 Review Date | National Judiciary will need to be adequately funded by SIG to support Sheriff's Office, including suitable transportation to enforce orders, i.e. seizures of assets. |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|--|---|
| | enforcement work. | | | | |
| | <p>Access to Justice and a Community Justice System</p> <p>1.48 Victims of crime and gender-based violence policies have been established that provide for men and women to be treated equally.</p> | MJLA, MWYCA | 1.48.1 There are appropriate mechanisms in place to ensure that justice is served fairly and equally. | 2010 (Indicative time target to be reviewed) | <p>Due to the cross-cutting nature of victims of crime and gender-based violence issues, an inter-agency/donor coordination mechanism needs to be in place to ensure all stakeholders are able to contribute to and implement government policies and, where appropriate, legislative reform.</p> <p>Victims of crime and gender-based violence policies may be informed by Law Reform Commission's review of the Penal Code.</p> |
| | 1.49 Professional Prosecutorial services ensure that all offenders regardless of age, gender, ethnic origin, status and position are treated equally before the law. | | 1.49.1 Legal services are fair and equitable. | 2010 | Continuation of the current assistance in the provision of prosecutorial professionals until local capacity is built. |
| | | | | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|--|
| | 1.50 Continue to resource a Court Interpreter service. | | 1.50.1 Legal Staff who have limited capacity in communicating in the local languages are able to administer the law with full understanding of the facts of the matter. | 2010 | This service will only be required for as long as there are non-Solomon Islander legal staffs. |
| | 1.51 Sentencing options which support the alternatives to imprisonment eg parole, probation, community service - have been established and implemented on a trial basis, in consultation with community organizations. | | 1.51.1. The Judiciary has sentencing options available that may be more culturally and socially appropriate. | 2013 | The Probationary system was implemented and found to be unsuccessful. Lessons learned from that experience should be incorporated into this next attempt. A more cost-effective system needs to be investigated. Considerable research will need to be undertaken to analyse and report on the implications and extent of such a strategy. In principle, it is aiming to reduce costs to taxpayers in maintaining custodial facilities, in addition to finding more preventative measures to reduce crime. Also, |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|--|------------------------|---|
| | | | | | trials of new systems will be necessary to ensure that sufficient support systems, structures and personnel are in place. |
| | 1.52 Chiefs and traditional leaders are recognized at the local level together with the revival of the native/local court system in villages, which also sees the establishment of a Tribal Land Dispute Resolution Panel. | | 1.52.1 Traditional Justice is recognized within the Court System. | 2015 | The Traditional Justice systems must conform to the Constitution and National Laws. Different components of SIG strategy in this area may require different donor assistance. SIG intent is to strengthen chiefs rather than just local courts. Important that whatever is implemented is driven from SI rather than donors. Donors could assist with research and drafting instructions on possible legislation. |
| | | | 1.52.2 The Local Court system has been reinvigorated and strengthened. | | |
| | | | 1.52.3 A TLDRP is established and operating. | | |
| | | | | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|---|---|---|------------------------|--|
| | | | 1.52.4 Traditional Leaders are supported in their implementation of local justice. | | |
| | 1.53 Tension Trials are finalized. | | 1.53.1 Trials are completed. | 2011 | Extensive resources (lawyers, judges) will be required to achieve this strategy. Impending trials are a strain on government. Completion timeframe and future support to be agreed between SIG and RAMSI following major Review to be completed by end of 2009. |
| BORDER SECURITY | | | | | |
| Improved and Sustained border integrity and security | 1.54 Allocate resources to Ministries and Law Enforcement Agencies dealing with border and security issues. | MFAET, MAL (Quarantine), MoFT (Customs), MCIE (Immigration), RSIPF MHMS, OPMC, MJLA | 1.54.1 Trained personnel in police, customs, immigration and transnational crime to deal with these issues. | 2012 Review Date | Currently there are no border security posts, personnel or logistical equipment at the two border points, leaving these points vulnerable. SI has no way of protecting its borders. |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--|--|------------------------|--|
| | | | 1.54.2 There is appropriate housing and logistic support – office accommodation, communication systems, boats – in the Shortlands and Temotu to safeguard the borders of SI. | | The community in those areas of the border should participate in any resolution or reconciliation process. |
| | 1.55 Enact legislation where appropriate to safeguard Solomon Islands border as well as security from foreign forces. | MFAET, MAL (Quarantine), MoFT (Customs), MCIE (Immigration), RSIPF, MHMS, OPMC, MJLA | 1.55.1 New legislation available to be implemented if necessary. | 2009 | Any activity to secure border integrity will need to be legal and conforming with current legislation. |

GOAL: 2 ECONOMIC GOVERNANCE AND GROWTH Leadership in financial matters and delivery of high quality professional financial and economic services to the Government, other Ministries and the wider community.

INDICATOR: Improved standard of living of Solomon Islands through economic and financial reforms that grow the economy in a sustainable way.

FUNCTIONS: Public Finance; Economic Reforms, Engagement with Donors and IFIs.

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| PUBLIC FINANCE | | | | | |
| MoFT has the capacity and capability to provide leadership in financial matters and high quality professional financial and economic services. | <p>Broad Strategy Economic and financial reforms to grow the economy in a sustainable way.</p> <p>Two Themes: 1. Public Finance 2. Economic Management</p> | MoFT | <p>Improved standards of living and economic opportunity for all Solomon Islanders.</p> <p>Increased capacity, and capability, of MoFT to provide quality advice to government on economic and public financial management.</p> <p>Financial position of SIG stable and sustainable over the longer term.</p> | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|---|------------------------|--|
| INFRASTRUCTURE | | | | | |
| | 2. 1 Upgraded financial management systems, with reliable and efficient IT systems. | | 2.1.1 Payroll system replaced and operational. | 2009 | Payroll application expires in 2009 and will not be renewed. A new system will need to be in operation by 31 March 2009. SIG-RAMSI Co-funding agreement in place and complied with. |
| | | | 2.1.2 FMIS application Maximize upgraded. | 2009 | Additional staff will need to be recruited on a casual basis to ensure the running of both systems in parallel until full transition. SIG-RAMSI Co-funding agreement in place and complied with. |
| | | MoFT | 2.1.3 Implement a Budget Management System in MoFT. | 2010 | A procurement process will need to take place. It is desirable that some functionality be available for the production of the 2010 Budget. Full functionality available for the preparation for and production of the 2011 Budget SIG-RAMSI Co-funding agreement in place and complied with. |

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|--------------------------------|---|--------------|---|------------------------|---|
| | | MDPAC | 2.1.4 Extend the Budget Management System to MDPAC | 2011 | <p>Intended to encourage the faster development of economic infrastructure by contributing to the effectiveness of the development budget. Project scoping and procurement required and can be based on experience in MoFT. It is desirable that full functionality be available for the production of the 2012 Development Budget.</p> <p>SIG-RAMSI Co-funding agreement in place and complied with.</p> |
| | | | 2.1.5 IT systems upgraded, supported and sustainably maintained. | | Some technical support may be required. SIG-RAMSI Co-funding agreement in place and complied with. |
| | 2.2 Donor infrastructure projects are implemented efficiently and | MoFT | 2.2.1 MoFT officials provide advice and assistance to maximise the impact of donor infrastructure | | Despite the high level of interest by bilateral donors, more could be done to speed up the implementation of infrastructure projects and to ensure they reflect SIG priorities. |

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|---|---|--------------|---|------------------------|---|
| | are aligned with SIG priorities | | projects and ensure that projects align with SIG priorities. | | |
| | | | 2.2.2 SIG's priorities and economic objectives are set out and clearly communicated to the International Financial Institutions including the World Bank and the ADB. | | |
| POLICY DEVELOPMENT AND CAPACITY BUILDING | | | | | |
| | 2.3 Improved corporate structure and services of the MoFT. | | 2.3.1 Update and implement Corporate Plan. | | Support required here is specialist TA and augmented SIG resources in Corporate Services Section. |
| | 2.4 Improved professional skills of MOFT officers and management. | | 2.4.1 HRD Plan; managers and staff attend relevant professional development programs. | | Capability building depends on the budget for training and development, and the capability of the TA to adopt appropriate learning processes and programs. Consideration to be given to establishing graduate recruitment |

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|--------------------------------|----------|--------------|--|------------------------|--|
| | | | | | and in-service training programs. Explore linkages with MPS/PSIP. |
| | | | 2.4.2 Staff Performance Appraisal and management are implemented. | | Implementation of Performance Appraisal and Management scheme, with links to staff development. Links to MPS/PSIP to ensure consistency with whole of Solomon Islands Government approach. |
| | | | 2.4.3 Vacancies are filled by appropriately qualified staff through merit selection processes. | | Appropriate Market pool is a wider issue. |
| | | | 2.4.4 Appropriate institutions provide training in SIGAS to all Ministries. | 2010 | Dependent upon proposed program of support to IPAM from 2010, to be funded by the AusAID bilateral program, and development of centres of excellence with support from MoFT for public financial management training. Key constraints include a lack of capacity of SI training institutions (e.g. USP, SICHE, IPAM etc) to develop curriculum |

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|--------------------------------|---|--------------|--|------------------------|--|
| | | | | | and provide appropriate training in line with adult education principles. |
| | 2.5 A functioning and efficient SI government accounting service. | | 2.5.1 Adequate numbers of appropriately qualified staff recruited to SIGAS positions across SIG. | | Will require SIG resourcing. |
| | | | 2.5.2 Schemes of Service assist recruitment. | 2009 | MPS will need to endorse the new Scheme of Service prepared to assist in recruitment to the Accounting Service Division. Workload in all Ministries has increased significantly with no increase in staffing establishments. Need to ensure a fully trained staff cadre so that work can be distributed to Ministries. |
| | 2.6 Improved Budget processes, presentation and economic forecasting. | | 2.6.1 Revised Budget format that is more user-friendly (simpler, more aggregated information contained in brick) | 2010 | Improvements will be aided by a new budget system. |

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|--------------------------------|---|--------------|---|------------------------|--|
| | | | | | |
| | | | 2.6.2 Higher levels of capability in analysis, economic forecasting, and budgets. | | Technical assistance is required to build the capability in economic forecasting methods, and data collection and analysis. Additional TA and permanent SIG resources will be needed to achieve this goal across MoFT. |
| | | | 2.6.3 Improved budget decision-making processes. | | |
| | | | 2.6.4 Review budget formulation methodology and processes. | 2010 | |
| | 2.7 Modernized government financial rules and regulations to facilitate fast efficient and accountable delivery of government | MoFT & Audit | 2.7.1 Financial framework function is established within Treasury Div. | 2009 | Will require SIG resourcing. TA support provided since July 2008. Financial Framework (FF) chapter developed for Financial Instructions. Ongoing TA support required for progressive implementation of identified FF and capacity building as SIG personnel recruited to the FF section. |

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|--------------------------------|-----------|--------------|---|------------------------|--|
| | services. | | | | |
| | | | 2.7.2 Financial Instructions Manual revised. | 2009 | Final draft of revised FIs received in December 2008, have clearance to workshop with Ministries and implement. FIs include a number of 'delayed' instructions related to availability of qualified MoFT capacity. |
| | | | 2.7.3 Some processing functions have been devolved to Ministries. | 2010 | Any delegations of processes to Ministries will require extensive Policies, Guidelines or Manuals and training as well as robust IT infrastructure and investment in applications. |
| | | | 2.7.4 Financial reporting is compliant with international accounting standards. | 2012 | Progressive implementation of International Public Sector Accounting Standards (IPSAS) can be achieved in accordance with recommended 'delayed' FIs. Some aspects are outside the control of MoFT. |
| | | MOFT | 2.7.5 Internal Audit provides internal audits to all Ministries. | | |

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|--------------------------------|--|--------------|---|------------------------|---|
| | 2.8 Improved Revenue collecting with Tax reforms – including Inland Revenue, customs and excise policies – that support economic growth. | | 2.8.1 Improvements in taxpayer compliance demonstrated by improving debt and lodgement trends and revenue levels. | | 2.8.1-2.8.6 Review of Program Support for Inland Revenue completed and implementation commenced first quarter 2009 with additional TA support as per design document online by June 09. |
| | | | 2.8.2 Annual audit & compliance programs developed and implemented. | Annual review | |
| | | | 2.8.3 Ongoing Education support program delivered (seminars, publications etc). | Annual Review | |
| | | | 2.8.4 Redesign of taxpayer accounts including migration to RMS (computer based system) | 2011 | |

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|--------------------------------|----------|--------------|---|------------------------|---|
| | | | 2.8.5 Competency framework and linked training program developed for key technical and administrative skills. | 2011 | |
| | | | 2.8.6 Revenue Policy Reform (Tax & Customs) program developed and implemented. | Annual Review | |
| | | | 2.8.7 PC Trade review and evaluation conducted. | | Accurate and transparent system to decrease processing times and combat errors. Supports accurate revenue collection. Procedures and expansion strategy written for future implementation. |
| | | | 2.8.8 Exemption guidelines and Export procedures have been | | Continued priority will be given to Exports from SICED. ERU/SICED can streamline |

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|--------------------------------|---|--------------|---|------------------------|---|
| | | | reviewed. | | exemption committees into one entity if SIG gives endorsement, legislative changes (Customs Act) required. |
| | | | 2.8.9 Improve compliance practice to increase revenue and reduce processing time. | | Adoption of WTO valuation methods. Adoption of HS 2007 Harmonised Tariff. |
| | 2.9 Stable government finances including medium term fiscal and debt management strategy. | | 2.9.1 Medium Term Fiscal Strategy (incorporating debt management strategy) is updated annually and adhered to in government policy. | | Adherence to the MTFS will be critical in ensuring that the government's expenditure is sustainable and effective. It will be reviewed as part of the annual budget and supplementary budget processes. |
| | 2.10 Improve internal audit capacity, systems and practices | | 2.10.1 Internal Audit systems and processes established and operating effectively to strengthen IA in MoFT. | | Technical assistance and support required. |

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|--------------------------------|---|--------------|--|------------------------|--|
| | | | 2.10.2 Improved compliance with MoFT Corporate Policies and Finance Instructions. | | |
| ECONOMIC MANAGEMENT | | | | | |
| | 2.11 Ensure the Central Bank performs its traditional role, while being proactive in its development functions. | MoFT, CBSI | 2.11.1 CBSI Board to operate independently from the Government with solid legal basis. | 2009 | Technical Assistance from the World Bank and the IMF is needed to review and prepare appropriate amendments. ERU managing legislative amendment processes. |
| | | | 2.11.2 Appropriate exchange policy and exchange rate policy implemented. | | Technical assistance from the IMF will be required to achieve this strategy. |
| | 2.12 The collection and publication of key economic and | | 2.12.1 Increased capacity of the NSO to implement | | There are insufficient staff and resources to carry out the work of the NSO. This will impede the |

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|--------------------------------|--|--------------|--|------------------------|---|
| | social statistics. | | activities such as the Village Resource Survey, the People's Survey. | | achievement of this Strategy. Expert technical assistance is required. |
| | | | 2.12.2 Quality and frequency of national economic statistics improved. | | TA for the Statistics Office required to achieve this. |
| | | | 2.12.3 Effective monitoring and reporting of consumer prices by the Statistics Division. | | |
| | 2.13. Improved financial services available to provincial and rural areas. | MoFT, CBSI | 2.13.1 Increased availability of banking services to rural enterprises. | | SIG's primary goal is to achieve rural economic advancement. Without financial and banking services to support general economic growth, this goal will not be achieved. |

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|--------------------------------|-------------------------------------|--------------|---|------------------------|---|
| | | | 2.13.2 More Solomon Islanders are able to access credit through commercial banks. | | |
| | 2.14 Improved business regulations. | MoFT, MCIE | 2.14.1 New legislation making it easier to start up business is passed by Parliament. | 2009 | High establishment costs are a barrier to business development in SI. |
| | | | 2.14.2 Costs in starting and registering a business are reduced as well as the number of days for processing documentation. | | |
| | | | 2.14.3 There is a rise in the number of new companies. | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | 2.15 Improved performance, governance and accountability of SOEs and the implementation of the SOE Act. | MoFT, Auditor General Office | 2.15.1 SOEs meet requirements of SOE Act in timely manner. | | A unit will be set up in MoFT to oversee the implementation of the SOE Act 2007. |
| | | | 2.15.2 A SOE Implementation Unit set up in MoFT. | 2009 | Requires additional SIG resources. |
| | | | 2.15.3 Regulations have been introduced supporting the SOE Act so that there is clarity around Director's duties, provision of CSOs, economic regulatory functions etc. | | Improved effectiveness of ICSI. |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|------------------------|---|
| | | | 2.15.4 Smooth restructuring or sale of SOEs according to Government policy. | | |
| | | | 2.15.5 Debt Restructuring through a Cross Liabilities Scheme has improved the Liabilities situation. | | |
| | | | 2.15.6 All SOE finances have been audited and updated. | | |
| | 2.16 Review legislation for Financial Institutions and other SOEs | MoFT, MJLA | 2.16.1 Amendments to current legislation prepared for Parliament. | | A special Task Force with members from the responsible authorities oversees the review of all relevant Acts and subordinate legislation. Technical and Legal assistance will be required to complete such a review. |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|---------------------------|---|------------------------|---|
| | 2.17 Introduce competition to improve services and pricing in the Telecommunication market. | MoFT, Communications, PMO | 2.17.1 New telecommunications license is granted to second entrant. | | Technical assistance required to support negotiations for the end of the exclusive license and the issuing of a new license to an additional carrier. |
| | | | 2.17.2 Telecommunications Commission (Regulator) established and operating effectively. | 2010 | Technical assistance and support required. |

GOAL: 3 MACHINERY OF GOVERNMENT: A Government Administration that is strategic, professional, transparent and accountable in the delivery of services and priority programs of the government of the day.

INDICATOR: Improved standard of living and quality of life of all Solomon Islands men and women through more effective and accountable government service delivery.

FUNCTIONS: Elections; Parliament & Cabinet; Public Administration; Provincial Government, Women in Government.

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|--|--------------|---|-------------------------|---|
| <p>A Government Administration that is strategic, professional, transparent and accountable in the delivery of services and priority programs of the government of the day, and that is inclusive of the needs of Solomon Islanders and those residing in Solomon Islands.</p> | <p>Broad Strategy Reform and strengthen the central agency administrative framework that supports the government of the day in the delivery of its policies and priorities.</p> <p>3 Themes</p> <ol style="list-style-type: none"> 1. The Office of the Prime Minister and Cabinet (OPMC) 2. The Public Service 3. Institutions of Integrity (Accountability) | | <p>The people of the Solomon Islands have trust in the honesty and professionalism of the Government's Public Administration and perceive it to be effective in adapting to changing demands for improved service delivery.</p> | <p>2013 Review Date</p> | <p>The primary assumption underpinning this objective is that a strong and effective governance system is necessary as the foundation for any government to lead and deliver economic and social development.</p> |
| | <p>3.1 Provide the technical support for the Office to meet the needs identified in its Capability Plan that in turn allows it to deliver the 2008-2010 OPMC Corporate Plans.</p> | <p>OPMC</p> | <p>3.1.1 Implementation of an Interim OPMC Strengthening Initiative (I-OPMC-SI) that provides foundational support to achievement of the 3 OPMC Corporate Plan goals. The I-OPMC-SI will</p> | <p>2009-10</p> | <p>Without a capable and effective Office supporting the Prime Minister and his Cabinet the government is limited in its ability to achieve its priorities.</p> <p>The leadership provided by the OPMC to the Permanent Secretaries of line ministries is</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | <p>contribute to:</p> <ul style="list-style-type: none"> - <i>Permanent Secretaries' professional development</i>, including a needs analysis and piloting of professional development initiatives, plus support for improved coordination and communication of Cabinet processes - <i>OPMC strategic capacity and professionalism</i>, including through enhanced policy development and research graduate capacity and targeted Office staff development. | | <p>essential to establish the basis of a sound and effective public administration. In general, PSs are very capable at the strategic level of executive management. The difficulties arise in the transition to application and implementation of their Corporate Plans. Any Executive Development Program needs to be practical, relevant and appropriate to their specific needs.</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|---|----------|--------------|--|------------------------|--|
| OFFICE OF PRIME MINISTER AND CABINET | | | | | |
| | | | <p>3.1.2 Design an OPMC Institutional Strengthening Program (ISP), building on the achievements of the I-OPMC-SI. The OPMC ISP design process should consider support to:</p> <ul style="list-style-type: none"> - <i>OPMC strategic capability development, including implementation of the Capability Plan</i> - <i>OPMC professionalism and ethical leadership, including an effective HRD program</i> - <i>Permanent Secretaries ongoing professional</i> | 2009-10 | <p>The Design will be developed in 2009 with the full ISP to be delivered from 2010.</p> <p>The Capability Plan was developed to support the 2008/9 Annual Management Plan, which is a subset of the strategic Corporate Plan.</p> <p>The 'feeder pool' for future PS appointments is very limited. Any Professional Development needs to have a remedy to this as a major objective.</p> <p>The roles of PSs and USs vary according to the complexity and size of the Ministry. Currently all executives are on the same Scheme of Service. There may be advantages to researching and proposing an appropriate model for a Senior Executive Service that recognizes the differences in the value and size of these roles.</p> <p>In general, Ministries have</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | <p><i>development, including an induction program for new PS's</i></p> <p><i>- Ministry Corporate Plan development and Annual Reporting processes</i></p> <p>3.1.3 Support delivery of an agreed OPMC Institutional Strengthening Program.</p> | | <p>ineffective and impractical Corporate Plans and do not have a defined focus or direction. A large reason for this is that the Corporate Planning approaches of the past have produced complex and extensive plans that confuse rather than clarify future directions. Annual Reports are often not delivered on time, and as these form a significant part of a Governance system, the Public Service is vulnerable in this regard.</p> |
| INFRASTRUCTURE | | | | | |
| | <p>3.2 Create an enabling environment for better Infrastructure Development by strengthening key SIG agencies</p> | | <p>3.2.1 Support construction of a new office for the LCC and OO</p> <p>3.2.2 Support the Government Housing Division to</p> | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|---------------------------------------|---|---|--|
| | | | <p>develop a Housing Maintenance Model Framework to assist National and Provincial Governments to manage housing stock</p> <p>3.2.3 PGSP to build public expenditure management capacity in all nine Provinces to enable effective infrastructure development</p> | | |
| PUBLIC SERVICE | | | | | |
| | <p>The Public Service</p> <p>3.3 Implementation of the PSIP to reflect current needs.</p> | <p>MPS, All Permanent Secretaries</p> | <p>3.3 PSIP annual plans approved by the Minister following endorsement by the PSIP Program Coordination Committee.</p> | <p>2009 and annual planning reviews</p> | <p>The PSIP was designed in late 2005. There have been many changed conditions since then. The current PSIP work plan has identified four emerging priorities in accordance with current needs and SIG policies. The work plan has been approved by the PSIP</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | | | Program Coordination Committee which includes the STC, PS's from MPS (chair), MoFT, MPGIS, MNPAC, MWYCA, MJLA, MEHRD and Chairman PSC. |
| | 3.4 A full Human Resource Management (HRM) Strengthening Program is implemented across the whole of the SI Public Service. | MPS, All Permanent Secretaries | 3.4.1 Reviewed, updated and gender-sensitive legislative frameworks, policies and guidelines governing the recruitment and employment of all public servants. | 2009–2013 Review Date | Although there was a delay in PSIP implementation, due to an initial unsuccessful tender process, Ministries are still able to carry out their current mandates. PSIP will support ministries to improve their HRM capabilities, enabling them to more effectively deliver on their mandates, resulting in both improved core service delivery and more effective implementation of development budget commitments across government. |
| | | | 3.4.2. A Workforce or HR Plan is available, based on accurate establishment figures, that enables accurate forecasts of personnel numbers | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | and capabilities required in the future Public Service, & is aligned to the Payroll (refer to Public Finance 3.3.1) | | |
| | | | 3.4.3 All conditions of employment and HRM administrative procedures have been reviewed, updated and delegated to Ministries where appropriate. | | |
| | | | 3.4.4 Schemes of Service have been reviewed, based on an appropriate Job Evaluation system. | | |
| | | | 3.4.5 Ministries are capable of effectively | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | performing their delegated HRM functions. | | |
| | | | 3.4.6 Recruitments and transfers of staff are processed quickly and effectively, adopting principles of merit and justice, with particular attention to graduate recruits and women. | | |
| | | | 3.4.7 Procedures for grievances and discipline appeals are effective and fair. | | |
| | | | 3.4.8 The role and functions of the MPS and the PSC | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | have been reviewed and recommendations made to Cabinet. | | |
| | 3.5 Strengthen the capability of IPAM to support SIG Human Resource Development. | MPS, IPAM Cluster Group of PSs | 3.5.1 IPAM is providing an accredited program of public administration and public finance (in conjunction with MOFT) pre- and in-service training for all public servants that employ adult learning methodologies considering the learning needs of both men and women. | 2008–2012 Review Date | RAMSI funded advisory inputs in IPAM from 2005 to Nov 2008. Since then, IPAM has been supported by the Australian bilateral program, which fits within the SI/Aust Partnership for Development framework and will complement PSIP. Continued support to IPAM is currently being developed by AusAID, IPAM and MPS and will complement the PSIP. |
| | 3.6 Sustainable Government Housing reform through the implementation of Cabinet approved policies and systems and | MPS, MoLHS | 3.6.1 Implementation of a structured Transition Plan to ensure a capable housing management team | | Inadequate housing is currently an impediment to recruiting appropriately qualified staff, maintaining productivity and ensuring their health and security. Extensive work has been done on |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | capacity development, which supports the real housing needs of the public service, both current and projected forecasts, and both men and women. | Cluster Group of PSs | is available to provide whole-of-government housing advisory and support services, including support for the implementation of alternative accommodation solutions. | 2009-11 | policy development, with new policies and guidelines approved by Cabinet and a suite of property, tenancy and maintenance management systems introduced. A Transition Plan from the current Housing project (finishes June 2009) has been proposed to support further policy implementation, including of the Cabinet approved Housing Options Paper which addresses alternative accommodation solutions, and to embed new management systems. The transition period, incorporating a progressive phase-out of advisory support, focuses on capacity building and targeted staff training to ensure sustainability of outcomes. |
| | 3.7 Functioning and sustainable Government ICT systems, policies and capacity development that provides adequate, | MPS, OPMC, MOFT, MCA | 3.7.1 Implementation of a structured Transition Plan to ensure a capable ICT technical and management team | 2009-2010 | This Strategy is subject to agreement and implementation of the proposed ICT Capacity Development Program Transition Plan. The current ICT project has progressed ICT Support Unit |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|----------------------------------|--|------------------------------|---|------------------------|---|
| | reliable and realistic ICT logistical support to the public service | | is available to provide whole-of-government ICT advisory and support services. | | <p>development, cross-govt ICT infrastructure management and policy development. However, the Transition Plan proposes targeted assistance to build sustainable ICT capabilities, progress policy implementation, and support critical SIG systems.</p> <p>A recently completed strategic review of this project suggests that MOG provide a level of transitional support for the ICT Support Unit while SIG simultaneously determines a strategic ICT plan.</p> |
| INSTITUTIONS OF INTEGRITY | | | | | |
| | Institutions of Integrity 3.8 Strengthen the capacity of the Office of the Ombudsman, Leadership Code Commission, and Office of the Auditor General. | OPMC, OO, LCC, OAG, MOF, MPS | 3.8.1 The relevant organs of government are acting effectively to remedy administrative shortcomings and improper official conduct. | 2012 | Without strong institutions of integrity, the potential for the discretionary use or misuse of powers presents a high risk. RAMSI has provided useful assistance to these institutions under its 'Accountability' stream, and the Government requests that |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | | | this continue, with a renewed emphasis on achieving effective and transparent systems of governance. |
| | | | 3.8.2 Each Accountability Institution tables its Annual Report to Parliament on time. The Auditor General will table its audit reports in Parliament. | | |
| | | | 3.8.3 There are mechanisms in place to ensure that Parliament's recommendations on matters raised in audit reports are actioned by Ministers and their Ministries. | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | | | 3.8.4 Efficient, accessible and gender sensitive procedures are facilitating public complaints about the conduct of public officials and administrative action/ inaction. | | |
| ELECTORAL COMMISSION | | | | | |
| Elections in the Solomon Islands are free and fair. | Broad Strategy Achieve effective, reliable and efficient electoral processes. | | | | The Electoral System Strengthening Program (ESSP) was approved by Cabinet in May 2008 and commenced in November 2008. Transition to bilateral donor assistance will be considered after 1 – 2 years. |
| | 3.9 Strengthen the status, structure and capacity of the SI | MHA, SIEC | 3.9.1 Approved new structure for the SIEC is in place, | 2012 | The SIEC will require ongoing and embedded technical support to build its capabilities and the capabilities of the voting public in |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|--|
| | Electoral Commission, including the preparation for the 2010 National elections. | | and it is a capable and professional commission. | | time for the 2010 elections. |
| | | | 3.9.2 Improved planning, preparation and conduct of 2010 national election. | 2010 | There is insufficient staff to carry out this project. A similar model to the Parliamentary Project will be implemented – a TA coaches/mentors staff in line positions but recruited by the project, with SIG taking over the salaries after 1 year or so. |
| | | | 3.9.3 Improved voter registration. | 2012 | SIG commitment to filling all SIEC establishment positions is essential. |
| | | | 3.9.4 Relevant legislation is reviewed. | 2012 | |
| | 3.10 Technical support to review the Constitution and | | 3.10.1 Constitutional and legislative amendments have | 2009 | The Constituency Boundaries Commission is a separate entity to the Solomon Islands Electoral |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | legislation in relation to electoral boundaries. | | been drafted in relation to constituency boundaries. | | Commission. RAMSI, through the Electoral System Strengthening Program (ESSP), can assist the SIEC to implement the recommendations of the CBC with regard to new electoral boundaries. However, despite ESSP adviser requests to the CBC Secretary, the CBC has yet to advise if it requires technical support. |
| | | | 3.10.2 Submission of proposed changes of electoral ward and constituencies. | 2010 | |
| | 3.11 Provision of ongoing voter awareness program. | | 3.11.1 The public voters are aware of their voting rights and responsibilities and know how to cast their vote. | 2010 | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|---|--------------|--|------------------------|---|
| NATIONAL PARLIAMENT | | | | | |
| <p>The National Parliament fulfils its role as a legislative, representative and oversight body in accordance with the Solomon Islands Constitution.</p> | <p>Broad Strategy</p> <p>Better equip MPs to undertake their parliamentary functions including law-making, constituency representation and oversight of the executive.</p> | | | | <p>– The Parliamentary Strengthening Program (PSP) Phase 2 is currently underway. It is funded primarily by RAMSI which is responsible for outcomes. It is implemented by UNDP.</p> |
| | <p>3.12 Strengthen NPO Procedural Support services to provide high quality and gender aware procedural support, advice and research.</p> | <p>NPO</p> | <p>3.12.1 Creation of an effective procedures office.</p> <p>3.12.2 Strengthened MPs and NPO male and female staff knowledge of procedural issues.</p> <p>3.12.3 Strengthened and timely processing and drafting of Bills.</p> | <p>2012</p> | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|--|------------------------|---------------------------|
| | 3.13 Strengthen NPO Committee Secretariat services to ensure effective Parliamentary review of legislation and executive oversight. | NPO | 3.13.1 Adoption of new Committee Standing Orders. 3.33.2 Development and implementation of operations and Committee manuals. 3.33.3 Committees engaging more closely with Constituency matters through conduct of provincial committee meetings. | 2012 | |
| | 3.14 Strengthen NPO Information services | NPO | 3.14.1 Timely publication of Hansard and other parliamentary records. 3.14.2 Strengthened and gender aware research capacity, including legal drafting services. | 2012 | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|---------------------------|
| | | | 3.14.3 Broadcasting and webcasting of Parliamentary debates. | | |
| | 3.15 Strengthen NPO Corporate services. | NPO | 3.15.1 Professional development and induction programs for MPs. 3.15.2 Strengthened corporate planning and budgeting | 2012 | |
| | 3.16 Strengthen NPO Parliamentary education and community engagement services. | NPO | 3.16.1 Program of constituency visits by Speaker and MPs conducted. 3.16.2 Increased awareness and understanding of Parliament by Solomon Islands men and women. | 2012 | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|---|---|--------------|--|------------------------|---|
| PROVINCIAL GOVERNMENT | | | | | |
| More responsive service delivery and improved local development in provinces for all men and women. | Broad Strategy Improve sub-national government's capacity and public expenditure management in order to achieve more effective promotion and management of local development. | MPGIS | | 2009-2012 | The Provincial Governance Strengthening Program (PGSP) is currently underway. RAMSI provides a large percentage of Program funds and has responsibility for Program outcomes. It is implemented by UNDP. SIG has undertaken to provide a proportion of the required funding, particularly the revenue of provincial governments. |
| | 3.17 Clarify and strengthen provincial government functions. | MPGIS, MPS | 3.17.1 Administrative service and local development management functions of provincial governments are clarified and expanded. 3.17.2 Delegated | 2012 | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|---------------------------|
| | | | administrative and management functions are implemented and regulated. | | |
| | 3.18 Provincial government resources are commensurate with their responsibilities. | MPGIS | <p>3.18.1 General Purpose and Specific Purpose Grants systems reviewed and monitoring system implemented.</p> <p>3.18.2 Provincial Capacity Development Funds established and used for priority development activities.</p> <p>3.18.3 Provincial governments' own revenue sources</p> | 2012 | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|---------------------------|
| | | | enhanced. | | |
| | 3.19 Strengthen Local Development Management capacity of provincial governments. | MPGIS | <p>3.19.1 Capacity of provincial assemblies and executives to formulate policies, legislation and regulations to oversee provincial administration and monitor expenditure is developed.</p> <p>3.19.2 Capacity of provincial governments for infrastructure, service delivery and natural resource management is enhanced.</p> <p>3.19.3 Capacity of provincial governments to</p> | | |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|--|--------------|---|------------------------|---|
| | | | <p>promote local economic development is developed.</p> <p>3.19.4 System in place to facilitate provincial government relations with central administration agencies.</p> | | |
| WOMEN IN GOVERNMENT | | | | | |
| | 3.20 Increased opportunities for women, removal of barriers and improvement over time in numbers of women in leadership positions, including through increasing women's participation in representative and administrative | | 3.20.1 Women's participation and representation in government strengthened, including through increasing the percentage of women at all levels within the public service and reducing the barriers to women's election. | 2012 | The Women in Government Strategy works across the Public Sector Governance: Public Administration program only. |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
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| | government. | | | | |

CROSS-CUTTING ISSUES

A number of issues cut across all three of the above pillar goals. The section below draws attention to three of these –capacity development, anti-corruption and gender.

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|--|----------------|---|------------------------|--|
| CAPACITY DEVELOPMENT | | | | | |
| All Ministries and agencies involved in RAMSI programs have the capacity, and capability, to sustain their performance after the drawdown of RAMSI of relevant activities. | Capacity development support that respects Solomon Islands leadership and is aligned to Solomon Islands needs and expectations and is based on joint evaluation of sound co-operation. | All Ministries | <p>A strengthened capability within Ministries, agencies and public servants.</p> <p>RAMSI support for capacity development is based on, and contributing to, SI agency plans, accountable to Ministry and agency heads, jointly monitored and aligned with the objective of an effective and independent public service.</p> | Annual Review | <p>Early capacity development efforts focused on getting the jobs done and putting new systems in place.</p> <p>Future focus will be on reaching a point where RAMSI and SIG are both satisfied that the Public Service is able to operate effectively and independently. Therefore the methods of building this level of capability need to be aligned with that intention, and the process of monitoring progress needs to be jointly agreed and jointly managed</p> <p>This strategy implies that there will be clear Performance Management strategies for Technical Assistance.</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|---|---|---|---|--|
| ANTI CORRUPTION | | | | | |
| <p>A cohesive approach to minimising corruption in Solomon Islands integrating government, civil society, and donor efforts.</p> | <p>Support for SIG to implement effective and affordable anti-corruption priority reforms to minimise corruption.</p> | <p>OPM lead. Heads of all functional bodies and organizations.</p> | <p>Development of the national Anti-Corruption Policy (ACP). Establish a permanent Anti-Corruption Taskforce (ACT) for developing and implementing the ACP and coordinating government anti-corruption efforts. SIG becomes a state party to the United Nations Convention Against Corruption (UNCAC). Establish a lead agency on anti-corruption which is</p> | <p>2009. 2009. 2009. 2010.</p> | <p>Development of the ACP along with UNCAC endorsement will provide a long-term foundation for anti-corruption reform in Solomon Islands. The ACP and UNCAC commitment will empower SIG leadership on anti-corruption and enable RAMSI to harmonise with SIG priorities. A permanent ACT will enable a single coordinated focal point for anti-corruption facilitating an integrated and coordinated effort. Becoming a state party to UNCAC will facilitate international engagement on anti-corruption and will support learning lessons from international experience on effective anti-corruption approaches. Endorsing UNCAC will also help facilitate international recognition for SIG anti-corruption efforts. Developing an independent, effective and responsive lead on anti-corruption will enable an institution to be independently accountable for investigating corruption allegations. This agency would also lead SIG efforts to educate on corruption issues and</p> |

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--|---|--|---|------------------------|--|
| | | | <p>independent, effective and responsive.</p> <p>In partnership, mainstream anti-corruption across government and RAMSI programs.</p> | 2013 Review Date | <p>work to prevent corruption.</p> <p>Mainstreaming anti-corruption through the SIG-RAMSI Partnership will support a more effective approach to addressing corruption at a sectoral level based upon sectoral needs.</p> |
| ADVANCING GENDER EQUALITY | | | | | |
| <p>SIG policy commitments to gender equality are advanced consistently across government</p> | <p>Ensure that all RAMSI supported programmes improve capacity for gender reporting aligned with SIG Policy commitments and CEDAW¹ obligations</p> | <p>All SIG agencies directly supported by RAMSI.</p> | <p>SIG agencies have increasing capacity to collect sex disaggregated data for HR planning and systematic reporting on training opportunities, recruitment and promotion and women's participation.</p> <p>RAMSI programs and</p> | <p>Annual review</p> | <p>Assumptions That all RAMSI programs and SIG partner agencies have knowledge of SIG policies on gender commitments and CEDAW obligations and can agree on a joint system for tracking progress.</p> <p>That individual RAMSI programs have capacity and will support SIG Ministries towards gender reporting and that gender expertise and support will be available.</p> <p>Implications RAMSI assistance encourages & supports SIG's efforts to progress</p> |

¹ Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) ratified by SIG in 2002

| NATIONAL DEVELOPMENT OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|--------------------------------|---|--------------|---|----------------------------------|---|
| | Increased opportunities for women, removal of barriers and improvement over time of numbers of women in leadership positions at all levels. | | SIG partner agencies jointly agree on relevant gender outcomes from their operations consistent with SIG policy and indicators for reporting on progress towards them against a 2009 baseline (including eg more women in leadership, removing barriers to women's participation and reducing gender based violence). | 2009 baseline plus Annual review | gender equality by systematic data collection and gender analysis to examine the extent of gender inequality and identify relevant ways of addressing this within the SI context. These processes would contribute to a whole of government approach to CEDAW reporting as required for state reporting obligations. This will contribute to mainstreaming gender reporting from all SIG agencies and not just from MWYCA ² . |

² Ministry of Women, Youth and Children's Affairs (MWYCA) is the lead agency for implementation of stated SIG policies & CEDAW

MONITORING AND EVALUATING THE PARTNERSHIP FRAMEWORK

Solomon Islands Government and RAMSI are committed to performance measurement and improvement. The Partnership Framework will provide the basis for the development of a performance assessment framework that will reinforce the performance orientation of RAMSI and help improve program effectiveness and account for results. It provides an analysis of whether programs are meeting their objectives. The information is then used in making decisions about future program planning and budgeting. The matrix below sets out the principles and methodology for jointly measuring the performance of RAMSI.

| OBJECTIVE | STRATEGY | SIG MINISTRY | SIG/RAMSI TARGET | INDICATIVE TIME TARGET | ASSUMPTIONS/ IMPLICATIONS |
|---|---|---|--|---|--|
| <p>A draft Performance Matrix will be developed jointly to enable joint monitoring of progress toward achieving the targets set in the Partnership Framework.</p> | <p>A Solomon Islands Government/RAMSI Performance Oversight Group, assisted by a small, independent external team of performance experts, will be responsible for overseeing the Performance Matrix and performance issues. The Performance Oversight Group will meet to agree the process for accessing expertise.</p> | <p>To be nominated by the Solomon Islands Government.</p> | <p>Future RAMSI annual reports will seek evidence of progress towards the targets set out in the "SIG/RAMSI target" column of the Partnership Framework. For each agreed target, RAMSI programs will be responsible for identifying, in consultation with SIG partners, the information that will be used to judge whether there has been progress and where the information will come from.</p> | <p>A major part of performance assessment is annual performance reporting. A Joint Performance Oversight Group will provide interim reports every six months, and a more formal report following the end of each calendar year, to the Solomon Islands Government and RAMSI. This work will form the basis of performance reporting to the Forum Ministerial Standing Committee</p> | <p>Indicators and sources of information may already be available from ongoing RAMSI programs but, if not, in determining what indicators or other information to use, RAMSI and SIG will need to ask:</p> <ul style="list-style-type: none"> • Is it clear what the target means (ie what success will look like)? • Is the target specific or non-specific (ie how much information do we need to tell us if the target has been met)? • Is the target a single task or a more complex process? |

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| | | | | and Forum Leaders. | <ul style="list-style-type: none"> • Where will the information come from? • What are the arrangements for joint assessment of progress? • How are we capturing the differential impact on men and women? • If we don't have the data to measure our progress now, what are our plans for getting it? |
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