



SOLOMON ISLANDS GOVERNMENT

NATIONAL DEVELOPMENT STRATEGY 2016 - 2035

**Improving the Social and Economic Livelihoods
of all Solomon Islanders**

MINISTRY OF DEVELOPMENT PLANNING AND AID COORDINATION

HONIARA, SOLOMON ISLANDS

APRIL 2016



Solomon Islands Government

National Development Strategy

2016 to 2035

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Ministry of Development Planning and Aid Coordination

Honiara, Solomon Islands

April 2016

Foreword

The Solomon Islands Government recognises the need to establish a visionary pathway to guide socioeconomic development in Solomon Islands. To this end, the Ministry of Development Planning and Aid Coordination (MDPAC) under the guidance of the NDS National Steering Committee was tasked to prepare the National Development Strategy (NDS) 2016-2035.

The NDS 2016-2035 maps out a strategic direction for the future development of Solomon Islands. It presents a visionary strategy for the next twenty years, setting out a long term vision, mission and objectives that reflect the aspirations of all Solomon Islanders. Past NDS' and Plans have covered five to ten years. This NDS covers a twenty-year period to provide a longer term framework for planning that lays the foundations for recovery and long term sustainable development. The strategic vision through to 2035 will provide greater stability and continuity.

The NDS is a vision and plan for all the people of Solomon Islands. It sets out a framework for development policies, priorities and programmes, providing a single reference point and common direction over the next twenty years that all stakeholders can follow. Government institutions and development partners can use it as a base for their support programmes. Other stakeholders including non-government organisations, churches and faith based organisations, community leaders and individuals can adopt this common direction and find their own role within the Strategy.

The NDS focuses on two key areas; social and economic livelihoods, hence its National Vision “**Improving the Social and Economic Livelihoods of all Solomon Islanders**”. The NDS recognises that the key to growth and progress of the people of Solomon Islands lies within sustainable economic development. Sustainable growth is the only way to guarantee a reasonable standard of living for all Solomon Islanders. Economic growth and improved service delivery are the basis of the strategy in the immediate future.

The NDS 2016-35 has been developed in a consultative process over the period June 2015 to March 2016. An initial strategic framework document was developed based on discussions at technical levels with government institutions, analysis of the previous NDS 2011-2020, Sector plans, Provincial plans and Ministry Corporate plans. Following Cabinet endorsement of the Strategic Framework, a nationwide participatory process was undertaken that provided valuable feedback. Consultations involved government ministries and agencies, provinces, development partners, private sector, NGOs, church groups and communities including chiefs, elders, women and youths in all provinces. The consultation process ensured wider participation and instilled a sense of ownership of all stakeholders.

Reforms are key to successful implementation of the NDS. The NDS underlines the importance of good governance and public sector reforms. Good governance and credible and stable policies are fundamental conditions for private sector growth. The NDS encompasses a public sector reform programme that will impart a clear sense of direction for our public service, improve accountability and enhance the efficiency of service delivery. Improved fiscal governance is critical for achieving the vision of the NDS. The NDS includes medium term strategies that will guide the Government's development expenditure programme.

Achievement of the objectives and strategies of this NDS 2016-35 will take time and will require the concerted actions of all of us including the private sector,

development partners, NGOs, faith based organisations and other stakeholders. Effective implementation of the NDS depends on a clear understanding of the vision and direction by our political leaderships, and clear instructions in delivery. Partnerships will be crucial. Strategic partnerships with our key stakeholders including development partners, provincial governments and other stakeholders will strengthen implementation and ownership. Given that government at all levels face financial and capacity constraints, our development goals will only be achieved if we mobilise and pool our resources and work together.

The consultation process has been a key element in developing this NDS. In this connection I wish to express my appreciation to all who participated in the consultations in providing information, guidance and comments. Your participation has made this document a national one owned by Solomon Islanders.

I would also like to recognize and appreciate the contributions from the Asian Development Bank for its financial support and technical inputs in helping to prepare this NDS and to the European Union for its support during the consultation process. All these efforts have contributed enormously to the successful preparation of the NDS.

Lastly, but not the least, I wish to express my personal gratitude to my Staff of MDPAC for their commitment and dedication in developing and finalizing this NDS document.

As a nation, and human as we are, we have made our share of mistakes. The true test of the quality of our nation, however, is its ability to learn from its past and move forward in a positive and confident manner. The NDS 2016-35 is indeed our road map for the journey that lies ahead of us as we move our country towards inclusive development that will bring an improvement in the social and economic livelihoods of all Solomon Islanders.

It is my sincere call for the national and provincial governments, our development partners, private sector, civil society and all Solomon Islanders to embrace the NDS 2016-2035.

I dedicate this National Development Strategy and more importantly its implementation to all the people of Solomon Islands.

A handwritten signature in blue ink, appearing to read 'Danny Philip', enclosed within a large, loopy oval stroke.

Hon. Danny Philip
Minister for Development Planning and Aid Coordination

CONTENTS

	Page
I. Introduction	6
A. Background	6
1. National Development Strategy (NDS)	6
2. Request for NDS 2016-2035	6
B. Preparation of the NDS 2016-2035 and Structure of the Planning Process	6
1. Preparation of the NDS	6
2. NDS 2016-2035 and NDS 2011-2020	7
3. Alignment of the NDS with the Sustainable Development Goals (SDGs)	7
4. Performance Monitoring	7
5. Structure of the NDS, MTDP and the Planning System	7
II. The National Development Strategy	
A. National Vision and Mission	10
1. National Vision	10
2. National Mission	10
B. National Development Strategy and Objectives	10
1. National Development Strategy - a longer term strategic framework	10
2. Long Term NDS Objectives	10
C. Implementing the NDS - Medium Term Strategies and Priorities	10
NDS Objective One: Sustained and inclusive economic growth	12
NDS Objective Two: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed	13
NDS Objective Three: All Solomon Islanders have access to quality health and education.....	13
NDS Objective Four: Resilient and environmentally sustainable development with effective disaster risk management, response and recovery	14
NDS Objective Five: Unified nation with stable and effective governance and public order	14
III. Detailed Medium Term Strategies and Priorities	15
NDS Objective One: Sustained and inclusive economic growth	15
NDS Objective Two: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed to Solomon Islanders.....	29
NDS Objective Three: All Solomon Islanders have access to quality health and education.....	34
NDS Objective Four: Resilient and environmentally sustainable development with effective disaster risk management, response and recovery.	43
NDS Objective Five: Unified nation with stable and effective governance and public order.	46
IV. Implementation of the NDS: Managing for Results	49
1. Managing for Results - M&E Performance Monitoring Framework ...	49
2. Improved Budget Processes - PFM Act and Roadmap	50
3. The Partnership Framework for Effective Development Cooperation	50
4. Improved Project Identification and Design – Project Pipeline	51
Appendix 1: Performance of NDS 2011-2020	52
Appendix 2: M&E Performance Framework	54
Appendix 3: PFM Road Map, MTBF and the MTDP	72
Appendix 4: Development Partners Framework	76

Abbreviations and Acronyms

ADB	–	Asian Development Bank
BCC	-	Budget Coordination Committee
CBSI	–	Central Bank of the Solomon Islands
CEDAW	–	Convention on the Elimination of All Forms of Discrimination Against Women
DCCG	-	Democratic Coalition for Change Government
DFAT	–	Department of Foreign Affairs and Trade
ECCE	-	Early Childhood and Care Education
EU	–	European Union
FBO	-	Faith Based Organisation
GDP	–	Gross Domestic Product
GEF	–	Global Environment Fund
GNI	–	Gross National Income
IFC	–	International Finance Corporation
JICA	–	Japan International Cooperation Agency
M&E	–	Monitoring and Evaluation
MAL	–	Ministry of Agriculture and Livestock
MCA	–	Ministry of Communications and Aviation
MCIL	–	Ministry of Commerce, Industries, Labour and Immigration
MCT	–	Ministry of Culture and Tourism
MDG	-	Millennium Development Goal
MDPAC	–	Ministry of Development Planning and Aid Coordination
MECDM	–	Ministry of Environment Climate Change Disaster Management and Meteorology
MEHRD	–	Ministry of Education and Human Resources Development
MFAET	–	Ministry of Foreign Affairs and External Trade
MFMR	–	Ministry of Fisheries and Marine Resources
MFR	–	Ministry of Forestry and Research
MOFT	–	Ministry of Finance and Treasury
MHA	–	Ministry of Home Affairs
MHMS	–	Ministry of Health and Medical Services
MID	–	Ministry of Infrastructure Development
MJLA	–	Ministry of Justice and Legal Affairs
MLHS	–	Ministry of Lands, Housing and Surveys
MMERE	–	Ministry of Mines, Energy and Rural Electrification
MNURP	–	Ministry of National Unity, Reconciliation and Peace
MPGIS	–	Ministry of Provincial Government and Institutional Strengthening
MPNS	–	Ministry of Police and National Security
MPS	–	Ministry of the Public Service
MRD	–	Ministry of Rural Development
MTBF	-	Medium Term Budget Framework
MTDP	–	Medium Term Development Plan
MWYCFA	–	Ministry of Women, Youth, Children and Family Affairs
NDMO	–	National Disaster Management Office
NDS	–	National Development Strategy
NEAP	-	National Education Action Plan
NGO	-	Non Government Organisation
NIIP	-	National Infrastructure Investment Plan
NJ	–	National Judiciary
NZAID	–	New Zealand Agency for International Development
OAG	–	Office of the Auditor General
OPMC	–	Office of the Prime Minister and Cabinet
PFM	-	Public Financial Management
PRIF	-	Pacific Region Infrastructure Facility
RAMSI	–	Regional Assistance Mission to Solomon Islands
RSE	-	Recognised Seasonal Employer scheme
SIG	–	Solomon Islands Government
SPC	–	Secretariat of the Pacific Community
SDG	-	Sustainable Development Goal
UNDP	–	United Nations Development Programme
UNICEF	–	United Nations Children's Fund
WB	–	World Bank
WHO	–	World Health Organisation

I. Introduction

A. Background

1. National Development Strategy (NDS)

This National Development Strategy 2016-2035 maps out a strategic direction for the future development of Solomon Islands. It presents a visionary strategy for the next twenty years, setting out a long term vision, mission and objectives that reflect the aspirations of all Solomon Islanders. The NDS covers a twenty-year period to provide a longer term framework for planning.

The NDS is a vision and plan for all the people of Solomon Islands. It sets out a framework for development policies, priorities and programmes, providing a single reference point and common direction over the next twenty years. Government institutions and development partners can use it as a base for their support programmes. Other stakeholders including non-government organisations, churches and faith based organisations, community leaders and individuals can adopt this common direction and find their own role within the NDS.

2. Request for NDS 2016-2035

The Solomon Islands Government in 2015 requested that the NDS 2011-2020 be reviewed and revised and extended to cover a twenty-year period to provide a longer term framework for planning that lays the foundations for recovery and long term sustainable development. Moreover, the NDS provides a strategic vision through to 2035 that will provide greater stability and continuity.

B. Preparation of the NDS 2016-2035 and Structure of the Planning Process

1. Preparation of the NDS

The NDS has been developed in a consultative manner. A first draft was prepared by MDPAC based on analysis of the performance of the NDS 2011-2020 and consultations at the technical level with line ministries. It took into account priorities identified by the Government as outlined in its 2015 Policy Statement and Translation document. It drew on varied sector and provincial strategic development plans and feedback from the Provinces both from surveys and during the consultation process.

An NDS Framework document was prepared based on the first draft, setting out longer term objectives and medium term strategies to achieve these, and highlighting key aspects and issues. The framework is a strategic level document, without detailed specific programmes and projects. The NDS framework was discussed in a consultative manner with a broad audience during August – November 2016 including consultations with stakeholders in the Provinces.

The NDS expands the NDS Framework into a fuller Strategy and provides more details of the medium term strategies, policies and programmes. Specific details of programmes and projects are set out in the Medium Term Development Plan (MTDP) which translates the NDS into actionable programmes and projects.

The provincial consultations provided valuable feedback. Consultations were held in all nine Provinces involving officials, leaders, church groups, other faith based organisations (FBO), non-government organisations (NGOs), and communities. The consultation process was widely appreciated and helped ensure ownership by stakeholders. The long term objectives and medium term strategies were broadly supported during these consultations with some

suggestions for refinement. The main focus of concern raised by participants, however, was on implementation of programmes at the Provincial level. The main issue raised relates to the need for improved infrastructure particularly roads to allow access to markets and productive resources and help create employment and improve livelihoods. The plea was for more to be done at Provincial level and for more delegation of decision making to the Provinces. Poor governance and perceptions of increasing corruption were commonly referred to. These concerns are taken into account in the NDS but are of greater significance for selection, design and implementation of specific programmes and will be addressed through the MTDP.

2. NDS 2016-2035 and NDS 2011-2020

In developing the NDS 2016-2035, the development objectives of the NDS 2011-2020 have been retained where possible, re-numbered and re-worded as appropriate. A major reason for this is that many programmes and projects are ongoing or have only just started and are based on the NDS 2011-2020 objectives which largely remain valid. In addition, many programmes and projects are part of the strategic programmes of donor partners, and retaining the wording of NDS 2011-2020 objectives where possible will minimise changes needed in donor support programmes and support documents. A brief analysis of the performance of NDS 2011-2020 is provided in Appendix 1.

3. Alignment of the NDS with the Sustainable Development Goals (SDGs)

The NDS in section III below, identifies linkages and alignment of individual objectives, medium term strategies and sector goals with the new Sustainable Development Goals (SDGs). The SDGs are structured differently to the Millennium Development Goals (MDGs) that they replaced in that the proposed goals and associated targets are linked and explicitly refer to multiple goals. This requires better integration and policy coherence across sectors and sector policies. Achievement of some goals are critical to achievement of others such as education which is essential for capacity building and integral to achieving health goals, gender equality and climate change adaptation where raising awareness is key.

Several SDG goals overlap and some targets reflect multiple goals. There are 17 SDGs and 169 related targets and indicators. It would not be feasible or appropriate for the Solomon Islands Government to monitor and report on all these. However, the SDGs are not mandatory. They set out a general global agenda and inform national and sector development plans. Each country is expected to select those which represent its national priorities. The NDS, in this respect, includes only those most relevant to the NDS objectives and targets.

4. Performance Monitoring

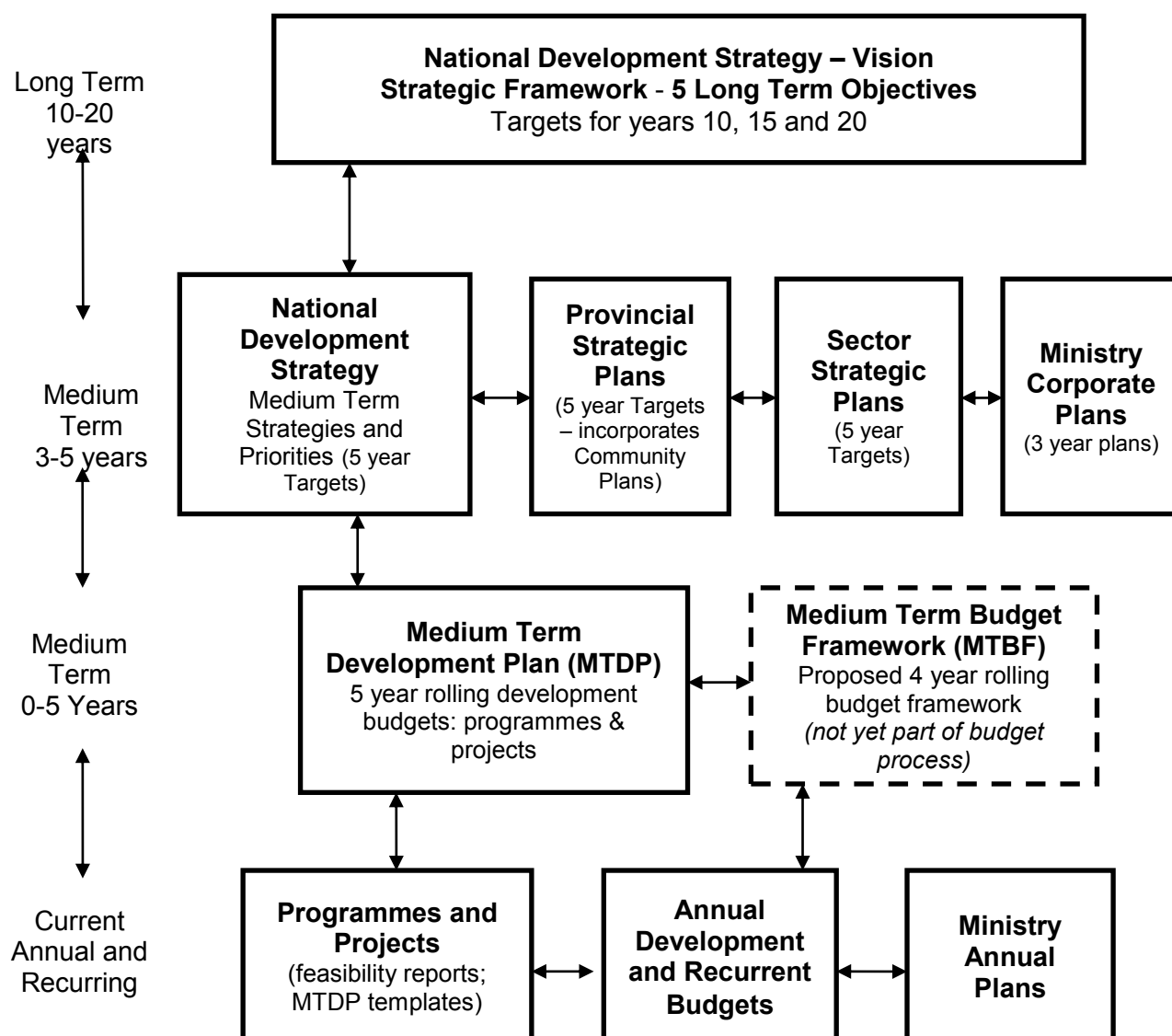
Implementation of the NDS and the MTDP will be monitored using the Programme Framework attached as Appendix 2. This includes performance targets and monitoring indicators. The Framework also shows the NDS alignment with the SDGs and relates the NDS performance indicators to individual SDGs, facilitating monitoring and reporting on both. The SDG list is long. Thus, priority will be given to monitoring those SDGs specifically linked to monitoring the performance of NDS/MTDP programmes and projects. Section III which sets out more details of the medium term strategies to deliver on the NDS includes some key performance targets and monitoring indicators. The Programme Framework is a living document and will be part of the annual MTDP process and as such kept under review.

5. Structure of the NDS, MTDP and the Planning System

The structure of the NDS and the planning process is presented schematically in the figure 1 below. This shows the links between the longer term strategic framework of the NDS, medium term strategies included in sector plans, provincial development plans, community plans, ministry corporate plans and more immediate programmes and projects included in the medium term development plan (MTDP) and the annual development budget.

The relationship between the NDS and the MTDP is important. The NDS is a strategic level document. It provides the overall twenty-year strategic framework to guide planning. It includes medium term development strategies that are designed as more immediate strategies and targets to achieve the NDS Objectives but not details of individual programme and project priorities. These medium term strategies and priorities are translated into implementable policies, programs and projects through the MTDP, which is a rolling five-year plan comprising development programmes and projects. In turn, these projects are included in annual development budgets. The MTDP identifies priority medium term policies, programmes and projects consistent with the NDS. It is the means by which the government implements the NDS.

Figure 1. Structure of the NDS and Planning Process



II. The National Development Strategy

A. National Vision and Mission

1. National Vision

The National Vision is “Improving the Social and Economic Livelihoods of all Solomon Islanders”.

2. National Mission

The National Mission is to create a peaceful, harmonious and progressive Solomon Islands led by ethical, accountable, respected and credible leadership that enhances and protects people’s culture, social, economic and spiritual well-being.

B. National Development Strategy and Objectives

1. National Development Strategy - a longer term strategic framework

The NDS sets out a long term development strategy and priority development objectives to guide government activities, the Medium Term Development Plan (MTDP) and the budget. It provides a strategic vision through to 2035 that will provide greater stability and continuity. It provides a framework that will lay the foundations of long-term recovery and reform.

A “whole of government” approach is envisaged, with collective decision making through effective coordination by cluster groupings. The NDS seeks to grow the economy through creating investment opportunities in manufacturing and industry development such as tourism, agriculture, fisheries, forestry, energy and related sectors in an environmentally sustainable manner.

The NDS addresses several challenges which have hindered growth. These include longer term guidance for economic and social development and reform, broad-based economic development, private sector led growth, good governance, prevention and eradication of corruption, national unity and a secure and peaceful country. Reforms are needed in governance and in the development sector, the productive sector, resource sector, social sector as well as judiciary and national security.

This NDS provides a twenty-year strategy and long term objectives, with development targets for each sector that will guide social reform and economic advancement and facilitate fundamental and sector reform programmes. It will facilitate good governance and encourage broad-based economic development that will enhance improved livelihoods for all Solomon Islanders.

The twenty-year strategy provides a framework that lays the foundations of long-term recovery and reform including the phases identified by the national government of re-discovery, consolidation, expansion and innovation. However, progress through these development phases will vary between sectors and will not be sequential as a whole.

The long term approach should facilitate the attainment of the SDGs. The lack of growth had impeded achievement of the MDGs while continued lack of growth will similarly lead to non-achievement of the SDGs.

2. Long Term NDS Objectives

The overall vision and long term objective of the NDS is to achieve an improvement in the social and economic livelihoods of all Solomon Islanders. Five key long term NDS Objectives have been identified on which development should focus:

- Sustained and inclusive economic growth
- Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed
- All Solomon Islanders have access to quality health and education
- Resilient and environmentally sustainable development with effective disaster risk management, response and recovery
- Unified nation with stable and effective governance and public order

A return to economic growth and continued sustainable and inclusive economic and social development will provide the economic and social capital that will enable improvement in the economic and social wellbeing of all Solomon Islanders. Improved economic management and reforms are needed that will ensure broad-based economic development and increase investment opportunities for all Solomon Islanders. Private sector-led economic growth needs to be encouraged and facilitated. Rural and customary land need to be made available for commercial and agricultural development.

Sustainable and inclusive growth is seen as the key to long term development, necessary for the alleviation and prevention of poverty, provide for basic needs and improve food security particularly in the rural areas of the Solomon Islands and for the provision of adequate, accessible and quality social services.

Solomon Islands needs to respond effectively to climate change and the increasing frequency of storm surges and floods. It needs to effectively manage the environment and the risks of natural disasters.

Similarly, improved governance, national unity, public order and safety are essential for a stable environment within which the economy can grow and people's livelihoods and well-being improved. Poor economic growth has been identified as a direct result of poor governance and management and lack of accountability at all levels. Good governance values and practices need to be enforced and accountability and transparency enhanced at all levels of governance. Corruption needs to be eradicated. National unity needs to be strengthened through shared visions and agreed social and economic development goals.

Successful implementation of the NDS will lead to:

- Sustainable and inclusive economic growth
- Increased investment opportunities for all Solomon Islanders
- Alleviation of poverty and improved food security
- Sustainable environment, contributing to climate change mitigation
- Provision of adequate, accessible and quality social services, basic needs, infrastructure and utilities for all Solomon Islanders

C. Implementing the NDS - Medium Term Strategies and Priorities

Implementation of the strategy in the medium term involves two parallel development and reform agendas: (i) sector interventions, activities and reforms that will encourage development of the productive sector, resource sector, social sector and development

sectors; and (ii) fundamental reforms which will redefine the norms and values of the Solomon Islands society to become more inclusive to enhance sustainable unity and improve governance including the public service, judiciary and national security.

The medium term priority strategies and activities for the first five years of the NDS are included in a Medium Term Development Plan (MTDP), a 5 year rolling development plan. The medium term strategies are set out below.

NDS Objective One: Sustained and inclusive economic growth

A return to economic growth and continued sustainable and inclusive economic and social development will provide the economic and social capital that will enable improvement in the economic and social well-being of all Solomon Islanders. Improved economic management and reforms are needed that will ensure broad-based economic development and increase investment opportunities for all Solomon Islanders. Private sector-led economic growth needs to be encouraged and facilitated. Improving the enabling environment for business, trade and private sector led growth is a key priority strategy. Policies and regulations that could be obstacles to growth need reviewing. A key strategy is to develop economic growth centres and rural growth centres.

The productive and resource sectors (agriculture, livestock, agro-forestry, aquaculture, marine resources and fisheries including small scale rural fisheries, tourism, forestry and reforestation, mining and energy) need reinvigorating to increase value added and export earnings and to achieve sustained growth. Infrastructure facilities and utilities to support growth in the productive sectors are a priority. Information and communications technology is currently under-prioritised and need expansion and improvement. Much land is under-utilised and the land tenure system is an obstacle to development. Rural and customary land need to be made available for commercial and agricultural development.

Sustainable and inclusive growth is seen as the key to long term development necessary for the alleviation and prevention of poverty, provide for basic needs and improve food security particularly in the rural areas of the Solomon Islands and for the provision of adequate, accessible and quality social services.

The following medium term strategies will be adopted to achieve Objective 1. These are elaborated on in section III below including its matrices.

Medium Term Strategy 1: Reinvigorate and increase the rate of inclusive economic growth

Medium Term Strategy 2: Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders

Medium Term Strategy 3: Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets and to essential services

Medium Term Strategy 4: Strengthen land reform and other programmes to encourage economic development in urban, rural and customary lands

NDS Objective Two: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed

Over 80% of the population of the Solomon Islands live in rural areas. The benefits of development have not filtered down to areas outside of Honiara and poverty and risks of hunger due to lack of food security are prevalent. Basic needs such as water and sanitation are often not met. Social and communal harmony is important. The drift to urban areas and subsequent unemployment or under-employment particularly of the youth moving to Honiara is increasing, affecting urban stability and raising the risk of a return to problems of the tension period. Gender equality remains a concern. Challenges exist for women and children, the disabled and other vulnerable groups.

The following medium term strategies will be adopted to achieve Objective 2. These are elaborated on in section III below, including its matrices. Activities under objective 5, particularly those affecting governance and peace and order, will also impact on the well-being of people in rural areas.

Medium Term Strategy 5: Alleviate poverty, improve provision of basic needs and increase food security.

Medium Term Strategy 6: Increase employment and labour mobility opportunities in rural areas and improve the livelihoods of all Solomon Islanders

Medium Term Strategy 7: Improve gender equality and support the disadvantaged and the vulnerable

NDS Objective Three: All Solomon Islanders have access to quality health and education

Access to quality health care is a universal aim of all Solomon Islanders. Life expectancy has not improved since 2000. Women's access to health and family planning services is particularly poor in rural areas and infant and child mortality rates remain high. Development needs a healthy population. The vision for health is to contribute to the well-being of all Solomon Islands people.

Access to quality education is essential to build the capacity for growth and meet the manpower needs of Solomon Islands for increased growth and improved livelihoods, enhancing people's well-being. The overarching strategic goal is to provide universal access to quality secondary education for all children by 2030 and improved access to technical and vocational education and training and higher education. Government will place priority on refocusing education sector expenditure on providing services at primary and junior secondary schools to achieve the target of achieving universal completion of quality junior secondary by 2030.

The following medium term strategies will be adopted to achieve Objective 3. These are elaborated on in section III below and its matrices.

Medium Term Strategy 8: Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases

Medium Term Strategy 9: Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met

NDS Objective Four: Resilient and environmentally sustainable development with effective disaster risk management, response and recovery

There is a need to promote resilient and environmentally sustainable development by ensuring effective climate, disaster and environmental disaster risk management is central to all development decision making. Solomon Islands needs to respond effectively to climate change and the increasing frequency of storm surges and floods. It needs to effectively manage the environment and the risks of natural disasters. Greater emphasis is needed on disaster preparedness and mitigation to reduce the scale of necessary response to a disaster. Environmental sustainability and improved disaster risk management cuts across the three objectives noted above.

The following medium term strategies will be adopted to achieve Objective 4. These are elaborated on in section III below and its matrices.

Medium Term Strategy 10: Improve disaster and climate risk management, including prevention, risk reduction, preparedness, response and recovery as well as adaptation as part of resilient development

Medium Term Strategy 11: Manage the environment in a sustainable resilient way and contribute to climate change mitigation

NDS Objective Five: Unified nation with stable and effective governance and public order

Improved governance, national unity, public order and safety are essential for a stable environment within which the economy can grow and people's livelihoods and wellbeing improved. Poor economic growth has been identified as a direct result of poor governance and management and lack of accountability at all levels. Good governance values and practices need to be enforced and accountability and transparency enhanced at all levels of governance. A sound corporate culture needs to be embedded in the public service. Corruption needs to be eradicated, both within and outside the public service. National unity needs to be strengthened through shared visions and agreed social and economic development goals. Law and order need to be maintained to provide stability.

The following medium term strategies will be adopted to achieve Objective 5. These are elaborated on in section III below and its matrices.

Medium Term Strategy 12: Efficient and effective public service with a sound corporate culture

Medium Term Strategy 13: Reduce corruption and improve governance at national, provincial and community levels

Medium Term Strategy 14: Improve national unity and peace and promote cultural heritage at all levels

Medium Term Strategy 15: Improve national security, law and order and foreign relations

III. Detailed Medium Term Strategies and Priorities

The immediate and medium term strategy for government interventions to lay the foundations for achieving the longer term NDS objectives is a focus on reinvigorated economic growth and improved and effective service delivery. Sustainable growth is needed to guarantee a reasonable standard of living for all Solomon Islanders and to lessen dependence on external support. The private sector will be a key driving force behind such growth.

NDS Objective One: Sustained and inclusive economic growth

Economic performance of the Solomon Islands since independence has been mixed, growing at about 4.5% for the first 10 years but has slowed to around 3.00-3.3%, just above the rate of population increase. It has performed below the regional average. A return to economic growth and continued sustainable and inclusive economic and social development will provide the economic and social capital that will enable the improvement in the economic and social well-being of all Solomon Islanders. This requires improvements and reforms in economic and financial management and development of the private sector. A key strategy is to develop economic growth centres and rural growth centres. The productive and resource sectors need reinvigorating to increase value added and export earnings and to achieve sustained growth. Development of agriculture, fisheries, forestry, minerals and tourism are all important. Infrastructure facilities and utilities to support growth in the productive sectors are a priority. Rural and customary land need to be made available for commercial and agricultural development. GDP growth is projected to continue at about 3.3% - 3.5% until 2020. It is targeted to increase GDP growth to 5% by 2025 and reach a sustainable 7% per annum by 2030 and beyond.

Medium Term Strategy 1: Reinvigorate and increase the rate of inclusive economic growth

Economic and finance sector: Economic stability is needed as a platform for growth. The economy needs to be managed better. There is a need to create a vibrant and robust economic environment to stimulate growth and investment. Private sector led development will be key (MTS 2 below). National fiscal and monetary policies will be reviewed to enhance broad based economic development and facilitate growth in the economy but improvements are needed in economic and financial management as a whole. Public sector management and accountability needs to be improved (also NDS Objective 5).

Productive sectors: Development of the productive sectors is a key element to reinvigorate growth. **Agriculture** is the major economic sector, the largest export earner, and main source of rural employment and livelihoods. Agricultural exports are a major source of export earnings. While enhanced production of staple foods will remain a key element of the strategy and essential for food security and the well-being of the rural population (NDS objective two), a twin track strategy including the development of commercial agriculture and exports is key to growth. The agriculture sector is targeted to increase its contribution to GDP from 33% in 2012 to 40% by 2020 and to maintain that level during the plan period.

Agriculture can be viewed as having three sub-sectors: (i) subsistence smallholder farming; (ii) market production; and (iii) commercial export crops. Some 84% of Solomon Islanders engage in **subsistence smallholder** farming and rural communities rely on agriculture and forest products for their food and fuel. Subsistence food crop production represents a major strength of the Solomon Islands economy and food production has kept pace with population growth. Considerable intensification of land use is therefore required as traditional fallow periods of 15 years or more have fallen in some case to less than five years. Combined with

lack of improved husbandry, soil fertility has fallen, yields have declined and pest and disease problems increased.

Domestically marketed production is an increasing source of cash income for rural villagers as upgraded markets in Honiara and provincial centres of Noro, Auki, Tulagi, Gizo and rural centres of Guadalcanal have facilitated marketing. Flourishing markets have led to diversification in the range of products and in the tastes of rural and urban consumers. There are a number of minor cash crops that contribute to the livelihoods of rural people including indigenous nuts, rice, coffee, spices and temperate vegetables. Some of these provide significant opportunities for expansion.

Commercial export crops are being grown on a larger scale, increasing cash incomes for rural households and are now the main contributors to the economy. These crops include cocoa, coffee, kava, vanilla, copra and coconut oil, oil palm and honey. Further development needs improved infrastructure in terms of wharves, shipping and marketing and a regulatory authority for food security and goods and services standards to meet the needs of domestic and international markets. There is a large potential to increase production and export from large-scale plantations such as the GPPOL oil palm plantation and out-growers, the RIPEL Yandina coconut plantation and Horokiki and other cocoa plantations. The Russell Islands Plantation Estate needs repossessioning and rehabilitation by SIG and traditional landowning groups.

The **livestock** sector is under-developed and domestic production does not meet consumption, with imports from Vanuatu, Australia and New Zealand. The domestic industry is mostly back-yard production, but meat production could be increased through better animal husbandry and feeding practices and improved breeds. Commercial cattle farming offers possibilities.

There are a number of constraints that inhibit development of the agriculture sector which need to be addressed including land issues in particular (tenure, acquisition, lack of land use policy) and lack of rural finance and credit. Solomon Islands are prone to disasters such as earthquakes, tropical cyclones and droughts and will be affected by climate change.

Fisheries:

The Fisheries sector has significant potential in terms of food security and economic development. Its contribution to GDP has been increasing at a steady 1-2% a year and this growth is targeted to continue. Coastal resources are an essential supply of protein with average annual fish consumption meeting 50% of required protein and amounting to 33.7kg to 35.4kg per capita. Fish consumption ranges from 33kg to 50kg. The sector is currently among the principal sectors of the economy in terms of government revenue, foreign exchange earnings and employment. However, over-fishing and illegal, unregulated and unreported fishing are threatening this valuable resource. To address these issues, regional- and country-level initiatives are underway. Through the Western and Central Pacific Fisheries Commission, Pacific Island countries have been effective in their push to establish a satellite vessel monitoring system, a regional observer programme for the tuna fishery and conservation and management measures for big-eye and yellow fin tuna. Coastal fisheries are a mainstay of food security and will need careful management to avoid over-fishing and subsequent stock depletion.

Offshore fisheries: The major income earning activity is the licensing of foreign fishing vessels through the Vessel Day Scheme (VDS), targeting the country's tuna resources. The Fishery Act 2015 should help future development, but needs effective management and enforcement. The Government encourages foreign investors to set up tuna loin processing.

Inshore Fisheries: Development of in-shore fishery facilities including aquaculture, mariculture and other types of farming for subsistence and commercial development is needed for the benefit of coastal and atoll dwellers. At the same time, the conservation of marine resources needs to be encouraged to ensure sustainable harvesting. Unlawful use of cyanide and dynamite fishing, unsustainable beech-de-mere harvesting, unsustainable yellow-fin and big eye tuna catching are creating serious long-term problems for the fishing industry.

Tourism

The Tourism Sector in Solomon Islands is among the smallest sectors in terms of its contribution to the national economy but is growing strongly in recent years. Solomon Islands offer tourists a range of products including dive tourism, adventure tourism related to nature and culture, kayaking, game fishing, village stay tourism and World War II heritage tourism. Development depends on the private sector to provide services that can increase tourism yields. Visitor arrivals of 20,500 in 2012 are targeted to increase to 50,000 a year by 2025.

There is need for increased and improved airline and hotelier services. A key factor in tourism development has been the increase in competition on international routes, which has reduced the price of travel and improved service provision. Increased services provided by Fiji Airways, Air Niugini and Virgin have continued to provide competition on the important Honiara to Brisbane route and Honiara to Port Moresby, Port Vila and Nadi routes. Solomon Airlines is currently operating five weekly flights from Brisbane and three weekly flights to Nadi. The long-term lease of a Dash 8 aircraft has made an important improvement to domestic air services, enabling more flights and higher load factor.

Construction of new rest houses, motels, hotels, resorts and expansion of existing ones has expanded accommodation capacity. Tourism is a growing industry but faces challenges and setbacks. Good infrastructure, in the form of roads, airports, tourist ports, electricity, waste and water services is needed. There are inadequate suitable tourism skills at vocational levels in the existing workforce and limited capacity to deliver training that meets future needs. The absence of tourism standards compounds the issue and results in value for money concerns. Despite recent growth in arrivals, the base is low and knowledge within target markets of what Solomon Islands can offer tourists is constrained by weak marketing activity. A lack of other tourism needs such as attractions and tours typically delivered by SMEs also impedes growth in tourism yield.

Resources Sector: the forestry sector currently provides more than half of GDP and a significant proportion of export earnings. It has traditionally played an important role in the livelihood of rural Solomon Islanders. Traditionally, forests are a source of food, building materials and traditional medicines for the people. Forestry is the most significant revenue earner for the country through round log exports from logging of natural forest. However, the resource is not sustainable at current extraction rates and value added is minimal. Current estimated commercial natural forest area stands at 600,000 ha. The forecasted dramatic decline in the natural forest wood-flow will have a significant fiscal impact on government given the current reliance on round logs exports to generate 50-65% of the total foreign export earnings. Earnings from log exports are the national government's major source of non-donor income. Forestry plantations are estimated at 30,600 ha, with a commercial area of 20,800 ha. Current production from these plantation is around 100,000 m3 per year.

Village and family based smallholder plantation development started in the late 1990s. There are currently around 6,000 ha of plantations established in small woodlots totalling about

12,500 ha across the nation. Western Province accounts for more than half of the total area and two-thirds of the plantations are teak.

More emphasis is needed on reforestation and plantation development and on downstream processing and value adding. The regulatory environment particularly compliance needs to be reviewed. The Code of Logging Practice sets out the guiding principles for the operation of logging activities in Solomon Islands. Currently, there is no legal provision in the legislation for compliance with the Code of Logging Practice, although it was included in the Forest Bill 2008. Private sector involvement in forestry is critically important for developing, managing, and conserving forest resources as well as for processing and marketing of forest products. Public-private partnerships could bring innovative financing mechanisms for sustainable forest management through re-forestation and are promising.

The **mining sector** faces similar regulatory problems including lack of compliance and respect for regulations and ownership. The sector has significant economic potential. However, there is a need to develop and enforce mining regulations and ensure proper financial, contracting, renting, licensing and resource allocation for landowners. Extraction needs to take account of environmental and social concerns, with development benefiting the local community needing to be part of the strategy to make extraction benefits broader based and environmentally sound.

The Solomon Islands has a significant endowment of mineral resources including gold, copper, nickel, cobalt and bauxite. There are identified sites of potential mineral deposits in Isabel, Choiseul, Renbel and Guadalcanal Provinces. The largest commercial operation, Gold Ridge mine, closed in 2014 due to flooding and diminishing returns due to lower Gold prices. The Gold Ridge site is estimated to have access to 1 to 2.5 million ounces of gold. Mining license has been granted to APID/ Bantang in Renbel Province but there is no clear indication of the capacity of the bauxite deposits in Rennell. Nickel prospecting continues in Isabel and Choiseul Provinces, where high occurrences of nickel have been confirmed.

Table 1 Objective 1: MTS1 Reinvigorate and increase the rate of inclusive economic growth

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 1: Reinvigorate and increase the rate of inclusive economic growth.	
Economic and Finance Sector	Review national policies to enhance broad based economic development and facilitate growth in the economy.
	Improve financial and economic management through improved budgetary and planning policies and processes as well as forecasting.
	Improve accounting systems, financial rules and regulations to facilitate efficient and accountable delivery of public services.
	Improve revenue collection, financial management systems and the tax reform system to support private sector led economic growth.
	Facilitate, encourage and provide incentives to local and international financial institutions and credit unions to provide financial services and loans to private sector investors and entrepreneurs.
	Improve performance, governance, oversight, financial sustainability and accountability of SOEs and review implementation of the SOE Act.
	Introduce PPP management models that could encourage and assist establishment of sustainable business entities.
Productive Sectors	Improve growth, employment and manufacturing prospects through development of the natural resource base.
	Increase revenue and export earnings through realization of the

	international value of natural resource based exports and from effective licensing. • Improve the balance of payments through the commercialization of natural resources and promotion of downstream processing.
Agriculture &livestock	• Promote and enhance sustainable subsistence based farming systems including organic farming, indigenous crops and improved post-harvest handling to increase household food security and marketable surpluses and downstream processing. • Promote, develop and reinforce the policy and regulatory framework for food and livestock production to better meet the changing needs of producers and consumers. • Develop agriculture and livestock through agricultural marketing and land use planning to improve food security, livelihoods and community sufficiency in rural areas; use targeted multi-disciplinary interventions to diversify agriculture and promote agribusiness and alternative livelihoods.
Fisheries	• Review and reinforce relevant laws and regulations to protect marine resources and to regulate commercial fishing in the boundary waters of Solomon Islands and international high seas. • Ensure fisheries resources management and promotion of livelihood opportunities are sustainable through the conservation and management of oceanic and coastal ecosystems. • Develop fisheries and marine resources throughout the country through improved diversified products and improved marketing and information sharing. • Use sustainable fisheries methods to improve food security, livelihoods and community sufficiency in rural areas; diversify resources in the inshore and offshore in partnership with resource owners and fishing communities. • Promote artisanal and semi commercial activities by providing incentives, market access and relevant supporting infrastructure to foster community fisheries development; diversify and introduce appropriate aquaculture systems.
Tourism	• Sustainably increase tourism's contribution to economic development through improved marketing, development and conservation of potential tourist sites, improved hospitality courses and training institutions, better accommodation packages and improve tourist activities. Increase tourist yields and accommodate high yielding tourists. • Support tourism promotion and development throughout the country, providing agencies and operators improved incentives, improved laws and regulations and improved supporting infrastructure, including communications and sewage facilities. • Strengthen the cultural industries sector as both a complimentary support sector to tourism and as a lucrative economic sector on its own.
Resources Sector	
Forestry	• Establish policies that encourage replanting of local forestry species, downstream processing of forestry resources and other non-timber resources such as medicinal herbs and mushrooms. • Amend or update forestry laws to assist land owning groups including farmers to promote establishment of forest plantations including reforestation and promotion of sustainable harvesting. • Support and promote agro-forestry schemes through promotion of improved methods, research and improved marketing and supporting infrastructure and facilities. • Protect natural resources, environment and conservation and strive to adopt a holistic management approach for the country's

	forests including controlling activities of the logging industry.
Mining	• Review and enforce the Mining Act in collaboration with various stakeholders, including landowners to improve sustainable mining resource management.
	• Introduce and facilitate environmental and economic assessments, licensing agreements, accountability laws and policies between potential investors, landowners, concerned communities and government on exploitation of the mineral resources.
	• Undertake surveys and assessments to identify mineral and hydro-carbon resources potential sites both in-shore and off-shore.
	• Encourage establishment of improved research facilities to foster rigorous assessment of resources and provide quality advice to decision makers and investors on the potential of investment.

Medium Term Strategy 2: Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders.

The Private Sector is to be a key driving force for growth. Economic growth has been slow partly as a result of lack of diversification into other productive enterprises outside the resource sector, under-investment and the high cost of doing business. The private sector is considered as the principal driver of growth and there is a need to improve the institutional and enabling environment for private sector growth including institutional infrastructure, policies and other legislation. Access to financial services needs to be improved with a broader range of financial services being made available. The transparency of the legislative and policy environment needs to be enhanced. Foreign investment and trade policy needs to be clear, with care taken over any investment protection policies and treaties.

The Business and Trade environment faces many challenges and disadvantages, shared with other small island states, in promoting economic development¹ and equitably distributing the benefits of such development between all parts of the country. Solomon Islands private sector development has been limited. For it to lead and lift economic growth there must be major improvements in the “ease of doing business”. The NDS targets Solomon Islands ranking under the World Bank “Ease of Doing Business” to improve from the current 112 to 110 by 2020, and 108 by 2035. Government must maintain macroeconomic stability and provide public goods and services including economic infrastructure and a regulatory framework, but is not suitably equipped to provide the entrepreneurship to identify profit opportunities and productivity improvements that drive sustainable growth. Government’s “commercial activities” perform badly in terms of cash flow, service and contribution to growth.

Government recognises that promotion of private sector development needs reduced costs of doing business and has initiated far-reaching reforms of laws governing commercial activity. However, these need to be effectively implemented. More needs to be done to develop a predictable regulatory framework that protects the public interest and consumers while encouraging private sector development through increased certainty of business conditions and reduced transaction costs of doing business. This includes establishment and enforcement of weights and measures regulations, and quality standards.

More emphasis should be given to trade as a way to reduce poverty and increase economic growth. **Trade policy and development** need to be planned, implemented and managed in an integrated way. To expand trade opportunities, Pacific island countries are deepening

¹ (i) remoteness from world markets; (ii) difficulty achieving economies of scale in goods and services; (iii) risks due to a narrow economic base; and (iv) vulnerability to natural disasters.

their engagement with the global trading system. Solomon Islands as a World Trade Organization member, has engaged in regional trade agreements including the Melanesian Free Trade Agreement, the intra-regional Pacific Island Countries Trade Agreement (PICTA), the European Union Economic Partnership Agreement, and the new trade agreement with Australia and New Zealand (PACER Plus). These agreements are essential for exploring opportunities to better integrate the economy regionally and globally. Solomon Islands authorities need to better understand the trade environment and trade liberalization. Trade liberalisation does not guarantee that the benefits of trade will flow immediately; liberalisation must be accompanied by an improvement in domestic resources and domestic competitiveness. This includes improving skills, knowledge, technology and the business enabling environment including improving access to finance.

Labour migration offers opportunities for improved incomes for Solomon Islanders. There is a strong demand for skilled and unskilled migrant workers in the developed world particularly in horticulture, construction, health, domestic services and hospitality sectors. Matching these needs with the supply of skilled and low-skilled labour will bring mutual benefits for sending and host countries. However, the movement of people also has a range of social impacts that need to be taken into account by policy-makers.

Table 2 Objective 1: MTS2 Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 2: Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders.	
Enabling environment and legislation	• Create a vibrant and robust economic environment to stimulate growth and investment through private sector-led growth, removing bottlenecks and other constraints to growth. • Establish an investment policy that encourages private sector investment and encourages PPP agreements that will strengthen partnerships between private sector and the public sector and encourage development of Solomon Islands. • Simplify taxes on business including customs, corporate taxes and elimination of exemptions to minimise the number of taxes, reduce collection costs, promote compliance, reduce business administrative and transaction costs and produce a level playing field and minimise opportunities for rent seeking. • Improve performance, governance, oversight and accountability of SOEs and implement the SOE Act through the SOE Governance Strengthening Program. Introduce PPP management models so that SOE's operate as financially sustainable business entities able to expand their service coverage.
Economic Growth Centres	• Review, assess and develop economic growth centres including industrial parks and rural growth centres through public-private sector partnership arrangements. • Develop a “one-stop-shop” where all requirements to set up businesses are available. • Develop programmes to provide comprehensive support to entrepreneurs in the small, medium and micro-enterprise sectors, covering services in technical training, entrepreneurial training and business planning and access to financial services.
SMEs and Indigenous entrepreneurs	• Strengthen the environment for the development of small and medium enterprises including policies and incentive packages in targeted growth sectors. • Facilitate and provide incentives to financial institutions, SOEs and credit unions to cater and provide financial and soft loans to

	SMEs and rural communities.
	- Review viable options to improve access to rural financial services for savings and credit including options for: (i) mobile/telephone banking and micro-finance; (ii) rural people's bank to provide credit and financial services to local business; and (iii) special rural financing schemes. Improve the quality and range of financial services to support private sector development. - Provide support and foster an enabling environment for investment for young entrepreneurs to venture into potential identified industries.
Trade	Implement the National Trade Policy as a key element in economic growth, encouraging sustainable trade and investment.
	Conduct national consultations with all relevant stakeholders on multilateral, regional and bi-lateral trade agreements including PACP-EU Economic Partnership Agreement, PACER Plus, PICTA, MSGTA, ensuring better alignment to identified trade, economic and development interests of Solomon Islands.
	Increase coordination with SI Diplomatic Missions on trade-related issues and liaise with Missions and trade related technical assistance from multilateral, regional and bilateral agencies.
	Strengthen the National Trade Development Council (NTDC) to coordinate trade related issues including trade mainstreaming, needs assessments and consensus building on trade negotiations.

Medium Term Strategy 3: Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets and to essential services

Infrastructure plays a critical role in achieving the objectives of the NDS. However, infrastructure needs in the Solomon Islands are great but allocated limited resources. Priority should be given initially to those investments that are targeted at key productive sectors and initiatives, providing links to economic possibilities and opportunities. A national infrastructure investment plan (NIIP) has been prepared and is being revised to highlight such key priority investments over the next 5-10 years. Investments in the Provinces are needed also to meet needs of the population (NDS objective two) but these should be considered in the context of such provincial and rural needs, with the NIIP focusing on key national infrastructure projects focused on reinvigorating economic growth. The NDS targets that by 2035, at least 40% of Solomon Islanders in rural areas should have access to essential services as a direct result of rehabilitation, and building of new roads, bridges and wharves. Infrastructure investments need to be sustainable and be resilient to natural disasters. Design must take into account the potential impacts of climate change. Maintenance of infrastructure is essential.

The road network covers 1,751 km with 188 bridges, spread over 30 islands. Roads have deteriorated due to lack of maintenance and destruction during ethnic tensions and natural disasters. A new programme of labour-based community contracts is improving the condition of roads. However, government programmes are under-funded, resulting in poor delivery and deferment of programmes. National and provincial governments must be proactive in ensuring that infrastructure development programmes meet the highest quality standards and are implemented within the proposed time frame. Development has tended to focus on building roads and bridges connecting densely populated areas. Areas where there are economic resources that can be developed are sometimes ignored on the grounds of geographic location or low population density. A major problem is that roads have been

developed but the more expensive bridges connecting them have not. There is apparent lack of connectivity which needs to be corrected. Programmes in road development must address economic development needs to create incentives for more economic activities which will contribute to expanding the economic base.

Transportation services need to be improved. **Shipping** is the major domestic transport mode and strategies and programmes are needed to strengthen services. Infrastructure is needed to support market access and development. The inter-island shipping scheme is an initiative funded by donors to service uneconomical routes. However, it will not solve the problem in the long run as costs associated will be unsustainable in the future. Provincial Governments must be proactive to revive the once thriving transport sector.

Passenger well-being and safety at sea is a major problem with current service providers. Enforcement of marine regulations is also weak. There is a need for rigorous enforcement of regulations in the sector and current and new policies must address this issue. Penalties on service providers who breach safety regulations should be increased. The capacity to enforce regulations and monitor compliance to marine and maritime regulations needs to be increased.

There are only two shipyards in the country servicing vessels. It is important that infrastructure development programmes focus on developing this in anticipation of future expansion of the industry. Major plans to relocate Honiara Port have been shelved for now and the focus is on improving and extending the port in the current location. A new wharf is under construction (JICA funding) and about to be complete. The port area will need further investment in increased storage areas and improvements to the access and internal roads. A programme of new wharf construction has been ongoing with funding from ADB and NZ under the Domestic Maritime Support Project (DMSP). A proposal to develop an international port in Bina Harbour is becoming more tangible as reports suggest that land registration may soon be completed. The next step will be to identify potential investors for the project.

Solomon Islands Ports Authority (SIPA) is self-financing except for major capital projects. Revenues come from berthing fees, stevedoring, container storage and pilotage. Privatization of SIPA has been considered but is not on the immediate agenda.

Recent developments in the **aviation** sector following the Civil Aviation Act 2008 which opened the industry have improved the reliability and frequency of service. However, aviation is hindered by institutional issues between the Civil Aviation Authority and the Civil Aviation Ministry, leading to ineffective implementation. Use of larger and more economical aircraft is hampered as most provincial airstrips cannot handle such aircraft or operate in all weather. A number of strategic airstrips are held under customary land ownership, constraining upgrades and maintenance. Solomon Airlines, the only domestic carrier, need to use profits from international routes to subsidise domestic routes.

While improvements in domestic aviation services are important, the industry must improve adherence to international standards including making improvements in navigational aids to meet those standards. The sector, however, faces several challenges including: (i) equipment and facilities at the international airport are below international standards and the aviation sector is struggling to meet the International Civil Aviation Organizations (ICAO) standards and regulations. Current programmes focus on: (i) upgrading and maintenance of equipment at the international airport including the replacement of the navigational equipment (DVOR/DME) and (ii) maintenance and upgrading of provincial airstrips.

Access to key **utilities** is also an essential factor in both economic growth and meeting the needs of the people. During the provincial consultation process for developing the NDS, **access to water supply and improved sanitation** was highlighted as the highest priority need, particularly in rural areas. However, there is also an urgent need for improvement in water supply and sanitation in Honiara and urban centres. Significant urban growth especially in Honiara, suggests the city will shortly begin to experience routine water supply shortages and rationing unless alternative water sources and treatment is identified and made operational within a few years. About 30% of the City has rudimentary sewerage services, all of which is discharged untreated to adjacent waterways. The ongoing health and environmental effects of improper water and sanitation services needs to be better understood, funded and improvements delivered.

Energy, as with other utilities and infrastructure, is essential for sustainable economic growth and effective delivery of health and education services. Energy underpins all aspects of socio-economic development ranging from production, storage and transport to sustenance of livelihoods. Solomon Islands offers challenging conditions for sustainable energy development due to widely scattered populations on islands separated by substantial expanses of sea with small communities and isolated population centres.

Reliable and low cost power generation in the Solomon Islands is a major challenge especially given the heavy reliance on diesel plants for power generation. Rising fuel prices has increased the cost of electricity in Solomon Islands. The main electricity provider is the Solomon Islands Electricity Authority (SIEA), a state owned enterprise.

Most of the rural communities in the Solomon Islands have limited access to or cannot afford, basic energy services such as electricity, lighting, heating and transportation. Use of traditional fuels such as wood and crop residue (biomass) is commonly used by the communities. However, there is a growing trend in communities towards using solar power, kerosene and lanterns. Many low income earners pay a large proportion of their income for the energy supplies they can access. More than 95 per cent of rural households use wood for cooking as opposed to 63 per cent of urban households. Moving to cleaner cooking fuels has a demonstrable impact on child and maternal health and electricity helps boost incomes by enabling economic activity to be conducted beyond daylight hours. The proportion of homes with no electricity supply is targeted to be reduced from 50% in 2010 to less than 20% by 2035. The proportion of homes using solar power energy is targeted to increase from 15%-50% by 2035.

Building renewable energy sources is a major task and requires high up-front capital costs. However, diesel generation and use of bio-fuel, while having low up-front costs have high recurrent costs in fuel and maintenance. For renewable energy technologies to be more widely used in Solomon Islands, it will require a strong government policy setting and the implementation of innovative, low-oversight solutions. In the Pacific region, most approaches to renewable energy have largely failed to develop into viable alternatives to conventional approaches and while a number of small-scale rural renewable energy-based electrification projects have been carried out in the region over the last two decades, their impacts have been minimal. Energy efficiency is also important, but donor partners have tended to focus more on energy-supply approaches, devoting only a small proportion of their funds to energy-efficiency programmes. There are also other barriers to optimizing energy efficiency such as the lack of access to energy efficient technologies and financial resources as well as market-related and institutional issues.

Information and Communications Technology (ICT) in Solomon Islands is under-prioritized and amongst the poorest in the Pacific region. Current communications development focuses on telecommunication services whilst media developments are under-prioritized and regulatory enforcement is lacking. The Telecommunications Act 2009 which

requires increased capacity for enforcement seeks to increase competition by having extra mobile services. There is still no competition in internet and landline services which remain exclusively with Our Telekom. Internet services are growing but more than 50 percent of the population still lack services or find it very expensive to utilise. The sector needs further liberalisation and there is a need for more efficient and cost effective services with a wider coverage. Internet users per 100 populations increased from 1.65 in 2006 to 5 in 2010 and is targeted to increase to over 10 before 2020.

Priority medium term activities include the following:

- Infrastructure – improve and maintain roads, feeder roads and other rural infrastructure and ports throughout Solomon Islands.
- Improve road and maritime transportation services including supporting the National Transport Plan and reviewing domestic shipping services.
- Rehabilitate and develop international and domestic airports throughout Solomon Islands including all weather airstrips.
- Enforce international civil aviation safety standards.
- Improve and maintain utilities notably water and sanitation services.
- Develop renewable energy resources including Tina River and Fiu River hydropower schemes.
- ICT - link communities with telecommunication networks.
- Establish fiber optic submarine cable system and provide broad band services.

Table 3 Objective 1: MTS3 Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets and to essential services.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 3: Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets and to essential services.	
Infrastructure	• Review and use the National Infrastructure Investment Plan, ensuring linkages with national policies and planning processes, the private sector and relevant ministerial and donor stakeholders, helping ensure it provides investment opportunities and employment. • Facilitate infrastructure development for efficient, effective and quality service delivery to rural communities in water supply and sanitation, electricity, transport and communications - extending coverage of mobile telecommunications networks to all rural areas and facilitating affordable access by rural dwellers. • Improve service delivery by providing an enabling environment for provincial administrations to deliver goods and services and infrastructure development; strengthen their management capacity including in partnership with NGOs able to cost-effectively provide services on behalf of government within a transparent legal and regulatory framework.
Roads	• Review the National Transport Plan and other MID policies to support implementation of transport related infrastructure. • Ensure maintenance and rehabilitation of existing roads is effectively carried out; conduct studies on how to improve maintenance and upgrading of the existing road network including roads constructed by the private sector such as logging and mining roads. • Expand road networks to connect inland communities to coastal roads and maritime networks and to provide access to agricultural land and for rural communities. • Review and renew the Road Act to clearly allocate

	responsibilities for use and management of roads.
	• Introduce and reinforce road and traffic rules and regulations through various law and transport enforcement agencies.
Transportation Services	• Facilitate private sector provision of rural transport services through improved infrastructure; improve safety of public transportation modalities such as bus services, inter-village pick-up transport, scheduled motorized canoe services and canoe based water-taxi services. • Develop urban and provincial centre transportation plans, ensuring simpler licensing arrangements and compliance of paying of those licensing arrangements. • Re-inforce Traffic Act 2009 to enforce vehicle road worthiness regulations. • Create a safer maritime environment for the transport of people and goods and economic development through trade and tourism; identify priority maritime areas within Solomon Islands waters where there are significant, heightened and moderate risks to maritime transport. • Establish a Maritime Safety Information (MSI) system within SIMSA. • Encourage improvements in the condition and management of vessels through appropriate special funding, empowering SIMSA to more rigorously enforce regulations, and provision of training in small business management, planning and finance for shipping operators. • Maintain navigational aids in good condition to international standards and promote awareness of safety requirements in all types of shipping including small boats. • Conduct surveys to maintain current information on potential wharf and anchorage traffic as the basis of long term wharf construction and rehabilitation programmes. • Conduct assessment on viability of extended and new runway capacity, terminals and facilities of both provincial and international Airport. • Enforce the Civil Aviation Act separating policy, regulatory and service provider functions and empowering CAASI to ensure a safe aviation environment and conditions. • Establish and implement the Quality Management System for aviation weather services to improve services to domestic and international flights and meet the certification requirements of CAASI and the International Civil Aviation Organisation. • Review outsourcing of service delivery provision in the operation of both domestic and international airports through SOE or PPP; ensure sustainability and provision to expand as required by international aviation laws/ regulation.
Utilities – water supply and sanitation	• Foster and enhance continuous reform at Solomon Islands Water Authority (SIWA). This includes repayment of its debts, improvement of facilities and asset management, cost recovery, effective and efficient services of water supply to industrial, peri-urban and urban paying customers. Ensure Solomon Water becomes commercially viable operation. • Develop a Strategic Plan identifying the needs for urban water and sewerage for the next 25 years especially given the rapid growth of Honiara. • Ensure proper sanitation is available in all sewered communities and that environmental effects of sewage disposal are adequately addressed. Consider expanding the areas sewered to improve urban sanitation and public health.

	• Ensure the water provided to all customers is sufficient and chemically safe to appropriate World Health Organisation standards.
	• Preserve and properly manage water catchment forest areas. Enforce conservation, land use controls and proper water legislation and laws. Work with Government to secure perpetual access to critical water sources.
	• Examine need to upgrade and extend coverage of water supply and sanitation systems in urban, peri-urban and rural areas. Develop a national policy on the provision of water and sanitation to improve health and service provision in Honiara, Auki and other provincial centres and rural areas.
	• Improve ongoing strategies and practices to deal with the significant non-revenue water lost through theft and leakage as well as significant debt incurred by many customers.
Energy	• Strengthen energy sector planning and policy implementation through an integrated approach supported by appropriate capacity and dissemination of energy related information through school curricula, community training and wider consultations on policy issues, legislation and regulations.
	• Ensure reliable and affordable power supply in all urban centres by promoting use of renewable energy, opening the market to Independent Power Providers (IPP), appropriate pre-paid tariff structures and ensuring SIEA has sound technical and managerial expertise for an efficient and effective SOE.
	• Increase the supply and coverage of electricity in rural areas using renewable energy resources, focusing on hydro-power in larger islands and solar power on water short atolls and outer islands whilst evaluating other renewable resources and adopting both appropriate technologies and institutional arrangements including community management, PPP and IPP.
	• Reduce energy costs by promote energy conservation and efficiency, in the context of the introduction of product standards for appliances including appliance labelling, energy efficiency ratings and promotion of energy efficient technology and ensure minimal negative environmental impacts of energy production, distribution and consumption on the environment.
ICT	• Encourage development and spread of ICT coverage.
	• Review legislation and regulations to promote competition and consumer choice and promote competition to improve services and pricing in the telecommunications market.

Medium Term Strategy 4: Strengthen land reform and other programmes to encourage economic development in urban, rural and customary lands.

The land tenure system in the Solomon Islands has been a major obstacle to development including for public sector activities, the business environment and foreign investment. Many government development projects and private sector initiatives are constrained by the need to obtain land, whether by purchase or leasehold. There is significant unproductive and unused land in both urban and rural areas including customary land which could be more productively used. Policy changes and land reform efforts need to be enhanced to help remove land as an obstacle to development and allow land owners to share in the benefits of development. Without land reform, development will be constrained.

In the Solomon Islands around 87 percent of all land is customarily owned, 9 percent is owned by the government, 2 percent belongs to individual Solomon Islanders and the

remaining 2 percent is leased to foreigners. Unlike western systems, most land in Solomon Islands is communally owned with each resource owner having equal rights to land for building or constructing house and for farming. The right to use land comes from being a member of a tribe or a clan. Customary land is owned by all the community members and not by one individual. For Solomon Islands and other Melanesian countries, land is life and is integral to social relations and cohesion, culture, food security and environmental management. Several laws need reviewing, with a first step including the enumeration and delineation of boundaries of custom and tribal land.

Solomon Islands ranks 112th out of 178 in the World Bank's "Ease of Doing Business Rankings". On the issue of registering property Solomon Islands is ranked 162nd and amongst the most difficult 10% of countries in the world. Improvement in security of land tenure and land use can have a substantial impact on the overall ease of doing business in the country, making it more attractive for both national and international investors.

Priority medium term activities include the following:

- Urban Land – develop a national urbanisation policy that supports urban and rural dwellers, informal settlements and return of unutilized alienated lands.
- Encourage land owners to participate in economic development and become partners in development.
- Re-establish Customary Lands recording and registration process and ensure that the roles of chiefs and land ownership are recognized, respected, strengthen and supported.

Table 4 Objective 1: MTS 4: Strengthen land reform and other programmes to encourage economic development in urban, rural and customary lands.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 4: Strengthen land reform and other programmes to encourage economic development in urban, rural and customary lands	
Land Reform	• Review the several land Acts constraining development including Land Reform Act, Land Lease Act, Land Alienation Act.
	• Encourage and promote awareness on customary land registration and undertake enumeration of the registered customary land based on agreement.
	• Reflect customary land rights in planning, law establishment and land management.
	• Enable landowners to receive more benefits from development by encouraging and facilitating: (i) land registration; (ii) land rights and tenure system;(iii) protect interest of land owners.
	• Encourage investment from investors on customary land by facilitating proper identification and valuation of land type for industries, agriculture and mining to be sold or leased to investors, determination of financial shares, rewards or compensation to be paid for exploitation of resources on customary to landowners and agreements and MOU of partnership between landowners and investors and government.
Programmes to encourage development	• Facilitate infrastructure development for an efficient, effective and quality service delivery to rural communities in water supply and sanitation, electricity, transport and communications and extending coverage of mobile telecommunications networks to all rural areas and facilitating affordable access by rural dwellers.
	• Strengthen communications and actively encourage cooperation

	between government, provinces and resource owners on prospective developments in their areas in order to facilitate exploration and exploitation of mineral and hydrocarbon resources.
	Facilitate exploitation of mineral prospects by guiding investors to conclude lease agreements, social studies, environmental impact assessments, rehabilitation and mining agreements and issue licenses only after such requirements have been fulfilled.
Land management and environmental concerns	Protect natural resources, environment and conservation and strive to adopt a holistic management approach for the country's forests by properly controlling the activities of the logging industry to achieve a better balance in the pecuniary and social benefits received by government and resource owners.
	Protect remaining forest resources and re-establish forests, sustainably manage logging extractions in the remaining forests, including through increased taxation and emphasize reforestation to replace the depleted forest cover, with MFR leading a review of Forestry Acts in close consultation with provinces and resource owners.
	Review Mines and Mining Act in partnership with government, provinces and resource owners including for offshore mining, to ensure companies are accountable and responsible, that their licenses are based on international tender processes and that national and provincial regulations are in force to protect environmentally sensitive areas.

NDS Objective Two: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed to Solomon Islanders.

Improved harmonisation between population and development and an improved quality of life through more effective planning of development are essential factors in the alleviation of poverty and improving the lives of all Solomon Islanders particularly in rural areas. Poverty alleviation remains a priority, but economic growth is needed to provide the resources to meet this objective. Inclusive growth implies focussing on all segments of society. Given that over 80% of Solomon Islanders live in rural areas, inclusiveness will require a heightened focus on rural development. Basic needs such as provision of essential services including water and sanitation are as important as improving food security and reducing poverty. There has been no improvement in the HDI in recent years and the declared goal in the NDS 2011-2020 of joining the medium human development countries and catching up with neighbouring states is unlikely to be achieved in the near future. Nevertheless, this target is maintained in this NDS but with a target of no further decline in ranking by 2018-20 and achieving the original goal by 2030.

To achieve this, decentralisation of government services will be important as this will facilitate development by involving the rural population and help stimulate the rural economy. However, it does have some disadvantages such as the loss of economies of scale and control over scarce financial resources by the national government. Weak administrative or technical capacity at local levels may result in services being delivered less efficiently and effectively in some areas of the country.

Decentralisation can also play an important role in broadening participation in political, economic and social activities and help alleviate bottlenecks in decision making that are often caused by national government planning and control of important economic and social activities. In the Solomon Islands context, decentralisation can help the national government

reach larger numbers of local areas with services; allow greater political representation for diverse political, ethnic, religious, and cultural groups in decision-making and relieve managers in central ministries of "routine" tasks to concentrate on policy. Decentralisation may make coordination of national policies more complex but it can also increase political stability and national unity by allowing citizens to better control public programmes at the local level, contributing to the achievement of NDS objective 5, as discussed further below.

Medium Term Strategy 5: Alleviate poverty, improve provision of basic needs and increase food security

Alleviation of poverty remains a top priority. Priority medium term activities include the need to address and meet basic needs of people in the rural areas such as provision of essential rural infrastructure and services (water, sanitation) and social and community development and improving the social well-being of all Solomon Islanders. Increase efforts are needed directed at poverty alleviation, improved food security, increased diversification, food safety and nutrition. Key programmes and activities are summarised in the matrix below.

Poverty in Solomon Islands is overwhelmingly a rural phenomenon. The NDS target is to reduce the proportion of the population below the poverty line from 12.7% in 2013 to less than 10% by 2020, and 5% by 2030. In line with the SDG targets, the NDS also includes the target of eradicating extreme poverty for all people in the Solomon Islands, currently measured as people living on less than \$1.25 a day. Further analysis, however, is needed to determine the degree of extreme poverty in Solomon Islands. The proportion of the population living below the food poverty line is currently 4.4% and the target is to reduce this below 3% by 2025.

The provision of improved water and sanitation services are important for improving health and well-being in rural areas. The NDS targets improved access to clean water from 35% of the population in 2014 to 60% by 2035 and access to proper sanitation services increased from 18% in 2010 to 40% by 2035. This should help improve health through reduction in water borne diseases including incidences of diarrhoea among children aged less than five years old. The target is to improve from 9.4% to less than 4% by 2035.

Improved food security is also key to alleviating poverty and improving well-being. The NDS targets an improvement in the food production index from average 117 for 2008-10 (base 2006) to an average of 130 by 2015 and maintained at over 150 by 2020. The proportion of own food production in food consumption by households is targeted to increase from 49% in 2006 to 52% by 2020.

Table 5 Objective 2: MTS 5 Alleviate poverty, improve provision of basic needs and increase food security.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 5: Alleviate poverty, improve provision of basic needs and increase food security	
Develop and implement programmes to alleviate poverty based on natural resources and improved market access and a vibrant small holder sector in rural and remote areas.	• Prepare a medium term National Poverty Alleviation Plan through stakeholder consultations in partnership with national and provincial authorities, civil society, NGOs and the donor community.
	• Set up programmes that directly support rural producers such as rural livelihood government grants, loans and equity for small business start-ups and micro projects implemented by provinces and line ministries including direct dialogue between investors, resource owners and government agencies.

	• Prepare programmes and projects that promote local food production and where possible develop downstream processing for value adding to local and overseas markets.
	• Promote development of environmentally sound and sustainable subsistence based farming systems, including organic farming, indigenous crops, and improved post-harvest handling, to increase household food security and marketable surpluses and downstream processing.
	• Strengthen agricultural support service for extension and research with a farming systems approach supported by active on-farm participatory research to help resolve day to day problems encountered by farmers.
	• Strengthen and expand the role of CEMA through necessary legislation reviews to support marketing of rural agriculture products.
improve provision of basic needs	• Ensure availability of water and sanitation.
	• Improve road access to facilitate travel and access to basic services, clinics, markets and other facilities.
	• Establish a policy on inclusive education for all with greater emphasis on free education and ensure its effectiveness in terms of physical and teacher's quality as role model.
	• Continue with the constituency housing programme to all rural dwellers and ensure quality housing standards.
Increase food security	• Develop programmes for rural areas to encourage growing of local crops through the creation of local markets. Where appropriate, introduce new sustainable crops.
	• Consider incentives and possibly the reintroduction of initial "development" subsidies for expanding cash crop production and local agriculture food gardens to go into mass production.
	• Build road access to interior areas with agriculture potential to enable population to access their own land for agriculture development.
	• Review and reinforce laws and regulations ensuring public safety in production and trade in processed food and beverages.

Medium Term Strategy 6: Increase employment and labour mobility opportunities in rural areas and improve the livelihoods of all Solomon Islanders.

Increasing employment opportunities and improving livelihoods is important to help ensure a more equitable distribution of benefits across the Solomon Islands. This is an increasing challenge experienced in rural areas especially amongst young people. Priority medium term activities include the need to (i) generate jobs and increase employment opportunities for the growing population across all Provinces including young people in rural areas; (ii) improve rural livelihoods and the wealth of all Solomon Islanders; and (iii) promote agricultural services to support small scale farmers.,

Establishing programmes targeting young people, including young newly married couples, will help ensure they are engaged in worthwhile activities. Such programmes must encourage formal employment and non-formal employment opportunities.

Access to finance and financial institutions is a constraint to development of opportunities in rural and remote areas and this is particularly important given the low rate of domestic savings. Poor availability of collateral, controls over bank lending, and regular bank risks are constraints. There is virtually no financing of investments for small income earners, communities and customary landowners. There is a need to examine how loans and financial capital can be provided to rural or low income earners, to help build livelihoods and improve standards, utilising their limited available resources, customary land and other assets and commodities.

Table 6 Objective 2: MTS 6: Increase employment and labour mobility opportunities in rural areas and improve the livelihoods of all Solomon Islanders.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 6: Increase employment and labour mobility opportunities in rural areas and improve the livelihoods of all Solomon Islanders.	
Increase employment in rural areas	• Develop strategies that directly provide increased employment opportunities through the encouragement of private sector growth in rural areas including fisheries and tourism. • Implement investment programmes under SNIP, NTF and other sectors that will involve private sector participation, leading to increased employment and improved living standards. • Support farmers and rural communities through farmer-to-farmer networks; provide assistance in financial resources and access to inputs and markets. • Ensure that people are equipped to respond to changing economic activities and skill requirements in the formal sector and possess the enterprise and business management skills to create self-employment opportunities in the informal sector.
Creation of enabling business environment in rural areas	• Review varied land Acts (Land Reform Act, Land Lease Act, Customary land, Alien land) and other constraints to development of land. • Support and strengthen Ministry of Agriculture programmes for coconut, cocoa rehabilitation and other agriculture products. • Improve and strengthen Rural Training Centres (RTCs) so that people acquire both life skills and livelihood skills to become self-reliant. • Encourage small scale investment opportunities by local people through Research and Development Centres, technical experts and skills support, down streaming processing and financial literacy so that people learn to save money with the financial institutions including women's saving clubs and credit schemes and other financial services.
Increase labour mobility and employment opportunities outside the Solomon Islands	• Strengthen the Labour Mobility Unit to facilitate increased mobility under the Recognised Seasonal Employer (RSE) Scheme and future labour mobility schemes and liaise with the Department of Labour to review legislation and design a broader framework for labour mobility. • Review work permit processes – types, usage and approval. • Review and enforce the minimum wage scheme. • Increase Solomon Islanders share of regional employment markets, identify opportunities for labour mobility overseas, including but not limited to unskilled and semi-skilled jobs, in a broader range of sectors and with stakeholder consultations, formulate a National Labour Mobility Strategy including a policy to address local skill shortages. • Maximise international opportunities for Solomon Islanders by increasing market share in accessible labour markets through development of mechanisms to market labour and manage labour migration and establish a National Strategic Direction for labour migration.

Medium Term Strategy 7: Improve gender equality and support the disadvantaged and the vulnerable.

Achieving sustainable and inclusive social and economic development requires national population dynamics to be mainstreamed into the government development planning process. Development should benefit all the people of Solomon Islands. The SDGs emphasize the importance of including the disadvantaged including the disabled and other vulnerable groups. The drift of the population from rural to urban areas and the increasing number of unemployed youths is creating tensions that could undermine the improvements in social cohesion and security in the past few years. The role and place of women in society is an essential element of any country and promoting gender equality and empowering women was a critical MDG and remains so as an SDG.

Priority medium term activities include the following:

- Provide support to the vulnerable including women, children and other vulnerable and disadvantaged groups such as the elderly and disabled
- Develop community engagement programmes that address the needs of women, youth and children and which encourage social and communal stability.
- Promote gender equality and empower women.
- Promote the social and communal aspects of the youth development and a national youth policy and link to development of national and provincial sports activities.
- Improve social and communal security including related policies.

Table 7 Objective 2: MTS 7 Improve gender equality and support the disadvantaged and the vulnerable.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 7: Improve gender equality and support the disadvantaged and the vulnerable.	
Community participation in supporting disadvantaged and vulnerable groups	• Develop programmes that encourage men to facilitate the active participation of women in decision making, taking into consideration cultural norms. • Encourage parents, communities and all institutions to support youths' character building, positive work ethics and good citizenship. • Develop programmes and specific policies that will improve attendance of children in schools in rural areas, and improve the provision of social services to the aged and disabled persons in rural areas. • Implement current laws and regulations in coordination with relevant public and private sector organizations, international bodies including family support, service providers, NGOs and survivors to address gender based violence. • Encourage equal opportunity and participation in all decision making and work opportunities.
Government participation in supporting disadvantaged and vulnerable groups	• Strengthen existing women's local institutions to make awareness and encourage Involvement of women in development decision making and implementation. • Ensure existing and new water and sanitation programmes are implemented based on accessibility by gender and vulnerable groups. • Strengthen support to responsible bodies such as the disabled society to support both disadvantage and advantage groups. • Develop policy and programmes for the establishment of support centres for vulnerable, disadvantaged including disabled, women and children and elderly people in rural areas.
Address gender based violence	• Implement the Family Protection Act in coordination with RSIP, family support/service providers, NGOs, survivors and development partners.

Inclusive participation of women, people with special needs and other vulnerable and disadvantaged groups in decision making	Establish a target for percentage of elected women leaders in MPs, Ministries, SOEs and in local government.
National Population Policy – goal to improve harmonisation between population and development and an improved quality of life through more effective planning of development efforts.	Mainstream national population dynamics into the government development planning process.
	Implement the national population policy, in particular identifying population patterns and trends and their implications for development, and provide a plan to address the areas in need of intervention.
	Strengthen the national statistics programme and implementation of the new National Statistics Development Strategy.

NDS Objective Three: All Solomon Islanders have access to quality health and education.

Access to quality health and medical services and to quality education is essential for the well-being of all Solomon Islanders. Development needs a healthy population with an education that can meet the needs of a growing country.

Medium Term Strategy 8: Ensure all Solomon Islanders have equitable access to quality health care; combat communicable and non-communicable diseases.

The Ministry of Health and Medical Services is developing a new sector strategy. It recognises that the quest for health goes beyond fighting disease, reducing sickness, preventing the loss of young lives and relieving suffering. The vision for health is to contribute to the well-being of all Solomon Islanders. The overall goal is to achieve universal health coverage. This means that all people can access and use the preventive, curative, rehabilitative and palliative health services they need and which the country can afford, and that these services are of sufficient quality to be effective. At the same time, it must ensure that the use of these services does not expose the community to financial hardship.

The sector strategy sets out some key challenges that have hindered progress. These were identified during internal ministry group discussions and in particular cited aspects of leadership and delays in financial and human resource administrative systems as the main constraint:

- Resources (especially pharmaceuticals and supplies) did not flow to the periphery of the system.
- Activities were fragmented, with poor coordination particularly amongst the public health divisions.
- No clear prioritisation meant the agenda was crowded with no clear priority.
- Resources were insufficient including resources being available but not spent.
- Strategic leadership was primarily focused on donor-led activities.
- Social conditions were deteriorating.
- Disasters and disease outbreaks interrupted service delivery.
- Lack of staff diligence and attendance; a fraud case crippled core functions such as procurement and dented confidence of donors and within the sector.
- Decision-makers at provincial and national levels were unable to direct available resources.

- Operating budgets were tied up in specific programme funds and could not be used to support core functions in the province.

The proposed new health sector policy addresses these within four key groupings of objectives and strategies: (i) essential services that will contribute to a positive change in the health status of the community; (ii) delivery of those essential services across all provinces and the NRH; (iii) the corporate support required to facilitate the delivery; and (iv) laying foundations for the future. Immediate priority activities include the relocation of NRH while other medium term priorities include rehabilitation, reconstruction and construction of new medical infrastructures in rural and urban centres.

The four groupings have been designated as Key Result Areas (KRA). Policies and programmes are outlined in the matrix below:

KRA 1: Improved Service Coverage. The overall goal is to achieve universal health coverage. This means that all people can access and use the preventive, curative, rehabilitative and palliative health services they need and which the country can afford and that they are of sufficient quality to be effective. At the same time, it is crucial that the use of these services does not expose the community to financial hardship. The aim of the government for the next 5 years is to see a broader approach to addressing health issues at the community level with the clear goal of achieving better health outcomes in a number of priority areas:

- Improved child survival particularly for disadvantage, remote and hard to reach populations
- Improved maternal health across all provinces especially for high risk mothers and those in hard to reach communities
- Improved health and wellbeing of youth and adolescents
- Reduction in non-communicable disease incidents and impacts
- Reduced burden of communicable diseases
- Improved safe water, sanitation and hygiene practices

KRA 2: Strengthened Collaboration and Partnerships. Current programmes and actors such as health promotion, RWASH, family planning, NCDs, MCH, and local NAPs all tend to work in isolation to each other. All should work together under the Healthy Islands framework. Provincial health strategies need strong partnerships with provincial government strategies to address health infrastructure and coordination of local government development efforts.

KRA 3: Improved quality of and support for health services. Funds allocated need to be effectively spent. The biggest part of expenditure is on staff costs and the decisions taken regarding staff costs have the biggest impact on the health budget. Universal coverage will require increased costs for staff, equipment, infrastructure and medical supplies.

KRA 4: Foundations for the Future – Governance, Planning and Management of Health Services. Focus is on activities which will help build the foundations that will help ensure sustainability of health services and enable the achievement of the SDG required in the next five years. Health workforce planning will need to examine skills balance and possible redeployment from the main health centres to rural areas. Facilities at the proposed new NRH and provincial hospitals need review, together with the referral system between them to make the national system more effective. Governance of the health system needs strengthening. Financial planning needs to rely less on donor support and more on local resources. Financial strategy has to focus on spending existing resources more effectively,

efficiently and with improved accountability, over time presenting health expenditure as an “investment” rather than cost.

Table 8 Objective 3: MTS 8 Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 8: Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases.	
Improved Health Services Coverage	
Improved child survival particularly for disadvantaged, remote and hard to reach populations	• Implement Reproductive Maternal Neonatal Child Adolescent Health Strategy Plan. • All health facilities have a competent work force to provide ANC, Childbirth Care, Early Essential Newborn Care PNC EPI, IYCF including (breastfeeding and complementary feeding counselling), identify and care for sick children with diarrhoea including establishment and strengthening of Neonatal Death Surveillance. • Improve children’s nutritional and general health status through health facilities, schools, communities and regulatory bodies.
Improved maternal health across all provinces, especially for high risk mothers and those in hard to reach communities	• All hospitals and AHC have staff competent to provide Long Acting Reversible Methods, (IUCD and implant insertions/removals) including counselling skills to address myths and misperceptions. Develop a certified family planning (FP) training course. • Legislators, stakeholders, men and end-users know the availability of long-term methods, debunk myths of health concerns and advocate for their use advocacy campaign to make FP a national development agenda. • Strengthen linkage between health facility and community Review Community Based Maternal and Newborn Care (CBMNC) training package including FP. • Strengthen Maternal Death Surveillance and Response.
Improved health and wellbeing of youth and adolescents	• Strengthen health workers’, Peer Educators and teachers’ competency on Adolescent Health issues and provide youth friendly space using a rights based approach.
Reduction in non-communicable disease incidents and impacts	• Develop national preventive programmes for tobacco control, salt reduction, expansion of nutritional approach and encouragement of fruit and vegetable consumption and physical activity. • Introduce the Package of Essential Non-Communicable Disease Interventions in Primary Care, including emphasis on combating diabetes within communities. • Develop an evidence-based approach to prevention of injuries, palliative services for cancers, trauma and violence that have an impact on families and the community. • Improve access and quality support for psychiatric and psychological services by the community including services for prisoners and private enterprises, eye care services to all level, preventative oral health care and disability services and interventions.
Reduced burden of communicable diseases	• Enhance healthy lives through improved TB case detection and treatment; reduce the spread, debilitating complications and stigma of leprosy reduce number of outbreaks of food and water-borne diseases and reduce mosquito borne disease related morbidity and mortality. • Protect the viability of the Solomon Islands food product export

	markets through the effective implementation of legislation, policies, MOUs, agreements and recognized standards such as border protection for public health threats and mitigation against harmful effects of environmental hazards.
Improved safe water, sanitation and hygiene practices	• Improve hygiene awareness and promote behaviour change in communities' access to clean water and sanitation facilities in schools, clinics and public institutions.
Strengthened Collaboration and Partnerships	
Strengthen partnership governance with stakeholders	• Establish and strengthen Partnership Coordination Unit to harmonize development support to MHMS.
Build & strengthen collaboration with all partners.	• Establish and improve linkages with other stakeholders in improving social determinants of health and health in all policies. • Strengthen processes and ensure inclusion of local and national government in partnership for all health facility planning. • Ensure Healthy Island guidelines are used as the framework for development partners working at the national and community level. • Establish a "Wise Heads" of senior public figures to assist in engaging effectively with other sectors and help monitor progress. • Ensure previous knowledge, experiences and recommendations of working effectively with health is utilised by all including extractive industries. • Engage through regular communication with the local authorities in planning and monitoring local health development activities.
Strengthen Healthy Families and Village initiative	• Engage communities and their leaders, provincial governments with other relevant SIG departments, in the development of Healthy Island, Healthy Schools and Healthy Workplace's guidelines and indicators. • Provinces, AHC and AOPs to establish criteria for the achievement of Healthy Life status and include in activities and resources for implementation in collaboration between public health, local facility staff and other relevant partners. • Explore methods to recognise and include community organisations such as faith-based organisations and the private sector to address healthy islands. • Ensure the impacts of climate change are recognised and included in all collaborative initiatives.
Improved quality of and support for health services	
All facilities delivering universal health coverage service	• Ensure staffing numbers, competencies and motivation are sufficient to provide identified service packages including medical supply distribution, funding for operation and decision making for referral between provinces and facility levels.
Health facilities Clinical governance	• Establish clinical governance committees in main hospitals and health centres. • Patient and family advisory councils established to provide perspective and feedback from patient experience including safety.
enhance the quality and safety of health care	• Create partnerships among health care practitioners, patients and families and enhance the quality and safety of health care. • Support patients and family improve their health literacy, to navigate and utilise the health sector.
Foundations for the Future – Planning, Management and Governance of Health Services.	
Build health care infrastructure based the evidence of its impact	• Rehabilitate and strengthen primary health care infrastructure and equipment. • Relocate the secondary and tertiary functions of the NRH to a new location is a medium term priority.

	- Strengthen programme for laboratory facilities to meet current and future demand. - Rehabilitate regional and provincial – secondary and specialty (mental health) hospitals including tertiary infrastructure and equipment.
Strengthened health systems governance.	- Efficient, effective and accountable medical supply procurement and distribution services through improved financial resource management. - Proactive identification, Improved leadership, use, governance and management at all levels of the health system and cost effective ICT solutions for delivering accurate and timely information for all health decision making.
Prepare for disasters, outbreaks and emerging population health issues	- Increase capacity of laboratories to identify, monitor and respond to urgent and emerging health threats. - Improve capacity and preparedness to address impacts of climate change. - Increase collaboration and management of possible health threats through regulation and surveillance.
Improve Support for coverage	Develop joint plans and programmes at national and provincial levels for outreach activities to improve population coverage including identification of underserved populations and identification of bottle necks to universal coverage.

Medium Term Strategy 9: Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met.

The Ministry of Education and Human Resource Development has developed a new education sector strategy. The overarching strategic goal is to provide universal access to quality secondary education for all children by 2030 and improve access to technical and vocational education and training and higher education. Government will place priority on refocusing education sector expenditure on providing services at primary and junior secondary schools to achieve the target of achieving universal completion of quality junior secondary by 2030. The Programme Framework in Appendix 2 shows the alignment of the strategy with the SDGs.

The long-term goals for the Solomon Islands education system over the Ministry's planning period (2016 to 2030) are:

- Provide access to all girls and boys to quality early childhood development, care and pre-primary education by 2030 and to achieve full enrolment of all 5 year olds by 2020
- Achieve full completion to quality and relevant basic education (primary and junior secondary) for all children in the Solomon Islands.
- Ensure that secondary education delivers both work-related skills and transferable skills, including entrepreneurial and ICT skills to increase the number of youth who have relevant skills for employment, decent jobs and entrepreneurship.
- Consolidate the establishment of a comprehensive, integrated system of Tertiary and TVET Education which provides quality education and relevant skills for employment, decent jobs and entrepreneurship.
- Strengthen multi stakeholder approaches to extend adult literacy and gradually introduce lifelong learning approaches to education and training.
- Manage education resources in an efficient, effective and transparent manner.

The education sector strategy identifies challenges facing the sector in meeting these goals, not least of which is need to find an affordable solution for expanding supply and providing access for early childhood and care education (ECCE). For education overall, it recognises

that issues remain to ensure equitable access. For instance, Solomon Islands is still unable to systematically measure the main reasons for social, cultural and economic exclusion and understand the best policies and measures to overcome these. A renewed effort is needed to address the various factors that are limiting education quality and relevance and focus the design of future interventions with the main purpose of achieving short and medium-term measureable results.

The new education sector strategy proposes four key strategies as a focus for the period 2015 to 2030 to achieve its objective:

(i) **Focus on Quality, Relevance and Learning.** Increasing access will be accompanied by measures to improve the quality and relevance of education and learning:

- adequately and equitably resourcing education institutions and programmes with safe and easily-accessible facilities;
- providing teacher policies and regulations to ensure a sufficient number of qualified, professionally-trained and well-motivated teachers who are equitably and efficiently deployed across the whole education system;
- using learner-centred pedagogical approaches and books and other learning materials and technologies that are cost-effective and available to all learners including children, youth and adults;
- improving systems and practices for assessment of learning outcomes in cognitive and non-cognitive domains and continually assessed as an integral part of the teaching and learning process.

(ii) **Strengthening Policies, Plans, Management and Systems.** More work is needed to ensure stronger national legal and policy frameworks that lay the foundation and conditions for the delivery and sustainability of good quality education. Highest priority will be given to ensuring the effective implementation of these policies and to develop the management capacity of MEHRD, focusing on strengthening key central and decentralised education management functions.

Appropriate institutional management arrangements, governance and accountability mechanisms, management quality assurance, planning, information systems, financing procedures and mechanisms and general administrative systems will have to be developed. A better use of information and communication technologies (ICTs) will be harnessed to support evidence-based decision-making, strengthen education systems and provide education services more efficiently.

(iii) **Emphasizing Equity, Inclusion and Gender Equality.** Cross-sector policies and plans will be developed to address the social, cultural and economic barriers that deprive children, youth and adults of education and quality learning. This will include changes in education contents, approaches, structures and funding strategies to address the situation of groups of excluded children, youth and adults including girls, children with disability and language minorities, the poorest. Strategies will include:

- reduction of cost barriers;
- provision of second chance/re-entry programmes;
- development of inclusive school facilities;
- extend teacher training on inclusive education; and
- mainstreaming use of vernacular language policies to address exclusion.

Further gender-sensitive measures are needed to ensure that teaching and learning have an equal impact on girls and boys and to ensure the personal security of girls in and on the journey to and from education institutions. It is also necessary to develop more systematic approaches to collect, analyse, and use disaggregated data to measure marginalization in education and set targets for reducing inequity and to monitor progress towards these targets.

(iv) **Introducing Lifelong Learning.** The education systems will gradually adopt institutional strategies and policies and adequately resourced programmes to ensure opportunities for all age groups including adults. This will include special measures to address the needs of adult learners and children, youth and adults who remain illiterate. To ensure the acquisition of new knowledge and skills, the Ministry will promote institutionalization of mechanisms and processes to assess the quality and quantity of the skills available and ensure that curricula and education and training systems are responsive to the needs of the labour market and society. Cross-sector approaches traversing education, science and technology, family, employment, industrial and economic development, migration and integration, citizenship, social welfare and public finance policies will be used.

Achievement of the ESF will take time and the education strategy thus sets out medium term objectives and targets for the period 2016-2020. These are presented in the new National Education Action Plan (NEAP). These goals and objectives are summarised in the matrix table below. Individual programmes and projects will be presented in the MTDP, a rolling four-year development plan that translates the NDS into implementable programs over the medium term. The NEAP medium term strategies cover:

Early Childhood and Care Education (ECCE): Goal - by the end of 2020 more girls and boys complete free, equitable and quality early childhood education and care:

- 3 to 4-year-old children will be supported to expand access to early childhood education in ECCE centres.
- 5-year-old children have equal access to pre-primary schooling and have access to schooling taught in the vernacular.
- 3 to 4-year-old children will receive improved quality early childhood education through community ECCE centres.
- 5-year-old children will receive quality pre-primary educations.

Basic Education

- All Year1-9 students have equitable access to fee-free schooling and complete basic education
- More girls and boys receive quality basic education with relevant and effective learning outcomes (literacy and numeracy) key competences.

Senior Secondary Education

- By the end of 2020 more girls and boys receive quality senior secondary education with relevant and effective learning outcomes.
- Key content reforms are developed and partially introduced to the curricula of Senior Secondary Education.

VET and Tertiary Education

- Equitable access provided to quality assured skills development for women and young people and people with a disability.
- A new system for managing national and international scholarships that provides equitable access, coherence with national education and labour market priorities and substantially increases the effectiveness of the results obtained is developed and implemented.
- A new institutional and governance system is operative and capable of delivering quality and relevant technical and university education and developing solid partnerships with the private sector and the labour market.

Cross Cutting Areas: Improving Education Quality

- In-Service Training - MEHRD develops more efficient and effective ways for upgrading the technical capacity of teachers to deliver improved curricular contents.
- Management of the Curriculum Cycle - MEHRD develops more efficient and effective ways to design, deliver main curricular reforms and to monitor their implementation.
- Teaching Materials: MEHRD develops more efficient and effective ways to procure and distribute books and other teaching materials to all provinces.

Reforming the Management of Education

- **School Management:** School management's capacity is substantially developed to meet agreed and understood management performance standards and targets designed to improve school management and deliver NEAP education outcomes.
- **EA Management:** Education Authorities (EAs) management's capacity is substantially developed to meet agreed and understood management performance standards and targets designed to improve school management and deliver NEAP education outcomes.
- **MEHRD Management:** strengthen MEHRD core capacity at the institutional, organisational and individual levels.

Table 9 NDS Objective 3: MTS 9: Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
Early Childhood and Care Education (ECCE)	
NEAP Goal A: By the end of 2020 more girls and boys complete free, equitable and quality early childhood education and care	• Develop new policy to expand early childhood access for 3-4-year-old in ECCE centres.
	• Develop plan to provide full access for 5 year olds by restructuring current Preparatory (Prep) into to pre-primary that mainstreams the use of vernacular language teaching.
	• Improve the quality of teaching and learning in ECCE.
	• Promote multi-stakeholder approaches to increase participation and additional resources in organized learning in ECCE centres.
Basic Education	
NEAP Goal B: By the end of 2020 most girls and boys can have equitable access and complete free, quality basic education	• Design and implement affordable and effective policies to allow equitable access and to improve completion for priority target groups.
	• Work in partnership with communities to improve access and completion in basic education.
	• Fully develop the capacity to diagnose the size and leading causes of exclusion for all priority target groups by 2020.
	• Determine affordable solutions to introduce the use of vernacular languages in primary education by 2018.
	• Improve internal efficiency of the education system.
	• Support pilot interventions for second chance education, in partnership with other DPs and regional initiatives.
	• Continue improving the quality and relevance of primary and junior secondary education.
Senior Secondary Education	
NEAP Goal C: By the end of 2020 most girls and boys can have more equitable access to senior secondary education	• Determine affordable solutions for expanding access for Senior Secondary.
	• Improve the quality of Senior Secondary teaching.
	• Design new curriculum to ensure that senior secondary education will deliver appropriate knowledge and both work-related skills and transferable skills, including entrepreneurial and ICT skills to increase the number of youth who have

	relevant skills for employment, decent jobs and entrepreneurship.
VET and Tertiary Education	
NEAP Goal D: To consolidate the establishment of a comprehensive, integrated system of Tertiary and TVET Education which provides quality education and relevant skills for employment, decent jobs and entrepreneurship	• Determine an affordable model for expanding quality and access of TVET.
	• Determine a new institutional and governance system that is capable of delivering quality and relevant technical and university education and developing solid partnerships with the private sector and the labour market.
	• Match the provision of TVET/HE and scholarships with market demands and reduce over-expenditure of scholarships.
	• Develop appropriate information systems of monitoring, evaluation and prediction of trends in the labour market in collaboration with the private sector. • Develop effective partnerships between private and public sector employers and SITEC to build a more demand-driven skills and scholarships development system.
Cross Cutting Areas: Improving Education Quality	
NEAP Goal E. Cross-cutting: Core education functions and practices are substantially strengthened to improve the efficiency and effectiveness of the delivery of education in Solomon Islands	• Substantially improve the management of the curriculum cycle to accelerate the introduction of education quality improvement reforms.
	• Capacity and roles of the inspectorate are redefined and strengthened to allow their efficient participation in key parts of the quality assurance process regarding curriculum implementation and monitoring.
	• Improve the quality and efficiency of the in-service training and professional development system.
	• Design a National Teacher Qualifications Framework (NTQF) to provide coherence and a reference to validate competences and qualifications provided by In-Service and Pre-Service training.
	• Develop an efficient and harmonised system of education resource procurement, warehouse management and distribution of education resources to schools.
Reforming the Management of Education	
NEAP Goal F: Ensure that core management capacities are strengthened -at MEHRD, Provincial and School levels- to provide the capacity to manage the strategic and administrative processes necessary to achieve the outcomes of the NEAP 2016-2020	• Determine a harmonised system to expand the quality of School and EA management to ensure the educational reforms achieve a real impact in the lives of the final beneficiaries.
	• Make a more efficient and effective usage of the resources allocated to education - standards specifically address the general management of resources (financial, human and material) that are needed to develop a more efficient and effective system.
	• Improve utilisation of ICT for management purposes and the development of robust and reliable MIS to support education management.
	• Develop coordinated approaches with communities, provincial governments and other key stakeholders to strengthen the efficient and effective use of the education resources.

NDS Objective Four: Resilient and environmentally sustainable development with effective disaster risk management, response and recovery.

Solomon Islands needs to respond effectively to climate change and the increasing frequency of storm surges and floods. It needs to effectively manage the environment and the risks of natural disasters and greater emphasis is needed on disaster preparedness and mitigation to reduce the scale of necessary response to a disaster. The response mechanism needs improvement. Environmental sustainability and improved disaster risk

management cuts across the three objectives above. Two medium term strategies are envisaged to achieve this objective.

Medium Term Strategy 10: Improve disaster and climate risk management including prevention, risk reduction, preparedness, response and recovery and adaptation as part of resilient development.

Disaster management arrangements in the Solomon Islands are governed by the National Disaster Council Act (1989) supported by the National Disaster Risk Management Plan (2010). The Act establishes the National Disaster Council (NDC) with the National Disaster Management Office as its secretariat. The NDC Act also established the Provincial Disaster Committees. However, these have not been active due mainly to capacity and resource constraints and have largely been left unsupported over the years. Nonetheless, the need to strengthen Provincial Disaster Risk Management arrangements has been recognised and support activities are increasing.

Medium Term Strategy 11: Manage the environment in a sustainable resilient way and effectively respond to climate change.

The Ministry of Agriculture and livestock will make an important contribution to both these strategies through: (i) farmers shielded from impacts of natural disasters and climate change through disaster and risk management and climate change mitigation; (ii) soil conservation and management enhanced, land fertility and productivity increased, land use planning and policies in place; and (iii) appropriate regulatory framework in place and enforced.

Table 10 Objective 4: MTS 10 Improve disaster and climate risk management including prevention, risk reduction, preparedness, response and recovery and adaptation as part of resilient development. MTS 11 Manage the environment in a sustainable way and contribute to climate change mitigation.

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 10: Improve disaster and climate risk management including prevention, risk reduction, preparedness, response and recovery and adaptation as part of resilient development.	
Disaster Risk Management, Awareness and Preparedness	
Increase risk awareness and knowledge at all levels	• Increase awareness of disaster and climate risks at the community level by promoting risk awareness raising as part of ongoing development planning.
	• Raise awareness of key development actors on disaster and climate risks, their causes and impacts (e.g. food production and security) to help raise awareness on potential management measures.
	• Promote risk identification and assessment including assessments of vulnerability and hazards as part of the community development planning process and ongoing identification of development needs.
	• Strengthen management, communication and use of risk information including widespread use of GIS and community “risk maps” to identify high risk areas and support risk informed development planning.
	• Ensure adequate capabilities to address climate change and pandemic diseases through increased awareness and implementation of strategies founded on research and development and information exchange.
	• Establish an end-to-end Multi-Hazard Early Warning Systems for natural disasters including tropical cyclones and tsunamis.
	• Develop and implement a national framework for climate and

	ocean services that is aligned with the WMO's Global Framework on Climate Services (GFCS) in sectors such as: Agriculture; Health; Water; Disaster Risk Reduction; Infrastructure and Energy
Support routine integration of risk management into public sector development planning and budgeting	• Build capacity of development planners at all levels to routinely integrate risk management (e.g. disaster risk reduction and climate change adaptation) into development plans and policies. • Improve the capacity of sector and provincial planners to routinely integrate risk management into the project cycle including project site selection, design, implementation, monitoring, evaluation and budget allocations.
Promote risk integration into private sector development	• Support uptake of risk informed development consent processes to ensure risk informed site selection, design, construction and operation.
Support community disaster and climate preparedness, protection and adaptation	• Support the development of community risk management plans in all high risk communities in the country and where appropriate, safe community evacuation centres catering for the needs of all vulnerable groups. • Train and organise leaders and key community members including representatives of vulnerable groups on community response and preparedness such as regular exercises and drills. • Use assessment data to identify specific projects that directly address climate change and disaster hazards such as resettlement of small island communities in collaboration with development partners.
Disaster Response and Recovery	
Strengthen preparedness for disaster response	• Strengthen and support the National Disaster Management Office (NDMO) to coordinate response including donor assistance. • Review, update and improve the National Disaster Risk Management Plan. • Establish operational arrangements to support implementation of the NDRMP including support for response preparedness (e.g. capacity, resource allocation, prepositioning of equipment).
Strengthen recovery and reconstruction preparedness and coordination	• Strengthen and support the Recovery Coordination Committee (RCC) led by MDPAC to coordinate disaster recovery and reconstruction including strengthening underlying recovery governance (e.g. capacities, financial allocations, roles and responsibilities). • Support the development of a RCC Policy to promote resilient and sustainable recovery. • Upgrade and expand meteorological and ocean observation network including a weather surveillance radar network.
MTS 11: Manage the environment in a sustainable way and contribute to climate change mitigation.	
Improved programs to effectively develop and manage the environment sustainably and in the longer term	• Promote a holistic, sustainable approach to natural resources management addressing forestry, marine resources and waste management. • Promote development of environmentally sound and sustainable practices, principles and regulations for natural resources management to minimize environmental degradation and promote biodiversity conservation. • Sensitize the population on dangers of environmental degradation through awareness campaigns in urban and rural

	communities concerning environmental laws, regulations and ordinances on the removing and harvesting of natural resources.
	Promote development of environmentally sound and sustainable subsistence based farming systems including organic farming, indigenous crops, and improved post-harvest handling, increased household food security and marketable surpluses and downstream processing.
	Support conservation and sustainable use of natural resources for food security and agriculture through integrated agriculture and land management strategies and the conservation and rehabilitation of agro-ecosystems.
	Undertake province and nation-wide vulnerability and adaptation assessments and determine most vulnerable communities or sectors and identify relevant adaptation technology options in order to improve their resilience to climate change impacts.
	Protect marine resources, review and draft relevant laws and regulations concerning marine resources, regulate commercial fishing in the Inner Slot of Solomon Islands and consider reduction of deep sea fishing that destroys marine resources in relation to economic returns to the country.
	Design regulations and enforce guiding principles on mining and other prospective mineral resources to avoid environmental degradation and potential soil erosion.
	Foster collaborative effort between all development partners to ensure collation of technical and financial resources to implement adaptation priorities.
Increase Support for Climate Change Mitigation	Mainstream climate change by raising awareness and understanding of government and non-government policymakers and the general public about climate change and its causes and consequences and build consensus to facilitate, coordinate and implement climate change enabling activities.
	Establish a framework for integrating climate change considerations into national development planning and relevant sectoral policies.
	Collaborate with development partners to identify possible impacts of climate change of food production and security and identify measures to mitigate/adapt to the impacts of climate change on food production.
	Conduct readiness activities for Reducing Emissions from Deforestation and forest Degradation and related conservation and sustainability measures (REDD+) and inform line ministries about the programme and carbon financing alternatives to logging, working with NGOs and CSOs on REDD+ compatible projects.

NDS Objective Five: Unified nation with stable and effective governance and public order.

Good governance at national, provincial and community levels including maintenance of law and order is essential for achieving a better future and achieving the full potential of the country. Improved governance cuts across all the NDS objectives and has many facets. It is an essential enabling environment for development and social cohesion and well-being. Poor governance correlated with a top-down decision making and centralised structure over the years has progressively weakened the public service delivery. Politicisation, corruption and poor work standards and ethics have eroded professionalism and morale standards in the public sector. There is an ongoing need to build capacity of both government institutions and personnel to carry out their responsibilities in an effective manner. Successive

governments over the past 10 years have realized the weaknesses in the public sector and have made attempts through various programmes to address the ineffectiveness and inefficiencies, with seemingly limited success. Thus, there is a strong need to further strengthen the sub-national governments for effective decentralised service delivery.

The 2011 country corruption perception index ranked the Solomon Islands as 120, a drop from the 109 position in 2008. However, more needs doing and a sound corporate culture needs to be instilled within and outside the public service to reduce and eventually eradicate corruption, which is holding back development. A coordinated direction and harmonization at all levels through public sector reform programmes is a priority towards restoring professional standards and morale in the public sector. Strengthening government accountability, efficiency and effectiveness remains a key element for achieving stability and good governance at both the political and administrative levels. A fundamental reform programme is needed to ensure the roles of public institutions at all levels are harmonized and enforced to support the quality of public service delivery to all Solomon Islanders.

Maintaining security, law and order, peace and harmony remains a priority for Solomon Islands for achieving sustainable peace and harmony and effective partnership, necessary for achieving the NDS twenty-year development objectives. Fundamental for achieving these objective is the traditional mandates of the government through police, law and justice, village chiefs and the church. The RAMSI People's survey 2007, asserts that 93% of people preferred to resolve disputes within their own community rather than through police and legal systems. This indicates the need to empower traditional institutions in their roles in maintaining peace, law and order in rural communities. Similarly, the role of the church in restoring peace is evident in the post-conflict reconciliation programmes. The need for spiritual development of the society as a pillar towards building a community that is honest, trustworthy and forward looking is an important element stressed during the provincial consultations.

Solomon Islands foreign relations with the global community constitute the international dimension of national objectives to ensure that mutual diplomatic and productive relations are built for development results.

Medium Term Strategy 12: Efficient and effective public service with a sound corporate culture: The objective of this strategy is to enhance efficiency and effectiveness of public sector founded on principles of transparency, accountability, trustworthy and honesty. Priority policies, programmes and activities are included in the table below.

Medium Term Strategy 13: Reduce Corruption and improve governance at national, provincial and community levels: The objective of this strategy is to reduce corruption within government institutions and to instil a sound corporate culture at all levels (see table below).

Medium Term Strategy 14: Improve national unity, peace and stability at all levels: The objective of this strategy is to achieve a united and stable society based on mutual respect of our diverse cultural heritage. There is a need to continue to address the conflict and post conflict issues. Churches and religious organisations are recognised as playing an important role in the spiritual development of the country and in shaping and guiding the moral behaviour of the people (see table below).

Medium Term Strategy 15: Improve national security, law and order and foreign relations: A healthy and productive society must have a high level of law and order.

Development of a community policing and crime prevention model is helping to reduce crime and family violence. An effective judicial and legal system is essential.

Table 12 Objective 5: Unified nation with stable and effective governance and public order. MTS 12, 13, 14 and 15

NDS Objectives, Strategies and priority focus areas	Policies and Programmes
MTS 12: Efficient and effective public service with a sound corporate culture.	
The Objective is to enhance efficiency and effectiveness of public sector founded on principles of transparency, accountability, trustworthy and honesty.	• Improve and enforce good governance values and practices and ensure accountability and transparency at all levels of governance, including strengthening the Service Commissions² and Accountability Institutions³ to provide effective oversight and facilitation of government policies and programmes.
	• Review, restructure and reorganise the Public Service to ensure effective and efficient delivery of goods and services at all levels including rural communities.
	• Strengthen and reinforce systems for workforce planning and management, including the use of e-governance initiatives through the Human Resource Management Information System (HRMIS) Programme.
	• Improve planning and budget operations based on sound PFM practices as set out in the PFM Road Map such as integration of recurrent and development budgets including donor financed programmes.
	• Establish effective performance management systems and programmes that enhances both staff and institutional performance and compliance to government policies and guidelines.
	• Promote the capacity development of all public officers and other stakeholders in both Honiara and Provinces to be equipped with relevant knowledge, skills and attitude to effectively perform their duties and responsibilities.
	• Review and strengthen the Human Resource Management Governance Framework including the Public Service Act, rules, regulations, orders and other related laws.
	• Provincial Governance Strengthening Programme continues to support provincial governments for effective service delivery at provincial level.
MTS 13: Reduce Corruption through improved governance at national, provincial and community levels	
Objective is to reduce corruption within government institutions and to instil sound corporate culture at all levels	• Increase efforts focused on preventing corruption and mal-practice and create a good governance culture.
	• Review and strengthen anti-corruption legislation and related subsidiary legislations based on national consensus regarding the laws and mechanisms that must be established and implemented at national and provincial levels to combat corruptions including the Establishment of the Solomon Islands Independent Commission against corruption (SIICAC) in compliance with international anti-corruption conventions and initiatives.
	• Support and empower watch-dog institutions to provide necessary oversight to public institutions and support programmes to civic organisations.

² Public Service Commission, Police and Prison Service Commission, Judicial and Legal Service Commission & Teaching Service Commission

³ Office of the Ombudsman, Leadership Code Commission, Office of the Auditor General & National Parliament Office

	• Inclusive stable governance - encourage decentralization of decision making in the country and examine Federal system of government. • Improve the focus and ownership of provincial and national plans by recognising the diversity of provinces and their different challenges and opportunities. • Strengthen communications and cooperation between national and provincial governments and resource owners.
	Active partnership with local institutions and rural communities, such as civic groups, church and chiefs in implementing government policies.
MTS 14: Improve national unity and stability and promote our cultural heritages at all levels.	
Objective is to achieve a united and stable society based on mutual respect of our diverse cultural heritage	• Focus on improving national unity, harmony and consciousness; pursue meaningful reconciliation between the people at all levels of the society based on the traditional norms of peaceful coexistence that will lead to national reconciliation and foster natural healing process as promoted in the National Peace Building Policy (NPP). • Promote maintenance of cultural diversity and sports development as key components of nation building and national unity. • Political stability - review of Political Party Integrity Act, "Electoral (Provision) Ac", implementation of Constitutional reform programmes and Federal System of Government in the country. • Church, chiefs and community leaders to be supported and empowered.
MTS 15: Improve national security, law and order and foreign relations	
Improve national security, law and order at all levels and fostering an enabling environment for progressive Solomon Islands	• Strengthen national laws and regulations with strict enforcement at all levels. • Strengthen and support the work of the Law Reform Commission and government fundamental reform programmes. • Strengthen the leadership, management and administrative capacity of the Justice Sector to deliver results. • Establish the National Judiciary as an independent self-administering entity. • Promote a safe, secure and stable living environment by providing quality policing, correctional and fire services for all Solomon Islanders. • Strengthen the role of policing and correctional services, with close collaboration with the role of traditional leaders for community policing.
Build the capacity of the courts and other legal offices for efficient and effective justice services in the Solomon Islands.	• Develop and implement a Law and Justice-wide Human Resources Development Plan to address the capacity building needs of all legal staff. • Ensure the Courts and Judiciary has the necessary infrastructure to deliver core services. • Sentencing options which support alternatives to imprisonments such as parole, probation and community service, are used to better address the specific circumstances of each case.
Strengthen and maintain traditional and emerging relations between SI and the international community to promote international cooperation.	• Strengthen foreign and diplomatic relations that promote national sovereignty, political, economic, trade, social and cultural relations between Solomon Islands and the rest of the world.

IV. Implementation of the NDS: Managing for Results

The NDS will help ensure that all stakeholders are clear on a common direction in development over the next 20 years. It will allow all stakeholders including government agencies to see where their strategies and efforts can contribute to and fit into the national strategy and thereby develop their own programmes in a complementary manner and identifying areas for potential partnerships. This should include the donor partners, private sector, NGOs as well as faith based organisations.

Effective implementation of the NDS requires actions in four main areas: (i) managing for results (performance monitoring - Appendix 2); (ii) improved budget processes to improve effectiveness of expenditure, strengthening the links between NDS, development budget and recurrent budgets (PFM Act and Roadmap – Appendix 3); (iii) coordination of donor partner support (Development Partners Framework – Appendix 4) to help ensure complementarity of programme; and (iv) improved project identification and design and development of a pipeline of soundly prepared projects for inclusion in the MTDP to help meet NDS objectives and targets.

1. Managing for Results - M&E Performance Monitoring Framework

The Paris Declaration commits to “Managing resources and improving decision making for results.” Improvements have been made in the SIG planning approach with the adoption of a logical framework approach for developing all development proposals. Performance monitoring of programme and project implementation will be improved at both ministerial level and through the central agencies including Ministry of Development Planning and Aid Coordination (MDPAC) and Ministry of Finance and Treasury (MOFT). An M&E Framework is set out in Appendix 2.

The M&E Framework sets out performance indicators both at the strategic NDS level, showing alignment with the SDGs, and at the program level. Line ministries will monitor and report on project and programme achievement, liaising closely with the sector staff of MDPAC. Individual programme and project monitoring will draw on performance indicators included in each programme/project logical framework, showing how these individual activities link to and contribute to achievement of NDS and MTDP objectives and priorities. MDPAC will draw on these programme/project level performance reports in reporting on overall achievement of NDS objectives and SDGs. This is a crucial link that is missing in the current M&E reporting and has prevented assessment of the performance of NDS 2011-2020, as noted in Appendix 1. It is intended that the performance framework will form a key element in developing and monitoring the performance of the MTDP each year, and thus for reporting on progress in achieving the NDS objectives. It will be refined and adjusted annually as part of the rolling MTDP process.

An operational plan for the Performance Monitoring Framework will be developed reconfirming data sources, collection and reporting methodologies and establishing baselines where they do not exist.

2. Improved Budget Processes - PFM Act and Roadmap

The Public Financial Management Act of 2013 became effective in January 2014 and proposes a series of major reforms in Solomon Islands' public financial management, providing a framework for sound financial management and enhancing transparency and accountability in the use of public resources. The framework includes reforms designed to strengthen multi-year budget projections, integrate the recurrent and development budgets, and strengthen the alignment and reporting of donor partners' development assistance. The Act includes improved planning processes, centred on development each year of a Medium

Term Development Plan designed to improve effectivity and coordination of the government's financial decision making processes.

A PFM Reform Roadmap for the period July 2014 to June 2017 was published in June 2014 to support the implementation of the Act. The core reforms in planning and development budget processes are set out in Appendix 3. Recognizing long term public investment as a major source of economic growth and social development, the Roadmap intends the MTDP to become SIG's central multi-year planning document. The Act requires that the MTDP be tabled in Parliament before the end of September each year. The Roadmap aims for coordination of the MTDP and fiscal and budget strategies, which should be "published at the same time". The Roadmap intends to strengthen the links between the MTDP and corporate plans and sector policies as well as the budget. Preparation of a medium term budget framework is under consideration and will be introduced.

3. The Partnership Framework for Effective Development Cooperation

The Partnership Framework for Effective Development Cooperation, published in January 2016, outlines a strategy for the effective implementation of the Aid Management and Development Cooperation Policy. It describes a set of practical, mutually agreed actions that the Government and its development partners commit to undertake, either together or individually, to ensure the achievement of the country's development plans and priorities. An extract setting out key commitments and responsibilities of the government and partners is included as Appendix 4.

Effective implementation of the framework will help ensure integration and complementarity of partners' programmes with the NDS/MTDP and with each other. It should also help planning and monitoring of development expenditure.

The principles of development cooperation for effective development included within the framework are consistent with the agreed international commitments on human rights, decent work, gender equality, environmental sustainability and disability and are summarized as follows:

- **Ownership of development priorities by developing countries** where partnerships for development succeeds if they are led by developing countries and adopt implementing approaches that are tailored to country-specific situations and needs.
- **Focus on results** where investments have a lasting impact on eradicating poverty and reducing inequality; on promoting sustainable development; on enhancing developing countries' capacities; and are aligned with the priorities and policies set out by developing countries themselves.
- **Inclusive development partnerships** that ensure openness, trust, mutual respect and learning and which recognize the different and complementary roles of all actors.
- **Transparency and accountability** where there is mutual accountability to each other and accountability to the intended beneficiaries of the co-operation as well as to the respective citizens of all partners, organizations, constituents and shareholders. Transparent practices form the basis for enhanced accountability.

The Partnership Framework sets out **roles and responsibilities**: The Hon. Minister of Development Planning and Aid Coordination is responsible for establishing, reforming and managing the aid effectiveness and development cooperation functions of the SIG. MDPAC

is the lead designated authority responsible for all aspects of external aid delivery including: planning, acquisition and allocation of required resources; management of aid information; coordination and harmonization of M&E activities at macro-and project/programme level; and overseeing implementation of national development strategies. Other key institutions include Ministry of Foreign Affairs and External Trade (MFAET), MOFT, Ministry of the Public Service (MPS) and Office of the Prime Minister and Cabinet (OPMC).

4. Improved Project Identification and Design – Project Pipeline

Many projects in the current MTDP financed by the government budget are relatively small while most of the large projects are funded by donor partners. The quality of design of several of the SIG funded projects is not as sound as some donor funded projects, leading to delays in implementation. Some donor funded projects suffer from similar weaknesses. Projects take time to be developed and made ready for implementation and more effort is needed at the project identification and design stage. MDPAC has provided some training in this. A major effort in this regard was development of the **National Infrastructure Investment Plan (NIIP)** funded by the Pacific Region Infrastructure Facility (PRIF), a multi-partner coordination and technical assistance facility funded by the Asian Development Bank (ADB), Australia's Department of Foreign Affairs and Trade (DFAT) and the New Zealand Agency for International Development (NZAID) that supports infrastructure development and maintenance in its Pacific partner countries.

The NIIP focused on preparing a pipeline of priority economic infrastructure projects for potential future financing as part of the government's development programme. It included rigorous identification and selection criteria and methodologies. While it focused on larger economic infrastructure projects, thereby not covering social infrastructure projects and multi-unit projects such as the school classrooms or government housing programmes, its methodologies and criteria are applicable for identifying, analysing and designing any development project.

It is intended that the NIIP, with an expanded sector coverage, be used as a pipeline of projects for inclusion in the NDS and future MTDPs. New project ideas should be submitted as early as possible to MDPAC and undergo the rigorous analytical approach of the NIIP. In this way the government can develop a pipeline of projects ready for future funding.

Appendix 1: Performance of NDS 2011-2020

The NDS 2011-2020 was prepared in 2010-2011 and published in July 2011. While the NDS is at its mid-point, implementation effectively began only in 2013 and most of the NDS targets remain to be achieved.

A report on the Performance of the NDS was prepared by the Monitoring and Evaluation Unit of MDPAC in February 2015, based on a survey conducted in November-December 2014. It assessed progress towards meeting the eight national objectives set out in the NDS. While lack of data limited findings, overall it found that only 28% of the indicators reflected any progress towards meeting the 2020 targets.

There has been little progress in economic growth. GDP growth rate declined from 7.1% in 2010 to 3% in 2013, and per-capita GDP growth declined from 5.4% to 0.8% (per capita GNI⁴ is about US\$ 2,605). There has been some growth in natural resource based sectors, on which most people depend, but growth has been patchy and generally weak. Indicators show good performance for health but slow performance in education, with declining public satisfaction for both. The “best performance” was on Objective 6, infrastructure development, where 50% of the indicators suggested that the country was on track to reach the targets. Significant improvements were observed in communications, water supply and electricity supply, suggesting that the NDS targets can be achieved, but not in transportation. There have been improvements in governance but in general indicators suggest a steady performance rather than significant improvements.

Importantly there has been no improvement in human development status, with the Human Development Index (HDI) not improving recently, following significant growth in the early 2000s. One of the declared goals of the NDS is to join the group of “Medium Human Developed Countries” before 2020 and to catch up with neighbouring islands states (Vanuatu, Kiribati and FSM). However, this target appears further away than ever. Compared to 2014, Solomon Islands lost 14 ranks (143 to 157, out of 187) in the HDI-ranking. Health was the only component showing strong performance. While there was a small improvement in access to drinking water, the population using improved sanitation facilities declined a little. Urban population is growing at 4.3% compared to 1.5% in rural areas.

The age dependency ratio fell, indicating an increase in the working age population. However, there has been no improvement in employment. Secondary school enrolment increased but is not on track to achieve the 60% target by 2016, or 75% before 2020. The gender parity index for girls and boys in secondary school increased only slightly but parity could be achieved by 2016. The ratio of female to male labour has been stagnant at 66% since 2000 and will decline unless action is taken as male participation rates are rising. Participation rates for youth and by gender have not improved. Perceptions on living in safe and peaceful communities, however, rose from 31% to 43%, with such perceptions doubling in Honiara.

The M&E Performance Report focuses on achievement of the eight NDS objectives but did not undertake an evaluation based on the performance targets and indicators identified by line Ministries in the NDS and the Medium Term Development Plan (MTDP – a five year rolling plan presenting ministry development budgets, based on the NDS). A separate evaluation attempted to assess ministry performance against their targets and the eight NDS objectives. However, lack of data and performance reports inhibited analysis. Many development projects are funded by donor partners and are not included in the SIG

⁴ Gross national income estimate by IMF. Solomon Islands data normally shown in GDP

appropriated budget and performance reports on these are not included in line Ministry performance reporting to MDPAC on the MTDP. Lack of information on non-appropriated expenditure makes sector analysis particularly difficult, inhibiting assessments of the amount of resources allocated to any sector, which in turn inhibits prioritisation and allocation of forward expenditure as part of an effective planning and budgeting process. The evaluation assessment also found that many ministry programs do not set out direct linkages to the eight NDS objectives. However, this may largely be a problem of choice of performance indicators rather than lack of linkages. Until performance reporting is improved, it will be a significant challenge to regularly assess progress in meeting NDS targets.

Government's development expenditure from its own resources has risen over the past three years from around \$600 million to over \$1.18 billion. Funding from donor partners has nearly doubled these amounts, with over \$2.1 billion planned for 2016. Lack of data on non-appropriated funds hinders analysis. Nonetheless, about 20% of total expenditure has been on infrastructure, a further 15% on economic and productive sectors, and 30% on rural development (most on the Constituency Development Fund). Less than 10% has been allocated to education and less than 5% to health. The remaining 20% has been allocated to governance, public administration and public order.

Appendix 2: M&E Performance Framework

NDS 2016-2035 PERFORMANCE FRAMEWORK

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
NDS Objective 1: Sustained and inclusive economic growth.			
NDS Objectives - Sustained and inclusive economic growth	SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Continued and sustainable economic growth	
Sustainable growth will come from the non-extractive sectors.	8.1 Sustain per capita economic growth; in particular, at least 7 per cent gross domestic product growth per annum in LDCs.	GDP growth per annum will continue through to 2020 at 3.5%, then slowly grow to 5% by 2025, progressing to a sustainable 7% by 2030 and beyond. GDP per capita to be monitored (PPP, current US\$ Atlas method)	NSO
Higher levels of economic productivity through diversification, technological upgrading and innovation.	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.	Manufacturing value added (MVA) as percent of GDP	NSO
Inclusiveness implies focussing on all segments of society. Given that over 80% of population live in rural areas, inclusiveness will require a heightened focus on rural development (NDS Objective 2).	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Employment – total, sector, by formal and informal sector	NSO
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.	Youth employment rate	NSO
	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. (see MTS 3 below)		
	9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.	Manufacturing value added (MVA) as percent of GDP	NSO
	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.	Credit provided to SMEs	CBSI
NDS Medium Term Strategy 1	Reinvigorate and increase the rate of economic growth.		
1. Improved financial and economic management – (i) improved financial mgmt. and reporting; (ii) medium term budget framework; (iii) moves to output budgeting		Government revenue and expenditure forecasts and outturns.	MOFT
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Customers who have access to banking services – show increases	CBSI
2. Productive		Agriculture Production, Exports,	CBSI

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Sectors: Agriculture mainstay of economy - twin-track strategy: (i) enhanced production of staple foods - essential for food security and the wellbeing of the rural population (NDS objective two), (ii) development of commercial agriculture and exports is key to growth		employment • Increase in Agriculture contribution to GDP from 33.4% in 2012 to 40% by 2020 • Increased Cocoa contribution to the GDP from 10% in 2010 to 16% in 2020. • Copra and coconut oil share of total commodity export will remain stable at 11% in 2012 to 2020 despite of the rehabilitation programme	HIES
Fisheries.	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.	Fisheries GDP (1985=100) increased by not less than its long term trend of 1%-2% every year.	CBSI
		Share of coastal and marine areas that are protected.	Fisheries
		2-5% increase in the income earned by coastal fishers by 2020.	MFMR
Tourism	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	Visitor arrivals increased from 20,521 in 2010 to 50,000 by 2020.	CBSI
Resource Sector: Forestry, Mining	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and increase afforestation and reforestation by [x] per cent globally	Increased in small scale enrichment planting projects and farmers in Solomon Islands at 200 hectares per year.	MF&R
		Proportion of population for whom solid fuel is the primary energy for cooking reduced overall from 92% in 2009 to 75% by 2020, in urban areas from 57% to 35% and in rural areas from 96.8% to 80% [MDG 7]	ADB, WHO household energy database
		Increase GDP contribution in mining sector through export earnings.	CBSI
NDS Medium Term Strategy 2	Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders.		
NDS MTS 2 target			
Institutional and enabling environment for private sector			
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	Ease of registering property in the "Doing Business" ranking improved from 173 to less than 140.	Word Bank, IFC MCILI

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
		World Bank "Ease of Doing Business" ranking to improve from current 104 to less than 100 by 2020, and less than 90 by 2025, and to maintain that level through 2035.	World Bank, IFC
Enabling environment for indigenous entrepreneurship			
	8.1 Sustain per capita economic growth in accordance with national circumstances and in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	GDP per Capita (2005 PPP\$) to increase from \$2,547 in 2009 by an average exceeding 3.5% per year.	UN Human Development Report/ADB Key Indicators CBSI
Small and medium enterprises			
	9.3 Increase the access of small-scale industrial and other enterprises in particular in developing countries, to financial services including affordable credit, and their integration into value chains and markets.	- Proportion of people with bank accounts increases from the 2007-2011 static level of about 24% to 30% by 2020. - Number of SME established in the country and operational increased to 25,000 by 2019.	People's Survey MCILI
Economic Growth Centres			
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation and encourage the A/68/970 16/24 14-59106 formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	- Employment to population ratios for 15-year-old+ people to be increased significantly from stagnant 2000 to 2010 levels of 64% in total, 77% for males and 51% for females. - Increased per capita income to SBD15, 000 per annum by 2020.	NSO, World Bank CBSI Development Indicators
NDS Medium Term Strategy 3	Build and upgrade physical infrastructure and utilities with an emphasis on access to productive resources and markets, and to ensure all Solomon Islanders have access to essential services.		
NDS MTS 3 target			
	S D Goal 9: Build resilient infrastructure, (promote inclusive and sustainable industrialization and foster innovation)		
Transportation services			
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. <u>SIG National Transport Plan (2011-2020)</u> The Government's vision for the transport sector is: 'to provide an effective transport infrastructure and transparent services to sustained growth and social development in Solomon Islands.	Island provinces will have access to shipping services not less than once per month, compared to present (2008) as few as once during the six months. <u>Indicators:</u> Proportion of IMO and ICAO Requirements fulfilled: (%) <u>Target:</u> Baseline 25% (2010) Target: 2015 (50%) 2030 (100%) <u>Indicator:</u> Overall Economic Rates of Return Achieved (Typical (EIRR) <u>Target</u>	MID- NTP Programme Monitoring Reports

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
		Baseline 2010 (8%) Target 2015 (12%), 2030 (15%)	
	9.1 Develop quality, reliable, sustainable and resilient infrastructure including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	The proportion of the road network in maintainable condition is increased to 85% by 2015 and towards 90% by 2020.	MID
Infrastructure – roads, feeder roads			
	The proportion of the road network in maintainable condition is increased to 85% by 2015 and towards 90% by 2020.	The proportion of the road network receiving routine maintenance is increased to 85% by 2015 and towards 90% by 2020. By 2020, at least 30% of Solomon Islanders in rural areas have access to essential services as a direct result of rehabilitated roads, bridges and wharves	MID- NTP
International airports and airstrips			
	9.1 Develop quality, reliable, sustainable and resilient infrastructure including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Definition: Island provinces will have access to basic infrastructures such as better shipping services, improvement in airports and airstrips facilities to ease movement of people for economic and development activities. Indicators: Annual number of sectors flown on domestic routes. Proportion of airfields open. Proportion of airfields in operational and maintainable conditions.	MID -NTP
Utilities (see MTS 5) Address and meet basic needs of people in the rural areas, including provision of essential rural infrastructure and services (water, sanitation) and social and community development; and improve social wellbeing of all Solomon Islanders.			
<i>Water</i>	<u>RWASH Strategic Plan 2015-2020</u> 6.1 By 2030, achieve universal and equitable access to safe improve and affordable drinking water sources for all.	MHMS Core indicators & Targets Indicator: Percentage of population with access to improved drinking water sources by rural/urban Target: By 2019, communities with improve drinking water suppliers increases from 35% (2014) to 52% and by 2024 increases by 97%.	MHMS JPM- Join Monitoring Reports

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
<i>Sanitation and Hygiene</i>	RWASH Strategic Plan 2015-2020 By 2030, ensure universal access to improve and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	<u>Indicator:</u> Percentage of population with access to improved sanitation facilities (measured in open defecation free communities for rural population) and the presence of hand washing facilities with water and soap at the household. <u>Target:</u> Communities Open defecation free – 2019 (87%), 2024 (97%)	MHMS, NSO JPM – Joint Project Monitoring
Energy			
	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services.	Proportion of homes using solar power energy is increase from 10%-50% in 2009 and from 50% to 90% by 2025.	NSO
		Share of the population with access to reliable electricity by urban/rural.	NSO
ICT			
	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	MDG 8: Internet users per 100 populations increased from 1.65 in 2006 to 5 in 2010 and projected to over 10 before 2020.	TCSI
NDS Medium Term Strategy 4	Strengthen land reform and other programs to encourage economic development in urban, rural and customary lands.		
NDS MTS 4 target			
Urban land and urbanisation			
	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	Land development increased, Real Estate Economy increased for urban by 2024.	CBSI, NSO
		Urban population increased from 19.7% in 2009 to 25% of national population by 2020.	Periodic census and HIES and annual UN Human Development Report
		Urban Land Management and Governance in Urban centres in Solomon Islands improved by 2019.	CBSI, NSO
Custom Land			
	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	Percentage of population in rural areas with secure rights to land, measured by (i) percentage with documented or recognized evidence of tenure, and (ii) percentage who perceive their rights to land are recognized and protected	Ministry of Lands and Housing
NDS Objective 2: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed.			
NDS Objective 2 target	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new	HDI score increased from Low Human Development (0.507) in 2010) to Medium Human Development (0.625 to 0.675) by 2020	United Nations

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	technology and financial services including microfinance.		
NDS Medium Term Strategy 5	Alleviate poverty, improve provision of basic needs and increase food security.		
NDS MTS 5 target –alleviation of poverty	SDG 1 - End poverty in all its forms everywhere		
	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	Percentage of population below \$1.25 (PPP) per day (MDG ⁵ Indicator) Reduced proportion of population below Poverty Line from 22.7% in 2006 to 20.1% by 2020.	NSO/HIES
	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty	Proportion of population living below national poverty line, by urban/rural (modified MDG Indicator)	NSO/HIES
	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Percentage of population covered by social protection programmes	MOFT, NSO
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land, natural resources, appropriate new technology and financial services including microfinance.	Percentage of women and men with secure rights to land, measured by (i) percentage with documented rights to land, and (ii) percentage who do not fear arbitrary dispossession of land.	MLSH, NSO
	1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.	Number of new policies Special measures to increase development opportunities for women, youth, children and their families are in place by 2020 through Increased compliance with human rights obligations under CEDAW and CRC and demonstrated evidence revealing fulfillment of national policy objectives for women, youth, children and family development.	MWYCF A
Food Security and Nutrition	SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.	Increase proportion of own food production in food consumption by households from 49% in 2006 to 52% by 2020.	People's Survey HIES/Census National HIES Analysis Reports
	2.1 By 2030, end hunger and ensure	Proportion of population below minimum	MHMS,

⁵ The development of Solomon Island's HDI since the 2010-baseline suggests that the country is hardly improving. Gains (+ 0.002) in the HDI compared to 2012 (as well as compared to 2010) are (statistically and practically) insignificant; The declared goals of the NDS are to join the group of "Medium Human Developed Countries" before 2020 and to catch up with neighbouring islands states (Vanuatu, Kiribati and FSM). However, from today's point of view, this target appears further away than ever. In fact, while Solomon Islands has been significantly above the average of LHD-countries in 2000, today it is "just average".

To join the group of "Medium Human Developed (MHD) Countries" Solomon Islands need a rank of 144 or better with a minimum HDI-score of 0.566. This will require an average of at least 2.6% HDI-increase per annum over the next 6 years till 2020.

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round.	level of dietary energy consumption (MDG Indicator).	NSO/HIES
	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	Food production index (2004-6=100) increased from average 117 for 2008-10 to an average of 130 by 2015 and over 150 by 2020	NSO
	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.	Crop yield gap (actual yield as % of attainable yield)	MAL, NSO
		Crop water productivity (tons of harvested product per unit irrigation water)] – <i>to be developed</i>	MAL, NSO
	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.	Annual change in degraded or decertified arable land (% or ha) Increased proportion of own food production in food consumption by households from 49% in 2006 to 52% by 2020.	MFR, NSO, people survey, HIES
	S D Goal 10: Reduce inequality within (and among) countries		
	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.	Percentage of households with incomes below 50% of median income ("relative poverty")	NSO/HIES
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.	MDG 3: Rating for Gender Equity increased from 3.0 in 2011 to at least 3.5 before 2020.	ADB
	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	By 2020, SI is independently reported to be meeting its obligations under the Convention the Elimination of All Forms of Discrimination Against Women (CEDAW).	Amnesty International
Rural Infrastructure			
	2. Increase investment in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.	Number of agricultural extension workers per 1000 farmers [or share of farmers covered by agricultural extension programs and services]	MAL, Peoples Survey
		Access to drying, storage and processing facilities - <i>to be developed</i>	MAL, Peoples Survey

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Services			
S D Goal 6: Ensure availability and sustainable management of water and sanitation for all.			
<i>Water</i>	<u>RWASH Strategic Plan 2015-2020</u> By 2030, achieve universal and equitable access to improved and affordable drinking water sources for all.	Percentage of population using basic water services, by urban/rural ⁶ (Access to improved drinking water).	MHMS, NSO, Census, JMP
<i>Sanitation</i>	<u>RWASH Strategic Plan 2015-2020</u> 2030, achieve universal access to improved and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	Percentage of population with access to improved sanitation facilities (Measured in open –defecation free communities for rural population) and the presence of hand washing facilities with water and soap at the household.	MHMS, JPM
		Percentage of urban households with regular solid waste collection (and recycling) –to be developed <u>Target</u> People hand washing with soap at critical times – 2019 (75%), 2024 (100%)	MHMS, NSO, JPM
<i>Energy</i>	S D 7: Ensure access to affordable, reliable, sustainable, and modern energy for all 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services.		
		Share of the population using reliable electricity by urban and rural.	SIEA, NSO, Census
		Share of the population using modern cooking solutions, by urban/rural	NSO, Census
NDS Medium Term Strategy 6			
Increase employment opportunities and improve the livelihoods of all Solomon Islanders.			
NDS MTS 6 target			
Employment Opportunities			
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for work of equal value.	Employment to population ratios for 15-year-old+ to be increase significantly from stagnant 2010 to 2020 levels by 65% in total, 77% for males and 51% for females.	NSO, Word Bank
		Youth employment rate, by formal and informal Sector increased.	NSO
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.	People's Surveys only ask if respondent has any post-secondary education (not differentiated by type) and how they obtain income, distinguishing only 'as paid work' and other general categories.	Peoples Survey
		Employment to population ratio (EPR) by gender and age group (15-65).	NSO
Rural Livelihoods			

⁶ Very recently the first results of the National WASH baseline become available. It shows that for the Solomon Islands as a whole the access to improved drinking water sources (within 30 minutes) is 54%. The access to improved sanitation (not shared) is 13%. This was a household survey, not community level (i.e. 13% of rural households have access to an improved toilet, not 13% of all rural communities are open defecation free)

Source: Rural WASH Programme, MHMS, 2016.

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	Proportion of homes with no electricity supply is reduced from 40%-50% in 2009 and 2010 to less than 20% before 2020.	Peoples Survey
Agriculture services for small farmers			
	2. Increase investment, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries..	Number of agricultural extension workers per 1000 farmers [or share of farmers covered by agricultural extension programmes and services].	MAL, NSO
		Access to drying, storage and processing facilities - <i>to be developed</i>	MAL, NSO
NDS Medium Term Strategy 7	Support the disadvantaged and the vulnerable; improve gender equality.		
NDS MTS 7 target			
End all forms of discrimination against all women and girls everywhere (SDG 5.1)	S D Goal 5: Achieve gender equality and empower all women and girls		
	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	Prevalence of women 15-49 who have experienced physical or sexual violence by an intimate partner in the last 12 months (2013 Peoples Survey asked about the type of crime experienced including violence or sexual violence).	NSO, Peoples Survey,
		Percentage of referred cases of sexual and gender-based violence against women and children that are investigated and sentenced.	MPNSCS, SIFP, NJ
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population (modified MDG Indicator).	SIEC
	5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action.	Total fertility rate	MHMS, NSO
Support to the vulnerable			
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	By 2030, SI is independently reported to meeting its obligations under core human obligations under core human right treaties, including the Convention on the Elimination of All Forms of Racial Discrimination (CEDAW), committee on the Rights of the Child, and Committee on Economic, Social and Cultural Rights.	Amnesty International Periodic Country Reports
Gender equality and empower women			
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	MDG 3: Increase women's labour force participation rate from less than half that of men in 2009 (48.4%) to at least 70% by 2020.	NSO,
	5.c Adopt and strengthen sound	MDG 3: Increase women's labour force	NSO, SPC

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	participation rate from less than half that of men in 2009 (48.4%) to at least 70% by 2020 ⁷ .	
Youth development and a national youth policy			
	4.6 By 2030, ensure that all youth and at least [x] per cent of adults, both men and women, achieve literacy and numeracy.	Secondary school enrolment (% gross) to increase from 35% in 2006 and 2007 to 60% by 2016 and 75% by 2020 with male and female enrolment rates varying less than 5% from the total rate.	NSO, World Bank
Social and communal security			
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.	Rating for Social Protection and Labour increased from 2.5 in 2011 to at least 3.0 before 2020.	
NDS Objective 3 : All Solomon Islanders have access to quality social services including education and health			
NDS Objective 3 target			
NDS Medium Term Strategy 8	Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases.		
NDS MTS 8 target		Healthy life expectancy at birth	MHMS, NSO
	S D Goal 3. Ensure healthy lives and promote well-being for all at all ages		
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.	Maternal mortality ratio (MDG Indicator) and rate.	MHMS, NSO
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortalities to at least as low as 25 per 1,000 live births.	Neonatal, infant, and under-5 mortality rates (modified MDG Indicator).	MHMS, NSO
	3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	HIV incidence, treatment, and mortality rates (modified MDG Indicator).	MHMS, NSO
		Incidence, prevalence, and death rates associated with TB (MDG Indicator).	MHMS, NSO
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	Incidence and death rates associated with malaria (MDG Indicator).	MHMS, NSO
		Probability of dying between exact ages 30 and 70 from any of cardiovascular disease, cancer, diabetes, chronic respiratory disease.	MHMS, NSO
		Percent of population overweight and obese.	MHMS, NSO
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential	Percentage of population without effective financial protection for health care – <i>to be developed</i> .	MHMS, NSO

⁷ (In 2009 SI had the lowest rate amongst Pacific Island countries, barely half the PNG rate. Target rises to just under the 2009 average of the others - 72%. No updated data available)

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	30. Percent of children receiving full immunization as recommended by WHO	MHMS, NSO
Improved child survival			
	3.2 By 2030, end preventable deaths of new-borns and children under 5 years of age.	MDG 4: Infant mortality rate per 1,000 live births reduced from 27 in 2010 to 24 in 2015 and towards 20 in 2020.	MHMS, WBDI, UN, ESCAP
Improved maternal health			
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.	MDG 5: Maternal mortality rate reduced from 93 per 100,000 live births in 2010 to less than 80 by 2015 and less than 70 by 2020.	MHMS, NSO, UN Development Report
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	MDG 4: Infant mortality rate per 1,000 live births reduced from 27 in 2010 to 24 in 2015 and towards 20 in 2020.	United Nations Annual Human Development Report/ WBDI/ ESCAP World Bank Development Indicators
Improved health and wellbeing of youth and adolescents			
	4.4 By 2030, increase by [x] per cent the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	Employment to population ratios for 15-24-year-old people to be increased significantly from stagnant 2000 to 2010 levels of 45% in total, 52% for males and 38% for females.	World Bank
Reduction in non-communicable disease incidents and impacts			
	3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.	Deaths due to non-communicable diseases reduce from xxx per 100,000 in 2010 to 10 per 1000 before 2020.	MHMS, UN, ADB
	3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.	Total public and private health expenditure as a % of GDP increases from 8.6% in 2010 to over 13% by 2020.	World Bank
Reduced burden of communicable diseases.			
	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks. <u>MHMS:</u>	Reduce prevalence of NCD risk factors: - Tobacco smoking, unhealthy diet, physical inactivity, alcohol and substance abuse by 5%. - Reduced prevalence of diabetes and hypertension by 5%. - Reduce cancer mortality by 10%.	MHMS

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	Reduce the prevalence of diabetes & Cardiovascular Cancer Nutritional Disorders.	Increase diversification of food produced by 10%.	
NDS Medium Term Strategy 9	Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met		
NDS MTS 9 target - eliminate gender disparities in education and ensure equal access to all levels of education and vocational training, including for the disadvantaged and vulnerable.		By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations [SDG 4.5].	MEHRD
	S D Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.		
	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	Percentage of children receiving at least one year of a quality pre-primary education programme.	MEHRD
		Primary completion rates for girls and boys.	MEHRD
		Secondary completion rates for girls and boys.	MEHRD
		Percentage of girls and boys who master a broad range of foundational skills, including in literacy and mathematics, by the end of the primary school cycle (based on credibly established national benchmarks).	MEHRD
	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	Early Child Development Index (ECDI) - ECE gross enrolment ratio increased with at least xx% in 2014 and 2015 against <i>baseline data</i> in all EA; - ECE net enrolment ratio increased with at least xx% in 2014 and 2015 against baseline data in all EA; - Transition rate from ECE to primary year 1 increased with at least xx % in 2014 and 2015 against baseline data in all EA;	MEHRD
	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	Secondary school enrolment (% gross) to increase from 35% in 2006 and 2007 to 60% by 2018 and 75% by 2020 with male and female enrolment rates varying less than 5% from the total rate.	MEHRD
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	. Employment to population ratios for 15-24-year-old people to be increased significantly from stagnant 2000 to 2010 levels of 45% in total, 52% for males and 38% for females.	MEHRD
	4.5 Eliminate gender disparities in education and ensure equal access to all levels of for the vulnerable, including persons with disabilities,	Average rating for Policies for Social Inclusion and Equity increased from 2.9 in 2011 to at least 3.3 before 2020.	ADB's Annual Country Performance Assessment

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	indigenous peoples and children in vulnerable situations.		
	4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.	Percentage of girls and boys who achieve proficiency across a broad range of learning outcomes, including in reading and in mathematics by end of the lower secondary schooling cycle (based on credibly established national benchmarks).	MEHRD
Equitable access to education for all Solomon Islanders			
	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	MDG 2: Primary school gross enrolment maintained above 100% throughout the NDS period.	World Bank and UNESCO Institute for Statistics: annual
	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	Secondary school enrolment (% gross) to increase from 35% in 2006 and 2007 to 60% by 2016 and 75% by 2020 with male and female enrolment rates varying less than 5% from the total rate.	World Bank and UNESCO Institute for Statistics: annual
Improve the quality of education			
	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.	Proportion of population aged 12 and older who have had tertiary education increased from 4.4% in 2009 to 10% by 2020.	NSO, MEHRD
Manage and monitor resources efficiently and cost effectively			
	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	Average rating for Policies for Social Inclusion and Equity increased from 2.9 in 2011 to at least 3.3 before 2020.	ADB
NDS Objective 4: Resilient and environmentally sustainable development with effective disaster risk management			
NDS Objective 4 target			
NDS Medium Term Strategy 10	Improve disaster risk management, mitigation and preparedness		
NDS MTS 10 target	S D Goal 13: Take urgent action to combat climate change and its impacts (MTS 11 below)	Improved capacity in the Solomon Islands to effectively respond to and manage disaster risks and coordinate disaster emergency responses and rehabilitation.	
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	National Emergency Operation Centre upgraded. Emergency Operation Centres established in all provinces by 2018.	

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	By 2025, public access to and knowledge of MECDM services (meteorological services, disaster risk management, climate adaptation/mitigation, environmental management and biodiversity conservation, and national focal point responsibilities for relevant international conventions) are improved.	United Nations Annual Human Development Report
Disaster risk preparedness; disaster risk mitigation			
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	MDG 7: Urban pollution is reduced from 26 micro-grams per cubic metre in 2008 to less than 20 by 2020.	United Nations Annual Human Development Report
National Disaster Management Plan			
	13.2 Integrate climate change measures into national policies, strategies and planning.	Environmental Performance Index increased from 51.1 in 2010 to over 60 by 2020.	United Nations Annual Human Development Report
National Disaster Management Office			
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning A/68/970 20/24 14-59106.	Average annual deaths per million people reduced from 4 in 2001-10 to less than 3 in 2011-2020.	United Nations Annual Human Development Report
	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries, including focusing on women, youth and local and marginalized communities.	Average annual number of people per million affected by natural disasters reduced from people reduced from 4,672 in 2001-10 to less than 4,000 in 2011-2020.	United Nations Annual Human Development Report
NDS Medium Term Strategy 11	Manage the environment in a sustainable resilient way and effectively respond to climate change		
NDS MTS 11 target	S D Goal 13: Take urgent action to combat climate change and its impacts	Availability and implementation of a transparent and detailed deep decarbonisation strategy, consistent with the 2°C - or below - global carbon budget, and with GHG emission targets for 2020, 2030 and 2050.	MECDM
		Net GHG emissions in the Agriculture, Forest and other Land Use (AFOLU) sector (tCO ₂ e).	MECDM
	13.2 Integrate climate change measures into national policies, strategies and planning.	Number of sub-national risk governance policies, plans or programmes introduced or developed that are reflected in national frameworks.	MECDM
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Number of education and awareness governance and risk information knowledge products produced.	MECDM
	SDG 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
	14.1 By 2025, prevent and	MDG 7: Percentage of all species which	CBSI

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.	are endangered reduced from 17% in 2010 to less than 15% by 2012 and less than 13% by 2020.	
	14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.	MDG 7: Proportion of population for whom solid fuel is the primary energy for cooking reduced overall from 92% in 2009 to 75% by 2020, in urban areas from 57% to 35% and in rural areas from 96.8% to 80%,	CBSI
	14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics.	Fisheries GDP (1985=100) increases by not less than its long term trend of 1%-8% every year.	CBSI
	S D Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.		
	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	Annual change in forest area and land under cultivation (modified MDG Indicator).	MAL, MFR, NSO
	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.	Area of forest under sustainable forest management as a percentage of forest area.	MFR, NSO
Develop and manage the environment sustainably			
	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.	Food production index (2004-6=100) increased from average 117 for 2008-10 to an average of 130 by 2015 and over 150 by 2020.	
Climate change mitigation and adaptation			
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning A/68/970 20/24 14-59106.	MDG 7: Proportion of population for whom solid fuel is the primary energy for cooking reduced overall from 92% in 2009 to 75% by 2020, in urban areas from 57% to 35% and in rural areas from 96.8% to 80%,	WHO/ADB
NDS Objective 5: Unified nation with stable and effective governance and public order			
NDS Objective 5 target			
	S D Goal 16: Promote peaceful and		

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.		
	16.1 Significantly reduce all forms of violence and related death rates everywhere.	Violent injuries and deaths per 100,000 population	MHMS
NDS Medium Term Strategy 12	Efficient and effective public service with a sound corporate culture		
NDS MTS 12 target		Rating for Quality of Public Administration Increased from 2.5 in 2011 to at least 4 before 2020	ADB Annual Country Performance Report
Good governance values and practices			
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADB Annual Country Performance Assessment
Accountability and transparency			
	16.6 Develop effective, accountable and transparent institutions at all levels.	TICPI: Improved and set on an upward trend from a rank of 110 and 2.7 score in 2010 to score over 3.0 by 2015 and 3.5 and rank higher than 90 by 2020.	Transparency International
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	Surveyed respondents stating that they are satisfied with the performance of the National Government in providing basic services and improving the economy increased towards 60% by 2020.	Peoples Survey
Strengthened Public Service Commission, Office of the Ombudsman and the Leadership Commission			
	16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADB Annual Country Performance Assessment
Review, restructure and reorganise the Public Service			
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Proportion of population aged 12 and older who have had tertiary education increased from 4.4% in 2009 to 10% by 2020.	NSO/MERD
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the A/68/970 16/24 14-59106 formalization and growth of micro-, small- and medium-sized enterprises, including through <i>access to financial services</i> .	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020.	ADB
Improve planning and budget operations in line with the PFM Road Map			
	16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of	16.6 Develop effective, accountable and transparent institutions at all levels The Composite Country Performance	ADB

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	organized crime.	Rating (CCPR) increased from 10.5 in 2011 to at least 13.0 before 2015 Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020.	
Integration of recurrent and development budgets			
	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	Rating for Efficiency of Revenue Mobilisation increased from 3.0 in 2011 to at least 3.5 before 2020.	ADB Annual Report
NDS Medium Term Strategy 13	Reduce corruption and improve governance at national, provincial and community levels		
NDS MTS 13 target	16.6 Develop effective, accountable and transparent institutions at all levels.	Perception of public sector corruption Publication of all payments made to governments under resource contracts.	WB MOFT
Prevention of corruption and mal-practice - anti-corruption legislation			
	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.	Improved efficiency in the administration of justice resulting in a reduction in pre-trial detainee's / remand prisoners from 41% (2011) of prison population to less than 30%.	International Centre for Prison Studies through Asian & Pacific Conference of Correctional Administrators.
Solomon Islands Independent Commission against corruption (SIICAC)			
	16.5 Substantially reduce corruption and bribery in all their forms.	Ranking and score in Transparency International's Corruption Perception Index improved and set on an upward trend from a rank of 110 and 2.7 score in 2010 to a score over 3.0 by 2015 and over 3.5 and rank higher than 90 by 2020.	Transparency International Annual Report
Decentralization of decision making			
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020.	ADB Annual Country Performance Report
Examine Federal system of government			
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.	The Composite Country Performance Rating (CCPR) increased from 10.5 in 2011 to at least 13.0 before 2020.	ADB's Annual Country Performance Report
NDS Medium Term Strategy 14	Improve national unity, peace and stability at all levels		
NDS MTS 14 target	16.1 Significantly reduce all forms of violence and related death rates everywhere.	By 2020, SI is independently reported to be meeting its obligations under the Convention the Elimination of All Forms of Discrimination Against Women (CEDAW).	MWYCFA
Improve national unity and consciousness- National Peacebuilding Policy (NPP)			
	16.3 Promote the rule of law at the national and international levels and	Proportion of respondents living in safe and peaceful communities increased	Peoples Survey

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	ensure equal access to justice for all.	from 20% - 90% by 2020.	
Cultural diversity and sports development - key components of nation building and development.			
	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.	Proportion of population who have completed vocational and professional qualifications increased from 2% (2014) to 5% by 2024.	NSO, MEHRD
Political stability – review of “political party integrity Act”, “Electoral (Provision) Act”, Constitutional reform programs			
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population.	NSO
Federal System of Government			
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020.	NSO
NDS Medium Term Strategy 15	Improve national security, law and order and foreign relations		
NDS MTS 15 target			
Quality policing, correctional and fire services			
	16.b Promote and enforce non-discriminatory laws and policies for sustainable development.	The decline in surveyed perception of living in safe and peaceful communities is reversed so that it does not fall below 25% and is raised to 50% by 2020.	RAMSI People's Survey
		Percentage of women and men who report feeling safe walking alone at night in the city or area where they live.	RAMSI People's Survey
Community policing - role of traditional leaders			
	16.5 Substantially reduce corruption and bribery in all their forms.	Proportion of surveyed respondents indicating satisfactory treatment by the police.	People's Survey
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.	Proportion of surveyed respondents indicating satisfactory on the role of their traditional leaders.	RAMSI People's Survey
Foreign and diplomatic relations			
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.	Total official Support for Development.	CBSI/ IMF
		Domestic revenues allocated to sustainable development as percent of GNI.	CBS/IMF

Appendix 3: PFM Road Map, MTBF and the MTDP

(i) Introduction

The Public Financial Management Act of 2013 became effective in January 2014 and represents a series of major reforms in Solomon Islands' public financial management, providing a framework for sound financial management and enhancing transparency and accountability in the use of public resources. The framework includes reforms designed to integrate the recurrent and development budgets, strengthen multi-year budget projections and strengthen the alignment and reporting of donor partners' development assistance. The Act includes improved planning processes, centred on development each year of a Medium Term Development Plan designed to improve effectivity and coordination of the Government's financial decision making processes.

A PFM Reform Roadmap for the period July 2014 to June 2017 was published in June 2014 to support the implementation of the Act. The core reforms in planning and development budget processes are set out below. Recognizing long term public investment as a major source of economic growth and social development, the Roadmap intends the MTDP to become the Government's central multi-year planning document. The Act requires that the MTDP be tabled in Parliament before the end of September each year. The Roadmap aims for coordination of the MTDP, fiscal and budget strategies, which should be "published at the same time". The Roadmap intends to strengthen the links between the MTDP and corporate plans and sector policies as well as the budget and medium term budget framework (MTBF) documents. Some key aspects are highlighted below.

(ii) Integrating the recurrent and development budget

MDPAC's recent planning and budget reforms have included the conversion of development budget bids from lump sums to the Chart of Accounts breakdown shared with recurrent budgets and in the MTDP templates, required proposals to indicate the incremental recurrent costs resulting from programme implementation.

Item 3.4.03 proposes greater consultation and coordination between MDPAC and MOFT in budget preparation, continuing the developments already begun. The effective coordination of development and recurrent budgets will require changes by all ministries rather than MDPAC and MOFT alone and this may take some time to effectively achieve.

3.4.03 also highlights the need for a clear definition of "development" and "recurrent" expenditure and 3.4.07 raises the specific issue of payments to programme staff. Many of the costs proposed for the development budget appear to be recurrent in nature whilst many asset purchases - housing, offices, IT - are clearly capital expenditures but are tenuously linked to "development". Definition may be difficult but is needed to support consistent, objective decisions on allocation of resources, as in the MTDP and is necessary to give effective control of recurrent expenditures.

The MTDP's inclusion of projected incremental recurrent costs is not simply to support MTBF and budget projections but is a necessary input to the intended appraisal process involving cash flow analysis to determine cost effectiveness and rates of return. However, much more training is required to achieve this and simplified templates need to be developed.

(iii) Strengthening multiyear budget projections

The origin of the MTDP in the NDS is to create a link between NDS strategic objectives and allocation of resources to activities which contribute to achievement of the national objectives.

The MTDP process has focused on linking planning and budget processes. To be fully effective in aligning activities to serve national objectives it is necessary that the MTDP and MDPAC planning also be closely involved with the corporate and sectoral planning processes, as proposed in item 3.4.10 in the Roadmap.

Whilst the budget process is primarily an annual cycle the NDS, MTDP, corporate plans and sectoral policies and plans are all multi-year. Indeed, significant development expenditures are multi-year and can be seriously delayed and benefits forgone due to irregularity and uncertainty in available annual funds. The MTDP, therefore, needs to be a link between multi-year plans and annual budget process in order to strengthen multi-year budget projections and support development of the MTBF, as intended at 3.4.11.

Influenced by the annual budget cycle, several multi-year investment programmes seem to be planned on an annual basis so that their MTDP proposals are actually a single year from an on-going programme. This is the case with clearly multi-year programmes including: MID's Rural Transport Infrastructure, MPNS Infrastructure, MCILI's Private Sector and MSME Development, MCA's International and Provincial Airports Programmes, and both of MMERE's Renewable Energy Programmes. It would be inappropriate to appraise proposals in the absence of full development costs and the incremental recurrent costs.

Multi-year planning and budgeting require complete data on a proposal and the rejection of proposals with incomplete information, appropriately supported by regulations.

An incentive to encourage Line Ministries to more seriously adopt multi-year programmatic approaches to development would be through a move to multi-year programme budgeting rather than simply projections. It would not be possible to guarantee availability of SIG funds but priority could be given on an objective basis - as has been given to on-going programmes over new bids in this MTDP. Similarly, multi-year priority could be given to provision of counterpart funds for development partner supported programmes, as with the "new" proposals by MID for support to donor programmes and by MDPAC for counterpart funds for the Rural Development Programme.

(iv) Strengthening alignment and reporting of donor assistance

At 3.4.13, the Roadmap notes that *"alignment of donor assistance to the MTDP through donor policies and SIG strategies has been weak with donors dictating their areas of assistance. Donors go directly to LMs and offer assistance in their chosen area"*. It is suggested *"development partners provide multi-year allocation of assistance according to budget classification"*.

The bypassing of central agencies is inappropriate and inconsistent with international agreements but has become a characteristic of donor behaviour which, as noted in the Roadmap, needs to be changed so that aid becomes more effective in achieving the benefits sought in national plans and strategies.

The Roadmap indicates MDPAC as the responsible agency and needs to contribute towards changed behaviour in two ways. First, completing development of a comprehensive aid coordination strategy and then implementing it in partnership with donors. Second, through the involvement of sector and planning staff in the preparation of proposed programmes to optimise their design in relation to SIG objectives and benefits to Solomon Islanders.

(v) Roadmap Extract

Integrating the preparation, monitoring and reporting of recurrent and development budgets. This section is an unrevised quotation of section 14.3.4 in the Roadmap. As is clear, the dates

proposed are no longer realistic and need to be revised. The contents of the development budget and its linkages to the recurrent budget have been improved over recent years to build on what has already been achieved by MDPAC and the Budget Division in MOFT working together in the preparation, monitoring and reporting of the total government budget. This process has been strengthened through the creation of a Budget Coordination Committee (BCC) that also includes representatives from the MPS and the OPMC. The Committee holds joint budget consultations and the determination of the development budget resources early in the budget process.

Roadmap 14.3.4: Integration of recurrent and development budget

Aim: Strengthen the integration between the recurrent and development budget to raise the quality of expenditure			
Lead implementing agency: Ministry of Development Planning and Aid Coordination			
Actions:	Priorities	By whom?	By when?
To implement the requirements of the PFM Act:			
3.4.01 Table in Parliament the MTDP at least 3 months before the start of the financial year (PFM Act S45 (2) which need to be consistent to the budget and fiscal strategies.	High	MDPAC	By September 2014 - done
3.4.02 Develop regulations to support the MTDP and its implementation (PFM Act S45 (2)).	High	MDPAC	By Sept 2014 - in process
To integrate the recurrent with the development budget:			
3.4.03 Review budget process on both recurrent and development budget to strengthen coordination and promote greater integration (PEFA). The development expenditure is critical for economic growth and social development: • MOFT and MDPAC to undertake joint budget consultations to share information. • Determine the funding envelope of the development budget early in the budget timetable to allow prioritization to be done effectively with LMs. • Promote close liaisons of counterpart sectoral officers in MOFT and MDPAC to coordinate recurrent and development budgets. • Clarify definition of recurrent and development.	High	MDPAC/ Budget	By July 2014 - ongoing
3.4.04 Include recurrent costs of projects in recurrent budget (PEFA). These costs are identified by the current development budget template. It needs to filter into the recurrent budget for the life of the projects.	High	MDPAC/ Budget	By July 2014- in process
3.4.05 Include development expenditure strategy in the budget strategy paper. The development budget has the most impact on economic growth and social development. Its profile and priority in the budget need to be lifted in the fiscal and national strategic documents.	High	MDPAC/ Budget	July 2014 Budget Strategy - done
3.4.06 Make the development budget an integral part of midyear budget review to enable MDPAC to assess and discuss with LMs the rate of implementation of the development budget.	High	MDPAC/ Budget	July 2014
3.4.07 Reconcile differences between the development budget and recurrent budget (PEFA): • Payment of wages and salaries of program staff. • Require project proposals to the tender boards and Cabinet to include assessment of the capacity of LMs to	High	MDPAC/ Budget	By 2015 budget

implement the project. • MDPAC to be more assertive in pushing the rate of project implementation in LMs.			
3.4.08 Integrate the development and recurrent budget and have one unified budget estimates (PEFA).	Low	MDPAC/ Budget	By 2017 budget
3.4.09 Reduce the underspending of the development budget (PEFA): • Better match allocation of development expenditure to implementation capacity of LMs. • Facilitate access to funding at MOFT during the year.	High	MDPAC/ Budget/ Treasury	On going
3. To strengthen multiyear budget projections:			
3.4.10 Adopt MTDP as the main planning instrument for development budget: • Discuss with donors to fill the gap between funding available and the list of projects in the MTDP. • Strengthen the link between the MDPAC and corporate plans of LM, sector policies and the budget. • Undertake awareness of LMs on the linkages of the NDS, MTDP and compliance to development budget Procedures. • Update MTDP yearly to carry forward those not funded in particular year. • Undertake training of LMs on the link between development and recurrent budgets. • Clarify the link between MTDP and MTEF.	High	MDPAC/ Budget/ LMs	2016 - ongoing
3.4.11 Improve multiyear development planning through the MTEF (PEFA) and the linkages between MTEF and MTDP.	Low	MDPAC	2016 - ongoing
3.4.12 Undertake awareness program to improve the understanding of the importance of development budget in the economy and the budget processes (integrate with the <i>Roadmap</i> awareness and ownership programme).	High	MDPAC/ FMSS	2016 - ongoing
To strengthen alignment and reporting of donor assistance:			
3.4.13 Strengthen alignment of donor assistance to the MTDP through donor policies and SIG strategies. This linkage has been weak with donors dictating their areas of assistance. Donors go directly to LMs and offer assistance in their chosen area rather than linking into the MTDP.	High	MDPAC	On going
3.4.14 Progressively reduce donor funding that are not appropriated by Parliament: 1. Improve the accuracy of forward estimates 2. Align forward estimates with the requirement of the PFM Act and definition of public funds	Medium	MDPAC	On going
3.4.15 Increase the use of national systems by development partners as confidence in the development budget management increases (PEFA).	Medium	MDPAC	On going
3.4.16 Require development partners to provide multiyear allocation of assistance according to budget classification and to address different financial years of donors (PEFA).	Medium	MDPAC	By end 2016
3.4.17 Development partners to provide report to MDPAC twice a year on an agreed template (PEFA).	Medium	MDPAC	By end 2016

Appendix 4: Development Partners Framework

(Extract from SIG Partnership Framework for Effective Development Cooperation January 2016)

Commitments and Shared Declaration of Intent

The Partnership Framework is a shared declaration of intent between the Government of Solomon Islands and its Development Partners and does not constitute a legally binding document. It aims to localize the Paris Declaration, the Accra Agenda for Action, Busan Partnership commitments and actions, the outcome of the GPEDC and the Forum Compact. It also seeks to give meaning to the development cooperation principles in the context of the Solomon Islands and translates them into quantifiable and verifiable commitments by both the Government and its partners.

This extract from the Framework covers:

- (i) Ownership, alignment, harmonization and simplification
- (ii) Transparency, accountability and predictability
- (iii) Managing for Results
- (iv) Inclusive Partnerships
- (v) Inclusive Partnerships

Ownership, alignment, harmonization and simplification

Commitment of Solomon Islands Government

SIG will take stronger leadership of its own development policies and will engage with its Parliament, local authorities and citizens in shaping those policies and in the design and implementation of associated programmes and projects.

SIG and Development Partners will work to establish and strengthen program and/or sector based approach rather than a project-based approach.

SIG strengthens its institutional capacity with support from the development partners.

- SIG will produce, in a consultative and transparent manner involving all stakeholders, a twenty-year National Development Strategy (2016-35), a Medium Term Development Plan (2016-2020) as well as associated Sector or Ministry Corporate Plans that set out the Government's development priorities.
- SIG will consult with development partners in order to reinvigorate the Stakeholders Forum. This Forum will discuss all forms of assistance and role of loans, budget support, sector support and other forms of development assistance to ensure effective coordination with SIG's domestic resources.
- SIG will follow existing policies and processes in reporting to Parliament and associated statutory authorities to promote transparency and accountability in the identification of national priorities and in the budget and implementation decisions that ensure all development resources (SIG and external) are used to promote inclusive sustainable development for all Solomon Islanders).
- SIG, including both the National and Provincial Governments, undertakes to review its internal coordination and information sharing policies, processes and systems, including the internal MDPAC structure and coordination and to strengthen the responsibilities and

functions of the Development Standards Committee to ensure a consistent and transparent strategy for engaging development partners.

- SIG will negotiate the design of development initiatives with individual or coalitions of development partners in an open and transparent manner to ensure that the initiatives are fully aligned with the development aspirations of the Government; focus on results; and build and sustain local capacity (refer Annex C).
- SIG will implement the reforms outlined in Public Finance Management Reform Roadmap.
- SIG will maintain an open dialogue with all development partners, including State-owned enterprises, Non-Governmental Organizations (NGOs), Faith-Based Organizations (FBOs), philanthropic organizations, academia and the private sector to ensure comprehensive approach to development effectiveness.
- SIG will ensure that it has the statistical and information management capacity to record aid flows and to ensure that the funding support of all development partners' is recorded in the budget documents.
- SIG will strengthen institutions, systems and processes and build its human resource capacity, and development partners will use the country systems for development assistance supported programs in support of activities managed by the public sector. SIG and development partners will jointly assess quality of country systems and procedures in a country-led process using mutually agreed diagnostic tools.
- SIG and Development Partners acknowledge the importance of non-state-actors as key partners in achieving effective aid outcomes and will involve them in the development and implementation of Solomon Islands' development policies and priorities.

Commitment of Development Partners

Development partners will respect SIG leadership and contribute to further strengthening its capacity to exercise it.

Development partners will align with SIG's development strategies and priorities.

Development Partners increasingly use strengthened country systems and procedures.

Development Partners implement arrangements and simplified procedures as identified in the Paris declaration, Accra Agenda for Action and the Busan Partnership commitments.

- Development Partners will base their development policy dialogue with Government on the poverty reduction and growth agenda articulated in the MTDP and related national and sectoral plans and in doing so, undertake to respect SIG development cooperation policies and procedures; follow the SIG approval processes for all development assistance; and acknowledge the central coordinating and monitoring role of the MDPAC.
- Development Partners will support all efforts of the SIG to strengthen their national systems and where possible promote the use of budget support that is implemented and reported upon by SIG. If a development partner opts to use a delivery mechanism outside the country system, the Partner will detail the rationale and will indicate how it will work with the Government to better align its support in the future.
- Development Partners will ensure that their support is directly in line with the priorities of the NDS, MTDP and related sectoral and corporate plans and at all times undertake detailed

planning and design that reflects the country context; the implications of the interventions on the relevant ministry workloads; as well as the impact on existing and future recurrent budgets with respect to operations and maintenance.

- Development Partners agree to ensure that their missions and program management and monitoring visits are carefully coordinated with the Government, seek at all times to meet the timing requirements of SIG and respect a decision by the SIG to place a moratorium on Missions during the period of budget preparations.

Transparency, accountability and predictability

SIG and its Development Partners are accountable for effective development cooperation and, therefore, development results.

Commitment of Solomon Islands Government

- SIG will strengthen its mechanisms for collecting and sharing information in an effort to maximize transparency and accountability for the benefit of all Solomon Islanders as well for development partners.
- SIG through MDPAC and the annual budget process will continue to collect development assistance information from ministries and all national stakeholders in an effort to improve coordination and availability of information. The information collected by MDPAC will be verified with development partners before publication.
- SIG undertakes to pursue regular consultations with all development partners to ensure a full understanding of its development priorities, while encouraging development partners to provide information on their longer-term intentions with respect to support.

Commitment of Development Partners

- As part of the SIG budget process, development partners will share annually information on their programs and where feasible conclude multi-year agreements with SIG to enhance the predictability of development assistance.
- Development partners will provide an annual report to MDPAC on their contribution to the NDS objectives and more specifically to the MTDP. These reports will form part of the Development Expenditure Report to be prepared each year by MDPAC.

Managing for Results

Managing resources and improving decision-making for results.

Commitment of Solomon Islands Government

- SIG will develop instruments for measuring and managing development results, including the identification of performance indicators for the NDS and MTDP that can be incorporated in the recurrent and development budgets and the Aid Information and Management System.
- SIG will strengthen monitoring and evaluation capacities, and development partners will support the implementation of a results-based delivery framework and accountability mechanism.
- SIG and development partners will periodically conduct joint reviews on progress in realization of commitments on aid effectiveness and achievement of development results.

- SIG and development partners will support efforts to broaden participation of Parliamentarians, provincial and local government officials, civil society, private sector and media in discussions of country's development goals, the design and implementation of programs and projects and results.

Commitment of Development Partners

- Development partners in supporting the design of programs and projects will ensure the expected results are aligned to the national priorities and that the means of measurement or indicators are, as far as possible those used in the NDS and MTDP so that they can be understood by the relevant counterpart agency and can be jointly monitored through national systems.

Inclusive Partnerships

Promoting inclusive and effective partnerships with all relevant stakeholders towards the achievement of national development outcomes that includes a harmonized approach to crosscutting issues such as environment, gender equality, youth, climate change, culture and integration of disabled persons.

Commitment of Solomon Islands Government

- In line with the Aid Management and Development Cooperation Policy, guidelines have been developed to ensure a clear understanding of how SIG ministries and Government agencies will work together to strengthen cross-sector implementation and engagement policy with development partners (Refer Annex B).
- SIG undertakes to include all relevant stakeholders, including NGOs, FBOs and the private sector in the design and delivery of activities for achievement of the national priorities as identified in the NDS and MTDF. At all times looking for opportunities for a multi-sector approach to development and alignment with the policies and principles of relevant line ministries and agencies. The mechanisms for Government/NGO and FBO engagement are currently under review.
- All relevant ministries of SIG, including MoFT and MDPAC, undertake to develop a unified reporting template for all non-government organizations to reduce the burden of reporting and promote a better sharing of information among all development partners.

Commitment of Development Partners

- Development partners will be open and transparent in supporting initiatives of SIG and in working with other development partners, always ensuring that the Government leads these arrangements to maximize national ownership, efficiency and ensure partners with a comparative advantage are included.
- Development partners in recognizing both the importance of a multi-sector approach to development and the coordination role of MDPAC, undertake to ensure that in designing programs and projects, resources are provided for the effective involvement of all relevant SIG stakeholders.

Performance Monitoring

In order to maintain oversight of the commitments made under this Partnership Framework it is essential to set targets annually for both SIG and development partners to systematically ensure progress is made towards a strengthened development coordination agenda in the Solomon Islands. The targets for the period 2015-2016 are set down in Annex D with a proposal to undertake a joint review of the performance in June 2016.

The Stakeholder Forum will be strengthened to ensure the full participation of all development partners and be an opportunity for specific consultations on the performance of the MTDP and the contribution made by development partners.

The Stakeholder Forum will receive an annual progress report on the implementation of the commitments under the Partnership Framework for Effective Development Cooperation. The Forum is an opportunity to review the progress report and for individual development partners to indicate the specific steps they have taken during the preceding twelve months to meet the commitments under the Framework. The Forum will also agree Framework implementation targets for the next twelve months.

