



Solomon Islands Government



Central Provincial Government



September 2012

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CENTRAL PROVINCIAL GOVERNMENT

POLICY STATEMENT 2012 – 2016

FOREWORD

It is my pleasure and honor to take this opportunity to introduce to you the Policy Statement of Central Province which has been designed by the province with the technical support from the Provincial Governance Strengthening Program and the Ministry of Provincial Government and Institutional Strengthening. With the completion of the final draft of this Policy Statement, I have a strong feeling that we are on the right track. The Policy Statement would surely guide us to provide services to our people in a more effective and efficient manner.



As indicated in this statement, we shall surely encounter a lot of challenges as we launch the statement and start the implementation process. Our responsibility from now on shall be to find immediate solution to each and every emerging and identified challenge in order to make a difference to the lives of the people in this province. Our regime should be different from those that existed before as we had been elected against a lot of expectations. We made a lot of pledges to our electorates which we are all determined to fulfill and this is the moment to deliver.

The need for a Policy Statement became an issue for the executive for the past 12 months but thank God we are now able to formulate the Statement with a full participation of all the stakeholders in the provincial government of Central Province.

I wish to appeal to each divisional head to note that having a Statement of Policy is not enough. We must all try to work together and implement the content of the Statement for the interest of the people we pledged to represent in this province. Compliance with the basic rules and procedures that we ourselves agreed to is something we need to ensure happens. It is our duty to ensure accountability in the system that we are administering. This policy statement shall serve no purpose without compliance with our own internal control procedures, the Financial Management Ordinances, the Financial Instructions which are all in line with the Provincial Government Act 1997.

I therefore, wish to appeal to each and every one for co-operation, participation, mutual understanding and support from all sectors of our communities to fully assist the provincial government in its efforts to implement the policy statement. Without such co-operation and support the policy statement and the program of actions will certainly mean nothing to the people and the government of the Central Province.

It was the collective responsibility of this ruling government to undertake and transform our policies and programs of actions into some sound, practical, simple programmable actions and translate it into a working document. Furthermore, the policies will have to ensure that the Provincial policies and programme of actions do go in line with the Solomon Islands National Government policies and this is what we seem to have achieved in this document.

I am happy that a whole chapter in this statement has been devoted to show how we have aligned the Policies to that of the National Development Strategy (NDS). It means that the statement we have just developed and about to launch is indeed relevant to our people as the NDS is to them. The eight main objectives of the NDS have addressed the eight Millennium Development Goals (MDGs) and since our policy statement has been derived from the NDS objectives, it means we have, by and large, set our long term goals and short term objectives to address the Millennium Development Goals which were set by the United Nations General Assembly.

At this juncture, I wish to heartily place on record my heart-felt congratulations to the Provincial Administrators, Heads of Divisions and the Provincial Ministers for a piece of job well done as a result of personal dedications, devotedness and commitment. As it has always been the case in life especially with politics, our policies may be criticized by our critics. I am proud, to say the least, that the Central Provincial Government has a Policy Statement with implementable strategies to stir, stimulate and direct our beloved Central Province to its future destiny.

A handwritten signature in black ink, appearing to read 'P. Mae', with a long, sweeping horizontal stroke extending to the right.

Hon. Patterson Mae
Premier
Central Provincial Government

ACKNOWLEDGEMENT

I wish to take this opportunity to thank the provincial government for the time and efforts that all of you put in the preparation and formulation of this Statement. I consider this a remarkable achievement of my Executive and the working people of Central Province. Special thanks and sincere appreciation goes to the following actors in the province and beyond:



For the provincial executive, I wish to thank you all for the full participation in the policy formulation of our dear province. This is historic in the sense that it is the first time in the living memory for us to come together to agree on a draft policy statement for Central Province that we could use to guide our development plans for the next five years. It is very impressive to see you all sacrificing your Christmas breaks and other personal commitments to be away from your families just to focus on the policy formulation of our province. The way you participated in the formulation of this policy indicates that the executive is now very much aware that the development of policies of the province is the basic responsibility of the provincial executive.

For the head of divisions, Deputy Provincial Secretary and the Provincial Advisor, Rural Development Officer for the province and other stakeholders, I would like to thank you for your efforts in the December 2011 initial meetings which continued into February 2012 and finalised in September 2012. I am really impressed with your contributions in all the discussions that helped us to fine-tune the document. Your suggestions and hard work had enabled the team to come up with well written divisional policies for the province. The way you contributed to the discussions also demonstrated that we have learned a lot from the capacity building initiative designed to enable us to come up with a policy that is developed by ourselves in a very participatory way.

For the Under Secretary of the Ministry of Provincial Government and Institutional Strengthening, Nancy Legua and the Chief Technical Advisor (Int), Momodou Lamin Sawaneh, I would like to thank you (on behalf of the provincial government of Central Province) for initiating the policy development of provincial governments in Central Province. This has been a golden opportunity for us and we very much cherished the technical support you have given to our officers and the sleepless nights you have had in editing, re-organising and adjusting the contents and for professionally guiding the process. We really appreciate the efforts of the Ministry Provincial Government and Institutional Strengthening and PGSP in assisting the province at this critical stage and we hope you would continue to provide guidance as we finalise the draft and send it to printing.

John Selwyn Vasuni

Provincial Secretary, Central Provincial Government



Figure 1: Under Secretary for Ministry of Provincial Government and Institutional Strengthening Mrs. Nancy Rose Legua handing over the Policy Statement of Central Provincial Government to the Deputy Premier Hon. William Luga on 18th Sept, 2012

CHAPTER 1: A BRIEF BACKGROUND TO CENTRAL PROVINCE

1.1. A brief Geography

The Central Province comprises of the following Islands:

1. Russell Islands
2. Savo Island
3. Florida Islands /Gela Islands

The Central Province comprises the Russell Islands, Savo Island and Florida Islands or Gela Islands. Geographically these Islands are located between 159 South and 915 degrees West and they are scattered over a sea area of approximately 8,112kms with a total land area of about 600kms.

The Gela and Russell Islands are sanctuaries of rich inshore fishing grounds, coral reefs and mangrove forests.

The Province is a sea of islands surrounded by many small islands with white sandy beaches, blue seas, blue sky, beautiful green forests and friendly people.

Natural Resources

Land based resources in the Province are already under stress for being overused. The indigenous population has interacted with their forest resources over the last 3,000-4,000 years. These interactions have been exacerbated by the sudden upsurge in logging activities over the past decade, resulting in the reduction or extinction of any remaining pristine forests on the Provincial Islands.

Population

The total population of the sea of Provincial Islands is about 26,687 people according to the recent population census of 2009. The annual population growth rate of the Province is about 2.9%. This is a pretty high rate and the Province must take this number seriously with its implications on various issues and especially on natural resources.

The Provincial Islands are occupied predominantly by Melanesians except for a few Polynesians who settled in the Russell Islands. The people of Gela and Savo and the Russell Islands are culturally related to each other despite being in different Islands.

Demography 2005 *(these data was provided by MoH statistics Unit)*

	Male	Female	Total
Total Population	13,773	12,910	26,687
Population <1 year	365	348	711
Population <5 years	1,837	1758	3595
Population women 15-49		6667	6667
Total live births			564 (actual)
Total deaths			60

1.2. POLITICAL INSTITUTIONS IN CENTRAL PROVINCE

PROVINCIAL EXECUTIVE

The Provincial Executive is the ruling Government of the Province and it is currently headed by the Hon. Premier and five other Executive Members who are responsible to administer delegated portfolios under various divisions. The main function of the Executive Committee is to formulate Provincial Government Policies relating to political directions of respective divisions.

Central Province has six Executive Committee Members, heading six portfolios as follows:

- | | |
|-----------------------|---|
| 1. Hon. Pattesson Mae | - Premier and Minister of Security and Investment. |
| 2. Hon. William Luga | - Deputy Premier and Minister of Works and Infrastructure. |
| 3. Hon. David Teva | - Minister of Finance |
| 4. Hon. Silas Niavuni | - Minister of Education, Tourism, Youth, Women and Children Affairs |
| 5. Hon. Henry Lipa | - Minister of Lands and Agriculture. |
| 6. Hon. Tom Numo | - Minister of Health and Medical Services |

BACKBENCHERS

- | | |
|----------------------|---|
| 7. Hon. Frank Vohea | - Deputy Speaker, Chairman of PAC and Siota Board |
| 8. Hon. Charles Bisa | -Chairman of Caucus |

PROVINCIAL ASSEMBLY

The Provincial Assembly is the law making body of the Provincial Government having its own Assembly office to look after the welfares of the Members of the Provincial Assembly. The Honorable Speaker is the head of the Assembly office who carries out the functions of the office in close consultation with the Clerk who is the secretariat to the office.

The Provincial Government has 13 wards and each ward has its own MPA who are elected after every four years.

The Assembly constitutes the following MPAs and its officers:

1	Hon. Pattesson Mae	MPA Sandfly/Buenevesta ward
2	Hon. Charles Bisa	MPA Central West Gela ward
3	Hon. Frank Vohea	MPA Central East Gela Ward
4	Hon. David Teva	MPA South West Gela Ward
5	Hon. Silas Niavuni	MPA South East Gela ward
6	Hon. Henry Lipa	MPA North East Gela ward
7	Hon. William Luga	MPA North West Gela ward
8	Hon. Tom Luga	MPA Tulagi ward
9	Hon. Stanley Manetiva	MPA North Savo ward
10	Hon. Jim Planet	MPA South Savo ward
11	Hon. Kevin Liu	MPA Banika ward
12	Hon. Baddley Vaurou	MPA Lavukal ward
13	Hon. Ruebenson Lent	MPA Pavuvu ward
14	Hon. John Bosamata	Speaker of Assembly
15	Mathew Sale	Clerk to the Assembly

JUDICIARY

Judiciary is a legal system that interprets Laws of Solomon Islands ranging from the Supreme Law to Ordinances passed by the Provincial Assembly.

The Provincial Government is currently faced with difficulties in appointing legal officers to interpret these laws because it is a non-devolved function of the Province thus with little or no control over recruiting experts for the job.

However, in cases where suspects are charged for violating laws, Magistrate, judges and public solicitors are called in from Honiara to sit and hear cases. These are normally far in between as there is a lack of human capacity within the main judicial office that seem to hamper delivery of judicial services in all provinces including Central Province, but this is the province's major challenge where cases have been pending for too long and suspects are held without trial for longer than expected. This affects the implementation of the judicial system and the dispensation of the judicial proceedings.

1.3. RECENT HISTORY OF THE PROVINCE.

- The province was seriously affected by the recent ethnic tensions when some of the well established properties of the province had been burnt down including the main provincial office building. This building which housed most of the important documents of the province was burnt down in 1998.
- As a result of the tension, most of the competent civil servants within the province who did not feel comfortable or felt threatened had to leave their jobs. This led to capacity issues which are today affecting the province in terms of core staffing to deliver on our mandate.
- 1982- Central Province was formally established as a province, including Rennell and Bellona with 13 wards, and later 10 wards when RENBEL assumed its status as a province on 1st January 1993 and became a province of its own. Since then Central Province has once again grown in terms of the number of wards with three additional wards before the last elections making a total of 13 wards.
- The provincial assembly is the law making body of the province and the office is manned by only two officers; the speaker and the clerk.
- 14 Premiers with 14 governments have been elected since inception as a province. The high turnover of Premiers has been a result of vote of no confidence.
- The province also had the shortest serving Premier who served for only eight days in the office.
- The provincial assembly has Standing Orders in place, revised and endorsed in 2010.
- **There has been no policy statement developed to govern the administration of the province for almost two decades but the annual budget deliberation has been going ahead and the proposed expenditure figures annually appropriated and signed into law by the Hon. Minister for the Ministry of Provincial Government and Institutional Strengthening.**
- The current executive was elected to power after December 2010 elections when Hon. Patterson Mae became the Premier of the newly elected provincial assembly. Since he came to power, he has been able to formulate the following ordinances:
 1. Rules for the governing executive
 2. Formulated the Fisheries Ordinance
 3. Establish land Valuation roll for property rates
 4. He spear-headed the formulation of a policy statement for the province describing the vision of his executive.

ECONOMIC DEVELOPMENT

The province has not made major inroads in the area of economic development. The province has been affected badly by the absence of major commercial activities particularly after the closure of RIPEL in the Russell Islands in 2004, the exit of Solomon Taiyo Company in 1980s and National Fishery Development company in 1999. However, the recent establishment of Silent World in 2011 seems to give a glimmer of hopes for better economic prosperity and opportunities of job creation in Tulagi. Eco-tourism has been doing well but apart from that there has been no major area of investment for quite sometime.

CHAPTER 2: INTRODUCTION

Central Province is currently initiating approaches to minimize on the hindrances to provincial progress with the attempt to engage in institutional re-arrangements of the overall provincial planning processes and a variety of tasks to counter identified challenges. The policy intent of the provincial government is geared towards having a more comprehensive and realistic structure and mechanisms in place that could address these limitations. By working together the provincial divisional heads, the provincial executive and some MPAs identified some key challenges that the province is facing and came up with proposed policy goals that would enable it to address those challenges prescribed in the document.

The whole idea of developing a suitable policy statement for the province was necessitated by the fact the National Development Strategy has now been launched and it thus made it easier for the Central Province to align its long term vision, goals and strategies to it. The reader would find that parts of the eight objectives of the National Development Strategies that are considered relevant to the provincial government of Central Province have been identified and used to assist the province to facilitate the process of policy formulation.

The Provincial government with political will and communal support; is responsible in sustaining processes in the development aspiration and its obligation to the people and visitors to the Central Province.

There is the need to develop approaches encouraging communities' involvement in programs and initiatives in the society. This will include incentive and proactive measures addressing identified limitations to the speed of the progress. Dominant areas being Education, Health, Agriculture, Tourism, Fisheries, Forestry and the Provincial Administration were critical in making arrangements to review current institutional arrangements, aligning with the Provincial and National Government policies.

The current government of Central Province anticipates development of appropriate legislations and subsidiary laws to accommodate proposed changes introduced in this Policy Statement. The Province's intent is to establish dynamic policy goals and objectives that aim at addressing various sector challenges through a more participatory approach covering the period 2012 to 2016. This is hoped not only to ensure institutionalization of our development initiatives but also widening the scope and the responsibilities of these institutions. The establishment of functional linkages with the Central Government/line ministries and other stakeholders also need to be enhanced with the formulation and enforcement of responsive laws/policies that would promote sustainable utilization of local resources, citizen participation and accountability to the people.

The provincial government of Central Province intends to focus on improving human resources competencies within the provincial machinery at all levels. This is hoped to boost the functions of the said provincial institutions. There is a strong need to create a coherent and comprehensive package to staffing, by way of training, awareness programs, seminars and the recruitment policies along national goals and the eight objectives set in the National Development Strategy.

Central Province is anticipating status change to that of a State hood under the current NCRA proposed Federal Constitution which is being currently tailored and reviewed. Therefore Central Province plans to deliver on the appropriate areas with the private sector as a dominant target to kick start economic development in the form of partnership through the use of appropriate instruments. This is conceived by the province as a means of ensuring improvement from the present state of economic stagnation to making a more meaningful impact on the lives of our people. This also includes scouting for more development partners through national protocols by addressing these concerns in partnership with the provincial government and relevant institutions nationally and locally.

2.1. THE PROCESS

The provincial government of Central Province initiated the idea of developing a long term policy statement covering the period 2012 - 2016. This period may go beyond the life of the new provincial government of Central Province but it may be deemed necessary to undertake this task so that future development plans could be anchored on the main policy goals and overarching objectives that are not only superficially linked but derived from the National Development Strategy Objectives.

The Permanent Secretary of the Ministry of Provincial and Institutional Strengthening, Lennis Rukale, sent in a team to Central Province comprising the Under Secretary, MPGIS, Mrs Nancy Legua and the Acting Chief Technical Advisor of the Ministry and PGSP, Momodou Lamin Sawaneh, to assist the province in developing its first Policy Statement for over two decades.

The team from Honiara took an approach which did not only assist the province in developing the provincial policy statement but at the same time enabled the provincial officers to strengthen their capacities in developing future policy statements and do the required revisions where necessary.

The process started by devoting two days to the discussions of the various roles and responsibilities of the provincial executives, the provincial assembly and the provincial administration. The discussions also covered the new roles and responsibilities of the provincial Public Accounts Committees and thus covering areas such as participatory planning and citizen engagements in local development decision making processes. The first few days discussion and presentations by the Honiara team gave the provincial staff and politicians the right understanding of what the roles are and how to ensure those are translated into Policy Statement of the province.

All the Heads of various Divisions in Tulagi attended the sessions and on the third day, the process of formulating the Policy Statement commenced. A large number of executive members including the Hon. Premier of the provincial government, the Deputy Premier, the Heads of Divisions and some MPAs attended the two sessions all throughout. The contribution from the provincial executive and the heads of divisions was indeed very helpful in enabling the province to come up with its challenges and goals.

Participants were divided into three groups and each group was given a specific chapter of the Policy Statement to complete and do a presentation. The Honiara team (Under Secretary and the CTA) wanted to ensure that the Policy is developed by the province itself through capacity building. This was intended to ensure that the province takes full ownership of the finished product and ensure a skills transfer. This has been MPGIS' main underlying reason for provincial technical support at such a higher level.

Group presentations were made and comments on the presentations were given to each group to incorporate into the final drafts of their presentation. This process helped the province to come up with the vision statement which was unanimously accepted by all and mission statement which later defined the provincial goals.

2.3. ALIGNING THE CENTRAL PROVINCE POLICY STATEMENT TO THE NATIONAL DEVELOPMENT STRATEGY

The Policy Statement of Central Province has been designed in such a way that the Policy implementation strategies, when fully accomplished, shall contribute meaningfully to the achievement of the 8 National Development Strategies' objectives which have been set for Solomon Islands for the period 2011 - 2020.

The policy goals and objectives of Central Province which have been formulated to respond to identified challenges of the province are all synchronized with the broader National Objectives as indicated below. The following areas indicate how the two documents have been aligned in order to ensure that Central Province contributes meaningfully to the implementation of National Development Strategies. Since the NDS has been formulated to respond to National Government demand to achieve sustainable development through achieving all eight MDGs, the Central Province is thus contributing to the achievement of the same MDGs that are achievable by the province and within the mandates of the provincial government.

Developing the communities in order to alleviate poverty, improve the lives of people of Central province for a peaceful and stable society by initiating economic activities that would lead to economic growth and employment. Such activities include investments in the local economic development such as the market construction and encouragement of women having stalls to sell their products to a wider market and the increased investment in the Fisheries sector in the province. This is in line with objective one of the NDS.

The strengthening of women and youth divisions and the caring of pupils of special needs in education sector is indeed a major policy intention of the province that contributes a lot to the achievement of objective two of the NDS, the support to the vulnerable groups in the Central Province. The policy statement has indicated increased commitment of the provincial administration to invest more resources in those divisions to promote the interest of the vulnerable groups. The policy goals are broad but the objectives to achieve the policy goals have been specific and measurable.

Improve the health of the people of Central Province by supporting the provision of access to basic health facilities being funded through the Ministry of Health. This would be achieved by continuing to provide financial support to the health infrastructures in the province through the Provincial Capacity Development Funds (PCDF). This is in line with objective three of the National Development Strategy.

Providing quality education to the people of Central Province is one of the objectives that the province aims to ensure. The Policy Statement which includes specific objectives on education sector aims to articulate this by providing detailed long term objectives of the education sector in its policy statement. Sector challenges in the province have been identified and goals to address them have been formulated in this statement. This is in line with the National Development Strategy Objective four.

To synchronize the Policy Statement with the National Development Strategy objective five, the province has, in this Policy Statement, articulated various policy intentions and strategies that would, in the long term, address issues relating to gender inequality, identified opportunities of gender mainstreaming, youth policy formulation which would seek to increase access of young women and men to education, health,

economic activities and ensure their equal participation in all spheres of our local development. The provincial government sector that is responsible for the affairs of women, youth and children have been identified with various challenges being faced by these vulnerable groups and policy goals and objectives have been specifically formulated to address them on a long term basis. All these are in line with objective five of National Development Strategies.

In this Policy Statement, the Central Province divisions of Agriculture, Forestry, Tourism, and Fisheries have identified in more detail the challenges affecting the effectiveness of each division and identified goals and measurable objectives for each division. This is hoped to lead to, in the long term, increased economic growth and improved livelihoods through increased food production, increased tourism activities in the province, more commercial fishing activities for small holder fishermen and better managed and sustainable use of forest cover. These policy goals and objectives are all synchronized with the National Development Strategy objective six.

The Central Province responds to objective seven of the NDS by coming up with policies that would create and maintain enabling environment. The local council of Central Province has identified challenges in waste management and formulated goals and specific objectives to address them. The province has called for proper environmental legislation to protect the environment including marine resources.

The new political direction defined by the province lays emphasis on improved governance and strengthening of links with the communities as its long term outcomes. The challenges in governance have been identified and goals that would ensure that the provincial executive and the assembly would be strengthened to the level that they would provide the right leadership to the people of Central Province have been articulated. This would also include the roles of PGSP in seeking clarification of the functional responsibilities of the provincial governments and the line Ministries at the provincial level. The clarity of the province's new political direction which is in line with objective eight of the NDS would hopefully improve governance in the province.

2.4. PROVINCIAL GOVERNMENT VISION AND MISSION STATEMENTS

VISION

United and economically prosperous Central Province

MISSION STATEMENT

Provide dynamic leadership for efficient management of political, social, economical and administrative functions for effective service delivery by strengthening good governance, cooperation and coordination with development partners, mainstream gender issues and facilitate community participation to protect and conserve natural resources in harmony and in spirit of peaceful co-existence for sustainable development.

2.5. NEW POLITICAL DIRECTIONS FOR THE GOVERNMENT OF CENTRAL PROVINCE

The Policy Statement of Central Province is being formulated against the backdrop of new political changes which took place after the provincial elections in December 2010. This policy statement is designed to chart a new political direction by providing the people of Central Province a dynamic, democratic and visionary leadership that would strengthen the province's resolve to improve its economic well being. The new political leadership is committed to ensuring investment opportunities that would kick start economic growth and job creation for the people of Central Province are provided.

This Policy Statement is therefore designed to articulate such a political thinking where the prosperity of the citizens would be at centre stage and be the main pre-occupation of the political leadership. At the heart of this policy implementation would be the emphasis on good governance, improved accountability and transparency, ensure political stability, strong political will, quality and informed political leadership with strong administrators that act as change agents.

The new political direction which is expected to be led by a strong leadership should perform and ensure **economic and social development by:**

- Providing conducive environment for more investment
- Strengthening partnership with government and Non- governmental organizations (donors)
- Supporting and encouraging economic sectors in the rural areas
- Supporting resource owners to effectively engage and participate in the economic activities
- Supporting chiefs in resolving land matters for development purposes
- Rehabilitating and improving economic infrastructures
- Encouraging and supporting social sectors,(Health, Education, Youth, Women, Churches and chiefs) to develop and strengthen their capacities
- Strengthening Law and order and enforcement
- Improving basic health services

- improving quality education system
- Supporting and improving accessibility of Communities to food security
- Supporting and encouraging preservation of Natural Resources

GUIDING PRINCIPLES TO GUIDE THE NEW POLITICAL DIRECTION OF THE PROVINCE:

- Acknowledgement of the sovereignty of God as the basis of righteousness, justice, equal opportunity and dignity in the governance of Central Province
- Committed to a just tolerant society which fully protects the rights and freedoms of all citizens of Central Province.
- Encourage honest leadership with transparent responsibility & Ownership
- Promote and integrate our traditional values as the basis for self sufficiency and self reliance and harmonious living.
- Promote gender equity and equal participation in all sectors.

THE VALUES THAT THE PROVINCE STANDS FOR:

- Proper usage and sustainable management of natural resources
- Recognition of the House of Chiefs within Central Province
- Establish and strengthen linkages between the church, the house of chiefs, and the Province for harmonization
- Equal participation at all levels in all sectors in decision making and leadership
- Good governance – effective coordination and implementation of Provincial Policies
- Coordinate, implement and integrate policies of National Government (NDS)
- Encourage and assist rural entrepreneurs' to participate in private sector development
- Provide equitable access to quality and affordable education

2.5. CHALLENGES FACED BY THE PROVINCE

In addition to the various challenges faced by individual divisions, the province itself has numerous challenges that currently inhibit the process of ensuring economic prosperity of its citizens to the standard expected. There is an expectation gap between what voters' expectations are and what the province is able to provide for them. This gap is growing even larger because of the numerous challenges listed below. The objective of this policy initiative is to identify all those challenges and develop policy goals to address them.

1. Weak governance institutions in the province
2. Poor linkages of two tier government systems, minimal ordinances, subsidiary laws, enforcement and implementing institutions within the provincial setting
3. Post ethnic tension society with weak law and order enforcement within the province
4. Minimal facilities/services addressing educational needs of society justified by current huge illiteracy level. Infrastructural support for education sector is low.
5. Eroding cultural norms and values, diminishing influence of traditional institutions in society
6. Minimal opportunities for local economic activities
7. Very low internal revenue collection compared to current potential revenues. The province is not able to map out the sources of revenues for the province and come up with effective revenue mobilization strategies that would maximize revenue collections for the provincial treasury.
8. Minimal infrastructure affecting service delivery to society. Infrastructural capacity is required to accelerate economic growth.
9. No proper linkages between rural communities (resource owners) and Provincial Governments in the sustainable exploitation of natural resources
10. Lack of food security in the face of rapid population growth
11. Limited existing essential services and facilities for the peoples' well being
12. Minimal supply of skilled manpower

2.6.POLICY GOALS FOR CENTRAL PROVINCE 2012 – 2016

The goals indicated herein have been formulated after a series of participatory discussions and based on the challenges of the province indicated above. The goals are long term by the time they are accomplished most of the challenges would have been addressed. To enable the implementation of the goals, the province came up with broad objectives which are indicated as policy objectives. Hereunder are the broad policy goals of the provinces for period 2012 - 2016.

1. Promote good governance at all levels to ensure sustained democracy
2. Creation of responsive and accountable local governance through appropriate systems and mechanisms.
3. Promote harmonious coexistence, communal cohesiveness and a happy people
4. Encouragement and assistance on physical, Social or spiritual well-being of the people through education and training.

5. Revive traditional intuitions contributing to socio-economic development within the province.
6. Create favourable conditions for local economic development incentives and activities in the Province.
7. Strengthen internal revenue protocols and review of supporting ordinances
8. Improving and Upgrading the infrastructure facilities of the province
9. Review existing practices and processes, ordinances advocating community/resource owner participation in provincial development aspirations.
10. Targeting Poverty alleviation at all levels through local and national co operations.
11. Increasing access of local people to basic health, education and other essential services and facilities
12. Ensuring core staff availability, ongoing training, appraisal and capacity building.

2.7. POLICY OBJECTIVES FOR CENTRAL PROVINCE 2012 – 2016

1. To ensure equal participation in the political social and economic direction of Central Province increased by 50% by 2016.
2. To review existing institutions and to create related ordinances by 2014.
3. More community awareness programs, community policing and accessing other initiatives to rural communities in all three islands by 2016.
4. To Improve the physical, Social or spiritual well-being of the people through education and training by 2016.
5. Revive and strengthen traditional institutions and leadership roles and empowerment through community Governance ordinance to be created by 2014.
6. To boost the existing institutions through related ordinances in order to create mechanisms to boost economic activities in the province by 50% from the current level by 2016.
7. To review and create ordinances as legal bases to improve the internal revenue collection and accounting for revenues by 70% in the province and enhance capacities through orientation and training of personals by 2016.
8. To improve current infrastructures to support economic growth in the three islands and create job opportunities for 50% of unemployed youths by 2016.
9. To provide incentives and linking resource owners to SME networking under Ministry of trade and commerce, micro schemes through NGOs and a variety of other innovations in the country and the region by 2016.
10. To provide food security for over 80% of the population of the three islands by 2016 through utilising local, national and international partners.
11. To provide essential services and facilities to at least 60% of the population by 2016.

2.8. POLICY OUTCOMES FOR CENTRAL PROVINCE

1. Improved equal participation and representation,
2. Improved governance in the province.

3. Improved and coherent governance structure for effective service delivery.
4. Improved Mechanism in-place ensuring the cohesiveness.
5. High literacy level ensured and the continuous progress of provincial human resource to new heights
6. Cultural norms and values, respect of tradition to the following generations maintained.
7. Increased commercial activities for generating economic growth and improved standard of living
8. Improved internal revenue collection for service delivery.
9. Increased infrastructure/facilities and improved Service accessibility.
10. Improved Communal participation in the development of the province.
11. Sustained food security, increase production of goods and commercial opportunities within the province.
12. A healthy literate people and increased potential in the general advancement of the province.
13. Improved Sector performance of the provincial machinery, improved and quality provincial service delivery.
14. Gender issues mainstreamed
15. Environmental issues mainstreamed

2.9. POLICY IMPLEMENTATION STRATEGIES

- To ensure that the Central Province benefit more from its own resources the province will have to establish and develop a credible and stable democratic political system, based on the principles of a government of the people, by the people and for the people.
- The province will have to review and amend the relevant provisions of the current existing Provincial Ordinances, Standing Orders, Governing Rules and that of the Provincial Government Act 1997 with the assistance of the Solomon Islands relevant government authorities.
- To place more emphasis on economic and infrastructural development in the Central Province such as roads, wharfs and bridges in order to encourage commerce and trade.
- To encourage the private sector involvement in the local economy to enhance growth.
- Ensure enhanced logistics for service delivery at minimal costs.
- Review and re –organisation of the entitlements and eligibilities of Provincial Assembly members so as to provide for better understanding, co-operation, participation and leadership qualities.
- Review of Central Province staff instructions and scheme of services for the direct employees, and promotions of other seconded staff to ensure higher productivity.
- Review of functional responsibilities to determine who is responsible for what and who is to pay for what in Central Province.

- Work closely with the Ministry and PGSP to carry out costing of service delivery so as to generate analytical information for cost estimation of service delivery within the mandate of the provincial governments.
- To co-ordinate well with the Ministry for continuous recruitment of the required core staff for the provincial governments.
- To ensure compliance with the basic procedures and ensure accountability by ensuring compliance.
- The province shall review and introduce Provincial ordinances.
- Introduce assembly standing orders to establish planning institutions such as Provincial Planning Development Committee and Ward Development Committees.
- Review of Provincial Committees, such as the Provincial Development Committee, Town and Country Planning Board, CIP, Education Board, Provincial Housing Committee, Promotion and Disciplinary Committee, In house Committee and etc in order to make them more effective.
- The establishment of inter –agency and inter-City relationship with some Provinces in the Solomon Islands and Overseas.
- To coordinate with the MPGIS for providing more seconded positions in the province..
- Review and re-draft of the Central Province staff instructions, scheme of services and liaise with the unions or labour department for better terms and conditions of the direct employees at the provincial level.
- Review and appoint all Provincial Executive mandatory committees of the Central Province.
- Explore and identify possible provinces as well as overseas countries in which ‘sister relationship’ partnership can be established.
- Design and provide in-service training programmes in consultation with the relevant Government Ministries, Solomon Islands College of Higher Education (SICHE) and overseas Institutions so as to address staff development and training needs of provincial staff of Central Province.
- To establish continuous staff appraisal for career prospect and enhanced productivity.
- To apply staff redundancy exercise when necessary
- The establishment of the standing select committees as follows.
 - Assembly in-house Committee
 - National Coordination Committee
 - Others (PPDC, TPBU, DSC, WDC)

- The establishment of joint consultations between the Solomon Islands Government Authorities in the following possible areas,
- Improve in crime prevention
- Improve the legal civil services
- Improve the administrative and legal services
- Improve the local court operation and improve the enforcement system of law and order.
- The identification of manpower needs within the Province and the selection of the school leavers to attend useful and relevant training, both locally and overseas.
- Review and adjust Provincial and the National Constituency boundaries for Central Provincial Government.
- Introduction of community governance and chiefly system in the communities and wards.
- The review and production of a 5 year Provincial development Plan, centred in the needs of the population.

2.10. SPECIFIC STRATEGIES FOR ECONOMIC GROWTH

The CPG has the resource and potential to grow further, create more jobs and raise the general standard of living of its citizens. The PG is fully aware of the key sectors to generate more growth, and therefore it shall focus on specific target areas where it can achieve a positive outcome by enhancing its competitive advantage.

The provincial government's responsibility is to facilitate and encourage the private sector to participate in the economic development in Central Province by providing a conducive environment to interested investors who wish to invest in the economic development of Central Province and promote economic growth in the following focused area.

Infrastructure

- Roads, Wharf, airstrip and rural electrification
- Facilitate the establishment of thermal, hydro, wind, solar power
- Identify potential site for international sea port
- Distribute development activities in the wider community

Communications/transport

- Reliable communication by establishing v-sat, PF net, internet
- Reliable shipping service

Provincial financial incentives to private sector

- Tax holiday for infant businesses and factories to allow them to grow instead of killing them from the start. This may sound like protectionism but it is necessary to ensure home based businesses to grow in the future.
- Small financial grant to local entrepreneurs to start of small scale businesses
- Flexible on the business application processing fees, business licenses, (grace period e.g. six months)

Facilitate micro credit scheme

- Encourage the establishment of banking system in the province to ease financial transactions and boost economic activities
- Credit unions to be established to facilitate lending schemes to women groups and other youth groups in the province who have investment at heart.
- Extension of credit facilities by commercial banks to boost local economy
- Encourage people to create bank accounts
- Provide training on financial literacy to demystify finance and basic accounting
- Encourage the formation of business association

Facilitate registration of customary land

- To ensure accessibility of land for purposes of development
- Identify potential agriculture opportunity areas for development
- Encourage and create economic growth centers

Security and legislation

- Community policing – awareness
- Attitude towards development needs to be improved
- Quarantine and surveillance over natural resources
- Come up with ordinances that would encourage private sector development
- Empowering traditional and church leaders through formulation/review of existing legislation on their roles in maintaining peace

Support for private sector

- Ensure that political stability is maintained for economic growth
- Facilitate marketing
- Review relevant legislation to better support and facilitate the protection and development in the various areas that would generate maximum benefit to the PG and Solomon islands as a whole

2.11. STRATEGIES FOR MOVING TOWARDS STATE HOOD

The Central Province supports the move towards the proposed federal system. Since it is anticipated that it would lead to further decentralization and strengthening capacities of the provinces it is being considered as a positive move to ensure and guarantee decentralization. It is also envisaged in the new Federal Constitution that there would be a revenue sharing mechanism that would enable the states to enhance their fiscal capabilities and thus provide more services to its people. The following areas that happened to be concerns of Central Province would need to be further discussed and addressed in any draft Federal Constitution for consideration.

- Establishment and enactment of Provincial Sea boundaries
- Re-demarcation of provincial constituencies & ward boundaries
- Expand Tulagi & Yandina sea port and township
- Establish international airport and airfields
- Tulagi mini-hospital to become a referral hospital
- Establish and improve tele-communication and civil aviation network
- Transfer of all crown/ alienated land Perpetual Titles to the province
- Specialized manpower

2.12. POLICY LIMITATIONS

The Policy Statement of Central Province covers a five year period from 2012-2016. Most of the goals set in the statement are expected to progress well during the five year timeline. The assumption is that the goals would be attained if everything works out well. However, there are chances that factors and operating conditions beyond the powers of the provincial government of Central Province could prevent the achievement of all the goals being designed by the province. Some of the factors have been indicated below:

Financial limitations

- Too much dependence on service grant to fund the recurrent expenditure
- *Lack of Revenue Collection Register & Strategy*: Primary Data & Records Keeping on Revenue Base and Collection Methods
- *Inadequate Revenue Collection Manpower*, Skills Development, Incentives, Logistical Support
- Need to Seek for Additional Financial Assistance to enable 'Community Outreach' and 'Participatory Planning' for "Provincial Development Plan"
- Global economic crises(recession) may lead to contraction in the national economy which would have a knock-on effect on the resourcing of provincial governments.

Human Resource Capacity

- Not enough human resources with capacity to implement policy and since the province does not have the fiscal capacity to employ more qualified people, the chances are that the intentional pay roll cut by the MoFT would continue to affect the establishment of the province.
- Understaffing at all levels in the provincial government
- Shortage of Staff accommodation (on-going issue). This is an issue that can be resolved through provision of adequate resources
- Low morale of staff performance as a result of lack of facilities
- Unattractive staff package
- Lack of staff development plan for capacity building
- Unproductive staff still being retained in the pay roll
- Lack of staff understanding about their job description

Geographical settings

- Scattered islands making communication unbearably expensive
- Remote communities lack of access to basic services such as health and education
- Transportation difficulties thus making movement of goods expensive and time consuming
- Communication difficulties. Apart from the provincial government V-sat, there is no high speed internet connectivity to facilitate communication with communities
- *High Cost for Mobility & Collaborative Work*
- High risks experienced on sea accidents.
- Shipping service is unreliable and far in between

Land and Sea

- Land dispute making it difficult to undertake meaningful economic activities
- Lack of proper and legal recording system of customary land
- Improper issuing of government/provincial land
- Customary and provincial sea boundary zones not well defined
- Absence of clarification of land ownership and problem of land dispute as a major hindrance to local economic development
- Lack of review of necessary legislations(Mineral Act, Lands and Titles Act, Fisheries Act and PGA) to empower customary landowners for ownership of their mineral resources
- Lack of ability to return registered lands vested under Commissioner of Lands to be transferred to the provincial government

Law and order

- Weak implementation of enforcement duties
- Lack of respect to community leaders
- Lack of community knowledge regarding judiciary systems

- Lack of court empowerment of traditional chiefs to exercise their traditional roles and responsibilities

Social

- Behaviors and attitudes of communities and individuals affect rate of development
- Increase in domestic violence at homes
- Drug abuse amongst young people
- Drunk and disorderly behaviors within the society
- No respect to public facilities making maintenance cost high
- Lack of respect for provincial leaders
- Lack of support to increase accessibility of Communities to food security
- Lack of support and encouragement for preservation of Natural Resources
- Lack of awareness and information sharing in the rural communities
- Lack of natural resources management plans
- Population increase(pressure on resources)
- High cost of living (Destructive harvesting practices)
- Unregulated commercial fishing and unsustainable management of marine resources
- Destructive industrial activities
- Lack of access to quality education system

CHAPTER 3: PROVINCIAL DIVISIONAL POLICIES 2012 – 2016

3.1. AGRICULTURE AND EXTENSION SERVICES

POLICY LINKS TO NATIONAL DEVELOPMENT STRATEGY 2011–2020

The policy statement of Agriculture division of Central Province has been derived from the National Development Strategy particularly objectives 1 and 5 as follows which indicate clearly that the Ministry of Agriculture and Livestock should:

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.

Provinces and NGOs to 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.

Support farmers and rural communities through farmer-to-farmer networks and contracted pre-qualified NGOs to provide extension, including in remote areas, in which "model farmers" provide assistance to farmers in similar circumstances of land availability and conditions, financial resource and access to markets and inputs.

To address the issues of poverty alleviation in the context of sustainable economic development and patterns of consumption, production, human resource development and human rights in order to reduce the incidence of malnutrition and food borne disease.

Develop agriculture and livestock through agricultural, marketing and land use planning to improve food security, livelihoods and community sufficiency in rural areas through targeted multi-disciplinary interventions to diversify agriculture and promote agribusiness and alternative livelihoods.

BACKGROUND TO AGRICULTURE DIVISION

The majority of the rural population in Central Province depends very much on subsistence agriculture, by growing their own food crops from their allotted land to marine resources for their daily livelihood. Some time the produce is sold for cash earning.

There are two traditional cash crops, coconut and cocoa which remain the leading crops that smallholders rely most for income. Central Province produced 1,649 metric tons of dried cocoa during the period 2003-2010 whilst 160.5 metric tons was produced in 2010 alone. For copra, 71,103.2 metric tons was produced during the same period 2003-2010, according to confirmed reports.

There are opportunities to support the rural populace in all categories from subsistence food production, smallholder family unit cash crop production, livestock production to small scale downstream processing, hence maintain food security, improves rural cash flow, boost economic growth and poverty reduction.

With a growth in agriculture, there would be increased job creation as a result of increased investment. Nonetheless, technical advice and support would still be required particularly to the youths in order to transfer skills through.

- Consultations, cooperate and partnership development
- The engagement of active participatory approach to an effective delivery of extension service
- The recognition of women's role in agriculture
- The facilitation and involvement of private sector in agriculture trade and commodity development
- Empowerment of resource owners, and a fair, equitable and a timely enforcement of regulatory measures

The division is currently manned by ten (10) seconded officers and four (4) direct employees. Tulagi, Hakama and Yandina in the Russells are the official working stations.

Agriculture Division is a non-devolved function division hence, it continues to have close ties with the line ministry, the Ministry of Agriculture and Livestock Development for all its logistic supports. However, there is also provision in the provincial budget annually for some of its operation.

VISION

Sustainable Agriculture for food security and economic growth in Central Province

MISSION STATEMENT OF AGRICULTURE DIVISION

To promote and improve agriculture development in Central Province to a profitable and environmentally sustainable future through provision of information, extension education and advice, research and development in order to ensure food security and economic growth.

FUNCTIONS OF AGRICULTURE DIVISION IN THE CENTRAL PROVINCE

1. Provision of Agriculture Extension Service
2. Activating the Provincial farm activities
3. Facilitation of national rice programs
4. Implement and monitor SIG funding projects
5. Facilitating and implementation of Agriculture Development programs in the province sector policy
6. Implement and coordinate programs of other MAL departments
7. Execute Rural Development Program (RDP C2) activities
8. Development of Division's annual Provincial and Ministerial budget bids annually
9. Activating Taiwanese Technical Mission (TTM) provincial programs

CHALLENGES FACING AGRICULTURE DIVISION

Whilst implementing the provincial policy, the agriculture division continues to face the following challenges that is affecting the division for which policy goals and objectives may need to address:

1. Geographical nature of Central Province leads to very high unit cost service per farmer for extension officers
2. Poor accommodation conditions for officers affects the morale, performance and output
3. Insufficient office space for staff
4. Lack of initial capital to start of projects thus making it difficult to provide communications and transport facilities
5. Insufficient manpower or workforce
6. Extension officer to farmer ratio is very high (1:2,085) thus impedes the frequency of economic farmer contacts
7. No domesticated animal compensation rates available
8. Other stakeholders are also involved with agriculture activities getting their funds from aid donors
9. In sufficient updated statistical data at hand on development activities
10. Soil infertility and degradation resulting into low food production
11. Ghost projects receiving Government funding under Cocoa & coconut subsidy schemes
12. Poor qualities of cocoa and copra produced by smallholders
13. Rising sea-level due to climatic change
14. Conventional approach versus demand driven economic programs/activities
15. Lack of knowledge, skills and information due to continuous and fast technological changes
16. Infra-structures and training facilities at Hakama provincial farm deteriorating
17. Continuous delay in receiving farm inputs under national projects eg. rice
18. Provincial Land policies and land rental payment affects infrastructure developments
19. Safety of Division's assets, farm produce eg. Office and field equipment, livestock

POLICY GOALS OF AGRICULTURE DIVISION:

Based on the above challenges being faced by the agriculture division of the Provincial Government, the following policy goals are being designed by the division to address the emerging challenges for the next five years 2012-2016:

1. Develop appropriate technologies to improve productivity and increase production of traditional food crops that would ensure food self-sufficiency to keep pace with the growing population.
2. To support and strengthen the Agriculture Extension Service for efficient and effective delivery of services
3. Damages to domesticated Animals, food and cash crops through corruption practices be compensated fairly with justice
4. Recruit additional trained agriculture officers and farm workers to provide required support
5. To put in place a proper and effective mechanism to facilitate government funded project inputs
6. Ensure collaboration and coordination with other aid donors and development partners in the sector in building the capacity of the division to meet and sustain clients and stakeholders dynamic needs
7. Upgrade and improve the agricultural infrastructures, training facilities and farming activities at Hakama Provincial farm to meet staff/farmer training needs and increase production
8. Develop and promote atoll agriculture to sea rising level vulnerable locations
9. Improve linkages between line Ministry, Provincial Agriculture Extension Service and other stakeholders
10. Encourage and promote value added products (cassava and taro flours) through downstream processing
11. Promote a provincial agriculture census / survey to generate data for meaningful planning and budgeting
12. Law and order enforcement by respective authorities for security
13. Continue to promote rice production to potential land sites
14. Encourage bottom up approach or demand driven oriented tools to capture rural communities' needs
15. Improve cocoa quality for all smallholders to meet export standard
16. Improve communication and transport network to facilitate agricultural production

POLICY OBJECTIVES OF AGRICULTURE DIVISION:

1. To improve production of traditional staple food crops, by maintaining food security sufficient enough to feed 26,687 people of Central Province by 2015 so as to keep pace with increasing population
2. To build one Agriculture office building complex at Tulagi by mid 2013.
3. To further strengthen the capacities of 2 female Agriculture officers to conduct 500 farm contacts/visits to 1,000 women households of Gela, Savo and the Russell by 2014.
4. To build 2 new staff quarters at Tulagi, Yandina, and renovate the 8 existing quarters by 2015 in order to improve working and living conditions of staffs in the province.
5. To increase the number of trained and qualified officers by three with two additional farm workers at Hakama by 2016.
6. To provide support and rehabilitate 50 smallholder cocoa farmers (Gella-30, Savo-10, Russells-10) in terms of drier parts tools provision and capital through MAL subsidy scheme, RDP component 2 demo concept to boost production and improve quality by 2015.
7. To conduct 13 area profile and crop data surveys in all 13 Provincial wards in CP for planning by mid-2013
8. To identify 20 courses in: food production, small-livestock, Integrated Pest & Disease Management (IPDM) on cocoa and 10 demos for 400 rural farmers of Gela, Savo and Russell by 2014.
9. To Conduct 12 participatory rural appraisal (PRA) workshops under RDP C2 by December 2013 in 12 communities (Russells-3; Savo-2 and Gela 7) to identify issues / constraints and arrive with appropriate solutions.
10. To Liaise and seek advice from DSAP expertise(s) to develop suitable, appropriate and sustainable Atoll agriculture practices to 2 vulnerable communities of Karumalun and Nagotano by end of 2014.
11. To develop a project submission (\$250,000) to the line Ministry, RDP C2 and Province (PGSP/PCDF) and other donor partners for the upgrade of Hakama Training Centre by 2014 to international standards to accommodate local, regional and international trainings /workshops.
12. To Support the 5 rice projects (Gela-3, Russells-2) to produce 3,000kg of rice hence increases production for import substitution by 2014.

13. To Promote and recognize the Formation of 2 Farmers' Association (Savo-1, Gella-1) as some donors / NGOs focus their development support through registered Associations/groups than individuals by 2014.
14. To support 17 small holder livestock activities (honey, eggs, meat, pork-beef and broiler), for food security and import substitution by 2014.
 - i) 1 x honey in Hakama
 - ii) 2 x cattle-Gella (Hakama, Nata)
 - iii) 2 x layers-Tulagi, Savo
 - iv) 6 x Broilers (Gella-3, Savo - 1 and Russells - 2)
 - v) 6 x Pork(Gella-3, Russells-2 and Savo - 1)
15. To ensure and strengthen staff development programs so as to cope with technological changes and demand driven activities by providing the following courses:-
 - i) 4 staff x Diploma in Agriculture-SICHE by 2014
 - ii) 3 staff x TTM farm on the job training by 2013
 - iii) 2 staffs x Computing by 2013
16. To provide 3 two-way radios and 3 canoes and 3 OBM's for Tulagi, Yandina and Hakama by 2014

POLICY IMPLEMENTATION STRATEGIES:

To ensure the policy is executed, implemented, and meets its ends, the agriculture division have in place the following strategies to work on:

1. Establish workable mechanism, good cooperation, dedication, commitment of existing workforce within the division in collaboration with other stakeholders
2. Formulation of Annual Work Plans to determine Budgetary support by National and provincial governments
3. To Establish workable M & E system to ensure program and activities are monitored and feedback provided to ensure the intended outcomes are achieved.
4. To increase qualified and Trained agriculture officers within the organization based on the Staff Development Program (SDP) and staff training needs analysis (TNA)
5. To encourage resource owners to participate and open up their land for development for economic growth
6. To ensure there is proper coordination and linkage established between the division and the line Ministry (MAL) and donor partners over deployed provincial based programs

7. To draw up capital development project proposal(s) through the line ministry, provincial government, development partners, and stakeholders for funding support of implied projects and activities
8. Identify community livelihood issues and training needs through Community Participatory Rural Appraisal (PRA) under Rural Development Program (RDP) concept of the Ministry of Development Planning& Aid Coordination
9. Creation of conducive office environment and structure to enhance communication and staff transparency relationship
10. To formulate intensive and comprehensive Area Description Profile of designated areas (provincial wards) in which AWP are drawn for monetary support

POLICY LIMITATIONS OF AGRICULTURE DIVISION

Despite the well spelt out sector policy goals and objectives, there is no guarantee that the policy goals which have been designed to solve the main challenges of the division would all be achieved. The division of agriculture in Central Province, like the Provincial Government itself, has its main limitations some of which have been highlighted below:

1. **Lack of manpower for executing the designed policy** may affect the implementation of the above policies intended for the division. Currently PAES Central Province does not have the capacity in terms of trained human resources to appropriately implement the policy, there may be no need to outsource some of the activities. Experienced officers are leaving the service either on retirement or transfers.
2. **Unclear policy guidelines/ ordinances.** The division does not seem to be operating with a clear policy outline thus making long term policy outcomes difficult to attain. However the attempt to develop one this year could hopefully resolve that.
3. **Lacking financial support to support policy implementation.** Like many other divisions, the agriculture division is plagued by lack of the required resources to implement activities. Hopefully the increase in PCDF funding for Central Province would certainly free up some funds for agriculture division to enable phase implementation of the policies being designed for the division.
4. **Cooperation from other stakeholders in implementing the policy.** Despite a well spelt out policy, the division could still face difficulties in the practical implementation of the designed policies because of different policies and approaches of aid donors and other key players in the sector.

5. **Lack of national and provincial political will towards the policy.** Policy is the responsibility of the top policy elites and in this case, the provincial executive. To implement these policy objectives, the province will have to require the political will and determination of the provincial leaders. It is not certain as at now if the current political executive would give its full support and allocate resources to implement the agriculture policies for Central Province.
6. **The willingness of the landowners to avail their land for additional construction of agriculture support related infrastructures.** In CP like many other provinces, the land tenure system remains a challenge. Despite the elaborated policies of the division, disputes over ownership and the cost of land rentals could prevent this policy from being implemented.
7. **Cultural norms and values** that we inherent and believe in strongly could militate against certain aspects of our development objectives particularly in the agriculture sector. For example, the male extension workers cannot mix with female extension workers in some communities, male agriculture officers cannot freely contact/visit female farmers or vice versa. All this makes it difficult to introduce new ideas to promote agricultural productivity.
8. **No market information and outlet for minor and new crops eg. Vanilla.** *.Other minor crops are grown by farmers (vanilla, kava) with little information of their market outlets*

3.2. FINANCE DIVISION

POLICY LINKS TO NATIONAL DEVELOPMENT STRATEGY OBJECTIVE 8:

" Improve Governance and Order at National, Provincial and Community Levels and Strengthen Links at all Levels".

The policy statement of finance division is linked to aspirations of the National Development Strategy Objective 8 as indicated above which indicates that finance divisions are supposed to ensure a stable management of government finances through proper fiscal planning processes and ensuring that debts of the provincial governments are well managed, the budgeting systems are properly coordinated, accounting for revenues are improved and collections administered well and also carry out the necessary public sector financial reforms.

BACKGROUND TO FINANCE DIVISION.

Before the introduction of the Provincial Government Strengthening Program in 2008, Central Island Province had been using an Ad-hoc Accounting system in its planning, budgeting, implementing and reporting of provincial finances. Provincial government Financial Statements have not been prepared according to any Accounting standard and/or audited by the OAG.

The PGSP in its initial stage have achieved some of its goals by standardizing the **Financial Management Ordinance, Chart of Account** and the introduction of the **MYOB** Accounting Software for the first time in all the nine provincial government 2008/2009.

The MPGIS have encouraged all provincial government to move into **IPSAS accounting system – Cash basis** **which** this forms the framework for planning and budgeting in the Central Islands Province

FUNCTIONS OF FINANCE DIVISION

The Finance division has the responsibility to see **that a proper system of accounts is established** and see that **proper records** of the province's financial statements are kept in books approved by the province for such purpose and to **exercise supervision and full control and account** for all funds received and paid by the Province on a daily basis and to report and account to the Provincial Executive, Provincial Assembly, the Auditor-General and the MPGIS as required.

The Finance division is staffed with 8 personnel; the Provincial treasurer and the deputy provincial treasurer are seconded to the province while the remaining 6 officers are direct employees. Proper Office space and logistic support is high in the division's agenda.

Note: The PCDF Minimum condition and performance measures have focus more on Finance to improve the Public Expenditure management system (PEM) of the provincial governments.

VISION

A sound financial management system for Central Province

MISSION STATEMENT OF FINANCE DIVISION

Uphold Good Governance and maximized service delivery by providing prudent financial management policies for the provincial treasury division. This would be done through carrying out key public sector financial reforms and continuous capacity building of the accounting officers.

FUNCTIONS

- Provincial Budgeting
- Provincial Financial management
- Revenue mobilization
- Provincial Financial reporting
- Managing the development budget

CHALLENGES, POLICY GOALS AND POLICY OBJECTIVES

No	Challenge	Policy Goals	Policy Objective
1	Continuous and unfavorable audit report	Improved and favorable audit report	To have a clean Audit report by 2015 financial year.
2	Lack of accurate revenue register	Lines of revenue exploited and potential revenue sources are registered and updated	To map out all local revenue sources in Gela, Savo and Russells plus Honiara by 2013.
3	Low Revenue collection ratio	Effective Revenue collection systems in place	To recruit 1 additional revenue clerk for Savo by 2012. To provide training on basic Accounting for 15 staff who usually collect revenue – Revenue clerk, fisheries assistant, Hakama farm staff, To provide logistic support, 1 15 horse powered OBM/Canoe to Revenue clerk in Russell and 1 OBM/Canoe 15 horse powered to Area clerk in Gela
4	High dependency on Service Grant(80%)	Increased Revenue base and increased actual collection.	To provide grant to 15 businesses in Gela, 5 in Savo and 10 in Russells
5	Non -Retirement of Imprest	All outstanding imprest cleared, current imprest maintained in a manageable level	To follow-up (accounts staff) on unretired imprest, impose recovery by 2013.
6	Non-compliance/low understanding on Documentation process for	Increased in quality of documentation for disbursement of provincial	To provide training for 25 provincial staff including Executive members in April 2013.

	disbursement of provincial funds	funds	
7	Low capacity in Accounting (PEM) by Accounts staff	Increased capacity of Accounts staff understanding in Public Expenditure Management	To Provide training on basic Accounting for 25 staffs by 2012-FMO, FSI, Procurement, Asset management, etc
8	Continuous Reluctance by Rural Populace (Men 18yrs and above) in paying basic rate	Increased in understanding of rate payers obligation and increased collection	To provide awareness talk to all communities in Gela, Savo, and Russells by MPA's, Treasury Staffs, Extension Staff by 2012
9	Unrealistic Annual Work Plan and Budget	Improved ,achievable and realistic provincial plans and Budget in place	To provide training/ continuous coaching to 25 HODs, Accounts Staff, Ministers, on Cash planning and budgeting, by 2011-2012
10	Weak Internal Control Framework	Strengthened and more effective Internal control frame work established	To create an effective internal control by the provincial executive, Administration and Treasury division by 2012
11	No Asset Valuation	Provincial Assets are valued and proper records kept	To seek the service of 1 Valuer by 2012 to carry out valuation of provincial asset and properties.
12	Weak Sharing of information (Plans & Budget) from Non Devolved ministries and provincial division	Improved mechanism in place for quick and timely access to information (to and from)	To setup website by 2012 by Ministries/Province with technical assistant from PGSP
13	Unclear fiscal (revenue) transfer between Commercial division (Fisheries centre, Hakama farm, Provincial Rest house) to Treasury division	Clear and effective fiscal transfer mechanism in place	To get technical finance expertise to assist the finance division to draw up an effective fiscal transfer system by 2012. -Operating cost -Shipping problem
14	High outstanding arrears	Level of outstanding debt decreased and managed	To plan and budget for arrears (NPF, PAYE and other trade creditors in the 2012/2013 budget

POLICY IMPLEMENTATION STRATEGIES OF FINANCE DIVISION

- The Provincial Executive through the Provincial Minister for Finance is responsible for overseeing that this policy is implemented in a transparent and accountable manner.
- Strengthening and appreciation of internal control management and compliance to financial regulations
- Revenue mobilization strategy designed and mobilization of resources and conduct awareness talks to rural communities in Central Province.
- Increasing manpower by recruiting qualified Accountants and providing appropriation trainings and logistic support to assist officers to carry out their tasks more effectively.
- Review of Provincial Public Accounts Committee composition and provide financial literacy trainings to enable the committee to perform their role to scrutinize the provincial executive on financial matters of the Province
- The policy will be extracted into annual work plan/budgeting through the annual appropriation Ordinance for funding and implementation
- The Provincial Treasurer who is the head of the Finance division has the daily responsibility of ensuring that provincial funds are spent wisely and in accordance to annual work-plans and budget.
- Emphasis and strengthening the requirement of producing and submitting monthly financial reports to the Provincial Executive to give the Executive a clear picture of Central Province finances for decision making.
- Well defined roles and responsibility of accountable officers for the proper management of public resources.

POLICY LIMITATIONS

1. Geographical location of the islands
2. Political instability –that the Current Government may not continue to rule
3. That the monthly service grant is continued to be paid to the Central Province
4. Availability of technical manpower is available- (lawyers, civil engineer, architect etc)
5. That all PCDF Minimum Conditions are met
6. That the Provincial Budget is passed by 31st March each year and signed by the Minister for Provincial Government before 31/12/2012

3.3. PROVINCIAL FISHERIES DIVISION

POLICY LINKS TO THE NATIONAL DEVELOPMENT STRATEGY OBJECTIVES 2011–2020

The policy statement is linked and derived from the following National Development Strategy Objectives:

Objective 1 which calls for Increased opportunities for rural fishermen and communities to improve their standard of living through promotion of on-shore fisheries processing to increase value added.

Objective 5 which calls on the MFMR to promote sustainable use of natural resources to increase production, productivity, value added and rural incomes. Promote private Sector, Provinces to Improve Solomon Islands earnings and revenues through realization of the international value of natural resource based export, including from fisheries and forests.

Ensure effective coordination between national, provincial and community levels to facilitate sustainable development of inshore fisheries and shift from "open access" to "managed" fisheries in partnership with resource owners and fishing communities, to improve food security, sustainable marine resource management and economic productivity.

FISHERIES DIVISION

BACKGROUND

Fisheries division has been operating in the province for the last 20 years. The division is non – devolved with all budget provision from the Provincial Government. It has a total of six full time staff, 5 are direct employees from the province and 1 officer is seconded from the Ministry of Fisheries and Marine Resources.

There are four Fisheries centers in the province that were looked after by the Fisheries division. Yandina fisheries center is funded by Japanese Government way back in 1980s; this center is situated in Russell islands and it's the only fisheries center in this part of the province. The center is operating at a very low key due lack of in the area. Three centers situated in Gela Islands, Semeghe Fisheries center in Sand fly and Buenivesta region. The center was funded by EU project in the 1990s; this center was known to be the busiest compared to others. Tulagi Fisheries center which is located in central part of Gela, is funded by the province and was rehabilitated by PGSP in 2009, Salisapa Fisheries center located in Small Gela is also funded by the province but it does not operate at the moment.

The machineries at the four centres are funded under the Goods and Services program from the MFMR by OFCF and FESAP/FDAPIN projects from the Japanese Government. Technical maintenance cost for the centers machineries is done by MFMR engineers.

VISION

A secured and sustained inshore fisheries and aquatic resources for Central Province

MISSION STATEMENT OF FISHERIES DIVISION

Protect and conserve marine bio-diversity and Fisheries resource for sustainability of fishing industry as a valuable income generating/economic activity in the Central Province for present and future generation by providing continuous capacity building, technical and financial support to community fishermen and marine resource owners.

FUNCTIONS OF FISHERY DIVISION

Fisheries Management and Administration

- Resources need to be utilized within levels that will allow them to be sustainable
- Resources are deteriorating due to utilizations and changes to the ecosystem
- Resources limitation affects program implementation
- Resource management is about managing human activities
- Formulate Provincial Fisheries Ordinance for the proper utilization of Fisheries Resources with clear guide lines for customary and traditional rights, foreign investors, joint ventures, local company, individuals or communities.

FISHERIES DEVELOPMENT

Support any new ongoing improvement in fisheries development (very low capacity by all division staff)

- Fishing gear technology
- Fishing aggregating devices(FAD)
- Fishing methods
- Fisheries infrastructure

Fisheries Center

- Manage/ coordinate Center operations
- Provide ice for fishermen
- Collect revenue
- Center machineries repair and maintenance
- Provide needed fisheries information service to fishermen
- Rehabilitate, repair and maintain center premises.

CHALLENGES FACING FISHERIES DIVISION

Fisheries management

- Declining catches and overfishing
- Conflicts between commercial and traditional fishermen
- Sea food safety and hygiene
- Destructive fishing practices
- Fishing gear conflicts
- Returns to fishermen
- Employment loss
- Lack of financial support from PG/MFMR
- Recent inclusion of marine resource management in the CP budgets

Fisheries Development

- Inadequate infrastructures
- Skilled labor shortage
- Unclear budget provision for this code in Central Province budget

Fisheries center

- Weak financial management protocol from treasury
- Cost of machines repair and maintenance by MFMR
- Longer period machine breakdown before repairs and maintenance occurred
- Center staff's low capacity in book keeping, computing, report writing, finance
- Bills cut off took 3 to 8 months before reconnection
- Incompletion of Tulagi Fisheries center rehabilitation project 2009/10
- Low support from admin/treasury division for fuel(diesel)
- Center staff pays for communication on official matters.

POLICY GOALS OF FISHERIES DIVISION

- Fishery co-management plans developed
- Support new Fisheries development
- Fisheries center Proper management/coordination link.

POLICY OBJECTIVES OF FISHERIES DIVISION

- Ensure Provincial fisheries management plan developed by 2014
- Formulate Provincial Fisheries ordinance for proper utilization of fisheries Marine Resources by 2013
- Implementing CBRM training for 20 communities in marine/fisheries resources by 2014
- Implement awareness program for 40 communities about fisheries ordinances regulations and marine conservation programs by 2016
- Support community based resource management program to increase Marine Protected Areas to 50 sites from 7 by 2016.
- Identified 10 sites for commercial seaweed farming (4 in Russell,3 in big Ngela,3 in Small Ngela) and to grow livelihoods through sustainable fisheries investment by 2016
- Support MFMR in developing Fisheries inshore facilities, FAD, aquaculture and other types of farming for subsistence and commercial development.
- Identified short term training for staffs in Fisheries development by 2014

- Four Fisheries center staff to undergo basic training on finance; report writing and basic computing, management, OBM/Refrigeration, seafood handling and hygiene by 2015.
- Ensure center service such as ice production is delivered to fishermen
- Logistic support for the formation of fishermen associations.

POLICY IMPLEMENTATION STRATEGIES

- Liaise with MFMR, Stake holders (NGOs that deals with marine/fisheries issues) provincial planning unit, community based organizations and resource owners for effective implementation of policy goals.
- Allocate budget provision for fisheries management in provincial government plans and budgets.
- Provincial Fisheries ordinance which is in final process at AG Chambers would be followed up
- Liaise with NGOs, SILMA, and MFMR for support funding and expertise.
- To Identify areas in marine and fisheries lined with MFMR interests for fisheries development.
- Improve communication linkage with provincial administration, treasury division MFMR on Fisheries center functions and responsibilities by 2013

POLICY LIMITATIONS

- Poor financial coordination between fisheries center, provincial treasury division and MFMR
- Ignorance by MFMR, PG to support fisheries management
- Finance, limited funding/ Staff incentives, poor housing conditions,
- Budget provision is difficult to negotiate
- Staff capacity is not guaranteed for full fisheries implementation in the province.

3.4.SPORTS DIVISION

LINKS TO NATIONAL DEVELOPMENT STRATEGY OBJECTIVE 2, "TO SUPPORT THE VULNERABLE"

The policy statement of Sports Division is derived from the National Development Strategy objective on youth development through participation in sports.

Promote the importance of sports not only for physical and mental health and competition but also as an activity to unite communities in the provinces.

BACKGROUND TO THE SPORTS DIVISION

The Sports division in Central Province was created by the provincial government in order to ensure and encourage the participation of everyone in sports. The division since its creation has been mobilizing resources through the provincial government and encouraging a province wide participation of young men and women in sporting activities so as to ensure a healthy living. The division is charged with a responsibility organizing sporting events across the province. It has only one officer since its inception.

FUNCTIONS OF SPORTS DIVISION

The overall function of the Division is to manage the Central Provincial Government priorities for sports development which includes;

- ✓ Organizing the Provincial tournaments.
- ✓ Administering grant assistance from Provincial Government for the implementation of sports activities at the Provincial wards and community level.
- ✓ Administering structural link between the national Sports Council, NOCSI, Provincial and Community level.
- ✓ Providing Policy directives and planning for Provincial Government sports sector priorities and programs.
- ✓ Coordinating the participation of teams in Central in various sports that are organized by other relevant National sports federations at the National level.
- ✓ Coordinating the ground work preparation of 2013 Solomon Games to co-hosted by Central Province.
- ✓ Coordinating the establishment of thirteen (13) ward sports Associations in Central Province.

VISION

Make Central Province a sporting province

MISSION STATEMENT OF SPORTS DIVISION

To turn the Central Province into the best sporting province in the country by continuous improvement and upgrading of sports facilities, encourage athletes so as to re-position sports through adequate funding for annual provincial sporting competitions in the province.

CHALLENGES FACING THE SPORTS DIVISION

1. Inadequate manpower to implement the overall function of the Division.
2. Financial Constraint to organize sporting events
3. Weak enforcement of law and order
4. Weak communication link
5. Lack of specialized and trained technical personals
6. Geographical dispersion of Islands.
7. High transport cost.

POLICY GOALS OF SPORTS DIVISION

1. Sports Division to be fully staffed to coordinate and facilitate the implementation of Sports development program.
2. Increase funding for the Department.
3. Improve communication within rural communities.
4. Improvement and upgrading of sports facilities in selected locations in Central Province
5. Organize sports technical training programs. eg. Coaching and Refereeing.

POLICY OBJECTIVES OF SPORTS DIVISION

1. Organize Primary Schools sports carnival in four (4) zones in Central Province by 2012 – 2014
2. Construction of 10 new sports facilities in preparation of 2013 Solomon Games to be held in Tulagi and Siota Provincial Secondary School.
3. Organize four coaching and referee clinics by 2014 to build the capacities of provincial referees and coaches.
4. Establishment of 13 provincial ward sports Association in Central Province by 2014.
5. Organize one Provincial tournament (Gerusa Game) to be held in Tulagi in 2014.
6. Sports grant assistance from Provincial government to 13 ward sports association in Central Province from provincial recurrent budget.

IMPLEMENTATION STRATEGIES

1. Establish a working committee in each of the four zones to oversee and plan the planned carnivals and in collaboration with the sports office and the province.
2. Collaborate with the Ministry of Home Affairs and the Central Province thru PCDF for the smooth implementation of these facilities.
3. Collaborate with national sporting federations through NOCSI to facilitate and plan the coaching and referring workshops for umpires, referees and coaches in Central Province.
4. Draw a program of visitation to all 13 provincial wards to facilitate the establishment of 13 wards sports association in Central Province in coordination with the province for financial assistance.
5. Collaborate with the Provincial authorities to seek support through allocation of appropriate funds to host GERUSA tournaments within the recurrent budget.
6. Collaborate with the Provincial authorities to seek support through allocation of appropriate funds to all 13 provincial sports associations within the recurrent budget.

POLICY LIMITATIONS OF SPORTS DIVISION

- ❖ Sports, Youths and Children's need additional staff to man Sports Division in order for the division to achieve its design policy.
- ❖ Finance
- ❖ Communication Link
- ❖ Geographical setting with scattered Islands.
- ❖ Cultural values and norms
- ❖ Political Instability
- ❖ High transport cost.

3.5.TRANSPORT WORKS AND COMMUNICATIONS DIVISION

BACK GROUND TO TRANSPORT AND WORKS DIVISION

The transport division has been created to deal with all works particularly the repairs and maintenance of office infrastructures, the staff housing in sub-stations located in Tulagi, Russell Islands and Savo, and other related roles and functions in the Province. The division is a devolved function created and funded by the provincial government of Central Province. The divisions liaise mainly with the Ministry of Infrastructure Development to source expertise where necessary.

FUNCTIONS OF TRANSPORT AND WORKS DIVISION

1. Repairs and maintenance of Provincial Buildings /Assets/equipments.
2. Construct new buildings for the Province
3. Technical design of infrastructure works by coordinating with the planning division
4. Involving in assessments, tendering and reporting of physical infrastructures.
5. Supervision and quality assurance of work programs

VISION

Improved technical quality designs and maintenance systems for provincial infrastructures

MISSION STATEMENT OF TRANSPORT AND WORKS DIVISION

Improve technical designs of infrastructure projects, communication networks and maintenance systems by proper scheduling of maintenance works, provision of adequate equipment for repairs of Central Province assets in Tulagi and other locations within the province on a timely basis.

CHALLENGES FACING TRANSPORT AND WORKS DIVISION

1. Manpower shortage
2. Logistics and Procurement
3. Limited tools, heavy machines, portable machines.
4. Lack of safety gears and equipments
5. Poor housing conditions.
6. No proper storage, shed or workshops
7. Untrained workers.

POLICY GOALS OF TRANSPORT AND WORKS DIVISION

1. Provision of adequate manpower to implement division's plan
2. Provision of the Job trainings & Capacity buildings
3. Increase number of staff houses
4. Maintenance of staff houses at Tulagi and outer sub-stations.
5. Assist in the infrastructures especially buildings in the Province.
6. Sustain new equipment installation
7. Facilities/equipment maintenance
8. Inadequate communication network

POLICY OBJECTIVES OF TRANSPORT AND WORKS DIVISION

1. To recruit of 5 new members of staff to resolve the manpower problem in the division by 2013.
2. To procure 50% of tools, machineries and equipment needed by mid 2013. (refer AWP submission 2013-2014 for details)
3. To repair and maintain current houses and complete 10 by the end of each year until 2016.
4. To ensure all repairs and maintenance work on 40 provincial staff houses are completed by 2016.
5. To construct a new shed (workshop) for work's division by 2014.
6. Hire of one IT support staff to oversee provincial ICT matters by 2014.
7. To make a budgetary provision in the annual provincial budget of about 15% of the cost of all Central Province assets in order to support repairs and maintenance works on provincial assets including communications and transport facilities commencing in 2014 fiscal year.

POLICY IMPLEMENTATION STRATEGIES

- The division shall try to recruit five additional staff to strengthen the divisional capacity
- Efforts shall be made to seek financial assistance from outside donors and the Solomon Island Government for the procurement of tools, machineries and equipment in order to deliver services on behalf of the provinces as per policy objectives.
- Source and seek financial assistance for effective and routine repairs and maintenance of provincial staff houses and for the construction of a new divisional shed.
- Liaise with the Ministry of Infrastructure Development to expand its services throughout the Province.
- Ensure that all Provincial owned vehicles are fully utilized and that they are maintained / repaired so as to effectively boost the work of the province.
- Ensure that there is adequate housing and offices are constructed for staff deployed to the Province and that they are maintained, repaired and renovated to most suitable standard.
- The division shall coordinate on the job training with the Ministry of Infrastructure Development and SICHE to improve the skills of officers in the works division

POLICY LIMITATIONS

1. Shortage of Manpower
2. Logistics and equipment breakdowns due to lack of provincial maintenance support.
3. Inadequate trainings for officers.
4. No Proper tools, machines and equipments.
5. Theft and misuse of tools.
6. The new scope of responsibility to divisional team, Information Communications and Technology.

3.6.LOCAL COUNCIL DIVISION

BACKGROUND TO LOCAL COUNCIL DIVISION

Local council was established as an extension department of the provincial administration division mainly to provide essential services to the people in Tulagi. About 11 staff have so far been employed by the department to ensure the town is clean so as to maintain good health of the people. The division was created in 1982 and since it has been taking care of town cleanliness with minimal resources.

FUNCTIONS OF THE DIVISION

- Daily up keep of Tulagi Station
- Collection and disposal of household rubbish
- Drainage cleaning
- Up keep of Tulagi town and Market.

VISION :

Safe and Healthy Tulagi Township

MISSION STATEMENT OF LOCAL COUNCIL

The division shall Integrate the resources of all sectors of the community to provide a secure, clean, healthy and vibrant Tulagi through continuous awareness campaigns on waste management systems and practices, and environmental protection.

CHALLENGES FACING LOCAL COUNCIL

Being a unit that is created by the provincial government to ensure the town is clean, safe and healthy, the new unit faces a lot of challenges that require definitive policy goals to address. The challenges might be too many for which long term policy goals to address would be required for the provincial government to focus on during its terms of office.

Hereunder are some of those challenges:

1. Lack of proper tools/equipment and vehicles
2. Lack of proper rubbish/waste bins
3. Non enforcement of existing littering bye-laws.
4. Lack of a demonstration of ownership & sense of responsibility towards properties and life in Tulagi Township
5. Shortage of man power. The unit does not have adequate manpower to ensure that Tulagi is clean and neat all the time.
6. Financial Support. This is a major challenge as the province is not able to provide adequate financial support to the division for reasons due to budget limitations.
7. Law and order. The fact that there is limited law enforcement makes it difficult for communities to abide by the instructions on littering and waste management system.
8. Non-existence of stand water pipes at the main market.
9. Non-existence of cemetery (burial ground) which creates lot of difficulties for every family in Tulagi.

10. Lack of public recreation parks for children and the public
11. Lack of public amenities

POLICY GOALS OF LOCAL COUNCIL DIVISION

Considering the various challenges that the Local Council Unit is facing as it attempts to deliver on its mandates, the following policy goals have been designed for the unit to attain in the next five years by the current government of Central Province. The assumption made in creating the policy goals is that the current government would live to see the end of its current term in office so as to implement the policies designed herein. Numerous policy goals and objectives have been indicated hereunder to enable the local council unit to attain its mission and vision for the Central Province.

POLICY GOALS OF LOCAL COUNCIL DIVISION

1. upgrading services and increasing logistics
2. improved waste management systems
3. create ordinances that would impose penalties on people littering
4. creating awareness programs and introduction of by-laws to Tulagi communities on waste management systems and cleanliness
5. increasing workforce to enable the unit to deliver its mandate
6. creating enforcement mechanisms to improve on law and order in the Tulagi Township
7. improve hygiene and cleanliness in public areas by imposing penalties on those who break laws on littering waste disposals
8. creation of recreation parks for the children to use

POLICY OBJECTIVES OF LOCAL COUNCIL DIVISION

1. Provision of assorted quantities of: brush knife, garden rakes, leaf rakes, wheel barrow, spades, gum boots, safety-boots, hand gloves, tractor, lawn mower and waste disposal bins etc to support the division to perform effectively and provide essential services by 2016.
2. To provide three additional staff to deliver the outputs of the division by 2016.
3. To conduct two waste management trainings per year for 11 members of staff.
4. To seek enforcement powers on littering by-law, market by-law and penalties incorporated into provincial government ordinances by 2013.
5. To commence annual environmental week in the province that is held once a year through the financial support of the provincial government to make the public aware of the need of clean and well maintained environment.
6. To recruit three area constables for tulagi by 2016.
7. To procure and install four standpipes and drainage system in Tulagi market to enable women traders to use whilst marketing their produce.
8. To negotiate one burial ground with land owners outside Tulagi by end of 2013.

POLICY IMPLEMENTATION STRATEGIES

The local council is embarking on means of increasing financial support to cater for increasing work demand. This will be done in consultation with the provincial government and stakeholders (provincial/national).

Priority as indicated in some areas includes:

1. Enhancement in service delivery,
2. Improvement in basic logistics,
3. Relevant legal instruments (by-laws) pertaining to functions of department.
4. Improve in manpower output by way of training, coaching and refresher programs.
5. Expansion on the scope and responsibilities of the department.
6. A comprehensive long term strategic plan of the division aligned with provincial plans
7. New environmentally friendly programs and initiatives from the province and SIG.

POLICY LIMITATIONS OF LOCAL COUNCIL DIVISION

Being a new division which is dependent completely on the provincial government recurrent revenue, it may not be easy to have the policy goals implemented as anticipated due to factors as indicated herein:

➤ Lack of finance

The division's implementation strategy may, to some extent, be affected by lack of adequate financial resources or allocation of funds from the limited resources from the provincial government of Central Province.

➤ Lack of proper tools, equipment and vehicle. Due to financial difficulties which are likely to continue into the future, there are probabilities that a new line of funding may not be made available to the local council division to ensure the implementation of the policy goals being designed here.

➤ Community co-operation and participation. Due to the numerous challenges highlighted above, it is likely that the lack of enforceable laws could impact on the performance of the division in the next five years.

➤ Law and order situation. The departure of RAMSI from Central Province makes it difficult for law and order to be enforced as desired by the authorities. The local police, even though well determined, lack the necessary resources and manpower to deliver to the expectations of the communities in Central Province. If the locals are not able to take up their responsibilities because of lack of resources, the goals designed in this policy to address the major challenges of local council is not likely to be successfully implemented.

3.7. CULTURE AND TOURISM DIVISION

BACKGROUND TO CULTURE AND TOURISM DIVISION

The Culture and Tourism Division was formally established in Central Province in May 2008 by the previous ruling government of Central Province. The Division was established with the understanding that there was, in reality enormous untapped resources throughout the province that could be exploited to help develop the tourism industry in the province. The Division is currently manned by only officer.

FUNCTIONS OF CULTURE AND TOURISM DIVISION

- ❖ Implement the provincial government's tourism policy, goals and objectives
- ❖ Acts as a linkage between the provincial government and the line ministry and relevant tourism stakeholders relating to tourism development in Central Province
- ❖ Support provincial tourist entrepreneurs in order to enhance their basic skills and knowledge in tourism business and build their capacity through organized workshop and trainings
- ❖ Support and encourage cultural groups and houses of chiefs in the rural communities throughout Central Province, revive and preserve their worthy cultures and traditions and their values
- ❖ Preserve the history of Tulagi Island as the country's first national capital
- ❖ Protect and preserve the war relics in the province as required by the War Relics Act
- ❖ Conduct tourism awareness talks in the rural communities
- ❖ Ensure tourism development throughout Central Province is aligned with the national government's tourism laws and policies.
- ❖ Compile and submit to Provincial Executive papers on tourism annual budget, work plan, policy and or ordinances
- ❖ Daily attendance to public enquiries on culture and tourism matters

VISION

- ❖ Sustained tourism and harmonized cultures in Central Province

MISSION STATEMENT OF CULTURE AND TOURISM DIVISION

- ❖ Reposition tourism as a viable economic activity and ensuring sustained cultural diversity in developing and maintaining the tourism industry in the province, rehabilitating and constructing attractive tourist facilities and infrastructures and create awareness of our competitive advantages through advertising, proper marketing strategies and sound public relations.

CHALLENGES FACING CULTURE AND TOURISM DIVISION

- ❖ No existing tourism bye-laws and ordinances to regulate tourism development in Central Province
- ❖ Inadequate budgetary support
- ❖ Shortage of manpower
- ❖ Lack of information database system
- ❖ Absence of a building facility to serve as an exhibition and entertainment center
- ❖ Lack of transport logistics and safety at sea equipment's for the Division
- ❖ Lack of proper banking facilities and services (e.g, foreign currency exchange service) throughout the province
- ❖ Absence of a well-defined government investment policies and incentives to lure investors into the province
- ❖ No clear networking mechanism subsisting between the provincial tourist operators and with tourism stakeholders and responsible government authorities
- ❖ Lack of public amenities for public use in Tulagi Township

POLICY GOALS OF CULTURE AND TOURISM DIVISION

- ❖ Provide sustainable and orderly tourism development in Central Province
- ❖ Secure adequate funding from the line Ministry and provincial government for tourist operators under their Annual Tourism Grant
- ❖ Conduct frequent tour programs to tourist sites and communities in Central Province
- ❖ Acquire additional staff for the Division
- ❖ Establish a proper database system for the Division
- ❖ Acquire an exhibition and entertainment Centre for the Division
- ❖ Secure transport logistic and safety equipment for the Division
- ❖ Improved banking facilities and services
- ❖ Improved quality and high standards of service and facilities in tourist business sites
- ❖ Preserve the historical legacy of Tulagi Township
- ❖ Establish a collaborative network mechanism in Central Province for all tourist operators, stakeholders and responsible government authorities
- ❖ Improve communication and transport infrastructures and facilities in Central Province
- ❖ Revive and preserve the unique culture and traditions of the people of Central Province

POLICY OBJECTIVES OF CULTURE AND TOURISM DIVISION

- ❖ To submit a draft of one tourism ordinance and three bye-laws by June 2013 to the Provincial Executive for endorsement to regulate the development of tourism in Central Province
- ❖ To disburse funds to two tourist operators to attend training at SICHE on tourism at the cost of SBD12,000 per operator commencing 2014.
- ❖ To tour three communities on Russell Islands, two in Savo and four on Gela by end of 2013 to conduct tourism awareness talks in these communities
- ❖ To conduct tour visits to 10 tourist sites in Central Province by end of 2014 at five tourist sites per year.
- ❖ To recruit one additional staff for the Division by 2013 in the 2013 staff establishment
- ❖ To engage an IT officer from the MPGIS through the provincial government to compile the Division's information database system by May 2013
- ❖ To secure funds from the line ministry and aid donors to improve and upgrade facilities (e.g. the PA and lighting system, sanitation, etc.) in the existing Cultural Centre by September 2013
- ❖ To pursue with the Ministry of Culture and Tourism the current project proposal submitted to them for their deliberation for the Division's logistics requirement by end of 2013.
- ❖ To organize and coordinate workshop trainings and course trainings for 19 tourist operators based in Central Province to enhance their knowledge and skills in the tourism business from 2013 - 2016.
- ❖ To complete the rehabilitation work program done to the 15 historical sites on Tulagi Island and organize tour guide businesses here in Tulagi to continue cleaning and maintaining these sites by 2016.
- ❖ To organize and coordinate one workshop meeting with all 19 tourist operators in Central Province by April 2013 in preparation for the formation of a tourism association in Central Province.
- ❖ To organize a Annual Cultural Festival for 13 cultural groups in Central Province in collaboration with the Central Province' 2nd Appointed Day celebration in June 2013 in order to revive and preserve the cultural uniqueness and identity of its indigenous people

POLICY IMPLEMENTATION STRATEGY

- ❖ Draft and submit a tourism ordinance paper ("The Central Province Tourism Ordinance"- No.1 of 2013) and three bye-laws ("Land Access and Diving Fees Standard Rates, Minimum Architectural Standard Design Manual for Eco-Lodges and Tour Guide Minimum Standard Operation Manual") to be completed by December 2012 and submit to the provincial executive for deliberation by end of January 2013, awaiting the full assembly meeting in March 2013 for the Assembly's official consent
- ❖ Mobilise SBD57,000 under the Tourist Operators Assistance Grant from the Central Province Annual Budget Estimates to be given on a quarterly basis from 2013.
- ❖ Conduct tours to nine villages in various parts of the province from 2013 for tourism sensitization which is essential in order to ensure greater awareness.

- ❖ Negotiate one additional officer for the tourism office by 2013/2014 to strengthen division's operations.

POLICY LIMITATIONS OF CULTURE AND TOURISM DIVISION

- ❖ Geographical location of the Islands would certainly continue to impact on the operation of the division
- ❖ Chronic customary land dispute shall, for the foreseeable future continue to affect the promotion of tourism in the province
- ❖ Cultural sensitivity may for a long time to come affect the influx of tourists to the province as it may take some time for the province to accept cultures that are considered as foreign
- ❖ Poor/Lack of basic communication and transportation infrastructures in remote tourist sites. This makes it a bit difficult for the tourists attractions to be expanded and maintained.

3.8. EDUCATION DIVISION

POLICY LINKS TO OBJECTIVE FOUR OF NATIONAL DEVELOPMENT STRATEGY OBJECTIVE 4:

"Ensure all Solomon Islanders can Access Quality Education and the Nation's Manpower Needs are Sustainably Met".

The policy statement of the Education Division of Central Provincial Government has been derived from the recently approved National Development Strategy 2011 - 2020. This has been referenced from **Objective 4** as indicated below and it has been used a guideline to formulate the five year education policy statement of the province. The NDS calls on the Ministry of Education and Human Resources to:

Promote effective implementation by strengthening planning, budgeting, management, coordination and monitoring of the sector wide approach (SWAp) particularly in the National Education Action Plan 2010-2012, the Education Sector Framework 2007-2015 and their successors.

Review, develop, revise, finalise and implement policies for different sub-sectors and such cross cutting areas as teacher training and development decentralization processes.

On the basis of a national demand and need for long term sustainability, seek technical assistance and funding from development partners for promotion of education across the country including provinces.

Develop and implement an improved and harmonized grants system to support school operations in primary and secondary education and in technical and vocational education.

Develop and implement an improved and harmonized school infrastructure program for primary and secondary education and in technical and vocational education and training.

To better deliver services and in consultation with stakeholders, prepare and implement a National Education Infrastructure Development Plan incorporating development of new facilities and rehabilitation of existing facilities, including primary and secondary schools, with provisions for better staff conditions and ensured accessibility to all citizens.

To increase service provision within the Solomon Islands, consulting with Private Sector employers on their prospective needs for academic and technical skills, prepare and implement plans to raise SICHE to university level, including development of degree level curricular and the necessary facilities and resources, and establish and/or upgrade technical training institutes in the provinces and a school of sports excellence.

Improve and maintain education standards by ensuring all teachers are trained and qualified before they are appointed and improve performance by (i) upgrading and refresher training; (ii) standardised syllabus at ECE, Primary, Secondary and Community High Schools; and (iii) through monitoring and control of teacher absenteeism (paydays, other activities etc.) and strengthened disciplinary procedures.

The capacity of church schools to provide education in a holistic context, including academic, social, spiritual, physical, moral and cultural aspects, will be built upon to deliver. Raise the level of education and develop human resources through increased quality of education and access to all levels of education -

including qualified staff, facilities, and financial support - for boys and girls, including in remote locations and those with special needs, so that they may lead better lives and secure employment.

BACKGROUND TO EDUCATION DIVISION

The Central Province has a total of 37 Early Childhood Education Centers of which only 12 were registered and posted with qualified teachers. There are 39 primary schools with 29 as stand alone primary schools and the other 10 primary schools attached to Community High Schools. Besides, there are 11 Community High Schools of which 1 is a stand alone Community High School offering junior secondary education for classes from year 7 to year 9. Five Community High Schools, apart from offering junior secondary education, are also providing senior secondary education of classes from year 11 to year 12. Siota is the only Provincial Secondary School offering year 13 arts classes as of 2011 as planned in the first action plan. The Central Provincial Education Authority has only one rural training centre called St. Alberts RTC established on Savo Island besides COM which established Bishop Koete VTC in the Florida Group. Central Provincial Education Authority is planning to establish one RTC in the Russell Islands and 2 in the Florida Group by 2015. Additionally the Church of Melanesia has an institution at Bunana Island in Gela which offers short term religious programmes.

EA Manpower Establishment

2010	2011			
0	1	Chief Education Officer	Filled	G. S. Mapuli
1	1	Principal Education Officer	Filled	Alfred Kasuni
1	1	Principal Education Officer/Inspectorate	Filled	C. B. Rina
1	1	Senior Education Officer/Inspectorate	Vacant	
1	1	Senior Accountant	Filled	James Voah
0	1	Education Officer (admin)	Vacant	
1	1	Education Officer (NFCE)	Filled	Eunice Agutu
0	0	Education Officer (ECE)	Vacant	
0	0	Distance Learning Centre Supervisor	Vacant	
5	7			

VISION

An Educated Central Province

MISSION STATEMENT OF EDUCATION DIVISION

The division shall be providing better education [opportunities] across all sectors of education through improving equitable access, quality and management of education development and services to the population of Central Province.

CHALLENGES, POLICY GOALS AND POLICY OBJECTIVES

CHALLENGES	POLICY GOALS	POLICY OBJECTIVES
Early Childhood Education Age 3 - 7		
Inadequate access to ECE Centers for children at the age ranging from 3 – 6 years old.	Provide equitable access to ECE Centers for all children who should attend early childhood Education.	<ul style="list-style-type: none">• To register 22 unregistered ECE Centres that are already established as extension of and or attachment to existing schools by 2015• To establish an additional 6 ECE centers in the Russell's and 4 Centers in Savo by year 2016• To increase ECE children enrolment to 90% by 2016,
Inadequate qualified ECE trained teachers to teach in the established ECE Centers.	Improve the quality of teaching and learning in the ECE Centers in Central Province	<ul style="list-style-type: none">• To provide more professional development programmes and inservice training [certificate ECE Teaching] for 51 ECE Teachers through workshops, FBT/DFL mode, in collaboration with SOE of SICHE, MEHRD, Donor Partners by 2015• To Increase the number of qualified teachers to 95% by 2016.
Lack of classroom resources, and poor classroom facilities	Develop and implement an improved and harmonized school infrastructure for ECE Centers.	<p>To improve at least 1 classroom building with a storage facility in 20 existing ECE Centres by 2016</p> <p>To build one standardized or a model classroom to accommodate all learning areas in ECE setup in 3 registered existing ECE Centres identified [1 each for Savo, Gela, Russels] by 2016</p>
Basic Education [Year 1 – Year 9]		

lack of easy access to basic education especially in year 1, 2 and 3 levels of primary education and year 7 to 9 levels of junior secondary education.	Improve equal access to basic education for girls and boys, in particular those in isolated locations in Central Province	<p>To establish 5 extension primary schools [2 for Russels, 2 in Savo, 1 in Gela], 1 Boarding CHS in the Russell, 1 Boarding CHS in Savo, expand 3 primary schools into 3 CHS and build 2 Boarding CHS in Gela to accommodate year 7 to year 9 students by 2016.</p> <p>To improve at least one dormitory for each of the 2 boarding CHS in Gela by 2016</p> <p>To introduce double streaming of current single streams of year 7, 8 and 9 junior secondary education in 5 CHS [1 in Russels, 1 in Savo, 3 in Gela] by 2015</p> <p>To increase year 1, 2 and 3 primary education and year 7, 8 and 9 junior secondary education children enrolment to 90% by 2015</p>
Lack of specialists classrooms in all Central Province schools offering junior secondary education and senior secondary education.	Ensure all children attending secondary schools in Central Province have access to at least a specialist classroom.	<p>To ensure all secondary schools prioritized in their SDP and budget allocation for a specialist classroom by 2014</p> <ul style="list-style-type: none"> To provide assistance in seeking funds from MEHRD and Donor Partners for constructing 6 specialist classrooms in 6 CHS [2 in Russels, 1 in Savo and 3 in Gela] in Central Province by 2016
Lack of proper water supply or storage as well as no sanitation facilities in Schools	Improved access to sufficient and reliable water and sanitation facilities in all schools in the Central Province	<ul style="list-style-type: none"> To provide assistance in seeking funds from MEHRD and Donor Partners for equipping 75% of schools offering basic education with 2 water tanks each and toilet facilities according to the ratio of 60 males to 1 toilet and 40 f males to 1 toilet by 2015
The difficulty communities have in affording financial support and providing education for students with special needs.	Provide equal access to basic education for students with special needs in the Central Province.	<ul style="list-style-type: none"> To carry out 4 awareness programmes on the importance of providing education for children with special needs [1 Russell, 1 in Savo, 2 in Gela] in Central Province by 2014. To incorporate 75 % of the needs of children with special needs in classroom building plans and requirements, teaching and learning resources by 2016 To improve enrolment

		opportunities for students with special needs to 15% in 2014 and 25% by 2016.
Inadequate number of qualified trained teachers in schools	Improve the quality of teaching and learning in all primary and secondary schools offering basic education in Central Province	<ul style="list-style-type: none"> • To provide more professional development programmes and inservice training [certificate primary Teaching] for 110 primary school TITs through workshops, FBT/DFL mode, in collaboration with SOE of SICHE, MEHRD, Donor Partners by 2015 • To provide 5 provincial scholarships for secondary teachers training at SICHE by 2014 to 2016 • To Increase the number of qualified teachers to 95% for primary schools and 75% for secondary schools by 2016.
Low literacy level in year 1, 2 and 3 levels of primary education in Central Province	Improve children's literacy in lower primary education to L+5	<ul style="list-style-type: none"> • To provide 4 literacy development training workshops a year for 40 school teachers of the lower primary education by 2014 • To ensure 40 schools are resourced with 75% relevant literacy teaching-learning materials by 2016
High rate of teacher absenteeism in Central Province Schools.	Improve teachers attendance to professional and school duties in schools in Central Province	<ul style="list-style-type: none"> • To conduct at least 4 regular monitoring visits a year for every single school in the central province by 2014 • To strictly re-inforce current measures in place to monitor teacher attendance such as attendance register for teachers, distribution of teachers absent form to every single school, filling in of teachers absent form by principals and teachers and compliance by teachers to teaching service handbook regulations. • To carry out a simple research on the causes of teacher absenteeism in schools in Central Province so as to look for possible ways to addressing them by 2014. • To achieve 90% teacher attendance to school professional duties by 2015

Inadequate teaching-learning resources in schools offering basic education especially in rural areas of central province	Provide sufficient, available and improved access of full sets of teaching-learning resources, materials, tools and equipments for basic education for all Central Province schools children especially those in rural areas and isolated locations	<ul style="list-style-type: none"> To ensure that all school managers of Central Province schools strictly comply with 40% minimum allocation of school grants is spent on teaching-learning resources for each of the bi-annual payments for each semester two times a year for every year by 2014 to 2016 To ensure that all school managers of Central Province schools strictly record and keep proper inventories of stocks received with proper teaching-learning resources storage by 2014 One child to a full set of required basic education learning resources for 67 schools of Central Province by 2016
Lack of Accounting and Administration skills to manage schools resulting in misuse and misappropriation of school funds in Central Province	Ensure that the management of all school finances by school managers and administrators adheres to the SIG Grant Policy statement and financial instructions in all schools in Central Province.	<ul style="list-style-type: none"> To provide capacity building by conducting Induction, training workshops and refresher courses for 67 School managers and 67 teachers in areas of education administration and leadership, and financial management by 2015
Lack of disaster preparedness plan in schools during emergencies in Central Province	Ensure all children in all schools in Central Province are guaranteed access to a safe learning environment before, during and after emergencies.	<ul style="list-style-type: none"> To assist in formulating and establishing disaster preparedness plans for emergencies in all schools within Central Province by 2014
Ineffective communication link between schools, education authority and MEHRD in distant locations for schools in Central Province	Provide efficient and effective communication link with Education Authority and MEHRD for all schools of Central Province [especially in distant and isolated locations] as part of lessening school monitoring costs as well as providing access to teaching-learning resources to schools [using ICT information system]	<p>To equip 10 schools [2 in Russel, 2 in Savo, 6 in Gela] with basic information and communication technology and equipments [3G mobile phones, emails, solar power, scanner, camera, etc] by 2015</p> <p>To pilot 10 schools [2 in Russel, 2 in Savo, 6 in Gela] with basic information and communication technology and equipments [3G mobile phones, emails, solar power, scanner, camera, etc] for monitoring of schools in collaboration with MEHRD and Donor partners by 2015</p>

Senior Secondary School Year 10 - 13		
Low enrolment rate because of the difficulty communities have in affording financial support for Education.	Facilitate cheaper and affordable senior secondary education services	<p>To carry out 4 awareness programmes on the importance of parental and community support to ensuring equitable access to Senior Secondary Education [1 in Russell, 1 in Savo, 1 in Gela] for children in Central Province.</p> <p>To invite 2 other private or church education authorities with financial capability to establish 2 senior secondary schools offering cheaper affordable senior secondary education in Central province by 2016</p>
Low number of female students attending Senior Secondary Education Level in CP	Achieve gender equality in Senior Secondary School.	<p>To promote gender equality and conduct 4 awareness programmes on unwanted teenage pregnancy and preventative measures for female students [1 in Russell, 1 in Savo, 2 in Gela] from 2014 - 2015</p> <p>To Improve completion rate for females at year 11 and 12 to 50% by year 2015 and 70% in 2017.</p> <p>To achieve 90% gender parity in year 10 by year 2020.</p>
Inadequate number of schools offering spaces for year 10 to year 13 in Central Province	Improving access to senior secondary education offering year 10 to 13 in Central Province	<p>To establish 1 more Senior Secondary in the Russell, 1 in Savo and expand 2 Community High Schools providing junior secondary education into offering Senior Secondary education in Gela from 2014 – 2018.</p> <p>To increase enrolment rate for year 10 to 60% by 2015 and continue to improve up to 80% for year 10 in 2020.</p>
Inadequate number of qualified teachers to provide quality education in Central Province.	Improve the quality of teaching and learning in all secondary schools offering senior secondary education in Central Province	<p>To provide more professional development programmes and inservice training [Diploma Secondary Teaching/ BEd] for 48 secondary school teachers through workshops, FBT/DFL mode, in collaboration with SOE of SICHE, USP, UNPNG, MEHRD, Donor Partners from 2015 to 2017</p> <p>To provide 16 provincial scholarships for secondary teachers training at SICHE commencing 2015 to 2017</p> <p>To Increase the number of qualified teachers to 85% for secondary schools by 2018.</p>

High rate of teacher absenteeism in Central Province Schools.	Improve teachers attendance to professional and school duties in schools in Central Province	<p>To conduct at least 4 regular monitoring visits a year for every single school in the central province commencing 2013.</p> <p>To strictly re-inforce current measures in place to monitor teachers attendance such as attendance register for teachers, distribution of teachers absent form to every single school, filling of teachers absent form by principals and teachers and compliance by teachers to teaching service handbook regulations commencing 2013.</p> <p>To carry out a simple research on the causes of teacher absenteeism in schools in Central Province so to look for possible ways to addressing them by 2014.</p> <p>To achieve 90% teacher attendance to school professional duties by 2015</p>
Inadequate teaching-learning resources in schools offering senior secondary education especially in rural areas of central province	Sufficient, available and improved access of full sets of teaching-learning resources, materials, tools and equipments for senior secondary education for children for all Central Province schools especially those in rural areas and isolated locations	<p>To ensure that all school managers of Central Province schools strictly comply with 40% minimum allocation of school grants is spent on teaching-learning resources for each of the bi-annual payments for each semester two times a year for every year commencing 2013 to 2016</p> <p>To ensure that all school managers of Central Province schools strictly record and keep proper inventories of stocks received with proper teaching-learning resources storage by 2014</p> <p>One child to a full set of required senior secondary education learning resources for 10 schools offering senior secondary schools of Central Province by 2016</p>
Lack of specialists classrooms in all Central Province schools offering senior secondary education.	Ensure all children attending senior secondary schools in Central Province have access to at least a specialist classroom.	<p>To ensure all secondary schools prioritized in their SDP and budget allocation for a specialist classroom by 2014</p> <p>To provide assistance in seeking funds from MEHRD and Donor Partners for constructing 6 specialist classrooms in 6 CHS [2 in Russels, 1 in Savo and 3 in Gela] in Central Province by 2016</p>

Technical Vocational and Non Formal Education		
Not enough consideration given to NFE institution for recognition and registration.	Improving access to NFE training for people of Central Province	To upgrade St. Albert by 2015 To upgrade B.Koete in collaboration with ACOM EA to become technical Institution by 2015. To carry out awareness and baseline survey of organization operating NFE program in the CP To establish and register 13 CBTC 1 per ward in the province by 2015
Inadequate skills training in Secondary Schools to help students improve their skilled manpower.	Strengthening and empowering TVET instructors and secondary schools specialised teachers for skills training program in Central Province	Trained TVET instructors with specialized teachers in selected CHS to be integrated with TVET stream by 2014 and to be piloted at McMahon CHS. To provide more professional development programmes and inservice training [Diploma TVET Teaching/ BED] for 15 TVET/ secondary school teachers through workshops, FBT/DFL mode, in collaboration with SOE of SICHE, USP, UNPNG,MEHRD, Donor Partners commencing 2014 to 2016
Inadequate access to TVET training institutions in Central Province	Improve access to TVET Training institutions in Central Province for youths of the age of 17 to 24.	To build 1 RTC (Buturua) in the Russell and 2 RTC in Gela by 2015
Lack of specialist classroom [workshops, laboratories, storages] infrastructures in TVET schools in Central Province	Ensure all children attending TVET schools in Central Province have access to at least a specialist classroom [workshops, laboratories, storages] infrastructures.	To ensure all TVET schools prioritized in their SDP and budget allocation for specialist classrooms [workshops, laboratories, storages] infrastructure development by 2014 To provide assistance in seeking funds from MEHRD and Donor Partners for constructing 5 specialist classrooms [workshops, laboratories, storages] infrastructures in 5 TVET schools [1 in Russels, 1 in Savo and 3 in Gela] in Central Province by 2016
Inadequate teaching-learning resources in TVET schools for skills training in Central Province	Sufficient, available and improved access of full sets of teaching-learning resources, materials, tools and equipments for TVET school aged youths for all Central Province TVET schools especially those in rural areas and isolated locations	To ensure that all school managers of Central Province schools strictly comply with 40% minimum allocation of school grants is spent on teaching-learning resources, materials, tools, equipments for each of the bi-annual payments for each semester two times a year for every year commencing 2013 to 2016

		<p>To ensure that all school managers of Central Province schools strictly record and keep proper inventories of stocks received with proper teaching-learning resources storages by 2014</p> <ul style="list-style-type: none"> • One child to a full set of required TVET school learning resources, materials, tools and equipments for 5 TVET schools of Central Province by 2016
Low literacy rate among youths and adults in Central Province.	Improved literacy level to L+5 with knowledge and skills among youths attending TVET schools and community adults attending CBTC in Central Province	<ul style="list-style-type: none"> • To develop a literacy development plan [1 Russel, 1 Savo, 2 Gela] with literacy training providers for literacy education in 5 TVET schools by 2016 • To develop a literacy development plan [1 Russel, 1 Savo, 2 Gela] with literacy training providers for literacy education for 39 community adults from 13 CBTC in Central Province by 2014. • To achieve 85% of the population of all school age children and community adults in Central Province should be able to read and write by 2016

POLICY IMPLEMENTATION STRATEGIES

- Education Authority to liaise with school committees and communities to ensure minimum requirements and qualifications for establishment and registration of ECE, PS, SS and TVET [RTC, VTC, CBTC] is met. Then consult with school committees of nearest identified schools for establishment and registration as either an extension, expansion / consolidation of newly established schools.
- For establishment of new schools, the Education Authority would invite interested communities and have dialogue with land owners concerned.
- Education authority to invite other Private and Church EA to set up schools in CP.
- For Infrastructure improvement: Education Authority in collaboration with schools to identify classroom buildings for improvement with storages.
- Education Authority to assist in securing funds from MEHRD, Donor Partners including NGOs, overseas sister schools, and school community to provide free manpower support.
- Forward planning in aid coordination with Provincial Government to access PCDF resources.
- For Standardized Model ECE Centre: Education Authority in collaboration with ECE Centres to identify 3 potential Centres [1 in Russells, 1 Savo, 1 Gela] for upgrading to a model ECE Centre and seek funding.
- For Resources and school supplies, facilities: Education Authority to ensure schools receive school grants and spend according to school grants policy and eligibilities for teaching-learning resources through effective monitoring.
- Provincial Government to talk with UNICEF and other donors for support in terms of school supplies to Central province.
- For Teacher Training: Education Authority together with schools identify teachers and training needs in a proper SDP but in closer consultation and coordination with SICHE and other donors.
- For Literacy Training: Education Authority together with schools and CBTCs identify teachers and participants for training of literacy trainers.
- For Teacher Absenteeism: Education Authority together with school administration and school board to conduct at least 4 regular monitoring visits a year for every single school. Strictly re-inforce current measures in place to monitor teachers attendance such as attendance register for teachers.
- Carry out a simple research on the causes of teacher absenteeism in schools in Central Province so as to look for possible ways to addressing them.

- Strengthen financial management in schools through monitoring visits, financial management training, more transparency and accountability.
- Liaise and coordinate with other divisions and line ministries for expansion of education development and services in central province.
- Education Authority to implement, monitor, assess and report on the achievements and challenges of the policy for review.

POLICY LIMITATIONS OF EDUCATION DIVISION

- Low enrolment rate (in particular for female students because of limited school infrastructure, geographical, financial and cultural reasons).
 - Inadequate classroom resources, poor classroom facilities, inadequate trained teachers, lack of awareness of the benefits of education in the province are some of the factors that would continue to affect the issue of access to quality education in Central Province.
 - Management of education services to schools in the EA has been inadequate. This is related to manpower establishment and capacity within the education division. There is also a need to strengthen management skills main actors in the education system.
 - Land issue in the Province is also a barrier to set up new schools because of land disputes.
 - The Geographical location of our scattered islands and school locations could be main barriers to the administration and management of the Education programme in the province.

3.9. YOUTH DIVISION

POLICY LINK TO THE NATIONAL DEVELOPMENT STRATEGY OBJECTIVES 2:

Objective 2: "To Support the Vulnerable"

The Youth Division of Central Province is a devolved function funded by the provincial government but the divisional coordinates with the line Ministry responsible for youth development at the national level. The divisional Policy Statement is being drafted as per objective 2 of the National Development Strategies (Support to the Vulnerable) designed to provide maximum support to the vulnerable groups. The policies designed here shall be implemented according to the implementation strategies stipulated by the provincial government with funding through its recurrent budget for the period 2012 - 2016. The strategies as indicated in the NDS require the following outcomes:

- Instilling critical awareness in young people of the cross-cultural and ethnic considerations that promote understanding, toleration and tolerance.
- Establish or develop mechanisms at national and community levels that help prevent conflict and help rehabilitate those young people who have violated the law.
- Complement peace and reconciliation, respect and understanding activities by facilitating young people's creative and innovative expression through various arts.
- Encourage church based youth groups so that youths are recognised and their role in communities is promoted and respected.
- Improved and equitable access to education, training and employment for young women and men (Youth and Career Pathways).
- Increased equal opportunities for young women and men to participate in decision-making and leadership (Youth and Governance).
- Youth and health improved through equitable access to health services for young women and men. (Youth and Wellbeing)
- Increased number of young people participating in activities that promote peace building and conflict prevention. (Youth and Peace-building)
- Increased participation of young people promoting sustainable development. (Youth and Sustainable Development)
- Recognize young males and females as a basis of community and optimize their potential to participate in and contribute to the socio-economic and cultural growth of the Province.
- Promote the importance of sports not only for physical and mental health and competition but also as an activity to unite communities in the provinces.

- Increased and improved support for youths in the context of legislation and policies conducive to youth development and able to empower youths to make informed decisions about their lives which ensure a healthy and safe generation able to engage in productive employment.

BACKGROUND TO YOUTH DIVISION

- The Central Islands Province is one of the nine Provinces in Solomon Islands. And with the location of the first administration capital at Tulagi. It is one of the very first provinces that had out-side contact and influence with Europeans and Asians long before the country was declared a protectorate.
- The Province is a scattered Island group from the Russell Island to Savo and the Florida Group. It has very young population and experienced a semi – urban life style through the introduction of major investment companies at both Tulagi and Yandina. And being in close proximity to Honiara. The influence of change is very much visible and vibrant.
- The province has a total population of 26,687 with a growth rate of 2.1% (2009 National Population Census) with such a growth rate. Estimate of 4,241 of the population are young people age group 15-24 years and percentage of the total population approximately 16.3%, the province is enduring numerous Socio-economic changes. In response to such changes, past and present government have advocated in formulating administration and policy frame work to guide the province forward in combating the ever increasing social issues impinging on the province.
- The development and formulation of the Provincial Youth Policy is a direct approach to address the challenges facing young people, hence, the mandate to develop National Government and Provincial Government Social Policies.
- The Central Province is divided into two constituencies namely Savo/Russells and the Gela Constituencies and 13 provincial wards. The operation of the provincial government is hampered by its inability to attract and retain suitable human resources due to the absence of infrastructures like proper office accommodation, staff housing, communication facilities in order to effectively provide services required to reach the rural populace.

FUNCTIONS OF YOUTH DIVISION

- The overall function of the division is to manage the Central Islands Provincial Government priorities for Youth development which includes:-
- Review of the Provincial Youth Policy
- Review of Provincial Youth Council Constitution
- Providing Policy directives and planning for Provincial Government Youth Sector priorities and programmes.
- Coordinate and manage the implementation of Provincial Youth Policy.

- Administering Youth assistance to church, youths, Provincial Youth groups, Uniform Youth bodies and Provincial Youth Council.
- Organising and celebrating youth event through memorable events and awards.
- Organize workshop, youth awareness programmes activities, and health awareness programmes for young people at both the community and provincial level.
- Administering grant assistance from MWYCA and Provincial Government for the implementation of youth program activities at both the community and Province level.
- Administering structural link between the National, Provincial and community level.

VISION

Healthy and dynamic youths

MISSION STATEMENT OF YOUTH DIVISION

Uphold and promote the rights of young people through effective partnership and genuine participation thereby creating a society of healthy and dynamic youths with commitment to socio-economic development of all communities in the Central Province. This would be done through promotion of sports for youths by providing the provincial youths and children with the basic facilities.

CHALLENGES FACING YOUTH DIVISION

1. Inadequate manpower to implement the overall function of the division.
2. Lack of monitoring and evaluation mechanism in place to verify the effective implementations of the Provincial Youth Policy and whether positive results are being attained for the young people of Central Province.
3. Financial Constraint
4. Weak enforcement of law and order and other social related issues
5. Weak communication link.
6. Lack of specialized trained personals
7. Geographical dispersion of islands.

POLICY GOALS OF YOUTH DIVISION

1. Youth and Sports division to be fully staffed to coordinate and facilitate the implementation of youth & sports development programme.
2. Provision of monitoring and evaluation systems/mechanism
3. Increase funding for this department
4. Goal: youth programs addressing social issues
5. Improve communication within the rural communities
6. Build capacity and harness know how to select provincial ward committee representatives in related programs.
7. Goal: innovate to minimise on expense while sustaining continuous information dissemination

POLICY OBJECTIVES OF YOUTH DIVISION

1. To increase the number of staff in the division by one by 2013.
2. To conduct awareness training in the province by dividing the province into four main zones. This training shall be conducted per quarter as per National and Provincial Youth Policy guidelines.
3. To hold at least four rounds of meetings with the SIG and other partners in order to strengthen linkages in the promotion of policies and activities aimed at developing youths in Central Province by 2014.
4. Carry out awareness workshops (in collaboration with other stakeholders) in the four zones focusing on health, gender, drug abuse, cultural norms, values and inclusive sports in general but based on the provisions in the National and Provincial Youth Policies.
5. To conduct one week training for a total of 26 youths (2 youths per ward) each year for the five year period (2016).
6. To recognize the work and function of the Central Province Youth Council (PYC) as an alternative mechanism to the implementation of the Provincial Youth Policy (2016)
7. To consult the line Ministry, Provincial government and Youth Stake holders to review the Provincial Youth Policy (2016)

POLICY LIMITATIONS OF YOUTH DIVISION

- Lack of manpower to man Sports division in order for the division to achieve its design policy.
- Finance
- Communication Link
- Geographical setting with scattered islands
- Cultural values and norms.
- Political instability
- High transport costs

POLICY IMPLEMENTATION STRATEGIES

- The division would strive to develop skills oriented activities in the formal and informal education sector and encourage entrepreneurship skills from 2012 – 2016.
- Promotion of activities that will encourage the participation of young people and raise their awareness in their wards and province in general.
- The division shall make the necessary resource mobilisation to advocate for the mainstreaming of youth affairs, youth programs and activities through a process that is open and better coordinated at the Provincial Government Level.
- There would be high level consultation meetings with the National Provincial Government and Youth Stakeholders to allocate funds and logistic support for Provincial Youth Council (PYC) in implementing the Provincial Youth Policy at the provincial wards and community level by 2016.
- The division shall seek funding from the provincial government and the Ministry of Youths in order to fund proper consultation and dialogue with youth stakeholders both National, Provincial and NGOs for financial assistants and logistic support the review and implementation of provincial youth policy by 2016.

3.10. CHILDREN DIVISION

POLICY STATEMENT ON CHILDREN FOR CENTRAL PROVINCE 2012–2016

POLICY LINKS TO THE NATIONAL DEVELOPMENT STRATEGY 2011–2020

Objective 2 (*To Support to the Vulnerable*)

Children division is a new division that has been recently created to facilitate the implementation process of the National Policy on Children. The functions, policy goals and policy objectives of the division had been derived or informed by objective 6 of the National Development Strategy. The provincial government of Central Province shall adopt the child policy of the SOI and the Child Rights Convention was adopted by the United Nations General Assembly on November 1989 and entered into force in 1990 by the United Nations. The National Government of Solomon Islands ratified the Convention on the Rights of Children in April 1995 and then endorsed the National Children Policy on 10th April 2010.

The National Development Strategy prescribed the following as strategies for implementation by the Ministry of Women Youths Children and Family Affairs as per Objective 2:

- Adhere to, develop and implement laws, conventions, policies for children's development and safety from all forms of abuse.
- Develop mechanisms to improve equality of access for our nation's children, without discrimination.
- Develop and strengthen mechanisms that help our children survive and develop.
- Develop and strengthen mechanisms that help our children to participate in our nation's development efforts.
- Develop and support planning and coordination systems that maximise the effectiveness of our nation's limited resources for our children's development.
- Promote and protect children's rights in partnership with provincial stakeholders.
- Increased and improved support for children in the context of legislation and policies which effectively enable the protection, survival, participation and development of children and ensures that children's issues are incorporated in to planning at all levels of governments.

BACKGROUND TO CHILDREN DIVISION

- The Children division in Central Province, for the interim, is being manned by Youth and Sport division of the Province. The division intends to work closely with the Ministry of Women, Youth, Children and family affairs (MWYCFA) in the implementation of the proposed policies indicated herein. According to 2009 national census, children population in Central Province (0-19) is 50.5% of the entire population of the Province.
- The ratification of CRC by the SIG has committed the National Government to the implementation of articles (54) of the CRC through the MWYCFA who should ensure that children divisions are established in each province in order to operationalize the policy.
- **VISION**

A Province with happy children

MISSION STATEMENT OF CHILDREN DIVISION

Uphold and promote the rights of Children through effective and genuine partnership with stakeholders in ensuring that children are happy by providing them with the basic materials and equipment and the parental support they require in order to grow up as happy children and be adequately protected as enshrined in the Convention of the Rights of the Child.

FUNCTIONS OF CHILDREN DIVISION

- Adoption of Children Convention in recognition of the Solomon Islands Government to the ratification of Children's right.
- Coordinate effective networking opportunities through consultation with ministry of women, youth and children affairs (MWYCA) and other children affairs key stakeholders.
- Provide policy directives and planning for provincial government children's sector priorities and programs
- Coordinate and manage the implementation of provincial programs relating to children affairs.
- Administering children assistance through churches, provincial children groups and provincial advisory committee on children.
- Organising and celebrating children matters through memorable events and awards.
- Organise workshops, children awareness program activities and health awareness programs for children at both community and provincial level
- Administering grant assistance from MWYCA and provincial government for the implementation of children program activities at community and provincial level
- Administering and strengthening of children link between the national, provincial and community level.

CHALLENGES FACING CHILDREN DIVISION

1. **Inadequate manpower or human resource:**

Since the children division is a new function to Provincial level, the current human resources personnel is provided by youth and sport division coordinator. If this continues, it would leave the division to inadequately carry out the roles and function of children division particularly when it has to extend children program to constituency, ward and community level.

2. **High Population of Children in Central :**

The high population of children in Central Province has the potential to place a great pressure on the province to meet the health, education and other general welfare needs of children in Central Province. This would require high cost of transportation, communication and infrastructure development. Some children may have an easy access to goods and services while others may be deprived due to the geography or remote locations.

3. **Financial Constraints**

The current budget catered for youth division is not adequate to implement children anticipated programs as it has been designed for youth oriented programs with no specific activities for children.

4. **Communication link**

Poor communication links to the communities could affect the implementation of this policy in the province.

POLICY GOALS OF CHILDREN DIVISION

1. Adequate manpower is provided to Children Division
2. The monitoring & evaluation mechanism for children division to be in place -
3. Adequate funding for Children Division
4. The interest and rights of children are preserved by advising provincial government to include and value children rights according to all articles on CRC.
5. An efficient & effective coordination among Provincial stakeholders in Central Province

POLICY OBJECTIVES OF CHILDREN DIVISION

1. To create one focal point officer under youth and sport division by 2013.
2. To seek an approval from provincial executive to endorse the establishment of the Provincial advisory committee on children by mid 2013.
3. To conduct four awareness program in collaboration with line ministry and provincial stakeholders at three different locations in central province by 2016.
4. To organize children forum in the three islands with twenty six participants by 2014
5. To organize and celebrate children's matters to memorable events
6. To conduct children stakeholders quarterly meetings in order to plan and review children development programs and activities.
7. To carry out 13 ward consultation with more than 200 community stakeholders that would include young and adult men and women in order to develop a provincial children policy by 2016.

POLICY IMPLEMENTATION STRATEGIES

- a. Establishment of human resource or manpower plan for Children division in order to achieve its design policy.
- b. To organize awareness program to advocate for the adoption of CRC in provincial wards and community level.
- c. Consult the provincial executive to establish dialogue with UNICEF for the mainstreaming of children affairs, programs and activities in central province.
- d. To conduct consultation in all 13 wards to carry out the detail and situation analysis of the condition of children in Central Province.

POLICY LIMITATIONS OF CHILDREN DIVISION

- Geographical location due to scattered islands
- Lack of manpower to man the Children's division in order for the division to achieve its design policy.
- Financial constrain that the children division to have separate budget of its own to meet its operational costs
- Political instability – change of leadership
- Communication link between provincial and community level due to lack of communication coverage.
- Proper mechanism to be in place by National Disaster Management Office through Communication link between province and rural communities before Natural Disaster strikes.

3.11. PHYSICAL PLANNING AND LANDS DIVISION

BACKGROUND TO PHYSICAL PLANNING AND LANDS DIVISION

The department of Physical Planning and Lands comprises these two major functions, the Physical Planning functions and the Lands functions. Physical Planning is charged with the physical development on the land and its control whilst Lands is vested with the duties that include land administration, registry as well as land acquisition. These functions currently are non devolved functions hence within the provincial structure, the provincial government recognises the need to have it structured within the province set-up as the responsibilities delivered by these functions are of great significance to the provincial government of Central Province. Most of the responsibilities, however, are supported through the provincial recurrent estimates.

FUNCTIONS OF PHYSICAL PLANNING AND LANDS DIVISION

- a) Town and Country Planning Board
- b) Development Control
- c) Local Planning Scheme
- d) Subdivision Plans
- e) Land Registry
- f) Land Application
- g) Land Allocation
- h) Valuation
- i) Survey
- j) Resettlement Scheme
- k) Land Rentals
- l) Land Acquisition

VISION

Physically planned Central Province for socio-economic development

MISSION STATEMENT OF PHYSICAL AND LAND DIVISION

Ensure that land is developed and used in accordance with properly considered and adequate information to promote healthy and strong inhabitants through proper physical planning processes and proper land demarcations for development initiatives.

POLICY GOALS OF PHYSICAL PLANNING AND LANDS DIVISION

1. Preservation and creation of an environment that is conducive for promotion of effective and sound social economic development.

2. Achievement of an orderly and proper co-ordination and integration of land hence promote effective utilization of land all over the province.

POLICY OBJECTIVES OF PHYSICAL AND LAND DIVISION

1. To review the current land use plans of Tulagi so as to identify potential sites within Tulagi for future social and economic developments of the provincial government by 2014.
2. To review the current land allocation system within the province with the view of making recommendations for revocation of those lands which has not been developed over a long period of time.
3. Prepare and adopt one local planning scheme for Tulagi Provincial Township in consultation with the Central Provincial government and T&CPB hence the need to cater for current needs by 2014.
4. Identify the current lease holders of Pavuvu provincial land and other provincial lands with the view of assisting them to facilitate and secure their legal titles etc.
5. Arrange and facilitate T&CPB annual meetings (maximum six meetings per annum) as and when deemed necessary for nine board members.
6. Prepare subdivision plans for Tulagi Township in consultation with the Central Provincial Government and the T&CPB.
7. Assess the current division logistical needs and consult with relevant authorities for purchase of new logistic/equipment hence to equip the divisions.
8. Review current owned provincial FTE's land hence to assist the Central Provincial Government of the land titles.

POLICY IMPLEMENTATION STRATEGIES OF PHYSICAL AND LAND DIVISION

- a) An activity/work plan will be prepared and adopted on quarterly basis translated into programs and activities hence for the effective implementation of these goals and objectives.
- b) Consult and establish dialogue with relevant offices, e.g. Office of the Premier, Provincial Secretary and the Treasurer as and when certain programs and activities that need to be carried out based on the quarterly plans.
- c) Always secure funds and necessary resources/materials well ahead of the plan program/activity before implementing.

- d) Establish close consultations with relevant departments/units that have linkages with the division's programs and activities in the implementation so that together these programs could be achieved.
- e) A quarterly report shall be prepared to report to responsible authorities hence on progress and failures of the division so that in-turn it could help the division to plan and address these issues more promptly in the next work plan.
- f) Make awareness to the public on regulations and other governing rules of the division through best appropriate means so as to have a well-educated populace on the important areas requiring the knowledge of the people.
- g) Transparency and accountability is a vital goal in achieving these goals and objectives.

POLICY LIMITATIONS OF PHYSICAL AND LAND DIVISION

- ❖ Lack of manpower shortage as experienced over the past years could affect the physical planning division in implementing its policy goals and objectives within the period specified by the policy statement.
- ❖ Accommodation to house its staff. The current lands officer is still in Honiara and there is still uncertainty as to when he should be settled in Tulagi.
- ❖ Lack of Logistics and equipment to effectively carry out its programmes.
- ❖ Financial constraints to finance its work programmes and equipment/logistics.
- ❖ Uncontrolled and unlawful land development by individuals is not helping the province.

3.12. DEVELOPMENT AND PLANNING DIVISION

BACKGROUND TO DEVELOPMENT AND PLANNING DIVISION

Development and Planning Division is one of the divisions which is designed to coordinate the rest of the divisions in the province for proper planning and management of their development plans and annual work plans in accordance with the prescribed format. The division is also expected to provide the required support for project implementation at divisional level. It is recently that a Chief Planning Officer for the province has been appointed to lead the planning division of the province. This would certainly strengthen the planning division and enable it to deliver effectively in terms of timely procurement and implementation of development projects.







VISION

A formidable Integrated and participatory planning system for Central Province

MISSION STATEMENT OF DEVELOPMENT AND PLANNING DIVISION

Strengthening the planning processes and systems in the province by establishing and supporting planning institutions for proper and realistic planning, budgeting as part of enhanced public expenditure management systems for effective service delivery and accountability.

FUNCTIONS OF DEVELOPMENT AND PLANNING DIVISION

-  To coordinate the formulation of all short, medium and long term provincial plans and budgets.
-  Provide advice on policy options with regards to strategic planning
-  Coordinate and liaise with appropriate authorities on matters of budgetary allocations amongst divisions for annual work plans and budgets in each fiscal year.
-  Coordinate with Provincial Development Committees and other Planning Committees for better coordination of annual and long term planning perspective and budgeting processes in the province.
-  Coordinate development planning workshops and seminars to enhance capacities of the divisions and provincial planners by appreciating planning tools and manuals provided by relevant organizations as such of the MPGIS.
-  Provide effective support to Provincial Planning and Development Committees ensuring genuine consideration for citizen participation in local development management decision making processes.

CHALLENGES FACING DEVELOPMENT PLANNING DIVISION

- Lack of manpower and technical expertise in the division
- Poor coordination/networking between divisional heads to provide appropriate planning strategies for implementation.
- Limited financial support to carry out assessment for proper strategic planning processes.
- Limited incentives and scheme of service resulting in the inability to retain qualified personals.
- Geographical setting and situations of working environment makes processes difficult and a bit more expensive.
- Inadequate clarity of functional responsibilities of line ministries, NGOs, inter-governmental organizations and international agencies which affects proper planning processes/procedures in the province.
- Lack of provincial profiling/documenting (community, ward) to formulate comprehensive strategic plans.

POLICY GOALS OF DEVELOPMENT PLANNING DIVISION

- Institutionalizing Provincial Planning systems by recognizing planning institutions
- Provincial profiling including communities and wards
- Designing of Provincial Strategic Plans and the planning Framework developed by the MPGIS
- Staff capacity building and training on planning, budgeting and procurement
- Coordination of the overall planning of the province
- Support and coordinate effective and efficient planning strategies
- Effective evaluation and monitoring of provincial development plans
- develop a holistic participatory planning approach within all divisions and to rural communities
- Encourage proper execution of development plans and budgets

POLICY OBJECTIVES OF DEVELOPMENT AND PLANNING DIVISION

- ❖ To establish Provincial Planning and Budgeting Committees of the Province prior to the completion by end of September and hold a briefing and orientation sessions for committee members
- ❖ To carry out more data collection in the 13 wards for ward profiles in coordination with Rural Development Program (RDP).
- ❖ To play a leading role in designing long- term rolling strategic plans for the province.
- ❖ To recruit two planning staff by 2013 to strengthen the planning division in carrying out its responsibilities in planning and project implementation.
- ❖ Orientation to provincial planning and development committee with MPGIS/PGSP support, briefing at administration and policy level on the overall planning and budgeting structures adopted by the nine provinces by 2013.
- ❖ Continuous monitoring and evaluation of development projects and provision of feedbacks to the provincial governments for appropriate actions by carrying out 20 monitoring visits to project sites and providing 20 reports by December 2016.

- ❖ To produce four quarterly output reports annually and quarterly assessment report on development projects in coordination with the finance division (20 quarterly reports by 2016).
- ❖ Coordinate formulation of annual work plans and budgets of 18 divisions within the province commencing by October/November each year in line with participatory planning framework.

IMPLEMENTING STRATEGIES OF DEVELOPMENT AND PLANNING DIVISION

- ❖ Conduct an analysis of the overall provincial development planning system with a view of how it could be strengthened in order to fast track procurement and project implementation.
- ❖ Application of the new provincial planning and budgeting framework recently designed by the MPGIS and endorsed by the Cabinet on the 2^{1st} of August 2012.
- ❖ Consultation and coordination between communities, provincial government of Central Province, and line ministries for provincial profiling.
- ❖ Establish strong and effective link with all divisions in order to ensure an integrated planning process in the province.
- ❖ Review the three year development plan to ensure it is in line with the recently approved policy statement of the provincial government.
- ❖ Conduct five training programmes on development planning and procurement for all heads of divisions in the province commencing 2012.
- ❖ Conduct induction courses for members of provincial planning and development committees on their roles and responsibilities in coordinating planning processes in the province by December 2013.
- ❖ To ensure all development strategies are linked to the National Development Strategies 2011-2020.

POLICY LIMITATIONS

- ❖ Inadequate ordinances or assembly Standing Orders that can ensure proper planning monitoring and evaluation
- ❖ Lack of financial support to ensure continuous consultations in order to roll out participatory planning processes at the community level including all stakeholders. This may adversely affect the pace of division's implementation against 2016.
- ❖ Lack of proper understanding of planning and budgeting structure provided by MPGIS/PGSP may affect the implementation of proper planning processes in the province as indicated in the policy goals of the division.
- ❖ Lack of information sharing mechanisms and proper networking between divisional heads and the community development groups within the province may affect the understanding of the communities of their roles in local development process.
- ❖ Lack of manpower and technical expertise to carryout proposed and adopted planning structures
- ❖ Limited logistic support and clarity of work delegation within the planning division

3.13. FOREST AND RESEARCH DIVISION

The provincial forestry extension office was established in 2008. Since the office is being manned by one official who is the Acting Principal Forestry Officer with the support of 4 extension officers in the sub regions of the province:

1. Savo Russell
2. Big Gela
3. Small Gela
4. Tulagi and Sandfly

Forestry division is a non devolved body with a newly constructed office along with 2 staff houses. There is currently no support staff from the provincial government that works with the division.

Divisional functions:

1. Assist forest research institution so they could identify and regulate endemic species in reforestation projects, and to develop and supply improved planting materials of proven tree species for reforestation to small holders
2. Make available technical advice and other forestry services to rural communities' reference to commercial use of resources as well as transfer of skills and technology to them.
3. Promote reforestation in rural areas throughout the country.

VISION

Protected forest resources for sustainable environmental development in Central Province

MISSION STATEMENT

To become the best forest agent by utilizing, conserving and properly managing the forest resources of Central Province for continuing benefit to the environment and the people of the province.

CHALLENGES FACED BY THE FOREST DIVISION

- Lack of resources and logistics to carry out work plans
- Lack of manpower to carry out divisional tasks
- Lack of financial assistance to implement divisional targets and objectives
- Low participation and cooperation by land owners and other stakeholders in the province

POLICY GOALS OF FOREST AND RESEARCH DIVISION

- Provision of more nurseries for out growers for effective reforestation.
- Strengthening of forestry and research division by providing additional manpower before 2016 through the provincial government establishment.
- Provision of continuous capacity building for awareness training for landowners and out growers in various islands.
- Provision of necessary resources such as tools and other equipment for implementation that would enable the division to function properly.

POLICY OBJECTIVES OF FOREST AND RESEARCH DIVISION

The policy of the Government supports Forest Development and Reforestation. The Government also emphasizes the importance of development at village level to;

- To make available technical advices and other forestry services in the form of subsidy schemes to rural communities to assist them in managing the commercial use of natural resources, as well as to transfer skills and technologies to about 400 small holders by 2016.
- To promote Reforestation in Central Province by re-planting 200 hectares of trees by end of 2016.
- To assist Forest Research Institution so that they could identify and regulate the use of appropriate endemic species in reforestation projects, and to develop and supply improved planting materials of proven tree species for reforestation to about 200 small holders.
- To improve capacity of forestry division in order to implement reforestation activities with resource owners by planting 200 hectares by 2016
- To increase timber resources by replanting 800 trees per year for five years.
- To achieve minimum target of 800 trees by encouraging landowners to establish a permanent forestry nursery to supply farmers with the nursery stocks by 2014.
- To encourage community participation in long term forestry development by re-planting of trees as a future potential source of income and wood supply to meet domestic needs and provide skills for livelihood options through awareness campaigns in communities of Gela, Russell and Savo by 2015.
- To improve access to Forest Plantation Silviculture technical information by conducting awareness and training of farmers in the four islands through one workshop per island by 2016.

3.14. PROVINCIAL ASSEMBLY OFFICE

BACK GROUND TO THE PROVINCIAL ASSEMBLY

The Central Province was formally established as a Province, including Rennell and Bellona with 13 wards and later 10 wards when RENBEL assume its own status as a Province in 1993. During the 2010 provincial elections, the province was once again demarcated with 13 wards which were all duly contested for.

The central province is made up of 3 different Islands with 3 different languages with a population of 26,100 according to the last census conducted in 2009. The province had its first appointed day on 29th June 1982. Since the inception as a province in 1982, the province had 14 Premiers with 14 governments. The high turnover rate of Premiers was due mainly to the number of vote of no confidence in the provincial assembly. This led to frequent replacement of a number of Premiers even before they completed their terms. The shortest serving Premier in the history of the Solomon Islands since the establishment of the Provincial Assemblies was Mr. Peter Manetiva MPA for North Savo in the Central Province who served for only eight days in the office of the Premier.

The current Provincial Wards consists of;

Russell Islands - 3 wards

Lavukal ward , Banika ward and Pavuvu ward

Savo Island – 2 wards

North Savo ward and South Savo ward

Gela Island – 8 wards

Central East Gela ward, Central west Gela ward, South East Gela ward, South West Gela ward
North West Gela ward, North East Gela Ward, Sand fly and buenavista ward and Tulagi ward

The office of provincial assembly is currently manned by two officers, the Hon. Speaker and the clerk to Assembly.

VISION

A provincial assembly that strengthens the legislative in Central Province

MISSION STATEMENT OF THE PROVINCIAL ASSEMBLY

To ensure the legislative oversight role of the provincial assembly is enhanced through creating avenues of capacity building of provincial assembly members in order to strengthen their appreciation of basic ordinances and interpret them correctly.

FUNCTIONS OF THE PROVINCIAL ASSEMBLY

- Daily administration of the Assembly office.
- Organize, plan and prepare document for full Assembly meetings.
- Conducting assembly meetings as and when required
- Taking minutes and preparing Hansard report for record purposes.
- Taking care of the welfare of MPAs's, with the assistance of the provincial Administration.
- Conducting the oath of allegiance to newly elected MPAs
- Conducting oath or affirmation upon taking over the role of a provincial Minister
- Conducting the election of the Premier, Deputy Premier, the Speaker and the Deputy Speaker.
- Assist in the preparation of and review of standing orders, ordinances and other related regulations
- Appointment and facilitation of standing and special select committee.
- Passing of any new subsidiary laws and ordinances etc.
- Receive reports and submissions from the executive and standing and special select committees.

CHALLENGES FACING THE PROVINCIAL ASSEMBLY

- Lack of Assembly meeting and office space
- Lack of clear policy guidelines for assembly members
- Out of date ordinances and Standing Orders
- Inadequate provision in the standing orders to ensure stability in the way the assembly meetings are conducted
- Limited knowledge and understanding on matters relating to MPA's role and functions.
- Appointment of PAC members is not competence based which affects the quality of work done by the PAC particularly for matters relating to analyzing and interpretation of budget estimate
- Insufficient understanding on the roles and functions of PAC members even though this has now been clarified by the Ministry.
- Insufficient understanding of the legal requirement and the powers of the PAC members by the executive and administration.
- Lack of continuous training for newly elected MPA's
- Continuous training of new speakers of the Assembly
- Lack of office equipments and facilities
- Lack of willingness to provide resources in the recurrent and development budget for Speaker's Office
- Inadequate man power to run the assembly

POLICY GOALS FOR THE PROVINCIAL ASSEMBLY

- Adequate Assembly meeting space and office space is provided.
- Good governance through Accountability, transparency and decision making is ensured.
- Appropriate ordinances are in place for the smooth governing of the province
- Standing order to fully accommodate Assembly operation and administration.
- Mechanisms are in place to ensure good and transparent governance
- Budgets are fully debated and realistic before they are assented to
- Effective and efficient execution of duties of PAC members.
- Capacity building strategy for the assembly members and officers are in place
- Effective and efficient facilitation of Assembly business.
- Proper recording systems are in place for recording of Assembly Minutes.

POLICY OBJECTIVES OF THE PROVINCIAL ASSEMBLY

- Construction of new Assembly hall with office complex to create space for Assembly deliberations by 2016 and to be appropriated in 2013/2016 budget or look for external funding.
- Create or formulate clear policy guidelines to enable accountability, Transparency and to allow consistency in decision making, by the Government by 2013.
- Check current ordinances and review where appropriate or make new ordinances to cater for new and important issues.
- Training or capacity building for 13 MPAs annually on their roles and functions in ensuring good governance
- Review standing orders to accommodate short falls of provisions that are not clear by 2013
- Training or capacity building for 13 MPA's annually on roles and functions and good governance by 2015
- Appointment of 3 PAC Members according to capacity and ability to interpret and scrutinize budget.
- Training and capacity building for 3 PAC members in 2013 and 2015
- Hold three awareness talks to the executive and the treasury division and any other stake holders
- Purchase 2 Laptops, 1 new desk top computers, 1 photo copy machine, 1 color Printer and one (1) recording machine with associate accessories by 2013.
- Employ one qualified Hansard officer by 2014 and to be appropriated in the 2013/2014 budget estimate.

POLICY IMPLEMENTATION STRATEGIES

- Analyze and identify site and draw plan to estimate appropriate costing for new assembly building.
- Review the whole provincial set up to prepare relevant documentations according to the government's aspiration through support from MPGIS
- Identify appropriate areas of concern and request a qualified lawyer to assist in drafting ordinances.
- Identify specific areas needed to be included and rectify. Request a qualified lawyer to assist.

- Identify training needs and request relevant authorities to conduct workshops for our understanding,
- Identify suitably qualified persons to be appointed in accordance with standing orders.
- Train the clerk to be knowledgeable to train new PAC member in case of non availability of resource personnel
- Follow up training of Provincial Public Accounts Committee members and exclude executive from PAC as per recent Cabinet approval on accounts committees.
- Include one (1) Hansard officer in the staff establishment for 2013/2014 and procure necessary resources for the provincial assembly.

POLICY LIMITATIONS

- Lack of understanding by the MPAs of their roles could prevent an effective functioning of the provincial assembly
- Lack of steady financial support from the treasury may prevent the modernization of the provincial assembly infrastructures and provision of basic equipment
- Continuous lack of additional officer to support the assembly secretariat could also hamper the implementation of some of the functions that are key to an effective functioning of the assembly.

3.15. ADMINISTRATION DIVISION

BACKGROUND TO PROVINCIAL ADMINISTRATION

The division is in charge mainly of the organisation, preparation, and co-ordination of the Executive and the Full Assembly meetings, Administrative matters and issues. It is also responsible for ensuring that the Central Provincial Administration Performs effectively and efficiently through various Divisions/Departments, institutions and other mechanisms. The division is designed to provide sound management and quality leadership in performing the affairs of the government and the people of the Central Province by coordinating the required logistics for effective service delivery.

VISION:

Effective service delivery support through coherent administrative procedures

MISSION STATEMENT OF ADMINISTRATION DIVISION

Implementing proper procedures and processes in order to support and coordinate proper functioning and delivery of outputs of each division within the provincial government for effective and efficient service delivery by provincial government of Central Province.

CHALLENGES FACED BY ADMINISTRATION DIVISION

- Lack of improved facilities to provide support to various divisions
- No proper linkages between the devolved, non – devolved, and the Provincial planning processes.
- Lack of Proper planning, coordination and implementations.
- Low staff morale and low performance output.
- Lack of Provincial information and database.
- Logistics and working Resources are lacking

POLICY GOALS OF THE ADMINISTRATION DIVISION

- Completion of the office building for a convenient working environment for all the divisions.
- Improve the linkages, networking and the capacity of the Administration office so that Centralization can be done in order to execute and fulfill quality service delivery to the province.
- Strengthen the Planning, Organizing and implementation through capacity building and reforms
- Staff improvements, staff performance appraisal, on the job trainings and capacity buildings.
- Fair allocation of resources and logistics to all divisions

POLICY OBJECTIVES OF ADMINISTRATION DIVISION

- To provide adequate office space to the provincial divisions by completing one office block of 15 officers by June 2013.
- To consolidate all 19 divisional annual work plans of 2013/14 by the first quarter of each year in order to facilitate monitoring and evaluation of plans.
- To review 19 Annual Work Plans bi- annually and give feedback to the 19 provincial divisional heads from 2013.
- To ensure all core positions in the province are filled particularly the Chief Planning Officer post by March 2013, 50% of other vacant posts to be filled by June 2013 and 95% by the end of 2013.
- Complete review of Central Province Staff Instructions by 2013 including annual appraisals and review of current job descriptions.
- Identification of employee training needs, and other capacity building needs of 60 direct employees by 2016.
- To design a training package for staff (based on the TNA) to ensure that 1% to 5% of employees undergo on the job trainings/refresher courses by 2013 and 15% by 2014.
- To improve productivity and performance output of 66 employees by providing them with computers/laptops and copier machines by 2014.
- To provide each Divisional head with emails and internet access in order to improve internet connectivity for enhanced performance by 2014.

POLICY IMPLEMENTATION STRATEGIES

- Review of Provincial Government organisational structures of Central Province
- Develop key Result Areas along with Performance based approach or better and well defined job descriptions which will improve efficiency, effectiveness and productivity.
- Review of Central Province Staff Instruction (CPSI) and scheme of Services, terms and condition of the Provincial Direct employees.
- To place more emphasis on human Resources Development and capacity building in the province.
- Design and provide In-service training, on the job training and refresher training programmes in consultation with relevant government ministries, partners, SICHE and other local or overseas institutions so as to address staff development and training needs of provincial staff.

- Review of devolved and non – devolved functions and services and formulation of some kind of agreements with Government ministries concerned to reflect new arrangements of power sharing, resource allocations and distributions.
- Creation of a more open and conducive office space environment to enable good communication and better staff relations.
- Establishment of inter-relationship with relevant ministries, NGOs, and other partners.

POLICY LIMITATIONS

- Limited resources, facilities and logistics such as computers, printing facilities etc.
- Negligence and laziness.
- Lack of qualified manpower.
- Political interferences
- Lack of required officers/manpower.
- Lack of skills, knowledge, experiences and understanding.
- Geographical setting and locations.

3.16. WOMEN'S DIVISION

POLICY LINKS TO THE NATIONAL DEVELOPMENT STRATEGY OBJECTIVE 2

Objective 2 of the National Development Strategy has been used as the basis by the women division to draw the five year policy statement of women division of provincial government of Central Province from 2012-2016. The long term policy of the provincial government with regards to women in Central Province shall in the next couple of years be to address those challenges as stipulated by the provincial government. The National Development Strategy incorporates areas that will have to be addressed by the Ministry of Women, Youths, Children and Family Affairs such as:

Improved and equitable health and education for girls and boys, women and men in the province

Improved economic status of women through access to and share of productive resources

Equal participation of women and men in decision making and leadership, elimination of violence against women through strengthened legislation and enforcement, treatment and rehabilitation of perpetrators, and preventive approaches and provision of support services

Increased capacity for gender mainstreaming through capacity building among partners and stakeholders across government

Mainstreamed Gender Policies

Promote and enhance women's empowerment based on human rights of women in the public and private spheres and at all levels by developing capacity of women and encouraging gender equality.

Promote gender-balanced energy programs to ensure that energy needs are addressed for both women and men, including raising awareness of the benefits of energy technologies in households.

Victims of crime and gender-based violence policies have been established that provide for men and women to be treated equally.

Promotion of equal participation of women with disabilities and mainstream their issues.

Gender Aspects of National Population Policy

Increased gender partnership and empowerment of women with a National Women's Policy which protects and promotes women's rights and which informs and guides decision

Increased opportunities for women as gender equality is advanced consistently across Government

Women in Government

Increased opportunities for women through removal of barriers and improvement over time in numbers of women in leadership positions, including through increasing women's participation in representative and administrative government and in leadership positions at all levels in the provincial governments;

Ensure that all programmes improve capacity for gender reporting aligned with Government commitments and obligations.

Human Resources Development is implemented across the whole of the Public Service in the context of gender-sensitive policies and guidelines for employment and recruitment.

BACKGROUND TO WOMEN DIVISION

The women's development division in central province was re-established on July 15th 2008 after it was closed down in September 1997. This division is the women's focal point in the central provincial government, responsible for coordinating and linking the women at the community level with the provincial government and the national government.

The division is responsible for the welfare of women in both urban and rural areas for the betterment of the future well-being of their children and generations to come. It works in close collaboration with the central province council of women within network established under the national council of women.

Through the established CPCW network down to the 13 provincial wards within the 3 main islands of gela, savo and Russell, the women's division in central province works closely with CPCW to reach down to community women and men, girls and boys with important women's programs to build the capacity of women and girls to have equal opportunities and to become effective participants in the development of central province.

FUNCTIONS OF WOMEN DIVISION

Women's development division is responsible for:

- (ii) Policy advisory and coordination;
- (iii) Promotion of gender mainstreaming through the provincial government machinery.
- (iv) Dissemination of information through ,media resources
- (v) Coordinating training and assessing training needs analysis
- (vi) Project and planning management:
- (vii) WDD from time to time manages projects that have women or gender focus. One such project is the family health survey project funded by SPC. In the past WDD used to implement the women, peace and security and project funded by UNIFEM.
- (viii) Human rights and advocacy:
- (ix) Awareness to community women and girls of their rights but more so the right of women using CEDAW (convention on the elimination of all forms of discrimination against women) and convention on the right of the child(CRC).
- (x) Representation women in various committees and other gender based advocacy:
- (xi) WDD – CIP represented women of Central Province province in a number of conferences and workshops that called for provincial representation of women at all levels.
- (xii) Assistance to women's groups:

➤ **VISION**

- Women empowered for development decision making

➤ **MISSION STATEMENT OF WOMEN DIVISION**

- Facilitate, coordinate and implement activities that will help broaden the capacities in women and empower them to have equal opportunities to fully participate in the Province's development.

CHALLENGES FACING WOMEN DIVISION

- **Geographical location with scattered Islands.**
- Inadequate finance to implement the divisional objectives as originally designed in the work plans
- Lack of logistic support – transportation to carry out awareness campaigns.
- Poor communication coverage in terms of linkages with women at the community level
- Lack of proper women's Information data-base
- Lack of proper training venues /Infrastructure- Women's Resource Centre
- Lack of Technical Expertise to provide adequate to women division as a support
- Weak linkages and networking between provincial women focal point and Line Ministry
- Lack of internet accessibility for research purposes

POLICY GOALS OF WOMEN DIVISION

- Improvement in the social and economic conditions of women by Empowering them through capacity building workshops, trainings and advocacy to effectively participate in the development of Central Province.
- Promotion of Gender parity in all works of life in the province including ensuring women participation in top leadership and decision-making processes.

POLICY OBJECTIVES OF WOMEN DIVISION

- To Identify and allocate provincial government resources for gender equality and women's development – increase financial allocation, provision of internet facilities etc
- To provide logistic support for communication coverage, transportation access and capacity building for women in the 3 communities in Gela, Russell and Savo.
- To provide a comprehensive Women's' Information data-base.
- To provide one technical expertise at post to support women division.
- To build capacities of 13 women by conducting four workshops in Tulagi by 2016.
- To strengthen links between two women groups in Central Province and development partners through networking by 2016.

- To build one women resource centre in Tulagi by 2014 in order to facilitate women's activities by building their capacities so as to participate effectively in development decision making processes in Central Province.
- To promote gender equality and women's development by conducting four awareness campaigns (one in each island) by 2014.
- To promote gender equality by mainstreaming gender through provincial government plans and budgets by 2013.

POLICY IMPLEMENTATION STRATEGIES OF WOMEN DIVISION

- The division would coordinate and collaborate with relevant stakeholders so as to provide support for provision of resources for women development and those of the youths.
- There would be a need to establish a comprehensive database that gives up to date information women and gender issues in the province
- Negotiate provision of expertise for the provincial women division
- Seek funding assistance from the Ministry of Women, Youths, Children and Family Affairs to enable the province to carry out regular trainings and consultations of 13 women leaders in the province by 2015.
- Strengthen linkages and networks between the provincial women and the women focal points in the line Ministry of MWYC&FA.
- Build one women resources centre in Tulagi by 2016 to facilitate and coordinate women activities in the province.
- Intensify awareness campaigns in three islands in order to improve the awareness of the people in gender issues and development initiatives.
- Mainstream gender issues by incorporating it into provincial government planning and budgeting systems.

POLICY LIMITATIONS OF WOMEN DIVISION

- Poor communication network coverage may still remain a challenge of the division as a result of lack of adequate strategy to address the issue
- Inadequate financial support may affect the operations of the division
- Very limited logistic support in term of transportation and access to meet with women and youths
- High cost of fuel and transport cost shall continue to make delivery of our objectives a lot more expensive
- Lack of conducive working environment for women division and other women leaders in other islands of Central Province may affect the achievement of our objectives in the long run.

- The fact that there is no seconded staff at post in the women division means that the whole division may have to continue to rely on one office for the next few years.
- Limitation in linking and networking with development partners, NGOS and other stakeholders could continue to affect funding possibilities for the division
- Lack of Library for research facilities in Tulagi and other islands makes it difficult to research and obtain reliable information on critical development issues
- Limited up-grading trainings of Human Resources because of lack of financial support. The weakness in human resources would surely continue to affect the division.
- Cultural barriers – resulted in lack of recognition and imbalances for women & girls in all levels in society may continue to impact on the thinking of our society and thus delay the implementation of our gender parity strategies.

3.17. MEDICAL AND HEALTH DIVISION

POLICY LINKS TO NATIONAL DEVELOPMENT STRATEGY 2011 – 2020 OBJECTIVES 1, 2, 3, AND 6

The policy statement of Medical and Health Service sector of the provincial government of Central Province has been derived from the National Development Strategy objectives one, two and six which also served as the basis of the national health policy. In designing the health policy of Central Province, these main three objectives had been taken into consideration as being implemented at the provincial level in coordination with the provincial government. The National Development Strategy objectives as indicated above shall serve as the basis of provincial government intervention in health sector in Central Province in order to complement service delivery by MHMS. The strategy highlights that MHMS should amongst other things:

Facilitate infrastructure development for an efficient, effective and quality service delivery to rural communities in water supply and sanitation and facilitating affordable access by rural dwellers.

Expedite development of water supply and sanitation coverage through more efficient use of resources in community contracts and community enterprises supported by pre-qualified NGOs under competitive contracts.

Provide population information, education and communication support in the light of increased advocacy on development and population. [NPP Goal 11] Conduct awareness programs on family planning with married couples and introduce family planning policies and methods in the education system.

Accelerate the demographic transition towards a more stable equilibrium by addressing trends in: (i) population growth and structure; (ii) distribution; (iii) fertility, mortality and natural increase; and (iv) internal migration. [NPP Goal 12] Collect and disseminate birth records data and strengthen the capacity of health and reproductive services, especially in awareness and community enlightenment.

In consultation with people with disabilities and to meet their needs and ensure that education and training policies give opportunities to boys and girls with disabilities, improve their access to education, develop early intervention measures for children from 0-4 years old, and provide special education modules in all teacher training courses.

To make support for people with disabilities more effective, strengthen support groups and networks for parents, families, teachers and the wider community and in collaboration with stakeholders strengthen support services for community based rehabilitation and raise national awareness concerning disability issues, including information dissemination through media.

Promote more opportunities for income generation and employment, based on equal rights and empowerment of all persons regardless of disability or gender, so that people with disabilities can lead fuller lives and be better integrated into society.

In a consultative process, develop and legislate a national policy on the provision of water and sanitation to improve health and service provision by constructing, rehabilitating and upgrading water supply and wastewater systems - including pipes, tanks, underground plant, treatment facilities and metering - in Honiara, Auki and other provincial centres and rural areas.

Address the urgent need to upgrade and extend coverage of water supply and sanitation systems by undertaking baseline and monitoring surveys of water and sanitation problems in provinces and identify the least cost solutions in water supply and sanitation programmes to be implemented in an integrated manner.

Ensure clean water and proper sanitation is available in all communities, ensuring the water resources are sufficient and chemically safe for all communities.

Through health promotion, prevention services and case management, reduce the most important risk actors from: (i) individual and family behaviour; (ii) environment; (iii) medical conditions; (iv) service delivery conditions.

Reduce the most important causes of the disease burden, which are can be reduced, with cost effective interventions and services and move gradually toward the packaging of health services with "levels of care" as the dominant approach.

Improve the health status of the age and gender population groups especially women and children considered to be the highest priorities.

National government and donors to ensure and adequate supply of medical supplies is always available in all hospital and clinics throughout the country so that access to care can be provided.

In consultation with provinces, NGOs and CSO, develop a National Health Services Development Plan to determine health service standards and facilities in the provinces and identify the resources required, including the numbers and types of medical staff and improvement of outreach services.

Build and/or rehabilitate and maintain health services infrastructure at provincial and community levels to provide appropriate primary and secondary health care including appropriate mini-hospitals, Rural Health Centres, Aid posts, and care homes for those living with HIV/AIDS.

Ensure sufficient supply of trained and qualified health workers through increased provision of nurses in each province, training programmes and a program to upgrade nurse aids to Registered Nurses, financial incentives for medical staff and

Mobilisation of appropriate NGO/CSO and Red Cross volunteers, especially to serve rural and remote areas. National health awareness raised through media on specific health issues distributed throughout the country supporting all hospitals and clinics in promoting awareness on healthful living.

A national framework is prepared to combat increase of Malaria, HIV, NCD and other diseases and continue malaria research and provision of detection equipment.

Health Aspects of National Food Security, Safety and Nutrition Policy

Promote good infant and young child feeding practices based on breast feeding and adequate, safe and nutritious complementary foods.

Promote healthy diets by strengthening social marketing and awareness raising to increase the number of consumers making safer and healthier food choices making safer and healthier food choices.

Health Aspects of National Population Policy

Improve the health, nutrition, morbidity and mortality status of the population through: (i) improved primary health care, (ii) focus on child survival and health; (iii) improved women's health and safe motherhood; (iv) effective implementation of policies on STI, HIV, and AIDS; (v) strengthened support for those with disabilities; and (vi) improved nutrition. [NPP Goal 3]

Improve reproductive health, sexual health and family planning services through counselling and improved uptake of contraceptive methods by women, men and young people.

3.17.1. NURSING DIVISION

DIVISIONAL BACK GROUND TO NURSING DIVISION

The Nursing division covers almost 75% of the health care services and deliveries in Province. This includes four different levels:, Nurse Aid Post Level, Rural Health Clinic Level, Area Health Centre Level ,Provincial Hospital Level

For efficiency, the Division operates by Zoning of health facilities into six (6) zones. Different levels of health facilities and relevant nursing manpower are allocated fairly within the six (6) zones and the deployment of resources and logistics to our identified Hot spot areas or problem areas. The division Ensures Linkage to other health departments like the Vector Borne Diseases control program, Environmental Health Program, and Health Promotion Program. These programs play important roles in the social mobilization activities, health promotion and disease preventions that are the major components of Primary Health Care Services.

Operating as headquarter in our Provincial hospital, we spread throughout the province through the four levels above and with our six zones.

VISION

- A Healthy Central Province.

MISSION STATEMENT

- Develop, Promote, protect and maintain the good health and well-being of the people in the Central Province, and hence improve the quality of life through awareness, clinical visits, diagnoses, treatment and other primary health care related activities with the guidance and the assistance of the national and provincial governments, donors, other stakeholders and communities.

FUNCTIONS OF NURSING DIVISION

- Promotion of Primary health care in the Province.
- Delivery of health Services in the province.
- Administration of drugs, equipments and medicines within the province.
- Work with donor partners, governments and communities.
- Timely reporting.

CHALLENGES FACING NURSING DIVISION

- Lack of man power
- Run down of health facilities, equipment without resources to repair
- No proper linkages between the line ministry, Province and the communities
- None functioning of current telecommunication equipment to the rural health centres and communities.

- Poor /no proper staff accommodation/housing
- Locations and geographical setting of the province
- Not enough Resources such as OBMs, and budget limitations for service delivery.
- High cost of fuel, oils and lubricants to deliver needed services.

POLICY GOALS OF NURSING DIVISION

- Staff recruitments, on the job staff training, and capacity building.
- Improve, upgrade and build new health facilities in the identified areas of the province.
- Improve communication links to the rural health centres
- Basic primary health care accessibility to all peoples of Central Province
- Integrated health infrastructure planning, design, construction and management
- Improve linkages, co-ordination and partnership so that health services can be delivered down to the rural communities.
- Staff improvements and performances.
- Fair Distribution and allocation of resources to the Divisions and community health centres.

POLICY OBJECTIVES OF NURSING DIVISION

- To ensure 60% of vacancies are filled by December 2012 and a Doctor to be at post by January 2013 and all post to be filled by June 2013.
- To identify Training needs and to ensure 5% of employees to undergo on the job training and refresher course by the end of 2012.
- To review job descriptions by the end of 2012.
- To improve and upgrade the identified existing health centres by 2013 and to build 3 new rural clinics by 2015.
- To ensure basic primary health care is accessible to all peoples of Central Province to 70% by 2015, Reduce maternal mortality by 10% by 2015, Increase CPR (Contraceptive Prevalence Rate) to 40% by 2014 and to Reduce STI and prevent HIV new cases.
- To provide 8 HF wireless radios to 8 health clinics by 2014.
- To renovate all staff houses by the end of 2013 and to build a new staff houses annually up to 2015.
- To design annual work plans, and annual budgets.
- Quarterly meetings and consultations.

IMPLEMENTATION STRATEGIES OF NURSING DIVISION

- Strengthen staff professional development through short term and long term trainings.
- Formulate continuing staff development programmes which will accommodate staff training needs at all levels.
- Encourage various forms of community primary health awareness and education by community agencies, non – government organizations, and community/local groups.
- Seek financial assistance from outside donors and the Solomon Islands Government for the upgrading of old health facilities within the province and provisions of new ones.
- Provide and seek assistance to the renovations of the old staff houses and constructions of new ones.
- Liaise and coordinate with other divisions to expand the health services throughout the province.

POLICY LIMITATIONS

- Limited or no resources and logistics (OBMS, Computers, Machines, equipments, Budgets).
- Cultural values and norms.
- Scattered islands such as Russell's, Savo, Gela makes service delivery difficult.
- Non functioning wireless radios, no mobiles and Communication difficulties to rural health communities.
- Very old buildings, equipment, machines and Infrastructures
- Laziness and ignorant to do the expected jobs honestly and fairly.
- Lack of qualified, experienced and skilled manpower.

3.17.2. HEALTH PROMOTION DIVISION

BACKGROUND TO HEALTH PROMOTION DIVISION

The health promotion unit in the central islands province was established during the 1980s where health education division management at provincial level derived from the national level management and functional organizational structure was developed. It was mandated as the mouth piece of the MHMS at the provincial level. Since then the division has increased its workforce and program activities. In the mid 1990s there was a shift from the conventional health education to health promotion. This change of name came from the mother ministry at the national level which covers our country Solomon Islands.

The health promotion program activities are currently categorized under the following; healthy setting, health communication, (media and IEC), capacity building, community education and advocacy and planning.

FUNCTIONS OF HEALTH PROMOTION DIVISION

- a. Establish and coordinate different healthy settings within the province
- b. Health awareness programs
- C. Establish links with the communities for public health concepts
- d. Coordinate public health campaigns
- e. planning and reporting

Staff Establishment Profile

Name	Responsibility	Qualification	Year Started
Jason Coxley	Principal Health Promotion Office	Dip. Public Health	1992
Leah Maemori	Senior Health Promotion Officer	Cert. Public Health	2006
Nathaniel Salini	Health Promotion Officer	N/A	2004
Edgar Tarai	Assistant Health Promotion Officer	N/A	2010

VISION

A Healthy Central Province

MISSION STATEMENT OF HEALTH PROMOTION DIVISION

Promotion and advocacy of the health of individuals, families and communities in Central Province through ensuring an effective model of inducing behavior change through health promotion activities.

CHALLENGES FACING HEALTH PROMOTION DIVISION

- Lack of man power [not enough skilled personal on specific areas]
- Lack of community networking framework
- Poor /no proper staff accommodation/housing
- Locations and geographical setting – scattered islands
- Lack of Resources such as OBMs, and budget limitations for service delivery.
- High cost of fuels, oil and lubricants to deliver needed services.

POLICY GOALS OF HEALTH PROMOTION DIVISION

- Enough manpower is provided and their capacities are built
- Creating Community Networking framework up to all communities by 2016
- To ensure basic primary health care is accessible to all peoples of Central Province
- Ensure teachers and students are well verse with the school healthy settings concept
- Integrated health infrastructure planning, design, construction and management
- Procurement of office equipment and resources for the division.

POLICY OBJECTIVES OF HEALTH PROMOTION DIVISION

- Recruit one staff by 2013 and train two current staff by 2014
- Create Community networking framework up to all communities by 2016
- Promote health awareness programs in 80% of the communities by 2015.
- Teachers and students in 20 community schools are well versed with healthy living practices by 2015.
- Build one new staff house in Russell by December 2013 and full repair of three staff houses by 2016 - one in Russell and two in Tulagi.
- Training for 20 communities by 2014 (4 trainings per annum for 5yrs).
- Procure two OBMS (Russell and Tulagi) and other equipment such as two overhead projectors, two generators, two PA systems by 2013 (two for Russell and two for Tulagi respectively).

POLICY IMPLEMENTATION STRATEGIES

- ✚ To ensure community participation in order to empower them so as to take leading roles in health education, promotion and other programmes within their communities.
- ✚ Health Information dispatching(Provincial Government, MHMS, Health and Medical services Central Province)
- ✚ Teachers and students healthier living advocacy as official class lessons (Health promotion and Education division Central Province)
- ✚ Formulate a capacity building strategy for healthy settings for identified communities including schools, market places etc.
- ✚ Supplies of health promotion materials (Health promotion, MHMS, and other Stake holders) in order to facilitate the implementation of objectives designed for health awareness and public education.

POLICY LIMITATIONS OF HEALTH PROMOTION DIVISION

- Lack of manpower [Limited expertise/technical personnel]
- Cultural values and norms do hinder health promotion activities at the community level
- Lack of logistic support(OBM/CANOE/overhead projector/Generator/PA system undermines efforts to promote public health
- Geographical location and Situations makes operational costs quite high and difficult to maintain
- Poor information networking to rural communities affects all levels of communication information dissemination.
- Lack of proper information database affects referencing of statistical information on public health and hence poor planning

3.17.3. MALARIA DIVISION

BACKGROUND TO MALARIA DIVISION

Central Province Health Department under Malaria division deals mainly with malaria control activities by targeting the vector (female anopheline mosquitoes) and human population to become Malaria free in Malaria risk communities. Implementing such activities the department gets its funding from outside donors through financial support, materials, chemical and equipment supplies. Some administration functions are funded under Provincial Medical grants.

FUNCTIONS OF MALARIA DIVISION

- a) Distribution of new LLINS to the total population of Central Province.
- b) Conduct indoor residual spraying (IRS) to problematic communities.
- c) Conduct mass blood survey (MBS) to high malaria transmission area.
- d) Conduct surveying of mosquito breeding sites for larviciding and environmental control.
- e) Conduct health facility visit to all health facilities within Central Province
- f) Conduct School visits to all schools in Central Province.
- g) Conduct quality assurance assessment to every microscopist to maintain accuracy in diagnosing of slides.
- h) To supply microscope and establish post for microscopist in all area health clinic in Central Province for accuracy diagnosing and treatment of Malaria.

Malaria Manpower Establishment

2012			
1	Program Manager	Vacant	
1	Senior Malaria Officer	Filled	John Lodo
4	Field Malaria officer	Filled	Ben Zimbo, Charles Mau, Reuben Mava, Linton Oeta
1	Lab Officer	Filled	Jenta Zimbo
1	Monitoring Officer	Filled	Fanny Keru
21	Provincial Microscopist	Filled	1.Charles Boe, 2.Ben Lovi, 3.Jullian Kerea, 4.Joselyn Vasuni, 5.Cathrine Kaoni, 6.Dorah Koi, 7.Wendy Sara 8.Joyce Kuko, 9.Allen Soni,10.George Linton, 11.Nicholas Gholi, 12.Jessy Pango, 13.Stephen Lae, 14.Elizabeth Tango, 15.Jeffrey Vili, 16.Jullie Doro, 17.Victoria Seka 18.Florence Maha, 19.Nancy Nori, 20.Melcio Vana
6	Community Base Microscopist	Filled	1. Obed Niuga, 2.Rebecca Seli, 3. Cathrine K, 4. Roselyn V 5. Jaspheer K, 6. Vacant

VISION

A malaria free Central Province

MISSION STATEMENT

To control and eradicate malaria transmission within the population of central province through: distribution of bed nets, application of insecticide, blood survey, diagnosis and treatment regime.

CHALLENGES	POLICY GOALS
● Lack of expertise and skilled microscopist to attend severe cases of malaria in the Rural areas thus increase malaria incidences in CP.	● Reduced incidence rate of malaria cases.
● Lack of managing control in reducing parasites in our home environment	● Reduced incidence parasite rate in Central Province
● High mortality rate in Central Province especially in the Florida Group	● reduce mortality rate
● Two common malaria parasite that effect the population of CP are PV & PF	● To eliminate PF and PV malaria
● Many communities have experienced high % of mosquitoes breeding in their surrounding environment.	● CP to become Malaria Free Zone
● Pregnant mothers and children below 5 years old are the highest age group affected with malaria severe cases.	● Decrease the high risk of pregnant mothers and children below 5 years affected with malaria disease.

POLICY OBJECTIVES OF MALARIA DIVISION

- To reduce malaria incidence rate from 34 cases per 1000 population in 2011 to fewer cases less than 10 cases/ 1000 by 2016.
- To increase the insecticide treated bed net coverage to 95% of the population by 2016
- To improve diagnostic services (microscopists coverage) to all health facilities by 2016.
- To improve skills of 27 microscopists through quality control/quality assurance workshops for quality microscope based diagnosis in our 23 health clinics by 2016.
- To provide accessible parasite based diagnostic services in 30
- To reduce malaria mobility through feasible and appropriate vector control intervention by 2016.
- To reduce Malaria transmission through mass blood survey and mass drug coverage by 2016.
- To provide high coverage of indoor residual spraying in each household of problematic communities by 2016.
- To increase and maintain high LLINS coverage in the total population covering children under 5 years and pregnant mothers by 2016.

Strategies

- Strengthen the integrated malaria control program
- Improve Malaria Reporting System
- Strengthen the use of primaquine against p.v. ax
- Strengthening and expansion of distribution of treated bed net to communities
- Community awareness and participation
- Staff training and deployment
- Strengthen NGO and Private Sector participation
- Improve supply of Quinine to all rural clinics
- Strengthen and expansion of Mass Blood Survey to the communities
- Identify the main source of mosquito breeding sites

POLICY IMPLEMENTATION STRATEGIES

- Participation of developing partners in the local integrated malaria control program
- Establish a sound data collection system for Malaria records
- Survey on safety of primaquine and review of treatment protocol for malaria cases
- Carry out treated bed net distribution to communities and health facilities.
- Global funding for integrated malaria program in Central Province.
- Refresher courses for malaria technicians and microscopists for capacity building
- Initial training for microscopists
- Continue support and assistance to church health facilities
- Deployment of microscopist to all health facilities in Central Province
- To reinforce the ongoing Indoor Residual Spray (IRS) activity

POLICY LIMITATIONS

- Inadequate human and financial resources, inadequate trained Malaria technicians, lack of awareness are some of the factors that would continue to affect the policy of Malaria control in Central Province.
- Malaria services to communities in Central Province have been inadequate. This is related to manpower establishment and capacity within the Malaria division. There is also a need to strengthen community support main actors in the system in order to ensure effective control of malaria.
- The Geographical location of our scattered islands and school locations could continue to be main barriers to the administration and management of the CBDCP programme in the province.

3.17.4. ENVIRONMENTAL HEALTH DIVISION

BACKGROUND TO ENVIRONMENTAL HEALTH DIVISION

Environmental health division deals mainly with water and sanitation and other environmental issues that may affect the lives of humans and other creatures. To implement such projects the department gets its funding from outside donors while other administration activities are funded under the provincial medical grants through the provincial government recurrent budget.

FUNCTIONS OF ENVIRONMENTAL HEALTH

- Construction of community water supply
- Construction of community sanitation projects
- Inspection of food establishment urban and rural areas
- School inspection
- Water and sanitation survey

CHALLENGES FACING ENVIRONMENTAL HEALTH DIVISION

- No proper coordination of PCDF support projects with the division
- Lack of adequate financial support from the line ministry to ensure the objectives of the division are delivered
- Limited available logistics to support the operations of the environmental health division
- Overall short falls in communication activities with the Provincial Government administration

VISION

A healthy, happy and productive Province

MISSION STATEMENT OF ENVIRONMENTAL HEALTH DIVISION

The environmental health is to play its part in improving the community and public status through provision of clean water, provision of good sanitation and clean environment.

POLICY GOALS OF ENVIRONMENTAL HEALTH

- Provision and accessibility to clean water
- Provision of good sanitary conditions in the communities and ensure they are accessible
- Ensure a clean environment by providing the necessary support required to the environmental health divisions and the town council

POLICY OBJECTIVES OF ENVIRONMENTAL HEALTH DIVISION

- To construct 20 water supply projects to be located in Russell, Savo and Gela by 2016.
- To survey and prepare cost estimate for total of 10 water supply projects in Russell, Savo and Gela by 2016.
- To survey and prepare costs estimate for total of 6 sanitation projects in Russell, Savo and Gela by 2016.
- To inspect of 6 schools in Russell, Savo and Gela by 2016.
- To conduct 10 workshops for food handlers in Russell, Savo and Gela by 2016.
- To community awareness campaign not to use the Island's beaches for sanitation in Russell, Savo and Gela by 2016.

POLICY IMPLEMENTATION STRATEGIES OF ENVIRONMENTAL HEALTH

- Proper coordination and collaboration with the provincial government planning division for implementation of PCDF funded projects.
- Have more consultation with the PG admin on the changes to planning process in the province
- More workshop in the province on this MPGIS/PGSP new planning processes

POLICY LIMITATIONS

- Lack of manpower reinforcement would affect the ability of the division to deliver on its objectives
- Lack of adequate and proper Staff housing is preventing the officials from accepting postings to the province. This would continue to limit the ability of the division to deliver its policy goals
- With the limited resources at the disposal of the provincial government, financial limitation would continue to affect the division.

3.17.5. DENTAL AND ORAL HEALTH SERVICES DIVISION

BACKGROUND TO DENTAL AND ORAL HEALTH DIVISION

The Dental and Oral Health service plays an integral part in promoting and improving the oral health of the people in the Central Province. This is accomplished through policy development, technical assistance, needs assessment, training, education, the planning, implementation and evaluation of preventive oral health programs.

The degree of tooth decay in Central Province is growing rapidly. This is due to an increased consumption of foods containing refined sugar and a limited application of self-oral hygiene practices with low or no level of fluoride sources.

Some Safe and effective preventive measures that everyone can adopt to improve oral health and prevent disease, including daily oral hygiene practices, avoid chewing of betel nuts, promote tobacco cessation programs, and strengthen preventive interventions such as the placement of dental sealants and examinations for common oral diseases.

Thus, Oral health is an integral part of general health. You cannot be healthy without oral health. Oral health and general health should not be interpreted as separate entities.

VISION

A healthy, happy and bright smile for Central Province

MISSION STATEMENT OF DENTAL AND ORAL HEALTH DIVISION

Promoting good oral health and well being of the people of Central Province through awareness in preventive and curative means to ensure a bright smiling population

POLICY GOAL OF DENTAL AND ORAL HEALTH DIVISION

To improve and upgrade the provision of preventive, curative and rehabilitative dental services coverage in the Central Island Province

POLICY OBJECTIVES OF DENTAL AND ORAL HEALTH DIVISION

- To increase the preventive dental health services in primary and secondary schools by 80% coverage in 2016
- To do more preventive oral health programs to antenatal and postnatal mothers visiting Tulagi Hospital from 2013 – 2016
- Expansion of Central Province dental establishment to Russell Islands by 2016
- To do 80% outreach programs to all clinics annually, commencing 2013
- To upgrade dental facilities and equipment of dental services for more specialized and conservative treatments by 2016

- To improve the status of the dental staff house in Tulagi and provision of 2 new dental staff house at Russell Islands by 2016

Strategies:

- Engage and strengthen dental staffs in both curative and preventative aspect of dentistry.
- Strengthen dental facilities in Tulagi Hospital to do basic dental surgery in terms of manpower and equipment by consolidating the existing facilities to improve and up-grade the quality of services
- Strengthen the satellite clinics and school education programs.
- Strengthen and improve services of the Dental Department through provision of adequate facilities, and equipment's for Russell Islands
- Establish sound data collection system/dental records
- Establishing a Post for a Dental therapist and a Dental Assistant to Russell dental clinic

POLICY IMPLEMENTATION STRATEGIES

- To reinforce the ongoing Dental Training programs
- Liaise with Colgate Palmolive, Fiji project, to supply Colgate's in affordable price for preventive programs in schools
- Do a coordinated prevention program by fluoride application and fissure sealants to primary school children to be ongoing
- Carry out dental health education program using IEC materials
- Liaise with the Dental Department and Infrastructure department for provision of dental facilities and staff houses.
- Increase dental touring to rural clinics
- Deployment of a dental therapist and a dental assistant to Russell dental clinic

POLICY LIMITATIONS OF DENTAL AND ORAL HEALTH

The following limiting factors may affect the delivery of the short term policy objectives and the long term goals of Dental Division of the MHMS of the provincial government of Central.

- Geographical Isolation – Central Island Province comprise of 3 islands that is scattered or far apart. These scattered Islands make it difficult for routine service delivery and to carry out programs due to unpredicted weather patterns. It also makes the cost of service delivery a bit more expensive.
- Lack of funding – Oral health is one of the program that has limited funds or that depends entirely on SIG grant for its programs and facility procurements. Therefore finding it difficult in terms of money for proper implementation of the programs.
- Man Power – Currently Dental Division is manned by a Dentist and a Dental Assistant. 2 officers looking after 26,687 people living in scattered Islands is very difficult in terms of coverage.
- Habits – Chewing of betel nuts is one of our cultures that have been abused. Children with age of 4 years have the habit of betel nut chewing therefore making it difficult to avoid betel nut chewing. The economic reasoning for those who commercialize the nuts is making it difficult to drive home the Dental and other health arguments in the province. This would continue to put lot of pressure not only on dental but also on other medical facilities.

3.18. SOLOMON ISLAND MARITIME SAFETY ADMINISTRATION (SIMSA)

POLICY LINKS TO THE NATIONAL DEVELOPMENT STRATEGY 2011 – 2020 – OBJECTIVE 6

The provincial maritime policy has been designed based on the National Maritime Policy which has been aligned to the National Development Strategy objectives particularly Objective 6 which assigns the Ministry of Infrastructure Development the following strategies to implement in order to achieve objective 6 that concerns maritime safety administration relevant to all provinces.

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.

SIMSA to ensure it maintains navigational aids in good condition to international standards and promote awareness of safety requirements in all types of shipping, including small boats.

To save costs and time on such work done overseas, enable provision of improved ship repair/dry dock facilities at strategic locations, including the 3 slipways in Central Province, and promote technically and commercially sound and sustainable Road networks that will connect inland communities to coastal roads and maritime networks and to give access to agricultural land and for rural communities.

Support continued provision of private sector shipping services and improvement of scheduled services to the outer islands through a system of financial assistance to ship owners to operate regular, frequent and safe services to outer islands, free of unnecessary and restrictive regulations.

DIVISION BACK GROUND TO MARINE DIVISION

The marine division now rename as Solomon Islands Maritime Safety Administration (SIMSA) is a Solomon island government (S.I.G) entity, an administration within the ministry of Infrastructure Development (M.I.D). Solomon Island is a party to the International Maritime Organization (I.M.O) (Where all conventions and MOU's, signed and amended) a global body in the Maritime World.

The Solomon Islands Maritime Safety Administration (SIMSA) as an Administrator and Regulator in the maritime sector must ensure policies and regulations are complied with and adhered to under the SOLAS convention and others as well as the MARPOL convention.

SIMSA (for short) is a non-devolved function by the government and will work very closely with the provincial government (PG) of Central Province and with the line ministry. This division has to ensure that safety and efficient delivery of goods and services to and from our islands in the central province. This division also has to ensure clean ocean environment for the citizens of the central province and its livelihood.

The division has two provincial offices in the provinces, one in Gizo in the western province (WP) and one here in Tulagi. Currently the division is being manned by only two officers based here in Tulagi, actively engaged in vessels ***underwater hull survey inspections, safety, sea worthiness*** and coordinating ***sea search and rescue*** here in the central province.

VISION

Safe transport services with clean marine environment for central province.

MISSION STATEMENT OF MARINE DIVISION

Ensure safe marine transport services and clean marine environment in central province (CP) and within the nation through adoption and compliance with the maritime and marine environment laws and shipping regulations 2010 (STCW convention) and the Shipping Act (No 5 of 1998) by marine transport service providers and operators.

FUNCTION OF MARINE DIVISION

(The function of the division is to accommodate the following roles)

Administration of SIMSA office in Tulagi

Enforce SIMSA laws and regulations applicable to transport and marine environment service providers

Conduct and facilitate sea safety at sea and sea search and rescue trainings.

Conduct public awareness on marine environment and sea practices through radio programs and public talks to communities and the travelling public.

Liaise with stake holders- Provincial police (PPC) Provincial disaster committee (PDC) Provincial Environment office and with the line ministry.

CHALLENGES FACING MARITIME DIVISION

- Inadequate logistic
- Lack of financial support and proper office facilities
- Low response from ship operators to comply with marine safety regulations
- OBM/canoe operators are not complying with safety at sea regulations and requirements. (Over loading, driving under the influence of alcohol, and without proper navigational equipment etc...)
- Funding- for community linkage are not forthcoming
- Manpower need for the division is not being addressed

POLICY GOALS OF MARITIME DIVISION

- Improve logistics and office facilities for effective operations
- Create networking frame work with stake holders, ship and boat operators
- Boat owners and operators to be more aware of sea safety regulations and to decrease incident at sea in order to ensure compliance
- Increase human resource(staff) to 4 officers by 2016 with existing two officers

POLICY OBJECTIVES OF MARITIME DIVISION

- Seek support from line ministry, donors and other partners to provide one OBM & Canoe and Office equipment by 2014
- Conduct 6 marine safety awareness to 6 communities/stake holders in CP by 2016
- Implementing marine sea safety training for 50 boat operators (Russells-10, Savo-20, Gella-20) by 2016
- Seek funding from donors to provide safety equipments for mariners
- Recruit 2 marine officers by 2016 by the Public Service

POLICY IMPLEMENTATION STRATEGIES

- Project proposal submission to relevant Ministries, donors, stakeholders for logistic and office equipments by 2013.
- Developing work plans and budget in line with Provincial and line ministries
- Using media program for marine safety programs in Central Province to promote maritime safety awareness

POLICY LIMITATIONS

- Ignorance by line ministry to recommend project proposals
- Limited funding for logistics support and for awareness implementations
- Scattered communities.
- Staff shortage
- Lack of data from boat operators (Number of boat owners, charters, and marine transport users).
- Geographical set-up of the province.

3.19. POLICE, NATIONAL SECURITY AND CORRECTIONAL SERVICES (RSIP)

POLICY LINK TO NATIONAL DEVELOPMENT STRATEGY

The policy goals and objectives of RSIP have been derived and also linked to the main objective 8 of the National Development Strategy 2011-2020.

Objective 8: "Improve Governance and Order at National, Provincial and Community Levels and Strengthen Links at All Levels".

Promote a safe secure and stable living environment by providing quality policing, correctional and fire services for all Solomon Islanders.

Build greater community confidence in the RSIPF by developing frontline capacity and visibility with increased community communications and consultations and increased ethics, integrity and discipline in the force.

Reduce crime and the fear of crime through improved management, enhanced forensic capacity, proactive patrolling, intelligence gathering and specialist investigation training.

Build capability and leadership through capacity development to enhance leadership, management and supervision within the police force. Build broad community crime prevention and problem solving capability through training and resourcing a Police Force with strong leadership and community confidence to tackle ongoing social problems and criminal activities.

Increase the coverage of policing by improving the state of repair and technical capacity of offices, watch-houses and police housing in all provinces and, in consultation with provinces, locate and rotate police in provinces with adequate logistical support and manpower plans.

Develop policing in rural areas by increasing the police presence, encouraging community policing and where appropriate fully utilize chiefs and community leaders.

Correctional Services

To protect citizens, enforce sentences and decrease the risks of re-offending, provide effective custodial services at all centres and develop appropriate rehabilitation strategies, consistent with international best practice, to contribute to effective release and rehabilitation.

To meet international standards and community expectations, all CSSI Centres, including new and rehabilitated facilities, will be appropriately designed and built, have adequate facilities and skilled staff and management, and implement an asset management strategy of proactive and reactive maintenance to support the capital value of all infrastructure.

Enact appropriate legislation, monitor illegal aliens and enhance intelligence gathering and analysis, including participation in regional surveillance operations and cooperation with external stakeholders, to secure the borders and guard against foreign forces including maintenance and upgrading of police maritime assets.

BACKGROUND TO RSIP DIVISION

RSIPF VALUES

The division is designed to uphold the constitution and laws of Solomon Islands, Ethical leadership inspiring confidence, transparency and confidence. Respect, trust and fairness to all, Honesty, integrity, professionalism and discipline

The Royal Solomon Islands Police Force is a non-devolved function headed by the Commissioner of Police. Tulagi is the Provincial Police Headquarter and Yandina is a substation. The manpower requirement is 24 officers with the support of a female police officer.

Operational structure

Provincial Police Commander , Provincial Operation Manager, Provincial Operation Support, Provincial Crime officer, Provincial Prosecutor, Provincial Intelligence Unit, Provincial Shifter operational supervisor, Provincial Shift operational officers

Divisions

Provincial Police Administration, Provincial Police Operation, Provincial Police Logistic, Provincial Police Crime Administration, Provincial Police Prosecution, Provincial Security

VISION

A crime free and lawful Central Province

MISSION STATEMENT OF RSIP DIVISION

Working in partnership with the community; building confidence in the RSIPF for a safe and peaceful central province.

FUNCTIONS OF RSIP DIVISION

- Maintaining law and order, Preserving the peace, Protecting life and property
- Preventing and detecting crime, Apprehension of offenders
- Upholding the laws of Solomon Islands, Maintaining national security
- Assisting with the service and execution of court processes and orders
- Maintaining community safety, confidence and support, Fire prevention and suppression, Land and marine search and rescue
- Explosive ordinance disposal, assisting in dispute resolution; and
- Providing assistance during emergencies

Challenges	Goals	objectives
Low confidence of Communities in the RSIPF within the Central Province	Improved community confidence in the RSIPF-Central Province	a) To promote and uphold unity and respect among communities through awareness programs and to establish 13 community officers in the 13 provincial wards by 2016
Low capacity in resource management	Improved RSIPF-Central Province resource management, Capacity and leadership	b) To provide in house training for 24 police officers by 2016, on resource management and leadership
High rate of criminal cases in Central Province	Reduce Crime and the fear of crime	c) To conduct community awareness and high visibility visits/patrol in 3 Island groups (Russell, Savo and Gela by 2016 d) To establish 13 crime prevention committees in the 13 wards with the support of CO's by 2016
Un-availability of appropriate resources to address external threat.	Protect the Sovereignty of the Solomon Islands and central province.	e) Supporting role within this province addressing this RSIPF goal
Un-sustainable harvesting of natural resources with regards to binding ordinance and laws	Protect natural resources	f) Assist key stakeholders in awareness programs on sustainable harvesting of resources. g) Surveillance for the protection of provincial flora fauna from theft
Poor local knowledge on road/sea safety procedures	Improve road /sea safety	h) To conduct 8 Road/Sea safety awareness to Tulagi/Yandina and the rural communities by 2016
Lack of Emergency Response center in the province	Provide emergency response and management	i) To liaise with Provincial disaster Office to update existing emergency

		management plans by 2016.
In- effective surveillance of territorial waters in the province	Effective and efficient policing surveillance	j) Surveillance of territorial boundaries (central province) with line ministry's support.
No sufficient logistics for police activities in the province	Improve on logistics	k) To procure one speed boat and marine portable navigation aids for search and rescue operations in Central Province by 2016
Low skills and understanding in the prosecution process	Provide support to the criminal justice system	l) To provide quarterly training to 2 police prosecutors by 2016
Obesity within the provincial disciplinary force.	Physical fitness programs under strict PPC supervision	m) Fitness programs/Self-defense training to all provincial police officers (24) by 2016

POLICY IMPLEMENTATION STRATEGIES

- Mobilization of financial resources for procurement of adequate equipment to facilitate police patrol in and around the communities.
- Coordinate with community to carryout counseling of young people in order to assist them from being involved in drug related incidences.
- Mobilize resources from the Ministry of police in order to provide required support to the community policing initiative in the province.
- Create a comprehensive database of crime offenders and conduct training of police officers of how to maintain such a computerized database in the provincial police office
- Continuous capacity building for young police officers in the police in order to strengthen their ability to provide effective policing in the province
- Coordinate with the provincial executive in order to access PCDF funds for basic police equipment such as OBM to facilitate police mobile patrols and track down offenders.
- Use the police database of young offenders and establish reasons for re-offending
- Coordinate with elders to find peaceful negotiation to land issues that are mostly responsible for high crime rates in many communities.

POLICY LIMITATIONS OF RSIP

- a) Lack of logistic – Canoe/OBM/Speed boat/navigation equipment
- b) Limited funding to a variety of provincial policing programs may continue to affect police operations in Central Province
- c) Low Staff manpower, the current 24 officers not enough for a population of 27,000. Demands for police personals in the provincial police sub stations. Ratio 1 :1000
- d) Geographical settings of the province with associated difficulties in service delivery may continue to impact on delivery of services in the area of law and order
- e) Lack of networking between the rural sectors of society and the provincial police headquarter
- f) Poor infrastructure with regards to accommodation and other essential facilities in substations

Annex 1: SWOT Analysis of Central Province

	Positives	Negatives
Internal Factors	Strengths <ul style="list-style-type: none"> • Unpolluted and beautiful natural environment • Untapped natural resources • Small population against available natural resources • Proximity to Honiara • Strong church leadership to guide ethical behavior and conflict resolution • Abundant supply of land and sea resources • Historical sites and cultural sites intact • Multiracial, cultural and ethnic society • Rural community self dependence and self reliance • Strong traditional bond between tribe, clan and family members • Transport accessibility 	Weaknesses <ul style="list-style-type: none"> • Geographical challenges caused by physical feature of the Province made up of a large number of islands scattered over a vast sea area • Remote and isolated rural area of small islands outside provincial capital • Lack of and high cost of transport and communications facilities • Poor infrastructure structure and services delivery (including power, water and sanitation, road, wharf, shipping, slipway etc.) • Poor operation and maintenance of public infrastructure • Poor economic climate for investors, absence of private investors and weak businesses and commercial activities • Low incomes of potential service users and poor revenue raising • Unpredictable food and basic commodity supply dependent upon shipping from Honiara • Rural Urban Migration • High illiteracy and lack of quality and skilled human resources • Lack of educational and recreational facilities • Poor local governance system (weak institutions and lack of public administration skills and

		<p>work ethics)</p> <ul style="list-style-type: none">• Absence of ethical and political leadership and problem of politicizing public administration• Weak civil society organizations functioning watch dog of government accountability•
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Annex 2: PESTL ANALYSIS

<p>POLITICAL</p> <ul style="list-style-type: none"> • Destabilisation of political government • Interference/manipulation in administration functions by politicians • Lack of community knowledge regarding political systems. 	<p>ECONOMICAL</p> <ul style="list-style-type: none"> • Geographical challenges caused by physical feature of the Province made up of a large number of islands scattered over a vast sea area • Poor infrastructures development • Lack of support to economical sectors • Lack of regular transport services • Weak livelihood support to rural communities • Customary owned land tenure system • Natural resources are vested in resource owners • unfair distribution of resources and wealth • Inflation
<p>SOCIAL</p> <ul style="list-style-type: none"> • Weak traditional structural organisation • Land Dispute • Lack of awareness and information sharing in the rural communities <p>LEGAL</p> <ul style="list-style-type: none"> • Lack of legal advisors • inadequate police manpower <p>Non devolve sectors difficult for the Province to manage and monitor their operational activities</p>	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • Poor and inadequate communication facilities • Lack of technical expertise to maintain and sustain existing communication facilities • Poor accessibility to new technologies by rural communities • Lack of scientific research personals and equipments • Lack of machineries for infrastructural developments • Lack of technical engineers to operate machines • Lack of civil engineers to design and plan new developments