

ACRONYMS

AG	-	Office of Auditor General
CGGM	-	Community Governance and Grievances Management Programme
CO	-	Community Officers
CSD	-	Corporate Service Division
DCCG	-	Democratic Coalition for Change Government
DFAT	-	Department of Foreign Affairs and Trade
FMO	-	Financial Management Ordinances
ICA	-	International Council on Archives
ICTSU	-	Information Communication Technology Support Unit of SIG
IPSAS	-	International Public Sector Accounting Standard
IPAM	-	Institution of Public Admin and Management
KRA	-	Key Result Areas
LEL	-	Local Elected Leaders
LCC	-	Leadership Code Commission
SPC	-	South Pacific Community
MIS	-	Management Information system
MPAs	-	Members of Provincial Assembly
MDPAC	-	Ministry of Development Planning and Aid Coordination
MEHRD	-	Ministry of Education and Human Resources Development
MHMS	-	Ministry of Health and Medical Services
MID	-	Ministry of Infrastructure Development
MLHS	-	Ministry of Lands Housing and Survey
MoFT	-	Ministry of Finance and Treasury
MPAs	-	Members of Provincial Assembly
MPS	-	Ministry of Public Service
MTB	-	Ministry Tender Board
MWYCFA	-	Ministry of Women, Youth Children and Family Affairs
NDC	-	National Disaster Council
NDS	-	National Development Strategy 2016-2035
OPMC	-	Office of Prime Minister and Cabinet
PCDF	-	Provincial Capacity Development Fund
PEM	-	Public Expenditure Management
PGA	-	Provincial Government Act 1997
PARBICA	-	Pacific Regional Branch of the International Council on Archives
PRRP	-	Pacific Risk Resilience Programme
PAC	-	Public Accounts Committee
PGSP	-	Provincial Governance Strengthening Programme
PGs	-	Provincial Governments
PMP	-	Performance Management Process
PMU	-	Project Management Unit
PRC	-	Performance Recognition Committee
PTRs	-	Provincial Treasurers
TEC	-	Technical Evaluation Committee
VPW	-	Village Peace Wardens

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1. Background and Context

1.1 Foreword by the Minister



I have great pleasure in presenting this new Corporate Plan 2017 – 2019 of the ministry to the Solomon Islands Government and its key stakeholders on behalf of the Ministry of Provincial Government and Institutional Strengthening.

The formulation of this plan has progressed through a number of key activities which the ministry has participated in. This is yet another milestone that marked the improvement in the way ministry conduct its planning process, allocate resources and implement its programmes.

In this context, I wish to acknowledge my executive team and staff for their eminent effort in developing this Corporate Plan. This has also established a sense of clear strategic direction for the ministry.

In addition to that, the ministry has initiated efforts towards addressing DCCG policy priorities, NDS objectives and mainstreaming of the sustainable development goals(SDGs) into this corporate plan, in this manner, this corporate plan does not only align to our local needs at the provincial level, but also provides a strategic framework that will strengthen the linkage between this Corporate plan to Government Policy objectives, the NDS and the international goals of SDGs.

The plan has featured a number of key areas that the ministry will continue to implement in the next 3 years. The focus areas represented the key challenges facing the provincial governments and are transpired into strategic objectives that MPGIS will continue to pursue in the next three years. The priority programmes includes;

- I. Review of the Provincial Government Act 1997
- II. Empowering and establishing local institutions with expanded roles and resources for service delivery
- III. strengthened human resources capacities and performance systems that drives high performances
- IV. Build capacities of our provincial leadership
- V. Build revenue generating activities of provinces and ensure sound financial management systems and practices and Improving provincial planning and budget systems
- VI. Coordination of a free fair and democratic election process
- VII. Implement provincial township development and other institutional infrastructures projects

- VIII. Improving Monitoring and Evaluation activities
- IX. Ongoing technical support to provincial governments

As you all aware, the Provincial Governance Strengthening Programme(PGSP) Phase II has commenced implementation during the previous Corporate plan and will continue implementation under this new Plan. The Solomon Islands Governments will continue to assume full commitment to the implementation of the programme. This is evident with SBD50 million allocation to the programme in 2017. The programme has taken a shift from usual delivery of service through provincial institutions to that of building systems, processes and institutions towards advancing the work of the ministry and provincial governments. To this end, PGSP phase II focuses on clarifying roles and responsibilities, building capacities of provincial governments and strengthening financial management, planning and budgeting processes. Moreover, the programme provides support to building of small infrastructure projects at provincial level that enable improve service delivery.

In relation to building local governance institutions, MPGIS will continue to oversee the implementation of the Community Governance and Grievance Management Programme(CGGM) with the support from World Bank. The programme aims to strengthen community governance through empowering roles of local governance institutions such as chiefs, churches and communities to uphold peace, law and order at the community level. The Ministry under this Plan will ensure that the programme is implemented and is successfully rolled out to other communities. We also envisage that other partners including SIG and provinces will also subscribe to the implementation of the programme.

I wish to thank the Permanent Secretary and his executive and rest of the ministry staff for your great team effort in formulating the MPGIS Corporate Plan 2017-2019. I am aware that this process requires your time and expertise in preparing, analysing, prioritisation and condensing of your divisional programmes into this ministerial plan. I sincerely thank you all for the great Job done.

I am pleased to entrust the implementation of the MPGIS Corporate Plan 2017-2019 to the executive and the staff of my ministry and our key stakeholders. Finally, I wish to appeal to our key partners for your continuous support towards implementing our Corporate plan and in delivering our constitutional mandates at the provincial and community level.



Hon. David Tome (MP)
Minister

Ministry of Provincial Government and Institutional Strengthening

1.2 Remarks from Office of the Permanent Secretary



Let me commence by thanking the Hon. Minister for providing an excellent foreword for the Ministry's Corporate Plan 2017-2019. This plan, which is a mandatory requirement for government Ministries to submit to the Office of the Prime Minister and Cabinet, sets out our programmes for the next three years. This is a result of a series of meetings held with HoDs and a planning workshop for the

ministry who actively participated in drawing up their divisional programmes, objectives and contributing to the Ministry overall goals.

The formulation process started with the review of the previous Corporate Plan, in which we take stock of our accomplishment and then identify priority programmes for the next three years. This has help shaped our strategic position and programmes for the next three years.

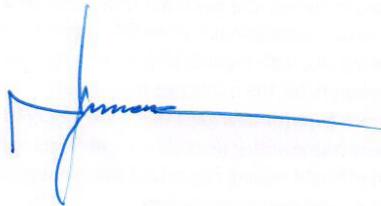
The ministry has adopted a revised vision and strategic goals that will guide delivery of our programmes and services over the next three years. The new vision of the ministry holds; ***to be a premier government Institution in building capacities and strengthening of provincial governments for effective service delivery that meets the needs of our rural communities***. The focus areas that distilled from this vision entails; building and strengthening capacities of the ministry and provincial governments and secondly, to improve systems and process for effective service delivery and effective facilitation of development distribution at provincial and community level. The Corporate Plan 2017-2019 provides a greater coherence to the National objectives and bridging the link to the annual work programmes. This I am sure shall facilitate the implementation process towards achieving the national goals.

The ministry over the next three years will continue to focus its effort in building and strengthening capacities of provincial government and local governance institutions for improved service delivery. I therefore wish to reassure the National Government, Provincial Governments and all our stakeholders of our ongoing commitment to deliver and implement the priorities of this Corporate Plan. The ministry will continue to translate its three year programmes into concrete action plans for immediate implementations. I am confident that with our hardworking Minister, the executive and all our staff and the support from all our stakeholders, we will continue to work in collaboration to deliver the expected mandates and aspirations set out in this plan.

We are vigilant of the inherent challenges ahead of us in coordinating service delivery across nine provincial administrations. However, with our commitment and the new vision we now have, we will continue to be at the forefront of implementing our government policies through this plan to address the local governance issues and the development challenges at the provincial level.

I would like to thank my undersecretary, the head of divisions and ministry staff who have participated and provided invaluable contributions in the preparation of this Corporate Plan. My special thanks to the Planning Coordinator who actively facilitated the Corporate Planning process and provided guidance in drawing up of the division's work plans. I am grateful for the fine effort in consolidating divisional submission into the ministry Corporate Plan 2017-2019.

Finally, I wish to also thank our Solomon Islands Government, development partners particularly the world Bank and the Australia Department of Foreign Affairs (DFAT) for providing financial and technical support to the community programme outlined in this Corporate Plan. Let us continue to work vigorously in partnership as we commence the implementation of the Corporate Plan 2017-2019 and endeavor to advance the level of service delivery at the provincial level.



Stanley Dick Pirione
Permanent Secretary

Ministry of Provincial Government and Institutional Strengthening

2. Provincial Government Policy and Legal Framework

The Ministry of Provincial Government and Institutional Strengthening is responsible for the administration of provincial governments and are enforced by the Legal Notice 165 of February 2007 and the Provincial Government Act 1997. The provincial governments in turn, deliver the devolved functions at the provincial and community level. These legal frameworks do not only empower MPGIS to define its core functions but equally so, mandates the ministry to devise its programmes and priorities through the Corporate Planning Process. In the Medium Time frame, the Government Policy essentially drives establishing priorities and programmes, which are the key section of the Corporate Plan. The priority programmes of Corporate Plan are inherently part of Government Policy priorities and the Objective five of the National Development Strategies which aims to achieve stable and effective Governance at provincial and community.

Mandates according to legal Notice 165 of 2007 include the following functions;

- Provincial Government Department
- Community Services
- Resettlement Planning and Management Schemes
- Provincial Institutional Strengthening
- Planning and Execution of Financial Grants to Provinces
- Provincial Government Development and provincial elections. In similar way, the mandates according to the Provincial Government Act 1997 encompasses
- transfer and exercise of functions
- finances & establishments and management of funds
- management of special projects
- other general and supplementary matters
- Including the right on information needed to exercise PG functions.

3. Corporate Planning Framework and Development Context

The SIG Corporate Planning process is a mandatory requirement for government ministries. The Corporate planning framework provides clear guidelines that require Government Ministries to prepare Corporate Plan covering three year period. The planning framework provides guidelines that help Ministries to outline its three year workplan with clear set of targets and deliverables. The preparation of the Corporate Plan 2017-2019 is an ongoing effort of the ministry to comply with Government's policy and planning requirements as well as keeping its plans updated, relevant and practical to the programmes of the Ministry. The 3 year programmes of Corporate Plan 2017-2019 are devised within the available resource levels with greater emphasis on implementation arrangements to fully utilise the resources available and deliver on the expected goals. In turn, these planned programmes are further translated into annual workplan processes for implementation. This ensures the programme activities are allocated with available resources for implementation. MPGIS Corporate Plan 2017-2019 ensures that the programmes must align to immediate outcome level and the national development goals. Performance indicators are also sequenced at different outcome levels and will be closely monitored through implementation of the annual work plans and as required by the M & E process of the Corporate Plan.

4. Setting the Focus of the Corporate Plan 2017-2019

The Focus areas of the Corporate plan are predetermined in the context of the ongoing challenges facing the Ministry and the Provinces. Challenges facing the ministry is perceived from different functional areas performed by each Divisions. Drawing on from that, each division then establishes its objectives to address those challenges. These are further trickled down to programmes and activity planning and designs, inline to the need and focus areas of the ministry as well as within resources and time bound. The Focus Areas therefore cover

- I. ongoing strengthening of legal provisions and regulations that affect the work and processes of the Ministry and PGs including review of Provincial ordinances and guidelines.
- II. Building the infrastructure development that supports work of Ministry and PGs and help improve service delivery and Special Projects
- III. Building knowledge of leaders and Human Resources in Roles and responsibilities.
- IV. Human Resources Capacity building and development
- V. Improving Provincial election process and Stability
- VI. Improving Local Governance and Institutions
- VII. Improving Provincial Planning and Budgetary Process
- VIII. Improve Revenue collection at provincial level
- IX. Improving Financial expenditures and Reporting Process
- X. Improving vertical and Horizontal coordination and partnership in Provincial service delivery.

4.1 Strategic Direction and aligning to national policy priorities

The MPGIS Corporate Plan 2017-2019 provides a 3-year operational plan, setting out its divisional objectives and outlining related programmes and strategies. The programmes were established with targets and deliverables along with projected cost of implementation. The Plan is aimed at translating the national policy priorities into ministry programmes to realise tangible results. In that way, the Corporate Plan 2017-2019 will be an instrument through which the national governments implement its policy in provincial governance and institutional strengthening. Imperative to the successful implementation of the plan is the need to take into account, lessons learnt from previous work plan and then builds on that for an improved performance. In relation to this, the ministry will advance its work in partnership both at operational and policy level. This Plan therefore identifies relevant implementing partners that MPGIS will engage with for collective achieving of the key deliverables outlined in the plan.

The Corporate Plan 2017-2019 focuses on building the capacity of MPGIS and Provincial Governments and strengthening system and processes for an improved service delivery. Furthermore, the Monitoring and Evaluation process will be an essential component of the plan which ensures timely review and reporting on the programmes.

5. Public Financial Management Act 2013

5.1 Part 6 Section 46 (2).

The accountable officer shall provide the budget estimates according to the prescribe manner and including the prescribed information. Further on the section 47(b). requires national budget shall be prepared in the prescribe format and include the estimates of expenditure among the sub-heads and programs for each head for the financial year and up to the following three financial years. This has provided for the need to have planned programmes in place along with Budget estimates for the next three years. The programming of the Corporate Plan 2017-2019 in similar way complies with this provision presenting prioritized programmes with three year budget estimates which eventually build the basis for budget submission on annual basis.

6. National Development Strategy framework

The NDS Objective 5 aims to achieve a unified nation with stable and effective governance and public order. This objective is supported by the Medium Term Strategy 13 of the NDS which aims to reduce corruption and improve governance at national, provincial and community level. Develop effective and accountable and transparent institutions at all levels. These national objectives and related implementing Strategies draw in line with the core mandate of MPGIS hence its relevancy to the programmes of the ministry for the next three years. The implementation of this corporate plan should contribute towards achieving the Objectives of the NDS 2016-2035 and is the implementing vehicle for achieving national objectives.

7. Sustainable Development Goals (SDGs)

The formulation of the Corporate Plan 2017-2019 also draws into context, the Global Development Agenda which the national government has committed to implement at the national level. SDG 16: Promote peaceful and inclusive societies for sustainable development, providing access to justice for all and build effective, accountable and inclusive institutions at all levels. This goal ensures responsive, inclusive, participatory and representative decision making at all levels and seeks to establish an effective, accountable and inclusive institution at all levels.

The SDG 16 is relevant to the mandate of MPGIS, hence the ministry in its own mandates will be an agency in implementing and reporting on certain indicators of this goal. In that, MPGIS Corporate Plan 2016—2017 will be mechanism through which these international goals will be mainstream and implemented at the ministry level. The ministry has included certain programmes in the area of governance and in line with SDG16 at the national level. As can be seen, there are some programmes which have already provided reference to the SDG 16 in the programme matrix, however a further work in reviewing the targets and indicators at outcome level is an ongoing work that needs to be established through the planning process.

8. Democratic Coalition for Change Government (DCCG) Policy Priorities

DCCG Policy Statement 4.2.4.5 Provincial Government has identified key outcome areas to be implemented under the DCC Government term. These outcome areas are the ongoing issues that the ministry has continue to address. The outcome areas include;

- I. Facilitate and support PGs to Increase and enhance their provincial revenue collection system.
- II. Amend the Solomon Islands National Constitution to regulate and legalise the establishment of a Revenue Sharing Scheme between SIG and PGs.
- III. Support institutional strengthening of provincial government systems.

-
- IV. Facilitate and increase public private partnership (PPP) in provincial and rural economic development initiatives.
 - V. Review the Provincial Government Act
 - VI. Establish the functions of Provincial Tender Boards

Further to this the DCCG Government policy has proposed reform policy to Improve and enforce good Governance values and practices that ensure accountability and Transparency at all levels of Governance. The Programmes outlined in the Corporate Plan 2017-2019 are adequately aligned to these policy directions with more emphasis of the programmes in the area of strengthening Institutions and improving governing legislations. The Key programmes include, Capacity building programmes to Provincial governments, review of the PG Act 1997 and enhancing provincial system including Revenue and Tax systems. The Provincial Government Strengthening Programme (PGSP) and Community Governance and Grievances Management Programme (CGGM) also supports the key outcome areas and are related to Policy 4.2.4.5(a), (c), (d), (f). The Ministry is also mandated to report on programme implementation through the Corporate Planning Reporting Process.

9. Our Core Mandates and Responsibilities

Mandates according to legal Notice 165 of 2007 and Mandates according to the Provincial Government Act 1997

- Provincial Government Department
- Community Services
- Resettlement Planning and Management Schemes
- Provincial Institutional Strengthening
- Planning and Execution of Financial Grants to Provinces
- Provincial Government Development
- provincial elections
- transfer of functions,
- exercise of functions,
- finances & establishments and management of funds
- management of special projects
- other general and supplementary matters, including the right on information needed to exercise PG functions

The Minister, being the political head of the Ministry, is the highest executive and as such responsible for over-seeing that these tasks are exercised in a transparent and accountable manner.

10. Our Core Functions

The core functions of MPGIS as indicated in the Provincial Government Act of 1997 include:

- Administration of the Provincial Government Act 1997
- Capacity Building in Provincial Government Development Support and Supervision
- Capacity Building of Provincial Assemblies, Executives and Administrations
- Provincial Development Planning
- Provincial Budgets and Funding System
- Provincial Elections
- Bi-Annual Premiers Conference
- Resettlement Planning and Management Schemes
- Monitoring, Evaluation and Reporting systems to ensure accountability and transparency

11. Our Vision

To be a premier government Institution in building capacities of provincial governments for effective service delivery that meets the needs of our rural communities

13. Our Mission

A capacitated Ministry of Provincial Government and Institutional Strengthening that empowers and builds capacities of the Provincial Governments for effective service delivery at provincial level

14. Our Values

- Accountability
- Commitment and Dedication
- Ethics and Professionalism
- Equity and Fairness
- Good Governance
- Honesty and Integrity
- Respect and Empathy
- Reliability
- Responsive and attentive
- Transparency and Open communication

15. Overall Strategic Goals

1. Effective administration of provincial government according to Provincial Government Act 1997
2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery
3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances
4. Maximise revenue capacities of provincial governments through establishing a fair, equitable and efficient income and tax revenues system for provincial governments
5. A more accountable, transparent and financial management system that upholds the Financial Instructions(FI) and ensure effective internal control system
6. An effective planning and budget process that sustains delivery of public services while at the same time maintaining a positive financial position
7. A free and fair provincial election process that bolster democracy and delivers quality leadership for political stability
8. Effective coordination of development projects that delivers the infrastructure and socioeconomic needs of all provinces
9. Effective administration of procurement and asset management systems that delivers quality goods and services
10. An optimal level of support services to MPGIS and provinces that promotes staff welfare, positive working relations and ensure general health and safe working environment
11. Utilise ICT resources as a strategic tool to improve communication flow and transform an increase interaction between government institutions and stakeholders for effective public service delivery
12. Establish an effective M & E process that ensure transparency and accountability for results
13. Strong and resilient rural communities that effectively responds to the emergent risks of environment, disaster, climate change and cultural conflicts
14. A gender conscious strategy that ensures equal representation in decision making and delivery of government services at provincial and community level.
15. A political dialogue process that fosters a shared vision and political commitment amongst provincial leaders to address key governance issues affecting provinces

15.1 Strategic Alignment

The strategic alignment of programmes and activities to the overall objectives and goals of the ministry is a critical factor to achieving the overall goal of the ministry. The Corporate Plan 2017 – 2019 holds a new vision of; ***to be a Premier Government Institution in building capacities of provincial governments for effective service delivery that meets the needs of our rural communities.*** This vision is further translated into overall goals of the ministry and further segmented into divisional objectives. Whilst the overall goal relates more to the ministry core mandates, the objectives itemizes the functions and priority programmes of each division. These together provide the strategic direction that MPGIS will be taking in the next three years. At the immediate level, the ministry will further translate the corporate plan 3 year programme into implementable actions plans linking down to the budget and resource level. This in turn will provide the guidelines for more realistic designing, costing and implementation of programmes.

16. Financing the Corporate Plan

As always the case, the Ministry would aspire to implement more programmes and taking up challenges in implementing all its programmes. However, this has to be down scaled to reflect the available resource level that will be made available to the Ministry annually. The table below provides some projected expenditure for each division over the duration of the Corporate Plan and serves as the basis for the Ministry Budget submissions for the next three years. These estimates however will need to be reviewed through the annual work plan process to reflect the actual appropriated budget.

16.1 Three-year budget forecast

DIVISION	FINANCIAL YEARS			Division Total Budget Estimates	Funding Source
	2017	2018	2019		
Executive Division	4,182,000	1,425,000	4,125,000	9,732,000	SIG
Finance Division	7,870,000	3,550,000	4,330,000	15,750,000	SIG/ PGSP
Human Resource Division	610,000	470,000	380,000	1,460,000	SIG
Corporate Service Division	3,201,900	11,151,800	14,601,800	30,455,700	SIG
Project Division	11,011,400	17,026,000	20,736,000	48,773,400	SIG
Provincial Governance Division	13,471,372	19,037,100	7,678,916	40,187,388	SIG/PGSP
Provincial Governance Strengthening Programme	50,000,000	80,000,000	102,500,000	232,500,000	SIG
Community Grievances, Governance Programme	10,000,000	10,000,000	10,000,000	10,000,000	World Bank/ DEFAT
Total SIG Budget	90,346,672	132,659,900	154,351,716	378,858,488	
Total SIG/Partners Budget	100,346,672	142,659,900	155,351,716	388,858,488	

17. Divisional Three Year Work Programme

17.1 Executive Division



The Executive Division.

The Executive Division comprises of the Permanent Secretary who is the administrative head, the Undersecretaries and Directors who are the Head of Divisions. This together makes up the Executive Management Team which is responsible for Policy matters and decision making on overall strategic issues. The Executive Management under its jurisdiction pursuant to Provincial Government Act 1997 takes charge of the legislative and policy matters influencing the work of the ministry.

As appropriate the Executive may provide advisory to the National Government through its Minister on policy and legislative matters for higher political executive considerations. Other key operational issues overseen by the executive management includes; ministry budget, programmes, implementation, human resources, internal coordination and overall management of the Ministry programmes towards its strategic goals and objectives. In this context, the Executive holds the bird's eye in the overall supervision of the whole ministry functions and ensures its work are in line with its mandated policy priorities, plans and approved budget. Moreover, the executive management also supervises the functions of the Audit Division which aims to promote quality financial management and effective internal control system at the ministry and provincial level. The Audit division is currently established with two officers who carry out the mandates of the Audit division.

The overall goal of the executive management division is to align to the vision of the ministry which is to build capacities and strengthening of provincial governments for effective service delivery that meets the needs of our rural communities. Inline to this strategic Intent, the executive division will pursue the following objectives to be achieved through its programmes;

1. To oversee review of Provincial Governance Act 1997 along with other legal frameworks that regulates the operations of the ministry and provincial governments
2. Build capacity of the Ministry and the executive staff in Policy design and implementation in order to carry out its roles more effectively
3. Oversee PMP process through Job Description Review and establish Key Result Areas(KRA) for all divisional heads with clear and measurable performance standards
4. Ensure Divisional work programmes are aligned to the national priorities and the goals of the Ministry and are effectively implemented and monitored through regular reporting regime

5. Provide oversight to the Provincial Governance Strengthening Programme (PGSP) to ensure the programme is sustainable in delivering its intended outcomes
6. To strengthen local governance institutions through establishing structures, processes and clarifying roles and functions of Government institutions for effective service delivery
7. To coordinate streaming lining of disaster risk, resilience and environmental issues and gender related issues in the Ministry and provincial government level.
8. To provide Leadership in the process of functional analysis and intergovernmental fiscal relations on behalf of provincial governments.
9. Improve policy dialogue process between provinces and other stakeholders and establish a shared vision and way forward to addressing needs of provincial governments
10. Promoting Internal control systems in MPGIS and provincial Governments that enhance improvement of PG financial systems
11. To conduct a comprehensive and an independent review of MPGIS audit reports to ascertain efficiency of internal controls and compliance with audit recommendations
12. To carry out an independent compliance and substantive audit tests on financial transactions of Provinces for the past two years and make recommendations to the PG executive (via MPGIS) for appropriate actions
13. Develop skills and knowledge in internal Audit through relevant training from Internal Audit MoFT and Institution of Internal Auditors Solomon Islands

The executive is responsible for the following recurring activities which cuts across all divisions and is in line to the overall goals and objectives of the executive division.

- I. Coordinate preparation and submissions of monthly, quarterly and annual report by divisions and the overall responsibility of overseeing the work of all divisions
- II. Coordinate the Senior Management meeting and staff general meeting that will encourage internal communication on work of the ministry.
- III. Oversee ministry's Budget formulation, Implementation and Reporting. It holds final decision on what programmes and activities to be included in the budget for implementation with final authorization vested with the Permanent Secretary.
- IV. The Executive ensures financial and narrative reports on all activities carried out by the Ministry and its agencies are prepared and submitted to the Executive as required by PFM Act 2013.
- V. On policy and development fronts, the executive prioritises activities relating to the PCDF Institutionalization and establishment of legal framework. Such is necessary as it results in the sustainability of the development support to provinces.
- VI. carrying out a Provincial Functional Analysis, With the aim to strengthen local governance institutions through establishing structures, processes and clarifying roles and functions of government institutions for effective service delivery
- VII. Provincial Government Act and Legislation Review is another key programme under executives that is central to the mandate of the ministry. The executives team takes a leading role in carrying out the review of the PG Act 1997. Furthermore the provincial government financial transaction review should also fall in line with the PG Act review and PFM act 2013.
- VIII. Executive through Audit division is responsible for conducting a comprehensive review of MPGIS audit reports to ascertain efficiency of internal controls and compliance with audit recommendations. Provide assistance to other Project financial Review in all provinces when required. Carry out compliance and a review on financial transactions of provinces and make recommendations to PGs and the executive management of MPGIS.

17.11 Executive Division 3 year programme

Goal/ Policy Reference		Goal 1. Effective administration of provincial government according to Provincial Government Act 1997 DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.				
Divisional Objectives & Programme Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3 year budget estimates (SBD) \$		Implementing Agencies & Partners
				2018	2019	
Objective 5. Ensure Divisional work programmes are aligned to the national priorities and the goals of the Ministry and are effectively implemented and monitored through regular reporting regime	Division's Monthly, Quarterly and Annual Report	20 quarterly and 60 monthly reports produced and analyzed in one financial year	Divisional heads performances are adequately assessed through proper reporting regime	No cost implication	0	MPGIS (PGD) LCC & NP
		Coordinate and administer preparation and submissions of the monthly, Quarterly and Annual Reports	The Ministry Reports are updated on a monthly, quarterly and Annual Basis and are made available to key Government Agencies.			
		Carryout Analysis on the Divisional Reports	Annual Reports produced at least within three months after the end of financial year			
	Senior Management Meeting	Coordinate and administer Senior Management Technical	Information is shared and the Minister is fully briefed Decisions on SMT meetings are communicated back to all officers in the Ministry for informed decisions.	15,000		MPGIS (PGD)/ PGs Certified LEL Trainers

Goal/ Policy Reference		Goal 3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances				
Objective 4.	Job description and Key Result Areas(KRA)review	Key Result Areas developed for all staff completed by divisional heads and submitted to the Executive.	Performance enhanced as a result of the implementation of Performance Management Process (PMP)	No Cost		Human Resources Division HoDs
				No Cost	No Cost	
Oversee PMP process through Job Description Review and establish Key Result Areas(KRA) for all divisional heads with clear and measurable performance standards		<ul style="list-style-type: none"> Divisional heads develop KRA for their individual staff. 				
HoDs Performance Appraisal	<ul style="list-style-type: none"> Conduct meetings with divisional heads. Review target set per officer Review appropriateness of KRAs for individual officers. 	5 staff are appraised and 90% of key result areas achieved.	High performance standard achieved as a result of the clarification of roles and development of measurable key indicators.	0	0	HoDs

Goal/ Policy Reference		Goal 3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances					
Divisional Objectives & Programme Implementing Strategy		DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.			Implementing Agencies & Partners		
Activity Descriptive Summary		Expected Outcome & Targets 2017					
Expected Output & Targets		3-year budget estimates (SBD) \$					
Expected Output & Targets		2018	2019	2020			
Objectives 4. Oversee PMP process through Job Description Review and establish Key Result Areas(KRA) for all divisional heads with clear and measurable performance standards	Divisional heads develop KRA for their individual staff.	Key Result Areas developed for all staff completed by divisional heads and submitted to the Executive.	Performance enhanced as a result of the implementation of Performance Management Process (PMP)	No Budget	0	0	HRM Division IPAM, Training Institutions
Staff Key Result Areas							

Goal/ Policy Reference		Goal 3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances					
Objective 2.		DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems			Implementing Agencies & Partners		
Activity Descriptive Summary		Expected Outcome & Targets 2017					
Expected Output & Targets		3-year budget estimates (SBD) \$					
Expected Output & Targets		2018	2019	2020			
Objective 2. Build capacity of the Ministry and the executive staff in Policy design and implementation in order to carry out its roles more effectively	In-house training and mentoring Programme In-house PMP workshops conducted for HoDs	80 % of staff capacities are built through short term and On job-training	capacities built as a result of effective on job training and mentoring	100,000	150,000	150,000	HRM Division IPAM, Training Institutions
		HRM effectively coordinated and PMP implemented and rolled out to all nine provinces	performance of MP-GIS and PGs officers enhanced through effective Performance Management Programme	50,000	50,000	50,000	Ministry of Public Service

Goal/ Policy Reference		Goal 1. Effective administration of provincial government according to Provincial Government Act 1997				Implementing Agencies & Partners	
Divisional Objectives & Programme Implementing Strategy		DCCG Policy 4.2.4.5 Provincial Government e) Review the Provincial Government Act		3-year budget estimates (SBD) \$			
Activity Descriptive Summary		Expected Outcome & Targets		Expected Outcome & Targets 2017		2018	
Objective 1. To oversee review of Provincial Governance Act 1997 along with other legal frameworks that regulates the operations of the ministry and provincial governments	Provincial Government Act and Legislation Review	coordinate and facilitate consultations meetings for the review of PG Act 1997 Review	Consultations carried out Draft revised PG Act available	enhanced provincial government services enactment of the revised Provincial government act	Budget under PGD	2019	Provincial Governance Division
		Review of draft reports from the previous consultations formation of taskforce and the finalization of ToR for the continuation of the review	Revised PG act in place		Budget under PGD	0	

Goal/ Policy Reference		Goal 2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery				Support institutional strengthening of provincial government systems.		
Objective 6.		DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.						
Objective 6. Provide Policy oversight for the Provincial Governance Strengthening Programme (PGSP) and to ensure the programme is sustainable in delivering its intended outcomes	PCDF Institutionalization and establishment of legal framework	Consultation with the Ministry of Finance and Provincial Governments for the establishment of a legal framework for an enactment by parliament	wider consultation with all nine provinces conducted and report produced	PCDF institutionalized and a legal framework established as a result of a wider consultations	300,000	500,000	200,000	MPGIS/AG & PGs
	Provincial Capacity Development Fund(PCDF)	PCDF Budget are compiled with Supporting Documents and are Submitted to Budget Committees and Cabinet for Consideration	Annual Budget Allocations to the PCDF are made in line with the Programme performances and financial reports	Adequate resources are made available to support Implementation of the Programme	50,000,000	80,000,000	102,500,000	Cabinet MDPAC/ MoFT

Goal 5. A more accountable, transparent and financial management system that upholds the Financial Instructions(FI) and ensure effective internal control system							
DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.							
Goal/ Policy Reference	Divisional Objectives & Programme Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates (SBD) \$		Implementing Agencies & Partners
					2018	2019	
Objective 11. Promoting Internal control systems in MPGIS and provincial Governments that enhance improvement of PG financial systems	carry out special investigation as requested by the Permanent Secretary of MPGIS.	Investigation conducted and report compiled. Appropriate actions recommended to Management.	Report on two year financial transactions of MPGIS and all provinces available	Improved internal control systems in MPGIS as a result of the implementation of the internal audit recommendations	107,000	100,000	Finance Division
	Audit training and workshops as provided and facilitated by the Internal Audit MoFT and Institution of Internal Auditors Solomon Islands.	MoFT Internal Audit and IIASI to finalized the schedule of training/workshop for this financial year. Organize training	Further training enable auditors to become familiar with the emerging risks in the public sector	Capacity development of staff of the internal audit.	10,000	10,000	Audit General Office - MoFT PGs Audit General Office - MoFT

Goal 2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery							
DCCG Policy Reform: Improve and enforce good Governance values and practices and ensure accountability and Transparency at all levels of Governance							
Goal/ Policy Reference	Objective 7. To strengthen local governance institutions through establishing structures, processes and clarifying roles and functions of Government institutions for effective service delivery	Provincial Functional Analysis	form taskforce in MPGIS for functional assignment Conduct meetings with MHMS & MEHRD Organise meeting with Provincial authorities	Four Meetings held with MEHRD & MHMS Reports submitted to MPGIS Executive Taskforce Report and recommendations with additional policy papers are ready for submission for political executive endorsement and implementation	Empowered provincial Governments with clear demarcation of roles, functions and effective structures for service delivery Better coordination with national agencies for effective service delivery at provincial level	Budget	
						100,000	100,000

Goal/ Policy Reference		Goal 15. A political dialogue process that fosters a shared vision and political commitment amongst provincial leaders to address key governance issues affecting provinces			
Divisional Objectives & Programme Implementing Strategy		DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.			
Activity Descriptive Summary		Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates (SBD) \$	
				2018	2019
Objective 10. Improve policy dialogue process between provinces and other stakeholders and establish a shared vision and way forward to addressing needs of provincial governments	Premiers' Conference	Coordinate and facilitate the Premiers Conference on two yearly bases Coordinate Implementation of the Premier Conference outcomes	Two Premiers' Conferences (2017 and 2019), Communiqués and Reports Premiers and senior PG officials able to effectively discuss and formulate issues which need to be addressed or have been addressed by national government Communiqués submitted and signed off by Cabinet	\$3,000,000	\$3,000,000
				MPGIS (PGD) /PGs/ Stakeholders	

Goal/ Policy Reference		Goal 2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery						
Objective 2.		DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.						
e) Review the Provincial Government Act								
Objective 2. Build capacity of the Ministry and the executive staff in Policy design and implementation in order to carry out its roles more effectively	Policy Papers formulation and implementation	Preparation of a Policy paper on Provincial Government Act 1997 Review A concept and policy paper on Audit Review Committee Prepare Policy Paper on the Functional Assignments A policy paper on Budget and resource allocations for Policy Implementation	Four Policy paper on Provincial Government Act 1997 Review , Audit Review Committee, the Functional Assignments and a policy paper on Budget and resource allocations for Policy Implementation are Available for endorsement and implementation	Improved Policy and Strategic directions for the development of strategic objectives	40,000	400,000	400,000	Provincial Governance Division, Attorney General Office Office of Cabinet Provincial Governments

<p>Goal/ Policy Reference</p>	<p>Goal 13. Strong and resilient rural communities that effectively responds to the emergent risks of environment, disaster, climate change and cultural conflicts</p> <p>Goal 14. A gender conscious strategy that ensures equal representation in decision making and delivery of government services at provincial and community level.</p>						
<p>Objective 8. To coordinate streaming lining of disaster risk, resilience and environmental issues and gender related issues in the Ministry and provincial government level.</p>	<p>Disaster and Environmental Risk Management and Gender Risks Planning</p>	<p>Prepare materials and training manual for effective integration of Risk management</p> <p>Consult relevant organization to assist with training in Risk management and Gender integration coordinate mainstreaming and integration of risk issues into provincial planning process</p>	<p>Training and information materials developed</p> <p>Training successfully carried out on selected provinces</p> <p>effective integration and Risk planning at provincial level</p> <p>Communities are well informed of the disaster risks.</p> <p>Communities are more resilient and able to respond to disaster risks.</p> <p>Disaster risk management policies are in placed (mandated) at the provincial level.</p> <p>Provincial planning is inclusive of the vulnerable group of the society including women</p>	<p>100,000</p>	<p>100,000</p>	<p>100,000</p>	<p>MPGIS/PG SPC MECDMM(NDC)</p>
<p>Executive Division Total Budget Estimates for Implementing Corporate Plan 2017-2019</p>		<p>SBD 9,732,000</p>					

17.2 Financial Division



The Finance and Accounts Division team.

The Finance and Accounts Division provides a central coordinating role in managing financial resources for the ministry and whole of provincial governments. The overall goal of the division ensures that the limited fiscal resources are prudently managed to support delivery of services at provincial level while at the same time maintaining a positive financial position. These strategic functions are strategically aligned and are envisaged to contribute positively to the overall vision and goals of the ministry. The specific responsibilities of the division include; providing a leading role in developing budget bids and securing financial resources to fund public service delivery by the ministry and provincial governments. Coordinate and facilitate an expenditure process and carry out financial analysis and advice to the executive management.

The objectives of division include;

1. Provide a sound, sustainable and stable financial position that supports service delivery and developments at the provincial level.
2. Improve public financial management system and financial internal control systems thereby reducing audit disclaimer and unqualified audit reports
3. Ensure financial transactions are done in compliances to Financial Management Ordinances and Financial instructions and in a timely manner
4. Build Capacity of Staff and Provincial governments in Planning, Budgeting and financial management
5. Effective integration of planning, budgeting and financial reporting process that linked budgetary process to IPSAS financial reporting framework
6. Provide financial planning, analysis and sound advice to executive management for informed-decision making
7. Develop Revenue mobilisation strategies and framework to improve the revenue raising capacities of provincial governments

In achieving the 7 objectives and support towards the overall goals of the ministry, the division has prioritized 13 programmes and strategies to be implemented over the next three years.

The accounts division main activity includes, transfer of Fix Service Grants to provinces on quarterly basis. The division would compute transfer amount for each province and always ensure to process payment in a timely manner.

The division prioritises other development programmes that aim to build capacity of the provincial governments and division towards performing its responsibilities. These include construction of a real-time database for all development projects implemented in provinces, designing financial management strategy for provinces and formulation of 3-year provincial development plans. Other training programmes supporting provinces covers the financial accountability training for the Provincial Accounts Committee (PAC) and Cash Basis IPSAS training for provinces. MYOB training, Public Expenditure Management training, PCDF process and procedures training. The Division also supports achievement of the effective public financial management and also implementation of development programmes through PCDF funding.

The division will coordinate the PCDF assessment to determine which provinces are qualified for fundings and strategically for identifying potential areas where control can be strengthened. Pertinent to enhancing public financial management system the accounts division will convene meetings and further analysis on audit reports should identify potential areas where controls can be strengthened.

Most importantly the Division will also coordinate the review of Financial Management Ordinances (FMO) and Instructions. The existing framework needs updating and hence the priority of the division to ensure these ordinances are reviewed to make it attuned to the changes in the financial legal framework at the national level. This should ensure that the provincial financial processes are sound, effective and efficient in delivering financial services.

Planning and budget training workshops for provinces is a form of capacity building programme for provinces that will ensures provinces are capable of executing a sound planning and budgetary processes. The division is also taking leadership in implementing this activity.

In light of increasing costs of goods and services at the provincial level the need to carryout costing of Standard basket of goods and services of provincial governments is necessary for financial management. This helps monitor and control the costs of goods and services purchases at the provincial level.

An effort towards building capacity of provincial governments in revenue performance is linked to another key programme of Division. With that said, the division aims to carryout comprehensive studies on tax revenue sharing scheme. This aims to improve performance and revenue collection by provincial governments. Moreover, this should result in a fair distribution of resources and sharing of tax revenue to provinces.

17.21 Finance Division 3-year Work Programme

Goal/ Policy Reference		Goal 6. An effective planning and budget process that sustains delivery of public services while at the same time maintaining a positive financial position					DCCG Policy 4.2.4.5 Provincial Government: c) Support institutional strengthening of provincial government systems		
Divisional Objectives & Implementing Programmes	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates (SBD) \$			Implementing Partners		
				2018	2019				
Objective 5. Effective integration of planning, budgeting and financial reporting process that linked budgetary process to IPSAS financial reporting framework	1. Planning and budgeting workshop	Review and Updated PG AWP and budgets	Realistic and balanced provincial budgets linked to the AWP for effective service delivery	\$500,000	\$500,000	\$500,000	9 Provincial Governments MPGIS HQ		
	2. To carry out costing of standard basket of services of provincial governments in each province by end of 2017.	Cost estimate of standard services delivered by provinces is completed and report produced.	Resources allocation to provinces are done according to expenditure needs as a result of the completion of costing of common services delivered by provinces.	920,000	0	0	Consultants Provincial Gov'ts and MPGIS		
	3. MYOB backups and technical support and training	1. Updated MYOB software in the PGs. 2. MYOB and accounts training provided to PGs	Improved quality of financial reports produced to the executive and stakeholders as a result of the updated MYOB software and trainings provided. Finance division staff of MPGIS also acquires basic MYOB knowledge and skills in handling MYOB software.	\$780,000		\$780,000	Provinces MPGIS HQ		
	1. Consultants deployed to PGs to conduct training with PTR and treasury division staff 2. Each MYOB consultants will be accompany by Finance division staff.								

Goal/ Policy Reference		Goal 9. Effective administration of procurement and asset management systems that delivers quality goods and services DCCG Policy 4.2.4.5 Provincial Government: c) Support institutional strengthening of provincial government systems				
Divisional Objectives & Implementing Programmes	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates (SBD) \$		3-year budget estimates (SBD) \$
				2018	2019	
<p>Objective 2. Improve public financial management system and financial internal control systems thereby reducing audit disclaimer and unqualified audit reports</p>	<p>4. Asset management and Payroll software for all 9 Provincial Governments</p>	<p>Software procured and installed for the nine provincial governments</p>	<p>Improved and reliable asset management and payroll systems for the PGs as a result of the installation of the new software.</p>	495,000	0	0
						MPGIS

Goal/ Policy Reference		Goal 6. An effective planning and budget process that sustains delivery of public services while at the same time maintaining a positive financial position DCCG Policy 4.2.4.5 Provincial Government: c) Support institutional strengthening of provincial government systems				
Objective 1. Provide a sound, sustainable and stable financial position that supports service delivery and developments at the provincial level.	<p>1. Compute transfer of quarterly grants to the MoFT at the beginning of each year.</p> <p>5. Quarterly fixed services grants are transferred to the Provincial Governments</p> <p>6. PCDF assessment and allocation of PCDF funding</p>	Quarterly payments made on timely basis.	Provincial services are delivered as a result of the grants being transferred on time.	3-year budget estimates (SBD) \$		<p>9 Provincial Governments</p> <p>MPGIS HQ</p> <p>MoFT</p> <p>Provinces</p> <p>MPGIS</p> <p>Consultants</p>
				2018	2019	
				57,715,830		
				1,100,000	550,000	550,000

Goal/ Policy Reference		Goal 5. A more accountable, transparent and financial management system that upholds the Financial Instructions(FI) and ensure effective internal control system		DCCG Policy 4.2.4.5 Provincial Government: c) Support institutional strengthening of provincial government systems		SDG 16: Promote peaceful and inclusive societies for sustainable development, providing access to justice for all and build effective, accountable and inclusive institutions at all levels	
		Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	3-year budget estimates (SBD) \$		Implementing Agencies & Partners
Divisional Objectives & Implementing Programmes	Objective 2.	Objective 7.	Objective 5.	2018	2019	2020	
<p>Objective 2. Improve public financial management system and financial internal control systems there by reducing audit disclaimer and unqualified audit reports</p>	<p>7. Financial management strategies for Provincial Governments</p> <p>8. International Public Sector Accounting Standards</p>	<p>1. Arrange and conduct PEM and PCDF processes trainings for the PGs.</p> <p>2. IPSAS training</p>	<p>1. MPAs and head of division are trained in PEM and PCDF processes and report produced</p> <p>2. IPSAS training conducted.</p>	<p>Better management of PCDF as a result of MPAs and officers' understanding of PEM and performance based grants procedures and processes</p> <p>Improved resource allocation decisions and expenditures by provincial governments, thereby increasing transparency and accountability</p>	<p>1,930,000</p> <p>2,000,000</p> <p>\$500,000</p>	<p>2,000,000</p> <p>\$500,000</p>	<p>9 Provincial Governments</p> <p>MPGIS HQ</p> <p>MPGIS Finance team</p>
<p>Objective 7. Develop Revenue mobilisation strategies to improve the revenue raising capacities of provincial governments</p>	<p>9. Revenue Mobilization strategy</p>	<p>Develop Revenue Mobilization Strategy</p> <p>Development Revenue mobilization training manual</p>	<p>3. Revenue mobilisation training manual prepared and training conducted</p>	<p>Improved revenue collection system with required skilled manpower</p>	<p>\$536,000</p> <p>-</p>	<p>-</p>	<p>International consultant/MPGIS/PGs</p>
<p>Objective 5. Effective integration of planning, budgeting and financial reporting process that linked budgetary process to IPSAS financial reporting framework</p>	<p>10. Project Planning</p>	<p>4. Database for all development projects</p>	<p>4. A database linked to MPGIS website constructed and installed</p>	<p>Improved database management and monitoring of development projects</p>	<p>\$320,000</p> <p>-</p>	<p>-</p>	<p>Data base expert/MPGIS finance team</p>

Goal 5. A more accountable, transparent and financial management system that upholds the Financial Instructions(FI) and ensure effective internal control system							
DCCG Policy 4.2.4.5 Provincial Government: c) Support institutional strengthening of provincial government systems							
Goal/ Policy Reference	Divisional Objectives & Implementing Programmes	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	3-year budget estimates (SBD) \$		Implementing Agencies & Partners
					2018	2019	
Objective 2. Improve public financial management system and financial internal control systems thereby reducing audit disclaimer and unqualified audit reports	11. Improve audit opinion and reduce audit disclaimers	1. Analyze audit reports and produce action plan	Reduce audit queries	Improve audit opinion	No cost implication	No cost implication	Provinces MPGIS OAG
					No cost implication	No cost implication	
	12. Strengthen financial/Accountability	Formulate concept note for training of trainers	Training provided for PAC members in the PGs.	Improve financial accountability	\$400,000	-	Provinces MPGIS – finance/Governance National Parliament
Goal 4. Maximise revenue capacities of provincial governments through establishing a fair, equitable and efficient income and tax revenues system for provincial governments							
Goal/ Policy Reference	Divisional Objectives & Implementing Programmes	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	2018	2019	Implementing Agencies & Partners
Objective 7. Develop Revenue mobilisation strategies and framework to improve the revenue raising capacities of provincial governments	13. Revenue sharing scheme between SIG and the Provincial Gov'ts	Recruit one International taxation expert for 30 days Carry out comprehensive study on tax revenue sharing scheme between SIG and the Provincial Governments and come up with a draft legislation by June 2017.	Cabinet Paper for revenue sharing scheme legislation prepared and submitted to the Cabinet.	Appropriate legislation prepared and tabled in the National Parliament for endorsement.	389,000	-	International consultant/MPGIS /Provincial Gov'ts
Total Budget for Estimates Implementing Corporate Plan 2017-2019					SBD 15,750,000		

17.3 Human Resources Division



Human Resources Division Manager.

The HRM Division is one of the central divisions providing human resources support to the ministry and the provinces. The Division is organized into a Directorate which is headed by the HR Manager who is also a member of the management executive and is supported by Principal HR officer and the senior admin officer. The Division strategically contributes to the overall goal of the ministry through four centralized functions briefly listed below;

- I. HR Services- Recruitments and Appointments, Salary and payments, resignation and retirement, superannuation, performance management and promotions.
- II. Employee Relations and Management services- employment relations, organizational change and re-structure, HR issues and dispute resolutions
- III. Organizational and staff development services-leadership training programmes, professional and personal development of staff, training support services.
- IV. Policy and Planning-Research, Policy planning and Development and workforce planning
- V. Equity and Diversity services- Equal employment opportunities, Gender equality, Diversity and free working environment.

The Division is directly managing established officers and staff within the ministry and also in all nine provinces. As such coordinating HR activities across these different levels can be challenging. The HRM division coordinates more closely with ministry of public service and executive division on recruitment, remuneration and PMP process. It ensures the newly recruited officers are properly inducted and trained on their roles and employment guidelines.

The overall goal of the HRM Division is Goal 3. *MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances.* With that, the division prioritizes has prioritized 8 objectives.

1. Provide provincial governments and MPGIS with core staff to facilitate effective service delivery
2. Provide continuous training to provincial and MPGIS officers so as to enhance capacities.
3. Review Job Descriptions and develop KRAs for each employee at MPGIS and PGs under PMP

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4. Carry out Mid-term performance evaluation and annual performance appraisal as per their KRAs
 5. Develop a single human resource training plan for MPGIS and Provincial Governments
 6. Mainstream gender issues into Ministry and Provincial Governments recruitment activities
 7. Improve Coordination of induction programmes for all newly appointed officers
 8. Develop a human resource database (MIS) for MPGIS and Provincial Governments

In support of the above objectives, the division has prioritized 8 programmes to be implemented over the next three years. The division will carry out analysis on HR establishment to determine the manpower needs of the ministry and provincial governments. The main activity that will follow involves recruitment of officers to fill vacant positions and creating new positions based on the need assessments.

The Division is also leading the implementation of the performance management through the Performance Management Programme. With support of all head of departments, the PMP will be conducted for all officers to determine the officers for promotion, salary increment and corrective actions in cases of poor performances. The HR division will ensure that all HoDs are understand the PMP process and are committed to appraising the performances of their officers through the process.

Another important work to be carried out with close engagement with other head of division is the Job Description Review. The review will be carried out to establish clarity and understanding of duties by the supervisor and the post holder. This should lead to determining the right knowledge, skills and abilities required to performing the specified role of a position and forming clarity around the expected roles drives high organizational performances.

Further to the Job description review, the division coordinates the Review of Key Result Areas (KRAs) for each officer or division. The KRA review process should establish key output and outcome areas for which each officer or department should be contributing to in order to achieve overall goals. Having KRA clearly aligned to each position or department is necessary for evaluating staff performances against KRAs and achieving the objectives and overall goal of the ministry.

The HR division has been mandated under the Solomon Islands Public Service to coordinate implementation of the Performance Management Programme (PMP) which aims to foster public servants work effectiveness at ministry and provincial level. The division in coordinating the whole process will be focusing on sensitizing the PMP process to ensure clear understanding by all officers before its roll out to all provinces.

Coordinating HR activities across provinces is quite challenging, hence the Division has recognized the need to establish a Human Resources Information systems and database that will support sound decision making relating to HR issues. To this effort, the division aims to establish a database that will hold all HR information relating to employee details working within the ministry and provincial governments. The HR database will be regarded as a central hub that link to other functions and a solution to all HR queries and related issues.

Furthermore, Staff development and training programme is vital for the long term development and success of the ministry, hence this is a priority activity to be implemented by HR division. A HR development plan will be formulated to guide ministry in developing its staff. This should also fall in line with staff individual training plan. It is anticipated that a HR specialist will be hired to lead the formulation of the HR training plan for the ministry and provinces. Similarly, the IPAM training programme with the ministry of public will be included in the HR development plan.

Finally, the division is being tasked to coordinate the gender mainstreaming initiatives with ministry and provincial governments. The division will work with ministry of women, youth, children and family affairs to implement gender equality policy through ministry programmes. An obvious area that the division is coordinating to include gender conscious strategy in the ministry and provincial level is the recruitment and selection process.

17.31 Human Resources Management 3-year work Programme

Goal/ Policy Reference		Goal 3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances					
Divisional Objectives & Programme Implementing Strategy		DCCG Policy: 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems.		3-year budget estimates (SBD) \$		Implementing Partners	
		Expected Outcome & Targets		2018	2019		
Objective 1. Provide provincial governments and MPGIS with core staff to facilitate effective service delivery	1. Recruitment of Staff for vacant positions	19 vacant positions at MPGIS is filled 7 positions for Honiara filled 1 position for Malaita filled 1 Position for Guadalcanal filled 1 position for Isabel, 3 Choiseul, Renbel 1 Temotu 2, 2 positions for Makira Filled and 1 position for Western province Filled.	MPGIS and provincial governments work performance improved as a result of qualified officers being recruited	70,000	50,000	30,000	Ministry of Public Service & PGs
	Objective 3. Review Job Descriptions and develop KRAs for each employee at MPGIS and PGs under PMP	2. Job Description Review 3. Review Key Result Areas(KRAs) 4. Performance Management Programme (PMP) Sensitization	40 out of 83 Job Description reviewed and updated by 2019. Key result areas developed and approved for 10 officers by executive by 2019 PMP Sensitization carried out in the provinces	improved performance of PG and MPGIS officers as a result of clear job descriptions Improved performance of MPGIS & PG officers as a result of a well-articulated KRAs with Measurable indicators Improved understanding on the PMP Policy and processes by Provincial officers as a result of extensive sensitization of PMP process	90,000	90,000	
				50,000	50,000	50,000	PGs & Ministry of public Service

Goal/ Policy Reference		Goal 3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances					
Divisinal Objectives & Programme Implementing Strategy		DCCG Policy: 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems.					
Objective	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	3 Year Budget Estimates (SBD) \$		Implementing Partners	
				2017	2018		2019
Objective 5. Develop a single human resource training plan for MPGIS and Provincial Governments	Recruitment of Human Resources Consultant	A comprehensive human resource development strategy completed and report submitted to PS of MPGIS	Short and Long Term training needs of MPGIS officers enhanced as a result of the completion of the HRD Strategy of the HRD Strategy	250,000	150,000	100,000	IPAM/ MPS
Objective 2. Provide continuous training to provincial and MPGIS officers so as to enhance capacities.	Travel expenses Accommodation Training workshops and Materials	About 30 officers in 5 provinces trained and report produced	Improved performance of 30 officers as a result of IPAM led trainings held in 5 provinces	0	0	0	IPAM
Objective 8. Develop a human resource database (MIS) for MPGIS and Provincial Governments	Provincial consultations to determine needs assessment for database design Designing of database	HR information system is developed and functional	Human Resources Information Management systems improved as a result of a successful completion of integrated database	80,000	80,000	80,000	Finance Division

Goal/ Policy Reference		Goal 14. A gender conscious strategy that ensures equal representation in decision making and delivery of government services at provincial and community level.					
Objective 6. Mainstream gender issues into Ministry and Provincial Governments recruitment activities	8. Gender mainstreaming initiatives	1. Conduct gender awareness workshops in 5 provinces 2. Gender Trainings	Improved understanding of Gender mainstreaming concept as a result of workshops conducted in 9 provinces	70,000	50,000	30,000	MWYCFA, MPS & Governance Division
Human Resources Management Division total budget Estimates for Implementing Corporate Plan 2017-2019				SBD 1,460,000			

17.4 Corporate Service Division



The Corporate Service Division team.

The Corporate Service Division performs a central function to ministry and provincial governments and is headed by the Chief Administration Officer and supported by other two senior staff of the division and four other support officers. The Division aims to provide efficient and cost effective support services to all divisions of MPGIS including provincial governments. The overall goal of the division is Goal 10 which seeks to provide an optimal level of support services to MPGIS and provinces promotes staff welfare, positive working relations and ensure general health and safe working environment.

Since its inception in 2012, the division has been operating with six full-time staff and continues to assume greater responsibility providing support and administration services for the whole ministry. However, In the short-term the division is expected to be understaffed as CAO position is currently vacant and SAO position is also vacant following officers going on study leave.

The Corporate Services division prioritizes 8 objectives supporting overall goals of the ministry and has outline 15 programmes to be implemented over the next three years. The financial resources to be made available to support implementation of the programmes over the three year period is projected to be around \$30,455,700 with planned New office complex building for ministry is expected to accounted for large shared of the budget estimates.

The overall objectives of the division covers;

1. Enhance knowledge of staff, technical evaluation committee and ministry tender boards on procurement guidelines and requirements
2. Coordinate implementation of the procurement plan according to the Procurement manual and to review of the provincial procurement manual
3. Better utilisation of ICT tools as a strategy to improve coordination of development and service delivery at provincial level.
4. Implement asset management policies of the Ministry as directed by SIG Financial Instructions M4 2 and as per audit recommendation 5 of MPGIS
5. Carryout mid-term and final year evaluation of Corporate Service Division staff as part of performance appraisal and Key Result Areas review

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6. Design and implement an effective vehicle management policy and procedures for the Ministry to ensure a proper monitoring and cost effective use of vehicles;
 7. Provide knowledge and advice to all staff on operational, health and safety and ensure that OHS standards at work are maintained at all times
 8. Provide operational support to all Divisions and staff of the ministry and provinces
 9. Secure a permanent office building for the Ministry including decent and safe housing accommodations for staff of the ministry

In support of the objectives outlined above, the CSD will endeavor to perform the following programmes to realize its objectives. The programmes are briefly listed below;

1. Effective coordination of the ministry procurement process. With that, the division ensures that all acquisition of goods, works and services for the ministry is carried out with strict adherence to SIG procurement manual and guidelines.
2. Provide secretariat to both the ministry tender board and technical evaluation committee which are the decision making bodies for awarding contracts at the ministry level.
3. Information and communication technology development. The ministry appreciates its importance to the overall performance of the ministry and hence prioritizes its implementation through Corporate Services Division.
4. Relative activities to ICT programme include the procurement of ICT supplies for the ministry, Publishing media releases and communication network between MPGIS with provincial governments. Providing IT training to ministry staff to ensure IT literacy. These activities are expected to raise the public awareness about the role of the ministry and a more reliable and advance communication network within provincial governments.
5. MPGIS through the corporate services division has established a link with national archives of Solomon Islands and has become a member of ICA and PARBICA in 2015. With that, the division ensures the basic and essential information about the ministry are properly recorded, managed and preserved in a more systematic manner that maintains its integrity and authenticity. The division will work closely with National Archives of Solomon Islands to ensure follow-up training and workshop on record management for the ministry including provincial governments is carried out.
6. With the achievement of the asset register under previous corporate plan, the focus of the division now is to collaborate with MoFT in managing ministry asset at the ministry and provincial level. This should enable the ministry to perform its asset management and recording more effectively.
7. Similarly, with regards to vehicle management and control policy, the division aims to review the draft vehicle management policy in consultations with ministry of infrastructure. This policy initiative aims to support the ministry in the management and control of the ministry vehicle fleets and is intended to be an internal management tool.
8. Administration support activities covering recruitment, remuneration, staff training, organizational review and structure, customer service and receptionists are the standing area of responsibility that CSD will continue to deliver to the staff of the ministry including provincial governments.

17.41 Corporate Services Division 3 Year Work programme

Goal/ Policy Reference		Goal 9. Effective administration of procurement and asset management systems that delivers quality goods and services DCCG Policy: 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems				Implementing Agencies & Partners		
Divisional Objectives & Programme Implementing Strategy		Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates (SBD) \$			
					2018	2019		
Objective 1. Enhance knowledge of staff, technical evaluation committee and ministry tender boards on procurement guidelines and requirements	1. MPGIS Staff Procurement Training	Conduct one training with support of the Procurement Section of MoFT for 20 MPGIS staff:	20 officers of MPGIS house training on basic procurement Training report produced	reduced audit queries on procurement as a result of improved understanding of procurement processes and manual by divisional heads and ministry staff	47,500	47,500	CSD/MoFT Procurement Section	
		Conduct one training with support of the Procurement Section of MoFT:3 MTB Members and 10 TEC Members trained	3 MTB Members and 10 TEC Members trained	Improved tender processes as a result of training of members of TEC and MTB	29,400	29,400	CSD/MoFT Procurement Section	
		Schedule In-house training sessions for 20 MPGIS staff	Staff undertook re-fresher trainings	Enhanced understanding and knowledge on Procurement processes.	10,000	10,000	CSD EXCO MOFT	
	4. Quarterly meetings of the TEC to review divisions' procurement requirements 5. To ensure all procurement needs of the Ministry is done according to the MOFT Procurement Manual	Schedule TEC meetings, Review the 5 divisions' procurement requirements Administer and manage the Procurement process from simple procurement to competitive tendering (RFQs, Tenders, Contract Arrangements) analysis and submit to responsible officers and Finance Division for payment processing	The procurement requirements of 5 divisions reviewed thus Ministry Procurement Plan compiled. Ministry stationeries and equipments procured according to procurement plan. Appropriate experts recruited to perform contracted services	Improved procurement processes as a result of identifying divisions' needs. Improved availability of needed resources for office work. Professional and quality service provided.	15,000	15,000	15,000	CSD/Exec
		Coordinate implementation of the procurement plan according to the Procurement manual and to review the provincial procurement manual						CSD/Executive/ Finance

Goal/ Policy Reference		Goal 11. Utilise ICT resources as a strategic tool to improve communication flow and transform an increase interaction between government institutions and people for effective public service delivery					DCCG Policy: 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems		
Divisional Objectives & Programme Implementing Strategy		Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	3-year budget estimates			Implementing Agencies & Partners	
Objective 3		Objective 6	Objective 7	2017(\$)	2018(\$)	2019(\$)	2020(\$)	ICTSU	
Better utilisation of ICT tools as a strategy to improve coordination of development and service delivery at provincial level.		Revised MoU with ICTSU for the SIG ICT network rollover to remaining provinces	MoU between MPGIS and ICTSU reached for SIG network rollover to 6 provincial headquarter	All provinces are connected to SIG network and are accessing basic communication service	1,000,000	500,000	500,000		
7. Ministry Communication Strategy		Formulation of the communication strategy	*Monthly 15 minute programs broadcasted via SIBC; and 45 min TV Broadcast. *Weekly PGSP articles published in Solomon Star to improve visibility and greater public awareness of developments in Provinces and the work of MP-GIS/PGSP.	Improved public understanding and visibility of the programme and the roles being played by the provinces and MPGIS in service delivery.	140,000	140,000	140,000	CSD/EXEC/PGSP	
		Secure contract with media outlets(Solstar & SIBC) for weekly media releases and monthly updates S		Increased appreciation of efforts of the provincial government by the voting public.					

Goal/ Policy Reference		Goal 9. Effective administration of procurement, asset management systems that delivers quality goods and services					DCCG Policy: 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.		
Objective 4.		Objective 8.	Objective 8.	2017(\$)	2018(\$)	2019(\$)	2020(\$)	Ministry of Finance and Treasury	
Implement asset management policies of the Ministry as directed by SIG Financial Instructions M4 2 and as per audit recommendation 5 of MPGIS		Implementation of Asset Management Policy	Asset Register Updated to be in coherence to the SIG Asset Management Policy Asset Register training carried out	Ministry is able to utilise its asset in a most efficient manner and able to maximise the benefit	100,000	100,000	100,000		
		Review of the Asset Management Policy In-house training on asset register and Methodologies of stock counts Ongoing management and updating of the Asset Register		Ministry is able to take stock of its asset inventory					

Goal/ Policy Reference		Goal 9. Effective administration of procurement and asset management systems that delivers quality goods and services DCCG Policy: 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems.				
Divisional Objectives & Programme Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets		Implementing Agency & Partners	
			2017	2018		2019
Objective 6. Design and implement an effective vehicle management policy and procedures for the Ministry to ensure a proper monitoring and cost effective use of vehicles	Review Vehicle management policy Coordinate with MID on the finalisation and implementation of the Vehicle management policy	Vehicle management policy implemented and officers complied to the policy	Improved management of office vehicles movements	100,000	50,000	Ministry of Infrastructure Development

Goal/ Policy Reference		10. An optimal level of support services to MPGIS and provinces that promotes staff welfare and employee relations, ensure general health and safe working environment					
Objective 8. Provide operational support to all Divisions and staff of the ministry and provinces	<p>9. Salary processing for officers and MPAs</p> <p>11. Processing of the PSRS for all officers including provinces</p> <p>12. media releases and advertisements</p>	<p>process staff and MPA salaries and other allowances on fortnightly basis</p> <p>process 24 ministry and 45 provincial staff housing rentals per quarter</p> <p>Publish congratulatory messages of 9 PGs second appointed day.</p>	<p>New salary authorities prepared and request for allowances payments prepared and submitted to MoFT</p> <p>all Staff rentals are processed</p> <p>provincial second appointed day messages published</p>	<p>Reduced queries on Staff and MPA salaries and entitlements</p> <p>reduce queries on staff accommodation</p> <p>improved visibility as result of the more media publications and promotions</p>	<p>200,000</p> <p>200,000</p> <p>200,000</p>	<p>40,000</p> <p>40,000</p> <p>40,000</p>	<p>Ministry of Public Service</p> <p>MLHS</p> <p>Media Group</p>

Goal/ Policy Reference		10. An optimal level of support services to MPGIS and provinces that promotes staff welfare and employee relations, ensure general health and safe working environment				
Divisional Objectives & Programme Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates (SBD) \$		Implementing Agency & Partners
				2018	2019	
Objective 9. Secure a permanent office building for the Ministry including decent and safe housing accommodations for staff of the ministry	Coordinate and secure new office space and relocation Closely liaise with MLHS to secure land space for the new office building project Construction of new office space	New office space is secured and ministry is relocated to the new office space land secured and construction of new office in progress MPGIS New Office Complex Completed	A working environment that meets the environmental operation, health and safety (OHS) standards. Improved work performance as staff morale is boosted as result of new office. Improved public perception about the ministry	1,500,000	10,000,000	MLHS
Objective 9. Secure a permanent office building for the Ministry including decent and safe housing accommodations for staff of the ministry	13. MPGIS Office Building Complex			15,000,000		

Goal/ Policy Reference		11. Provide Operational Support to MPGIS Divisions and Provincial Governments to ensure maximum delivery of the Corporate Service Objectives						
Objective 5. Carryout mid-term and final year evaluation of Corporate Service Division staff as part of performance appraisal and Key Result Areas review	14. Staff Performance Evaluation	Finalize KRA of individual officers to agree on the proposed Individual Work plan and Carryout evaluation of officers	Mid-term and Final Evaluation of 6 CSD Officers completed and Report submitted to PRC	Improved performance of CSD officers as a result of effective mid-term and final year assessments	0	0	0	MLHS

Goal/ Policy Reference		11. Provide Operational Support to MPGIS Divisions and Provincial Governments to ensure maximum delivery of the Corporate Service Objectives				
Divisional Objectives & Programme Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets		Implementing Agency & Partners	
			2017	2018		
		3-year budget estimates (SBD) \$				
		2019				
Objective 7 Provide knowledge and advice to all staff on operational, health and safety and ensure that OHS standards at work are maintained at all times	15. Operational Health and Safety Standards	Health and safety guidelines designed and approved 24 officers trained in health safety.	Improved office environment and hygiene.	20,000	20,000	MLHS MPS
				SBD 30,455,700		
Corporate Services Division Budget Estimates for Corporate Plan 2017-2019						

17.5 Project Division



The Project Division team.

Project division is one of the divisions of MPGIS established to oversee the implementation of the Development Programmes funded through national development budget. The Division is headed by the director who oversees the overall administration and operation of the division and is supported by Chief Infrastructure Officers and M & E officers. The Division is currently has 6 established positions; however half of the positions are yet to be filled.

The Function of division focuses on two key focus areas, which include;

- I. Coordinating project planning, design and financing through National Budget bidding process.
- II. Coordinate Project Implementation, Monitoring and Evaluation process

In relation to focus area one, the division liaises closely with Ministry of Development Planning and Aid Coordination and the Ministry of Finance and Treasury in the preparation of Project Submission as part of the annual MTDP and Budget process. With this, the division ensures that project guidelines and requirements are satisfied before submissions are made to MDPAC and MoFT to secure budget to finance implementation of the ongoing projects. The Division also coordinates with Ministry of planning in terms of the project M & E process and quarterly Reporting process. These functions are performed in light of the Public Finance Management Act 2013.

Moreover, the project division also coordinates with Ministry of Infrastructure to provide technical training to project and works officers in the provinces.

The specific roles of the division therefore include;

- I. Coordinate planning and design of Provincial Institutional Infrastructure Programme and its implementation at the provincial
- II. Coordinate planning and design of Township Development Programme and its Implementation at pilot provinces
- III. Oversee project Implementations and Monitoring and evaluation and reporting on project implementation including PCDF projects.
- IV. Project Design and Planning Training to provincial project and works officer

The Division in support of the overall Goal 9 has prioritized the following seven objectives;

1. Provision of a skilled manpower to carryout annual programmes of the Division through recruitment and training
2. Improve project planning through development assessments, improved project designs that result in quality infrastructure project proposals being implemented at the provincial level
3. Provide technical capacity building to provincial works officers for effective design, implementation and delivering of developments projects
4. Support provincial governments in identifying and preparing bids for development projects from MD-PAC before the deadline for budget submission.
5. Provide Institutional infrastructure development in provincial government centres
6. Coordinate the development and implementation of the provincial township development projects in the provinces in Solomon Islands.
7. Coordinate monitoring and evaluation activities at the provincial level in coordination with provincial chief planning officers and advisors

In line to achieving these 7 objectives, Project Division has prioritized nine programmes to be implemented over the next three years. A projected budget estimate of \$48,873,400 is required to implement the division's programmes over the next three years, with Provincial Township project and Institutional Infrastructure Project expected to account for bigger share of the projected budget.

17.51 Project Division 3 Year Work Programme

Goal/ Policy Reference		GOAL 3. MPGIS and Provincial Governments are adequately capacitated with qualified manpower and performance systems that drives high performances				
Divisional Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates		Implementing Agencies & Partners
				2018	2019	
<p>Objective 1 Provision of a skilled manpower to carry out the mandates and programmes of the Division through recruitment and training</p>	<p>Job descriptions for established and new positions formulated with interviews conducted Create new posts that are required in the division.</p>	<p>Recruit chief infrastructure officers (CIO) and required new posts by end of 2019.</p>	<p>Improve efficiency in service delivery. Improved project quality and implementation rate in all provinces.</p>	\$20,000	\$20,000	MID/MPs
<p>Objective 3. Provide technical capacity building to provincial works officers for effective design, implementation and delivering of developments projects</p>	<p>Facilitate technical trainings and on-job attachment for, CIO, SWO and CPO with MID.</p>	<p>At least 2 Technical trainings conducted for CIO, SWO and CPOs by end of 2019. 9 Provincial Works Officers undergo attachment training with MID by 2019.</p>	<p>Improved project quality and implementation rate in all provinces.</p>	\$110,000	\$110,000	MID & Provincial gov'ts.

Goal 8: Effective coordination of development projects that delivers the infrastructure and socioeconomic needs of all provinces.
DCCG Policy 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems

Divisional Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3 Year Budget Estimates (SBD) \$			Implementing Agencies and Partners
				2018	2019		
<p>Objective 4. Support provincial governments in identifying and preparing bids for development projects from MDPAC before the deadline for budget submission.</p> <p>3. Project Planning and budget guidelines.</p>	<p>Conduct training for 12 Works officers and 9 CPO on MDPAC standard Program/project proposal templates.</p>	<p>12 works officers and 9 chief planning officers trained and competent in preparing quality project proposals and submitted to MDPAC on-time.</p>	<p>Improved planning and budgeting for Infrastructure development projects.</p>	\$93,000	\$93,000	\$93,000	MDPAC
<p>Objective 5. Provide Institutional infrastructure development in provincial government centres</p> <p>4. Provincial Residential and Non Residential Infrastructure projects.</p>	<p>Secure SIG Development Budget funding. Review project proposals and facilitate payments of allocated projects. Project monitoring and reporting.</p>	<p>Provincial Office complexes, Assembly Chamber and Staff Housing successfully implemented by PGs from 2017-2019.</p>	<p>Improved PGS infrastructure base and access to standard housing and Office facilities.</p>	\$5m	\$8m	\$10m	Provincial gov'ts.
<p>Objective 2 Improve project planning through development assessments, improved project designs that result in quality infrastructure project proposals being implemented at the provincial level</p> <p>5. Provincial Infrastructure Needs Assessment.</p>	<p>Conduct provincial infrastructure Assessment Tours.</p>	<p>Provincial Infrastructure needs assessments conducted for provinces and report produced by end of 2019.</p>	<p>Provincial Infrastructure needs identified and captured for development funding. Improved and access to standard infrastructure and facilities at provincial level.</p>	\$53,000	\$53,000	\$53,000	Provincial gov'ts.

Goal/ Policy Reference		Goal 8: Effective coordination of development projects that delivers the infrastructure and socioeconomic needs of all provinces.				
Divisional Objectives & Implementing Strategy		DCCG Policy 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems				
Activity Descriptive Summary		Expected Outcome & Targets 2017	3- Year Budget Estimates (SBD) \$		Implementing Agencies & Partners	
			2018	2019		
<p>Objective 6. Coordinate the development and implementation of the provincial township development projects in the provinces</p>	<p>6 Choiseul Provincial Township Development</p> <p>Huro SS Mamaloni Township Development</p> <p>Doma/Marau Township.</p>	<p>Secure SIG development funding. Review and Approved AWP. Conduct Project steering committee meetings. Facilitate engagements of specialized consultants for various technical assignments.</p> <p>Coordinate implementation, financing and budgeting with MDPAC/ MoFT from 2017-2019</p> <p>Review and Approved AWP. Set up project committees and conduct meetings. Facilitate engagements of specialized consultants for various technical assignments. Facilitate project funding and coordinate implementation with project committees</p> <p>Consultations to re-commence Guadalcanal Provincial Township Project.</p> <p>Set up Project committees and appoint project officers. Facilitate engagements of specialized consultants for various technical assignments</p> <p>Coordinate implementation, financing and budgeting with MDPAC/MoFT from 2017-2019</p>	<p>Choiseul Township project implemented by end of 2019.</p> <p>Progress reports submitted from 2017-2019</p> <p>Huro SS Mamaloni Township developed by end of 2019.</p> <p>Implementation/progress reports submitted from 2017-2019</p> <p>Doma/Marau Township developments formalized and implemented by end of 2019.</p> <p>Implementation Reports produced and submitted from 2017-2019.</p>	<p>5,000,000</p> <p>8,000,000</p> <p>10,000,000</p>	<p>10,000,000</p>	<p>Provincial Governments.</p> <p>MDPAC</p> <p>MLHS</p>

Goal 12. Establish an effective M & E process that ensure transparency and accountability for results		Expected Outcome & Targets 2017		3-Year Budget Estimates (SBD) \$		Implementing Agencies & Partners
DCCG Policy 4.2.4.5 Provincial Government (C) Support institutional strengthening of provincial government systems		2018	2019	2018	2019	
SDG 16: Promote peaceful and inclusive societies for sustainable development, providing access to justice for all and build effective, accountable and inclusive institutions at all levels						
Goal/policy reference	Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	2018	2019
Objective 7. Coordinate monitoring and evaluation activities at the provincial level in coordination with provincial chief planning officers	7. MPGIS/PGSP Monitoring and Evaluation system.	Hire M&E specialist/ Mentor(funded by PGSP/MPGIS) Develop M&E Framework for MPGIS and Provincial Governments and conduct subsequent trainings.	M&E framework developed for Ministry/PGSP and trainings conducted for officers by end of 2019.	Improved accountability, reporting and management of all ministry and provincial governments' development projects.	500,000	500,000
	8. Provincial project Site Visits.	Conduct at least 2 monitoring visits per province each year from 2017-2019. Prepare monitoring budgets and plans for logistic. Review and verify 36 SIG/PCDF Quarterly Output Reports submitted by PGs.	2 bi-annual monitoring trips conducted for each province with reports submitted each year from 2017- 2019. 18 Bi-Annual Technical and SIG/PCDF Output reports are analysed and reviewed by project division each year from 2017-2019	Improve implementation rate of SIG/PCDF funded projects by PGs. Improved management, accountability and support decision making as a result of continuous monitoring of implementations.	\$195,400	\$200,000
	9. Disaster, Environment, Climate Risk integration into M&E processes	Incorporate risks awareness in the monitoring template. Mentoring with provincial planners and works division, staff Risk management awareness. Risk screening of Provincial development projects/programs	MPGIS endorsed project monitoring template that includes Disaster, Environment and Climate risk criteria. Risks Assessments is incorporated into provincial development planning process.	Improved understanding of disaster risks at the PG level as a result of the incorporation of risks resilient monitoring into the overall process. Reduced climate, environment and disaster risks associated with developments.	\$40,000	\$50,000
Project Division Budget Estimates for Corporate Plan 2017-2019					SBD 48,773,400	

17.6 Provincial Governance Division



The Provincial Governance Division team.

The Governance division plays a key mandate central towards strengthening provincial leadership and governance system. Moreover, building leadership capacities of provincial governments to be key players to appreciate their roles and responsibilities and enabling them to play an effective oversight role in public sector service delivery. Other core functions include overseeing of the provincial elections, Capacity building of provincial governments, Review of the PG Act, community governance. The PG division is made up of the made of four established positions this include the Director Governance who heads the Division, a Principle Governance of- fice and two Senior capacity development officer.

The overall purpose of the division is to empower Provincial Governments and local governance institutions for effective Service delivery at the provincial and community level. In line to that, the division seeks to adequately capacitate MPGIS and Provincial Governments with qualified manpower in order to understand their roles and duties for improved service delivery. Subject to achieving the overall goal of the division, the Governance division has 10 objectives to be delivered and is as follows;

1. Ensure elected members understand and appreciate their roles and responsibilities for oversight over public spending with respect to ordinances and good governance practices
2. Provide training and induction programmes for MPAs, speakers and clerks in order to enhance their understanding and performance in policy matters and administrative procedures of the provincial assembly meetings
3. To Carry out a comprehensive assessment of the infrastructure needs of Provincial Governments and assist to prioritise them inclusion into recurrent and development budgets
4. To improve coordination of provincial elections process from voter registration to actual conduct of elections
5. To Coordinate and participate in the compilation of ward data and the formulation of strategic plans for the nine provinces that align to the national objectives of the NDS
6. To Build and strengthened local governance at community level through coordination with the provincial governments and communities in implementing CGGM Programme

7. To carry out comprehensive review of PGA with the aim to revise PGA and other related provincial ordinances
8. To conduct trainings for the province and rural communities on disaster preparedness and effective respond to the risk of climate change
9. Ensure gender inclusion in all services delivery and decision making by Provincial Governments
10. Create forum for effective dialogue on various issues affecting provincial governance and establishing a practical way forward to addressing those needs.

In support of the Division's Goals and objectives, the Division has prioritized the following programmes to be implemented over the next three years under the Corporate Plan 2017-2019.

- I. These include training of the local elected leaders to better perform their roles and responsibility.
- II. Support implementation of the community grievances governance initiatives at provincial and community level.
- III. On the policy and legislations fronts, review of provincial government act 1997, the division will coordinate with Executive Division on this activity
- IV. Assist in the provincial strategic planning as well as ward profiling.
- V. Infrastructure need assessment will be carried out across provinces and would be the basis for identifying the development needs and priorities of the provinces. It is envisaged that the governance division will be working in collaboration with project division in implementing the infrastructure projects.
- VI. As part of the Clause 12 & 13 of Provincial Government Act 1997, the Governance division as required under act at times set will lead to coordinate the provincial registrations and elections. With that, the goal of the division is to ensure a clean, fair, transparent and smooth election process for provincial Governments.
- VII. The Division is also actively engaged in two-yearly Premiers conference supporting the executive in the organizing and managing of the event and follow up implementation on meetings resolutions

17.61 Provincial Governance Division 3 Year Programme

Goal/ Policy Reference		Goal 2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems SDG 16: Promote peaceful and inclusive societies for sustainable development, providing access to justice for all and build effective, accountable and inclusive institutions at all levels					
Divisional Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	3- year budget estimates (SBD) \$			Implementing Agencies & Partners
				2018	2019		
<p>Objective 2. Provide training and induction programmes for MPAs, speakers and clerks in order to enhance their understanding and performance in policy matters and administrative procedures of the provincial assembly meetings</p>	<p>Conduct trainings for MPAs of the 9 Provincial Governments upon election relating to:</p> <ol style="list-style-type: none"> 1. Introduction to PGA 2. Introduction to Standing Orders 3. Role of MPGIS 	<p>All incoming MPAs are trained within 6 months of election.</p> <p>All existing MPAs to have been refreshed during an Assembly term</p>	<p>2017</p> <p>Incoming MPAs and existing MPAs are aware of basic legislation that applies to their roles and the role of MPGIS in supporting Provincial Governments</p>	490,016	1,405,305	266,025	MPGIS (PGD) LCC & NP
<ol style="list-style-type: none"> 2. Local Elected Leaders Training 	<p>Conduct LEL training for 172 MPAs of the nine provinces in 7 LEL competencies of: Representation Role, Communication, Policy making, Enabling, Using power and Leadership Role & Financial competencies by the end of 2019</p>	<p>172 MPAs of the 9 Provincial Governments trained in 7 LEL competencies by end of 2019</p>	<p>Improved representation capabilities of the newly elected 172 MPAs of the 9 Provinces in understanding their roles and responsibilities as result of LEL training conducted for them by end of 2019</p>	490,016	1,405,305	266,025	MPGIS (PGD)/ PGs Certified LEL Trainers

Goal/ Policy Reference		Goal 2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery					
Divisional Objectives & Implementing Strategy		DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems					
Objective 1. Ensure elected members understand and appreciate their roles and responsibilities for oversight over public spending with respect to ordinances and good governance	3. Comprehensive review of Induction & LEL Trainings	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3- year budget estimates (SBD) \$		Implementing Agencies & Partners
					2017	2017	
		Conduct assessment exercise to evaluate and review induction and Local elected Leadership Training Program in order to determine their effectiveness and relevancy by Feb 2019	All LEL and Induction trainings reviewed and evaluated with regards to relevance and impact and final report produced.	Updated Induction training Manual Produced Updated LEL Training manual Produced	240,000		PGD/PG/ Certified LEL trainers & Consultants
	4. Legal and Policy drafting training	Conduct trainings for MPAs and senior Provincial Government officials on how to develop policy and draft its relevant ordinances	All 9 Provincial Governments trained in policy and ordinance drafting	Quality and relevant policy ordinances are drafted Improved in Administration and service delivery resulted from quality and relevant ordinances	490,016	1,405,305	PGD/ LA /PG AG
Objective 6. To Build and strengthened local governance at community level through coordination with the provincial governments and communities in implementing CGGM Programme	5. Strengthened Local Governance at Community Level	Assist the CGGMP in supporting the work of COs in Renbel & Makira Assist the CGGMP in scoping of new piloted Provinces	COs are provided with proper technical assistance New pilot provinces identified and COs appointed	Better management of Grievances in communities resulted from improved community governance structures and linkages between rural communities and provincial governments, central government and all stakeholders.	51,000	86,900	MPGIS /WB/ CGGMP/PGs

Goal/ Policy Reference		Goal 2. Empowered Provincial Governments and local institutions with expanded roles, responsibilities and resources for effective service delivery DCCG Policy 4.2.4.5 Provincial Government c) Support institutional strengthening of provincial government systems						
Divisional Objectives & Implementing Strategy		Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3- year budget estimates (SBD) \$		Implementing Agencies & Partners	
Objective 2.					2017	2017		
Provide training and induction programmes for MPAs, speakers and clerks in order to enhance their understanding and performance in policy matters and administrative procedures of the provincial assembly meetings	6. Speaker & Clerk attachment	Attach speakers & clerks of new term assembly to observe national parliament proceedings	Improved awareness on Parliament Procedures and proceedings by Speakers & Clerks	Improved in the conduct of Provincial Assembly procedures and proceedings in the Provinces	80,988	225,560	39,396	MPGIS/NP/PGs

Goal/ Policy Reference		Goal 6. An effective planning and budget process that sustains delivery of public services while at the same time maintaining a positive financial position DCCG 4.2.4.5 Provincial Government d) Facilitate and increase public private partnership (PPP) in provincial and rural economic						
Objective 3		Draft TOR for Consultants	Qualified Consultants Recruited	Relevant & Quality data prepared for planning	To be funded by the CCG&MP(WB)	To be funded by the CCG&MP(WB)	To be funded by the CCG&MP(WB)	MPGIS/ PGD CGGMP/ WB/ MDPAC
To Carry out a comprehensive assessment of the infrastructure needs of Provincial Governments and then prioritise for inclusion into recurrent and development budgets	7. Assess & Identify new infrastructure development Priorities for Provincial Governments							

Goal/ Policy Reference		Goal 1. Effective administration of provincial government according to Provincial Government Act 1997					
Divisional Objectives & Implementing Strategy		DCCG Policy 4.2.4.5 Provincial Government e) Review the Provincial Government Act					
Objective 7.		Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3-year budget estimates		Implementing Agencies & Partners
To carry out comprehensive review of PGA with the aim to revise PGA and other related provincial ordinances					2018	2019	
8. Provincial Government Act Review		Develop TOR and Procurement for 2 Consultants Conduct Consultations on Provincial & National Level	Qualified Consultants Recruited National and Provincial Consultation successfully conducted	PGA review Conducted comprehensively & Professionally Provincial Government structured reviewed and reviewed PGA adopted	2,957,420	2,957,420	MPGIS/AG /PGs

Goal/ Policy Reference		Goal 13. Strong and resilient rural communities that effectively responds to the emergent risks of environment, disaster, climate change and cultural conflicts					
Objective 8.		Prepare materials and training manual Consult relevant organization to assist with training Negotiate with provincial executive to budget for risk management and disaster preparedness	Training and information materials developed Training successfully carried out on selected provinces	Communities are well informed of the disaster risks. Communities are more resilient and able to respond to disaster risks. Disaster risk management policies are in place (mandated) at the provincial level.	162,000	326,000	112,000
To conduct trainings for the province and rural communities on disaster preparedness and effective respond to the risk of climate change					MPGIS/PG	SPC	NDC
9. Training/Awareness on risk management and disaster preparedness							

Goal/ Policy Reference		Goal 6: An effective planning and budget process that sustains delivery of public services while at the same time maintaining a positive financial position					
Divisional Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3- year budget estimates		Implementing Partners	
				2018	2019		
Objective 5. To support and participate in the compilation of ward data and the formulation of strategic plans for the nine provinces that align to the national objectives of the NDS	Provide continuous support to community survey consultation on remaining Provinces	Ward survey Conducted on all wards in remaining Provinces	Ward Profile compiled for all provincial Wards Socioeconomic data and statistics on provincial ward profiles disseminated widely to stakeholders	Funded under PGSP	Funded under PGSP	PG/MEHRD/ MHMS/ MDPAC	
	Prepare and advertise TOR for planning consultants Community consultation carried out on provincial priorities Preparation and validation of ward profile and data	Qualified consultants are recruited to lead operation of provincial strategic plans Consultation carried out and reports available Provincial strategic development plans in place	The development priorities of all provinces are identified & implemented Living standards and economic livelihood of communities improved	Funded under PGSP	Funded under PGSP	MPGIS PG/ MEHRD/ MHMS/ MDPAC	
10.Provincial Ward Profiling				Funded under PGSP	Funded under PGSP		
1. Provincial Strategic Development Planning				Funded under PGSP	Funded under PGSP		

Goal 6. A free and fair provincial election process that bolster democracy and delivers quality leadership for political stability							
Goal/ Policy Reference	Divisional Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets 2017	3- year budget estimates (SBD) \$		Implementing Agency & Partners
					2018	2019	
Objective 4. To improve coordination of provincial elections process from voter registration to actual conduct of elections	2. Coordination of provincial registration and Election	Conduct election Civic awareness on voter's rights	Awareness tool kit developed and delivered	Increase awareness on voter's rights thus make informed choices	419,900	1,820,000	MPGIS /PG SIEC /Home Affairs/BC
		Liaise with SIEC and conduct voters registrations	Voters registration conducted	Registered Voters list available for election			
		Training of Registration officials	All registration officials Trained	Clean and transparent registration conducted	3,300,000		
		Procurement of Ballot papers	Tender Bid advertised & Printing Company Contracted	Ballot papers printed and dispatched to Provinces on time			
		election officers, Conduct Election Proper & observation	Witness and reduce election offences in the conduct of the election Proper	Clean and fair Election conducted	3,800,000	8,000,000	

Goal 13. A gender conscious strategy that ensures equal representation in decision making and delivery of government services at provincial and community level							
Goal/ Policy Reference	Divisional Objectives & Implementing Strategy	Activity Descriptive Summary	Expected Output & Targets	Expected Outcome & Targets	3- year budget estimates		Implementing Partners
					2018	2019	
Objective 9. Ensure gender inclusion in all services delivery and decision making by Provincial Governments	3. Gender mainstreaming to Provincial Governments planning and administrations	Conduct Gender in Local governments	All MPAs and Administrators are trained in Gender in Local Government perspective	Provincial Governments are gender conscious and services and decisions are delivered and made equitably	490,016	1,405,305	MPGIS (PGD/HRD) MWYCA/ Certified Gender in Local Governance trainers
		Provincial Governments			266,025		

Goal/ Policy Reference		Goal 14. Effective political dialogue amongst provincial government leaders on key governance issues that creates positive relations and cooperation between government institutions at all levels.				500,000	Nil	530,000	MPGIS (PGD) /PGs/ Stakeholders
Objective 10. Create forum for effective dialogue on various issues affecting provincial governance and establishing a practical way forward to addressing those needs.	4. Premiers' Conference	Review of prior Communiqués and assessment of whether prior resolutions have been achieved Organize and facilitate biennial Premiers' Conference Assist with drafting of Communiqué Draft Premiers' Conference Report	Two Premiers' Conferences (2017 and 2019), Communiqués and Reports	Premiers and senior PG officials able to effectively discuss and formulate issues which need to be addressed or have been addressed by national government Communiqués submitted and signed off by Cabinet	500,000	Nil	530,000	MPGIS (PGD) /PGs/ Stakeholders	
Provincial Governance Division Budget Estimates for Corporate Plan 2017-2019					SBD 40,187,388				

18. Provincial Governance Strengthening Programme II (PGSP)

The Provincial Governance Strengthening programme is implemented through the ministry of provincial government and institutional strengthening. The Programme aims to strengthen the institutional capacities of provincial governments in order to facilitate effective and efficient service delivery. The programme management unit is headed by Chief Technical Advisor and reports to the executive management of MPGIS.

Following the endorsement of the PGSP II, the Solomon Islands Government (SIG) continues to increase its commitment to the programme as well as mandating MPGIS to oversee implementation of the programme. The SIG continuous commitment has seen national budget providing 100 % funding to the PCDF resource level reflecting the Governments ownership of the programme. The Provincial Capacity Development Fund (PCDF) which consolidates funds support towards implementation of the PGSP is the Capital funding that provides financial resources towards various components of the programme. The brief table below shows funding allocations to the PCDF in 2016 and projection for next four years

Funding Source	2016 Actual	2017 Actual	2018 Projection	2019 Projection
SIG Development	40,000	50,000	80,000	102,500,000

The Provincial Capacity Development Fund (PCDF) is administered through a performance based grants. This requires provinces to perform to a certain level in financial management to qualify for the Annual PCDF allocation. With that, the provincial financial accounts will subject to an Independent audit to determine the performances of provinces in a financial year.

The Provincial Governance Strengthening Programme (PGSP) focus area covers,

1. Capacity building of Provincial Governments in the area of Public Expenditure Management (PEM) and Financial Management
2. Strengthening of processes and systems for better service delivery
3. Building Capacity of Provincial leaders to perform their roles and responsibilities more effectively
4. Provide funds for building of small-scale capital investments that supports service delivery and for Building of small scale infrastructure development.
5. Provision of Technical expertise and advisory to Provincial Governments and MPGIS

Some key programme activities to be implemented under the Corporate Plan Period 2017-2019 includes;

- Institutionalization of PCDF. Pursue a Joint commitment between the Central Agencies namely MDPAC, MPGIS and MoFT on funding arrangement which aims at giving the grant predictability in the long term.
- Support implementation of the financial management strategy for provinces aimed at managing expenditure and debts management and maintaining a sound budgetary control measures.
- Continue to Conduct the public expenditure management trainings aimed at improving the understanding of MPAs and the head of divisions on various aspects of public financial management, their roles and responsibilities in PCDF implementation.
- Support and provide mentoring to provinces which disqualifies on PCDF to improve performance prior to next round of independent assessment.
- Trained chief planning officers, Provincial Treasurers and their deputies in provincial planning and budgeting with the aim to improve the understanding of officers in various aspects of provincial planning and budgeting including procurement procedures and processes.
- Trained Provincial Treasurers and their deputies in International Public Sector Accounting Standards aimed at improving the officer's skills in preparations of provincial government financial statements.
- The Programme Management Unit is also mandated to coordinate external audits and evaluation team who will be required to carry out mid review of the programme implementation as well as the annual assessment of provinces for PCDF qualification.

- Provide General Capacity building to MPGIS in area of budgeting, Planning and financial management. This aims at improving performance of the ministry in delivering on its key mandates.
- Oversee implementation of small infrastructure projects under PCDF at the provincial level.
- Consolidate annual reporting from provinces on PCDF achievements and implementation as part of the MTDP and budget Annual Report.

19. Community Governance and Grievances Management Project Report (CG&GM)



The Community Governance and Grievances Management Project Team (CG&GM)

The CG&GM Project is a World Bank supported project implemented under MPGIS with the objective to strengthen local governance institutions for community grievance management capabilities and to enhance the effectiveness of linkages with provincial government in targeted communities. The leading partner in financing and implementing the programme is world Bank with DFAT also providing resources into the programme. The project focuses on three key components.

Component 1: aims to revitalize the linkages between government and target communities through establishing of community officers (Cos).

- The Project Management Unit(PMU) continues to provide technical support to provinces (Renbel & Makira) and communities which participated in this project. The PMU ensures the provinces and community officers perform their roles as obligated under the Memorandum of Agreement. The Project Management is also tasked to liaises with MPGIS executive and Funding Partners on the Project Implementation and to address any issues arising from project implementation.

Component 2: Aims to strengthen the capacities of community officers and local authorities. It ensures that COs and the local actors are adequately equipped with knowledge, skills and tools to perform their agreed roles.

Component 3: Deals with project management, evaluation and learning. This component which is the Project Management Unit (PMU) immediate responsibilities is to support administration and operational support to project implementation at community level.

The Project work plan will feature ongoing and new activities under three components of the project. These activities include;

Component 1:

- Strengthening link between Project Management Unit and the local communities through awareness programmes, community peace keeping at community level.
- Oversee roles and responsibilities of the community officers, communities and provincial governments in implementing the programmes
- Carryout field visits to communities to provide advice and support on issues arising
- Carryout recruitment of community officers and Village Peace Wardens for new communities
- Carryout field visits to other provinces and communities who may be interested in establishing such a governance structure for their communities. Provide awareness to new communities interested in implementing the project.
- The legal services unit of MPGIS also supports the PMU in preparation of the Memorandum of Agreement (MoA) and other legal agreements between the parties. This service will continue to be provided as the project is expected to roll out into other provinces.
- In Makira, the project is looking at expanding into other communities and wards, as such recruitment of community workers for new wards is expected to be carried out. Whilst in Renbel, all wards have been covered, however with need for increase coverage, the recruitment of additional community workers can be carried out.
- Consultation is commencing with other Provinces such Malaita, Western and other Provinces for the project roll-out. This may require establishment of the relevant ordinances to allow for community governance project to be legally implemented in provinces.

Component 2:

- Ongoing facilitation of training for VPW and COs
- Collaborate with International Training and Curriculum Specialist to develop training materials covering other need areas for community governance project.
- Provide necessary equipment and resources for the VPW and Cos that help advance their work in the communities
- Managing provincial commitment through memorandum of agreement is still a challenging area that need to strengthening to ensure sustainability of the project. With the aim to have COs as fulltime workers under provincial governments.

Community 3: Project Management, Monitoring and Evaluation

1. The Project Management Unit is now fully established four staff manning the unit, in order to provide required level support to the community counterparts, the PMU may require resource levels to perform its mandates.
 - I. Providing Office equipments and resources such as Printing, Scanning, Photocopy machines, Laptops, Filing Cabinets, Safe and conducive working environment
2. Resource Personnel: the PMU may request the technical services of Training and Curriculum Development Specialist and Monitoring and Evaluation Specialist. This two expertise are noted to be critical areas required for the project.

20. Legal Service Unit

The Legal Services Unit is established in 2015 and is manned by a qualified legal advisor. The mandate of the unit is to provide sound legal advices to the ministry executives on policy matters as well as providing legal advice that will facilitate implementation of ministry programmes. The Legal services unit also technical support to the provincial governments on legal issues. The legal services division will continue to provide technical support to some divisional activities which include;

1. To support executive division and the provincial governance in review of the provincial governance act 1997.
2. Support establishment of the PCDF institutionalization and a legal framework
3. Support review of provincial procurement manuals, financial management ordinances and contract issues
4. Support corporate services draft vehicle management policy
5. Support piloting Community Governance Grievance Management Programme
6. Provide legal services to provincial governments in some needs areas such project MOU and agreements landowners and other service providers

There are ongoing and new programmes activities outlined in the plan that will require technical services of the legal advisor. These may include; preparing policy and legal papers for the ministry and Provincial Governments, Support review of important legal documents when required. Such legal advice is important as it ensure that the work of the ministry operate within the legal boundary of the Provincial Governance Act and constitution. More importantly Unit it ensures that where there are legal issues

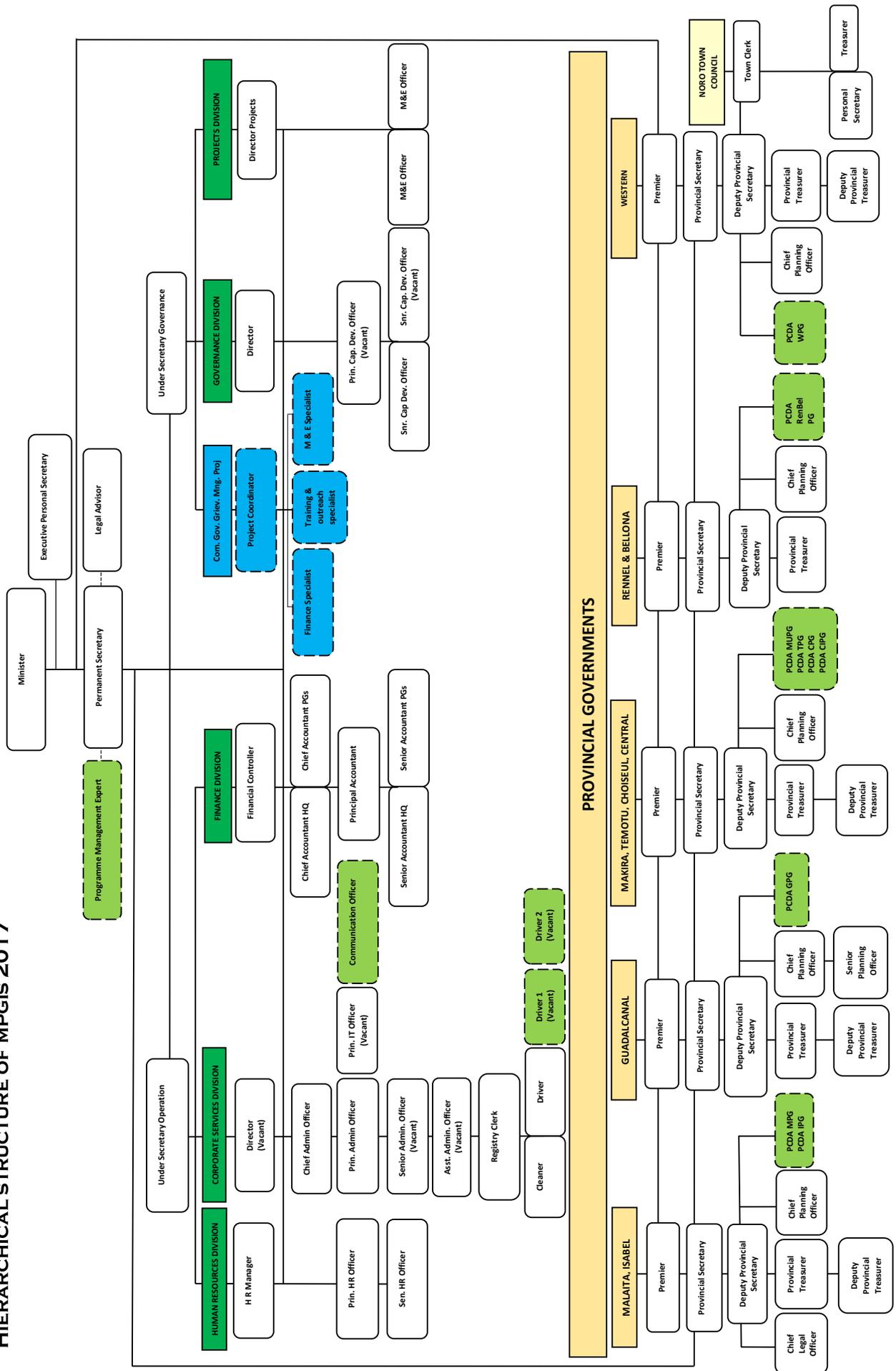
21. Major Challenges, Issues and Risks

The challenges identified below are a summary of the overall challenges of the Ministry. The divisional programmes and the objectives are directly targeted towards addressing these challenges.

1. Inadequate capacity at provincial level to support service delivery;
2. Lack of sufficient manpower in respective divisions in the Provinces to deliver services;
3. Deficiencies in the PGA 1997 to effectively support service delivery;
4. Insufficient human capacity at the provincial level;
5. Lack of clarity in the roles and responsibilities of the provincial governments;
6. Provincial resources not aligned to provincial expenditure responsibilities thus affecting
7. No adequate technical support to the implementation of ministry projects;
8. Lack to continuous training for the works officers in the provinces by the MPGIS;
9. Audit queries yet to be adequately addressed by the Ministry;
10. Audit queries not adequately addressed by the Provincial Executive;
11. Audit reports and financial statements are not published as per PGA 1997;
12. No gender parity in the provinces and MPGIS - only few women hold top positions;
13. Field monitoring feedbacks are not vigorously followed;
14. Lack of adequate capacity to effectively organise provincial elections;
15. Lack of financial and technical support for the Provinces in addressing climate change mitigation and adaptation issues;

16. Lack of political stability affects continuity in policy directions of the provincial governments;

HIERARCHICAL STRUCTURE OF MPGIS 2017



17. Lack of strong internal control procedures in the Ministry and the Provincial Governments thus leading to disclaimer audit reports;

21. Monitoring, Evaluating and Reporting Process

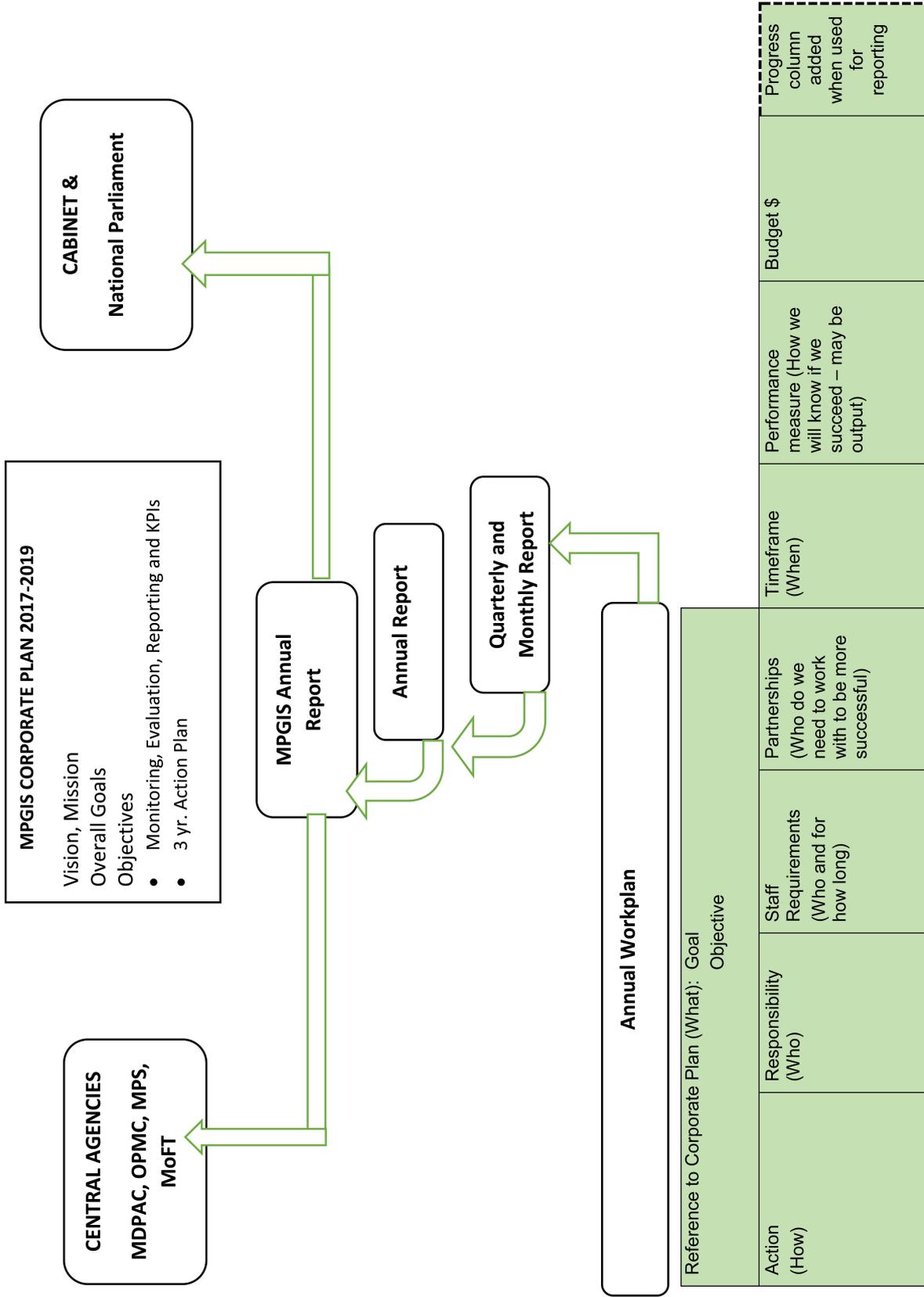
The Corporate Plan must be reviewed annually to ensure it remains consistent with the legislative and policy drivers and strategic direction of the organization. Changes should only be made if these drivers have changed or the plan is clearly taking the organization in unwanted and unintended directions.

The exception to this is the Annual Workplan, where included in the Corporate Plan, as the actions will need to be developed each year in accordance with priorities and appropriated resources (although still aligned with Goals and Objectives of the Corporate Plan).

21.1 Monitoring and Evaluation Reporting Process

Planning Process/ Level	Expected Reporting Source	Reporting Objective	Reporting Agency	Receiving Agency	Report Frequency
Policy and Long Term Strategic Planning (5-10 yr.)	National Development Strategy Review SDGs Report	Impact and outcome Reporting	Sectors & Line Ministry	MDPAC/ OPMC Parliament	Every Five Year
Medium Term Planning (3-5 yr.) Sectoral Performance Report	NDS Performance Review	Programmes and Medium Term Strategy(MTS) Performance	Line Ministry	MDPAC/ OPMC/ MOFT	Annually and Three Yearly
Corporate Plan (1-3 yr.)	Corporate Plan Review Report	Outcome/ Output Programme Status Reporting	Line Ministry	OPMC/ MPS/ MDPAC/ MoFT	Annually
Annual workplan Report(1 Yr.)	Annual workplan Budget Review Report Annual Report	Programmes, Output and Activity Implementation Status Report	Line Ministry	Executive and Management, OPMC	Annually
Divisional Reporting	Divisions Quarterly Report Traffic Light Reporting	Activity Implementation status report	Divisions/ Staff	Ministry Executive Management	Quarterly / Monthly
Individual work plans	Individual workplan reporting Traffic Light Reporting	Activity Implementation	Ministry Staff	Head of Divisions	Monthly / Quarterly

21.2 CORPORATE PLANNING REPORTING PROCESS



22. APPENDIXES

22.2 MPGIS MANPOWER ESTABLISHMENT

SECTION	POST TITLE	UPPER SEG	LOWER SEG	LOCATION	NO POST	OCCUPANTS
HQ Admin	Permanent Secretary	SS4	SS4	Honiara	1	STANLEY PIRIONE
HQ Admin	Under Secretary-Admin	SS2	SS2	Honiara	1	NANCY LEGUA
HQ Admin	Under Secretary- Govern.	SS2	SS2	Honiara	1	ERIC GEORGE
HQ Admin	Executive Personal Secretary	L9	L8	Honiara	1	Suzie LAI IROFUFULI
Human Resource Division	Human Resources Manager	L13	L10	Honiara	1	Veronica Hutaiwao
Human Resource Division	Principal Human Officer	L9	L8	Honiara	1	Vacant
Human Resource Division	Senior HR Officer	L8	L7	Honiara	1	FRANK TAFEA
Corporate Serv	Chief Administration Officer	L11	L10	Honiara	1	CHRISTIAN A SIALE
Corporate Serv	Principal Admin Officer	L9	L8	Honiara	1	EDWARD HIRIANAHUNA
Corporate Serv	Clerical Assistant	L4	L3	Honiara	1	Advertised
Corporate Serv	Principal Admin Officer	L9	L8	Honiara	1	Vacant
Corporate Serv	Driver	L2	L1	Honiara	1	Samson Talafunu
Corporate Serv	Orderly Cleaner	L2	L1	Honiara	1	JUNITY SIOFA
Corporate Serv	Assistant Admin Officer	L6	L5	Honiara	1	Vacant
Finance Division	Financial Controller	L13	L10	Honiara	1	GEOFFREY VAKOLEVAE
Finance Division	Principal Accountant	L9	L8	Honiara	1	PRISCILLA TEAVA
Finance Division	Senior Accountants	L8	L5	Honiara	1	PRICILLA CHEKA
Finance Division	Senior Accountant	L8	L7	Honiara	1	Allan Aru
Finance Division	Senior Accountant	L8	L7	Honiara	1	PATRICK TUITA
Finance Division	Chief Accountant Officer	L11	L10	Honiara	1	Lydinah Kopana
Finance Division	Chief Accountant Officer	L11	L10	Honiara	1	Vacant
Internal Audit	Principal Auditor	L8	L8	Honiara	1	Peter Tolifaeki
Internal Audit	Principal Auditor	L9	L8	Honiara	1	MARK SULUMAE

SECTION	POST TITLE	UPPER SEG	LOWER SEG	LOCATION	NO POST	OCCUPANTS
Provincial Governance Div	Director Provincial Governance	L13	L12	Honiara	1	ROBERT DOLAIASI KAUA
Provincial Governance Div	Principal Development Officer	L9	L8	Honiara	1	Vacant
Provincial Governance Div	Senior Capacity Development	L8	L7	Honiara	1	EZEKIEL TABOLE
Project Planning & Implem	Monitoring & Evaluation Office	L8	L7	Honiara	1	CHARLES KONAI
Project Planning & Implem	Director Pro. Plan. & Impl.	L13	L9	Honiara	1	Marx Lua Tova
Project Planning & Implem	Monitoring & Eva.	L8	L7	Honiara	1	BADDLEY SALO
Project Planning & Implem	Chief Infrastructure Officer	L11	L10	Honiara	1	SIMON UESIKOKE
Project Planning & Implem	Chief Infrastructure	L11	L10	Honiara	1	Vacant
Project Planning & Implem	Chief Infrastructure	L11	L10	Honiara	1	Vacant
Provincial Governance Div	Senior CDO	L8	L7	Honiara	1	MALI TALUNAGO

21.3 Monitoring and Evaluation Matrix

Reporting Agency			
Overall Goal	Planned Outcome and Targets	Outcome Achieved	Commentary
Objective 1/ Programme			
	Planned Output and Targets	Output and targets Achieved	
Objective 2/ Programme	Planned Outcome and Targets	Outcome Achieved	Commentary
	Planned Output and Targets	Output and targets Achieved	
Objective 3			
Objective 4			