



Solomon Islands Government

Ministry of National Planning and Development Coordination

Development Budget Implementation Report

2024

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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AGC	Attorney General's Chambers
ASYCUDA	Automated System for Customs Data
BDS	Business Development Services
BMJAC	Business Monitoring Joint Advisory Committee
BOQ	Bill of Quantities
CAPSA	Capacity in Statistics and Audit
CBSI	Central Bank of Solomon Islands
CEMA	Commodities Export Marketing Authority
CHS	Community Health Centre
CPI	Consumer Price Index
CTB	Central Tender Board
DBSI	Development Bank of Solomon Islands
DFAT	Department of Foreign Affairs and Trade (Australia)
DPP	Director of Public Prosecutions
GDP	Gross Domestic Product
GIS	Geographic Information System
GNUT	Government of National Unity and Transformation
HIES	Household Income and Expenditure Survey
ICT	Information and Communications Technology
IPDM	Integrated Pest and Disease Management
LDC	Least Developed Country
MAL	Ministry of Agriculture and Livestock
MCC	Millennium Challenge Corporation
MCT	Ministry of Culture and Tourism
MCILI	Ministry of Commerce, Industry, Labour and Immigration
MECDM	Ministry of Environment, Climate Change, Disaster Management and Meteorology
MEHRD	Ministry of Education and Human Resources Development
MFMR	Ministry of Fisheries and Marine Resources
MFAT	Ministry of Foreign Affairs and Trade (New Zealand)
MID	Ministry of Infrastructure Development
MLHS	Ministry of Lands, Housing and Survey
MMERE	Ministry of Mines, Energy and Rural Electrification
MNPDC	Ministry of National Planning and Development Coordination
MOFT	Ministry of Finance and Treasury
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
MTDP	Medium Term Development Plan
MTS	Medium Term Strategy
NARLDC	National Agriculture Research and Livestock Development Centre

NATI	National Agriculture Training Institute
NDMO	National Disaster Management Office
NEAP	National Education Action Plan
NEP	National Employment Policy
NFIS3	National Financial Inclusion Strategy 3 (2021-2025)
NGE	National General Election
NMPOC	National Mining Projects Oversight Committee
NDS	National Development Strategy
NRH	National Referral Hospital
NSO	National Statistics Office
OPMC	Office of the Prime Minister and Cabinet
PALM	Pacific Australia Labour Mobility
PEAD	Provincial and Electoral Administration Division
PHAMA Plus	Pacific Horticultural and Agricultural Market Access Plus
PPP	Public-Private Partnership
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RSIPF	Royal Solomon Islands Police Force
RWASH	Rural Water Supply, Sanitation and Hygiene
SBD	Solomon Islands Dollar
SIART	Solomon Islands Agriculture and Rural Transformation
SICCI	Solomon Islands Chamber of Commerce and Industry
SIG	Solomon Islands Government
SIMS	Solomon Islands Meteorological Service
SINBIP	Solomon Islands National Broadband Infrastructure Project
SINPF	Solomon Islands National Provident Fund
SINPP	Solomon Islands National Peace Building Policy
SINU	Solomon Islands National University
SIRAP	Solomon Islands Roads and Aviation Projects
SME	Small and Medium Enterprise
UHC	Universal Health Coverage
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNSIAP	United Nations Statistical Institute for Asia and the Pacific
UPU	Universal Postal Union
UXO	Unexploded Ordnance
VCO	Virgin Coconut Oil
VHT	Vapour Heat Treatment
VSAT	Very Small Aperture Terminal
WATSAN	Water and Sanitation
WTO	World Trade Organization

FOREWORD

The 2024 Development Budget Implementation Report presents a national assessment of progress toward the objectives of the National Development Strategy (NDS) 2016 – 2035. It provides an evidence-based account of the achievements, Implementation constraints that needs to be addressed to accelerate progress toward our long-term development goals.

Implementation in 2024 took place under demanding national conditions. Economic growth was estimated at 2.5 percent, reflecting continued recovery from the pandemic but remaining below the sustained growth levels envisaged under the NDS. At the same time, implementation occurred within a highly constrained fiscal environment, shaped by a significant reduction in the development budget, financing of the National General Election and post-Pacific Games fiscal pressures. These factors underscored the importance of prioritisation and delivery discipline across Government.

Despite these constraints, meaningful progress was recorded across several priority areas. Targeted investments supported improvements in economic infrastructure, connectivity, livelihoods, social services, climate resilience and governance systems. Community-based interventions and completion-focused investments demonstrated particular effectiveness. However, performance across the five NDS objectives remained uneven, with scale, capacity and system readiness continuing to limit national-level impact.

This report is candid in acknowledging these challenges. Delays associated with procurement processes, land tenure issues, payment systems and institutional capacity affected implementation across multiple sectors. The performance analysis confirms that national progress is shaped not only by policy intent, but by the practical realities of delivery capacity and fiscal space. The decision directions set out in this report provide a clear way forward. They emphasise prioritising completion and functionality of investments, strengthening alignment between budgets and delivery systems, building subnational capacity, integrating climate resilience into development planning, and reinforcing governance as an enabler of results. These actions are essential to ensuring development investments translate into sustained improvements in the lives of Solomon Islanders. Ground-level evidence in support of these directions is documented in Annex 3: Provincial Field Verification Case Studies, which presents seven case studies from field verification visits conducted across seven provinces in late 2025.

As the country moves forward, the lessons from 2024 reaffirm that progress is possible even under constraint, but that achieving the NDS vision by 2035 will require disciplined execution, coordinated action and sustained leadership. This report is intended to support informed decision-making by Cabinet, Parliament, provincial governments, development partners and all stakeholders committed to advancing our national development agenda.

Hon. Trevor Manemahaga
MINISTER OF NATIONAL PLANNING AND DEVELOPMENT COORDINATION

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The Ministry of National Planning and Development Coordination (MNPDC) acknowledges with appreciation the contributions of all stakeholders involved in the implementation of development programmes and in the preparation of this 2024 Development Budget Implementation Report.

Sincere appreciations are extended to implementing ministries and government agencies for their cooperation in programme reporting, participation in the validation processes, and continued commitment to delivering national priorities under challenging fiscal and administrative conditions. The efforts of departmental leadership, programme managers, technical officers, and field staff across Government were central to the results documented in this report.

The contributions of Provincial Governments and the Honiara City Council are also acknowledged for their role in coordinating development activities, facilitating community engagement, and supporting implementation at provincial and community levels.

The Government recognises the continued partnership of bilateral and multilateral Development Partners, whose financial and technical support has strengthened implementation and alignment with national priorities. Appreciation is also extended to civil society organisations, the private sector, faith-based and community-based organisations, women's and youth groups, and traditional and community leaders, whose engagement enhances programme relevance, accountability, and inclusion.

Above all, the Government acknowledges the people of Solomon Islands, whose resilience, participation, and daily efforts across all provinces form the foundation of national development. The human-interest stories included in this report reflect the lived impact of development investments at community level.

Finally, appreciation is extended to the MNPDC team for coordinating the preparation of this report through consultation, data collection and verification, analysis, and synthesis. Their commitment to evidence-based reporting has ensured this document provides a credible national account of development budget implementation.

Brian Lenga
PERMANENT SECRETARY – MINISTRY OF NATIONAL PLANNING AND
DEVELOPMENT COORDINATION

EXECUTIVE SUMMARY

The 2024 Development Budget Implementation Report assesses whether or not development investments delivered the public services including infrastructure and socio-economic opportunities needed by Solomon Islanders. It provides a national assessment of progress, performance, and challenges in implementing government-funded development programmes aligned to the National Development Strategy 2016 – 2035 and the Medium-Term Development Plan (MTDP). Beyond conventional performance reporting, this assessment provides real life stories of how development investments are transforming lives across Solomon Islands - from farmers gaining mobile connectivity to students accessing education and atoll communities receiving life-saving cyclone warnings and to families that were supported to develop financial resilience.

This report is intended to inform policymakers, Parliamentarians, Provincial Governments, Development Partners, civil society, and the public, while strengthening transparency, accountability, and evidence-based decision-making.

2024 in Context: Fiscal and Implementation Environment

Implementation of the development budget in 2024 took place in an exceptionally constrained environment. The total development budget allocation was reduced to SBD500 million, representing a 57 percent decline from SBD1,171 million in 2023. This contraction reflected the Government's efforts to restore fiscal stability following substantial national expenditures related to the 2023 Pacific Games and the 2024 National General Election.

Economic growth moderated to 2.5 percent, down from 4.0 percent in 2023, as one-off construction and service-sector effects dwindled. At the same time, administrative attention and human resources were temporarily redirected toward election administration and political transition.

Overall National Performance Snapshot

Against this backdrop, national development performance in 2024 was constrained but remained resilient. Across all sectors, approximately 54 percent of development programmes were on track or having achieved planned outputs, while 46 percent experienced delays or underperformance. Although overall delivery remains below the level required to meet national targets, performance stabilized and improved relative to 2023, despite significantly reduced fiscal space.

This outcome indicates that while institutional delivery capacity is gradually recovering from recent shocks, system-wide constraints continue to limit the effectiveness and speed of implementation. Behind these statistics, however, are real people whose lives and opportunities have been shaped by whether development programmes succeeded or faced barriers.

What Was Achieved in 2024: Progress Under NDS Objectives

NDS Objective 1: Sustained and Inclusive Economic Growth

Investments in digital and transport infrastructure delivered nationally significant gains. The construction of 51 mobile telecommunications towers, with 26 already operational, expanded connectivity to previously unserved rural and remote communities. These investments transformed business operations for farmers and small enterprises, reducing transaction costs, improving market access, enabling mobile financial services, and strengthening access to health,

education, and emergency information. The commissioning of Taro and Kirakira airports improved transport connectivity for isolated provinces.

MSME financing mechanisms were operationalized, enabling SBD8.5 million in concessional credit to 72 local enterprises. Financial inclusion expanded rapidly, with over 320,000 active account users and women accounting for nearly half of all users. The youSave voluntary savings scheme reached 47,620 members with 54 percent women, exceeding gender parity targets. These financial services strengthened household resilience, enabled emergency access to credit, and provided secure savings mechanisms for market vendors and small business operators across Solomon Islands.

Progress was also recorded in value addition infrastructure (agricultural processing facilities), policy reforms (National Investment Policy, National Employment Policy, Industrial Policy), and sectoral strengthening across agriculture, fisheries, tourism, and energy sectors.

NDS Objective 2: Poverty Alleviated and Benefits More Equitably Distributed

Livestock development programmes demonstrated strong income impacts for participating farmers, with improved breeding stock and management practices generating substantial household income increases in some cases exceeding twenty-fold improvements. The programme successfully supported 30 existing breeding and multiplication farms, though expansion to new farms stalled due to budget constraints, preventing wider replication of these transformative income gains.

Aquaculture infrastructure reached operational readiness for future scaling, while community-based livelihood interventions strengthened household resilience and income diversification in participating communities. Food security initiatives advanced through support to smallholder agriculture, nutrition awareness, and community preparedness, though coverage remains uneven across provinces.

Social protection interventions supported vulnerable groups including women, youth, and persons with disabilities, delivering measurable improvements in household coping capacity where implemented. Water supply and sanitation projects improved access to safe water and sanitation facilities in selected communities and institutions.

NDS Objective 3: Access to Quality Health and Education

Delivery of primary health infrastructure improved markedly compared to the previous year, with completion and upgrading of health facilities reducing travel time for patients and expanding service catchment areas. Education infrastructure projects expanded access to secondary schooling in underserved provinces.

In Guadalcanal Province, education infrastructure development at Tenakoga Community High School exemplifies how these investments expand opportunity: overcrowding had forced the school to turn away 23 qualified students in 2023. The new two-storey classroom block and boys' dormitory, when completed in 2025, will increase enrollment capacity from 310 to 420 students, enabling 110 additional young people annually to access secondary education in a province where enrollment lags at just 38 percent.

These investments contributed to improved service availability and reduced access constraints, particularly in rural and peri-urban areas. However, quality and staffing challenges persist, with

shortages of trained health workers, teachers, medical supplies, and learning materials limiting service effectiveness in some locations.

NDS Objective 4: Resilient and Environmentally Sustainable Development

Targeted investments in early warning systems, community telecommunications, coastal protection, and waste management delivered meaningful resilience gains in high-risk communities. The Sikaiana Community Telecommunication System, launched in October 2024, has proven transformative for climate adaptation. When Tropical Cyclone Mal approached in December 2024, the system enabled 72-hour advance warnings, allowing the community to evacuate vulnerable residents, secure assets, and avoid the loss of life that occurred in previous storms. Combined with 2,400 mangrove seedlings planted for coastal protection, this integration of early warning systems and nature-based solutions demonstrates how climate adaptation can build meaningful resilience in vulnerable atoll communities.

Progress was recorded in environmental management, conservation planning, community-based resource management and disaster preparedness systems. REDD+ readiness, protected area management, and waste management initiatives advanced, strengthening the enabling environment for environmental protection. While national coverage remains limited, these interventions demonstrated the life-saving and livelihood-protecting value of integrated climate adaptation approaches.

NDS Objective 5: Unified Nation with Stable and Effective Governance

Community policing initiatives recorded measurable reductions in local crime and strengthened trust between communities and law enforcement. In Mbike Ridge (Bloody Ridge), East Honiara, community policing transformed neighborhood safety: crime dropped 68 percent, enabling residents to move freely through their communities without fear, businesses to operate without security concerns, and small-scale commerce to flourish. Market vendors now trade in the evenings, youth-led enterprises have opened, and former offenders now serve as community patrol volunteers. This shift from fear to partnership demonstrates how trust-based policing rebuilds not only community cohesion and public order but also creates the secure environment essential for economic activity, investment, and development.

Progress was made in advancing key governance reforms, including the National Employment Policy (80 percent completion), National Industrial Policy (90 percent completion), Apprenticeship and Traineeship Policy (endorsed), and progress on peace-building frameworks. Public financial management systems maintained fiscal discipline during the constrained resource environment, while oversight mechanisms continued to promote accountability and transparency.

Core governance and public order functions remained operational and resilient throughout the politically demanding year, including the national election period, demonstrating institutional stability and continuity.

System-Wide Challenges Affecting Performance

Performance shortfalls observed in 2024 were driven primarily by cross-cutting systemic constraints, rather than weaknesses in programme relevance or intent. These systemic constraints had real consequences for people and communities. The 25 completed SINBIP towers awaiting network connection represent farmers unable to check market prices and health clinics unable to coordinate emergency referrals. The stalled Garanga cattle project with materials procured but

unused, means that communities in Isabel Province continue waiting for livestock development support that could replicate the income transformation achieved which has affected local farmers in the Province like Michael Ravo.

Key constraints included:

- Persistent procurement and payment delays, particularly within Central Tender Board and Ministry of Finance and Treasury processes, forcing SBD113 million in commitments to roll over to 2025
- Land tenure and access challenges affecting infrastructure and economic development projects, delaying SINBIP tower deployment and solar installation projects
- Limited technical and project management capacity, especially at provincial level, causing the provincial airports programme to achieve only 20 percent completion despite budget availability
- Fragmented coordination across ministries for multi-sector initiatives, exemplified by the VHT facility installation failure when equipment was delivered but water supply infrastructure remained incomplete
- Weak linkage between budget allocations and delivery readiness, affecting efficiency and absorption

Key Messages Emerging from 2024

Several important national lessons emerge from the 2024 implementation experience:

- Development outcomes can be delivered under fiscal constraint, but only where systems, project readiness, and coordination are strong. The 26 operational SINBIP towers transformed communities; the 25 completed but non-operational towers did not.
- System efficiency matters as much as budget size. Some high-impact results were achieved with modest resources (community policing, youSave expansion), while other programmes stalled despite allocations (provincial airports at 20 percent despite funding).
- Connectivity investments are catalytic and transformative. Telecommunications infrastructure enables economic participation by reducing transaction costs, improving market access, and facilitating mobile financial services. Early warning systems demonstrate how connectivity saves lives through timely disaster information dissemination to vulnerable communities.
- Gender equity requires intentional design, not only participation. Although women represent 54 percent of youSave membership, MSME loan utilization shows gender gaps persist - women comprise 24 percent of recipients but receive only 16 percent of loan value. Addressing structural barriers including collateral requirements, business management skills gaps, and restrictive social norms is essential for translating participation into equitable economic outcomes.
- Completion matters more than initiation. Infrastructure at 70 percent completion delivers far more benefit than new projects at 10 percent. Operational facilities generate actual services and outcomes for communities; incomplete infrastructure generates zero benefit regardless of investment. Prioritizing project completion over new initiatives accelerates development impact and improves return on investment.
- Addressing procurement, land access, and delivery capacity constraints would unlock significantly higher returns from existing development spending. Resolving these systemic bottlenecks would enable successful interventions to scale from isolated examples to widespread impact across communities.

Without targeted system-level reforms, future development performance will remain uneven and national targets will remain at risk.

Development Impact and Human Stories

This report's achievements went beyond statistics, reflecting real improvements in lives across Solomon Islands. Human-interest stories illustrate how investments translated into tangible outcomes at household and community levels. Development effectiveness is measured not by outputs or budgets, but by farmers accessing markets, families building resilience, students gaining education, communities preparing for climate risks, and citizens living safely. By combining quantitative performance data with qualitative experiences, the report demonstrates that well-implemented investments create pathways to opportunity, security, and dignity across all provinces.

Strategic Recommendations

To improve implementation effectiveness and ensure development investments generate measurable results that improve citizens' lives, seven strategic recommendations are proposed:

1. Strengthen procurement and financial management systems, establishing dedicated development project approval pathways with 30-day maximum processing timelines and development project bank accounts to eliminate payment delays
2. Accelerate land tenure resolution through reactivation of the Cabinet-endorsed taskforce with clear timelines and standardized acquisition protocols
3. Enhance institutional capacity through strategic recruitment of technical specialists and establishment of project management units within key ministries
4. Improve inter-ministerial coordination through institutionalized quarterly review meetings and integrated implementation schedules
5. Sustain critical programme investments by maintaining consistent budget allocations for foundational programmes and prioritizing completion of partially implemented projects
6. Enhance monitoring and reporting systems through quarterly performance tracking and expanded ground-truthing
7. Strengthen provincial implementation capacity through training, technical support, and adequate budget allocation

Looking Ahead

The 2024 experience highlights both the resilience and the limitations of the national development delivery system. While tangible benefits continue to reach citizens across the country, accelerating progress toward the NDS 2035 objectives will require renewed focus on strengthening systems, improving coordination, and aligning resources with delivery capacity.

The evidence is clear: development investments change lives when systems function effectively. Improved connectivity, financial inclusion, expanded educational access, enhanced climate resilience, and strengthened public safety demonstrate what is achievable through well-implemented programmes. The pathway is defined through seven strategic recommendations addressing systemic bottlenecks. The development aspirations remain firmly in sight.

The task now is to move with coordinated commitment to translate these recommendations into results that improve the well-being of every Solomon Islander. The detailed analysis and recommendations presented in the subsequent sections of this report provide a foundation for informed dialogue and collective action by Government, Parliament, development partners, provincial authorities, civil society, and communities to improve development effectiveness in the years ahead.

1.0 INTRODUCTION

The 2024 Development Budget Implementation Report assesses whether or not development investments delivered the services, infrastructure, and opportunities Solomon Islanders needed. It examined performance across all sectors under the National Development Strategy (NDS) 2016-2035 and Medium-Term Development Plan (MTDP), analyzes systemic constraints that prevented fuller achievement, and presented evidence-based recommendations for strengthening implementation effectiveness in 2025 and beyond.

This report is intended to inform policymakers, Parliament, Provincial Governments, Development Partners, civil society, and the public, while strengthening transparency, accountability, and evidence-based decision-making.

1.1 Purpose and Scope of the Report

This report serves multiple interconnected purposes:

Performance Assessment: It provides an objective assessment of the 2024 development budget implementation across all five NDS objectives, measuring progress against planned outputs and outcomes.

Evidence-Based Analysis: It analyzes both what was achieved and why certain programmes succeeded while others faced constraints, using quantitative performance data combined with qualitative evidence from field verification and stakeholder consultation.

Accountability and Transparency: It demonstrated to Parliament, development partners, and citizens how public resources were utilized and what results were generated, supporting informed oversight and public accountability.

Learning and Improvement: It identified systemic lessons and patterns that could inform more effective resource allocation, programme design, and implementation approaches in subsequent years.

1.2 Methodology, Approach and Scope of the Report

This report employed a mixed-methods approach, integrating quantitative performance data with qualitative evidence to provide a comprehensive assessment of development effectiveness at the national level. The analysis focuses on outcomes, performance trends, and delivery effectiveness. Evidence is synthesised from implementing agencies, sector reports, performance data, and qualitative case examples to assess:

- What changed nationally in 2024,
- Where progress was achieved,
- Where performance was uneven or constrained, and
- What this implies for future implementation.

Data Collection and Verification

Performance data was collected from all implementing ministries and agencies through standardized reporting templates aligned to the NDS Performance Framework. Where possible, reported data was verified through physical site visits, photographic documentation, and direct observation of development programme implementation. Financial data was validated against Ministry of Finance and Treasury records and Central Tender Board documentation.

Analytical Framework

The report assesses performance against three dimensions:

1. output delivery – whether planned activities and infrastructure were completed;
2. outcome contribution - whether outputs are generating the intended benefits for communities; and
3. system effectiveness - whether implementation systems, processes, and coordination mechanisms functioned adequately.

Human-Interest Story Integration

Development effectiveness is ultimately measured not by outputs completed or budgets disbursed, but by whether or not investments improve people's lives and expand opportunities. To demonstrate this human dimension, the report integrates narrative accounts and figures illustrating how programmes translate into tangible outcomes at household and community level. These stories are included to illuminate performance and outcomes, not as standalone narratives.

Limitations

This report reflects data available as of December 2024. Some programmes with long implementation timelines show progress that will only generate measurable outcomes in subsequent years. Performance assessment focuses on implementation effectiveness rather than development impact evaluation, which requires longer-term measurement. Data quality varies across sectors, with some areas having stronger monitoring systems than others.

1.3 National Development Strategy Context

The National Development Strategy 2016–2035 articulates Solomon Islands' long-term vision for inclusive economic growth, social development, environmental sustainability and effective governance. It provides the overarching framework guiding medium-term planning, annual budgeting and sectoral strategies across Government.

Implementation of the NDS is operationalised through successive Medium-Term Development Plans (MTDPs), sector programmes and the annual national budget. Progress toward the NDS objectives therefore reflects the combined performance of policies, investments and institutional systems across Government.

1.4 Reporting Year Context and Fiscal Operating Environment (2024)

The 2024 implementation year was characterised by a challenging and complex operating environment, including:

- Continued fiscal constraints following recent economic shocks,
- Heightened climate and disaster risks, and
- A national election period, which placed additional demands on public institutions and administrative systems.

The fiscal context within which National Development Strategy interventions were implemented in 2024 is illustrated in Figure 1, which presents the distribution of the development budget across sectors and the overall resource envelope available for implementation.

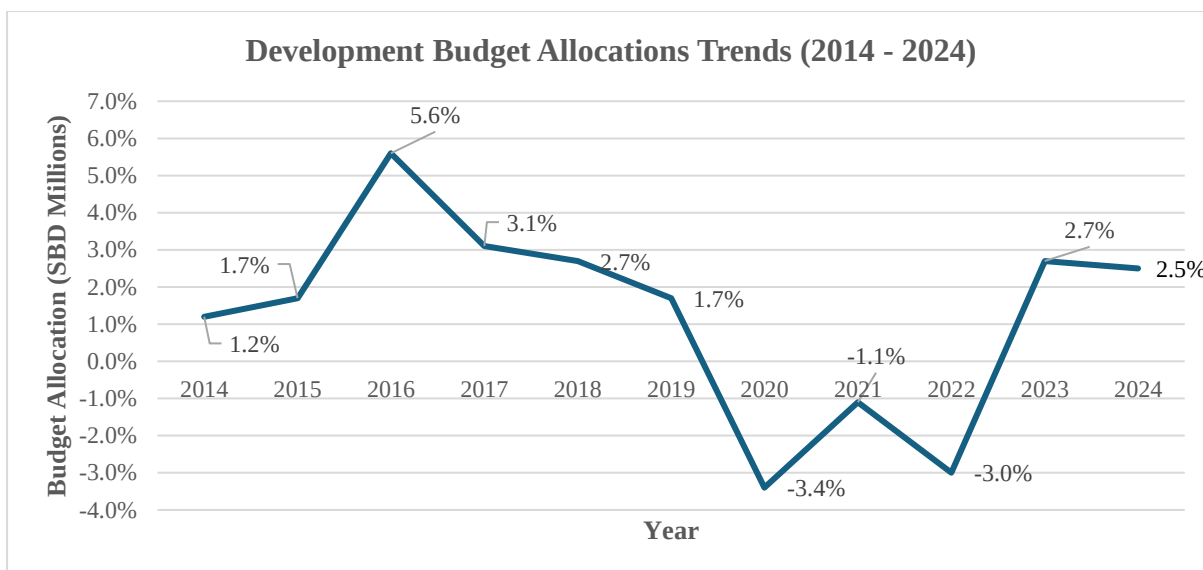


Figure 1: Development Budget Allocation trends (2014-2024)

Despite these pressures, Government institutions delivered progress across several priority areas. At the same time, constraints related to scale, capacity, and financing continued to shape overall performance outcomes.

1.5 Audience and Use of the Report

This report is intended for a broad national audience involved in, or affected by, implementation of the National Development Strategy. Its primary users include Cabinet and senior policymakers, MNPDC and implementing ministries and agencies, Parliament in its oversight and accountability role, Provincial Governments, Development Partners, civil society organisations, the private sector, and the general public.

The report is designed to support evidence-based decision-making, coordination and accountability. It informs policy prioritisation and implementation focus within Government, supports Parliamentary scrutiny and public transparency, and provides a common evidence base for development partners and stakeholders to align support with national priorities.

1.6 Structure of the Report

This report is structured to provide a clear and coherent national assessment of progress toward the National Development Strategy in 2024:

- Section 1 – Introduces the purpose, scope, reporting context, and institutional framework for the report
- Executive Summary – Provides a concise national overview of performance, and recommendation.
- Section 2 – Presents performance analysis across the five NDS objectives, including outcome evidence and trends
- Section 3 – Sets out national conclusions and priority decision directions to guide future implementation

Together, these sections provide an integrated and evidence-based account of development budget implementation and national performance in 2024.

2.0 PROGRESS TOWARDS NATIONAL DEVELOPMENT STRATEGY OBJECTIVES

This section presents a national synthesis of development budget implementation performance in 2024, organised around the five strategic objectives of the National Development Strategy 2016–2035. It assesses not only what was delivered, but what changed nationally as a result of those investments and why performance varied across sectors.

The analysis moves beyond activity-level reporting to examine delivery effectiveness, budget utilization, and system readiness, recognising that development outcomes depend as much on institutional and implementation capacity as on the scale of financial allocations.

National Performance Overview Across NDS Objectives

Development performance in 2024 was uneven across the five NDS objectives, reflecting differences in delivery maturity, project readiness, and exposure to cross-cutting constraints such as procurement delays, land access challenges, and technical capacity limitations.

At a national level:

- Objectives linked to infrastructure, connectivity, and policy reform demonstrated comparatively stronger performance, benefiting from multi-year investments, clearer implementation pathways, and accumulated institutional experience.
- Objectives focused on poverty reduction, livelihoods, and environmental sustainability showed mixed results, with strong impacts in selected locations but limited national coverage.
- Objectives requiring high levels of coordination, decentralised delivery, or land access were more vulnerable to delays and under-execution.

These patterns underline the importance of sequencing, prioritisation and system alignment in achieving national development outcomes.

From Outputs to Outcomes: What the 2024 Results Show

While many programmes delivered planned outputs such as infrastructure assets, policy frameworks, and service facilities - their contribution to national outcomes varied depending on scale, functionality, and integration with complementary systems.

Key national outcome-level signals from 2024 include:

- Expanded access and opportunity, particularly through digital connectivity, financial inclusion, and transport infrastructure
- Improved service availability in health and education, though access gaps persist across provinces
- Strengthened household resilience in communities reached by livelihood, livestock and financial inclusion interventions
- Enhanced safety, cohesion, and trust in communities benefiting from governance and policing initiatives
- Targeted climate resilience gains, albeit with limited national reach

These outcomes demonstrate that development investments are generating real and measurable benefits, but also highlight that coverage, scale, and sustainability remain key constraints.

Budget - Delivery Linkage

The 2024 development budget experience provides important insights into the relationship between resource allocation and delivery performance.

Despite a 57 percent reduction in development budget allocations, delivery performance stabilised and in some sectors, improved. This reflects:

- Completion of multi-year projects initiated in earlier periods
- More focused prioritisation in the face of constrained resources
- Accumulated institutional learning and delivery experience

At the same time, under-execution in several areas illustrates that budget allocation alone does not guarantee delivery. Programmes with unresolved land issues, weak procurement readiness or limited technical capacity struggled to convert allocations into outputs and outcomes.

This underscores the need for stronger alignment between budget decisions, project readiness, and delivery capacity.

Cross - Cutting Constraints Affecting All Objectives

Across all five NDS objectives, a common set of systemic constraints influenced performance:

- Lengthy procurement, payment approval processes and funds availability
- Land tenure and access challenges, particularly for infrastructure and economic development projects
- Limited technical, engineering and project management capacity, especially outside Honiara
- Fragmented inter-ministerial coordination for programmes spanning multiple sectors
- Weak integration between planning, budgeting and monitoring systems

These constraints had a greater impact on performance than sector-specific issues and point to the need for system-level reforms to unlock higher development returns.

Structure of the Analysis That Follows

Sections 2.1 to 2.5 present consolidated progress under each NDS objective. For each objective, the analysis:

- Summarizes the national intent and strategic focus
- Highlights key outcomes achieved in 2024
- Assesses delivery performance and budget utilisation
- Identifies binding constraints and emerging opportunities
- Draws out lessons relevant to future planning and implementation

Together, these sections provided a coherent picture of how development investments performed in 2024, where progress accelerated and where corrective action was required to strengthen national development outcomes.

2.1 NDS Objective 1: Sustained and Inclusive Economic Growth

NDS Objective 1 seeks to achieve sustained and inclusive economic growth by increasing productivity, expanding economic opportunity, improving connectivity, and strengthening the enabling environment for private sector led development. The objective is underpinned by four Medium-Term Strategies: reinvigorating inclusive growth; improving the investment and

business environment; expanding climate-resilient infrastructure; and strengthening land reform to unlock productive use of land.

In 2024, implementation under Objective 1 occurred within a highly constrained fiscal and administrative environment, yet it remained one of the stronger-performing objectives in relative terms. This reflects the maturity of several multi-year investments, particularly in infrastructure, connectivity, and policy reform, as well as accumulated institutional experience within key delivery agencies.

Performance Verdict for Objective 1

Overall performance under Objective 1 in 2024 was moderate but improving, demonstrating resilience despite fiscal contraction.

- Delivery improved compared to 2022 and 2023, even with a 57 percent reduction in development budget allocations
- Progress was strongest in connectivity, digital infrastructure, financial inclusion and policy reform
- Performance was weakest where projects depended on land access, complex procurement or specialised technical capacity

While the absolute rate of output completion remained below national ambition, the progress was positive, indicating that focused prioritisation and completion of ongoing investments could yield results even under constrained conditions.

National Economic Context

The economy grew by 2.5 percent in 2024, moderating from 4.0 percent in 2023 as Pacific Games related activity tapered. Growth was supported by fisheries, construction, donor-financed infrastructure, and steady household consumption. Forestry activity continued its structural decline toward sustainable harvest levels, while agricultural production was mixed, with cocoa showing modest improvement and palm oil and copra remaining subdued.

These conditions reinforced the importance of diversification, value addition and connectivity as central pillars of inclusive growth.

What Changed Nationally in 2024

Expanded Connectivity and Market Integration

The most nationally significant outcome under Objective 1 was the expansion of digital connectivity. The construction of 51 mobile telecommunications towers, with 26 already operational, extended mobile services to previously unserved communities across multiple provinces.

This investment produced system-wide economic effects:

- Reduced transaction costs for farmers and traders
- Improved access to price information and buyers
- Enabled mobile financial services and digital payments
- Strengthened access to health, education and emergency services

Connectivity investments demonstrated strong multiplier effects, reinforcing their role as high-impact economic enablers. **Strengthened Financial Inclusion and MSME Support**

Financial inclusion expanded rapidly in 2024, with over 320,000 active users of formal and semi-formal financial services. Women accounted for nearly half of all active users, indicating progress toward inclusive access.

The operationalisation of MSME credit facilities, supported by SBD 8.5 million in concessional financing, enabled access to capital for 72 enterprises across multiple sectors. These interventions supported business continuity, employment and local value creation, although gender disparities in loan value allocation persist.

Value Addition and Productive Sector Development

Progress in agriculture, fisheries, timber processing and downstream manufacturing remained uneven but strategically important. Investments in cassava processing, kava, cocoa, coconut value addition, and timber processing advanced physical infrastructure and enterprise readiness, laying the foundation for future scaling.

While many initiatives did not reach full operationalisation in 2024 due to payment and procurement delays, the completion of physical works and policy groundwork represents forward momentum, rather than stalled development.

Policy and Institutional Reform

Objective 1 also benefited from progress in policy and regulatory frameworks, including advancement of the National Investment Policy, National Employment Policy, Industrial Policy and Special Economic Zone legislation. These reforms strengthen the enabling environment for private investment and labour market development, with impacts expected to materialise over the medium term rather than immediately.

Budget - Delivery Linkage under Objective 1

The experience of Objective 1 in 2024 illustrates a critical national lesson: delivery outcomes were shaped less by allocation size and more by delivery readiness.

- Programmes with clear designs, resolved land access and mature procurement processes continued to advance despite reduced budgets.
- Projects with unresolved land issues or complex procurement stalled, regardless of allocation.
- Completion of multi-year projects drove performance improvements without significant new spending.

This reinforces the need for selectivity, sequencing and completion-focused planning in future budgets.

Binding Constraints Affecting Performance

Despite relative strength, Objective 1 continued to face several constraints:

- Delays in Central Tender Board approvals and MoFT payment processing
- Land tenure and acquisition challenges, particularly for growth centres and infrastructure
- Limited technical and engineering capacity, affecting project supervision and rollout
- Fragmented coordination across ministries for multi-sector economic initiatives

These constraints limited scale, slowed commissioning and delayed realisation of full economic benefits.

Key Implications for Inclusive Economic Growth

The 2024 results under Objective 1 suggested that Solomon Islands was building the foundations of inclusive growth, particularly through connectivity, financial inclusion and policy reform. However, sustaining and accelerating this trajectory will require:

- Prioritising completion and functionality over expansion of new initiatives
- Resolving land and procurement bottlenecks for economically strategic projects
- Strengthening provincial delivery capacity to broaden geographic impact
- Addressing gender disparities in access to finance and economic opportunity

2.1.1 Macroeconomic and Sector Performance

Economic conditions in 2024 provided a stable but moderate platform for inclusive growth. Real GDP grew by an estimated 2.5 percent¹, reflecting a slight moderation from 2023 following the tapering of Pacific Games related activity. As shown in Figure 2, economic growth rebounded from the pandemic-induced contractions of 2020 - 2022, recovered to positive territory in 2023 and moderated in 2024, remaining below the sustained growth rates required to achieve the National Development Strategy's long-term ambitions.

Figure 2 illustrates that while Solomon Islands has recovered from the pandemic-induced contractions of 2020 - 2022, the economy remains on a moderate growth trajectory. Current growth levels remain below the sustained rates required to achieve the National Development Strategy ambition of broad-based and inclusive economic expansion. This reinforces the need to accelerate productivity-enhancing investments particularly in connectivity, value addition, and market integration rather than relying on cyclical or one-off growth drivers.

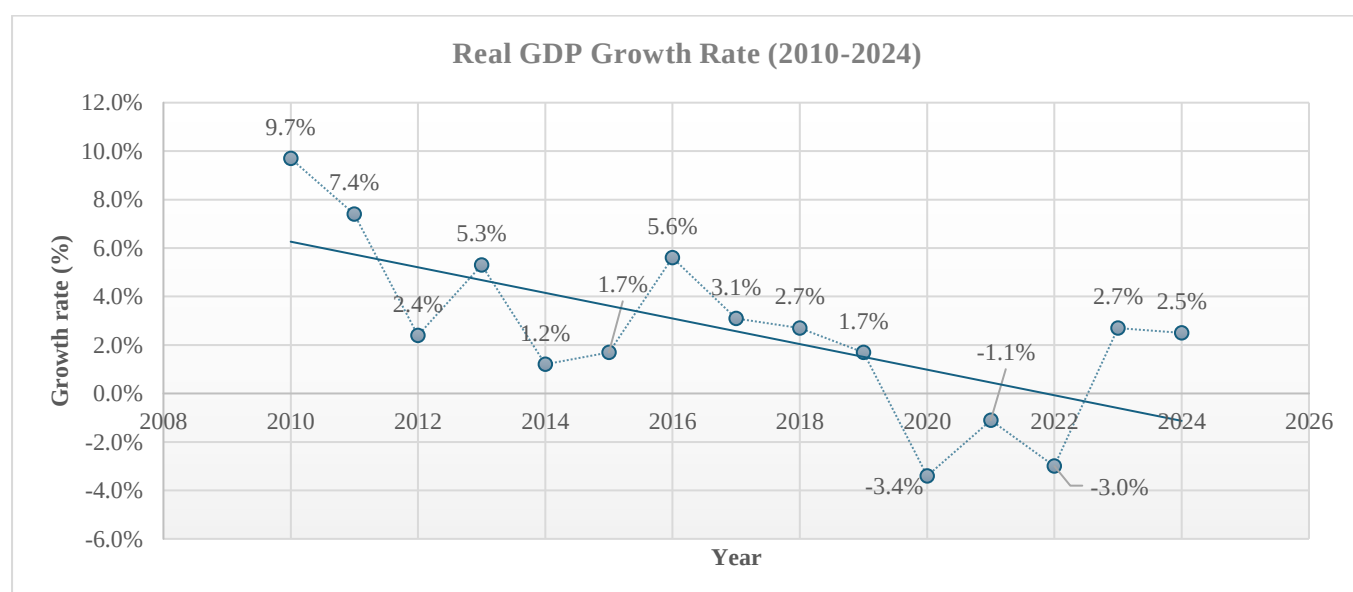


Figure 2: Real GDP Growth rate (2010-2024)²

Sectoral performance reinforced the importance of diversification and value addition. Fisheries recorded strong gains under favourable conditions, while agriculture remained mixed, with cocoa showing modest improvement, but palm oil and copra production constrained. These dynamics

¹ Macroeconomic indicators reported in this section are based on the latest available estimates from the Central Bank of Solomon Islands at the time of report finalisation.

² Solomon Islands National Statistics Office, *Gross Domestic Product publication, 2003–2024* (October 29, 2025), <https://statistics.gov.sb/wp-content/uploads/2025/10/GDP-Publication-2003-2024-29102025.pdf>.

underscore the need to accelerate productivity, processing and market access rather than reliance on volume-based primary exports.

2.1.2 Productive Sectors: Agriculture, Export Crops and Value Addition

Interventions in agriculture and export crops focused on laying the foundations for value addition and market integration, rather than immediate production expansion. Investments in cassava processing infrastructure, export-oriented crops such as kava, vanilla, cocoa and copra, and planting material development advanced physical readiness and farmer participation.

While several initiatives did not reach full operationalisation in 2024 due to payment sequencing and procurement delays, the completion of processing facilities and bulking infrastructure represents strategic progress toward reducing post-harvest losses and improving export competitiveness.

Strengthening Rural Market Access: Copra Value Chain Improvements in North Malaita

Mr Aelia, a copra farmer from Manakwai Village in North Malaita, once saw a good harvest as little guarantee of a good income. The nearest buying point was Auki - the provincial capital - accessible only via a severely deteriorated northern road. Each trip consumed time and money that ate directly into his margins. *“Before, we had to transport our copra all the way to Auki, which was costly and time-consuming. With the road in poor condition, travel had become even more difficult. We would often spend more on transport than we earned,”* he explains.

The establishment of a copra buying centre at Malu’u, supported through Development Budget investment, changed the economics entirely. Farmers no longer bear the full cost of travelling to Auki. A locally operated copra dryer - owned by a private entrepreneur and supported by rural infrastructure improvements - now ensures produce meets market quality standards, enabling farmers to command consistently better prices. Farmers in the area now collectively sell between 50 and 60 bags of copra per day at approximately SBD 7.50 per kilogram, well above previous rates. *“The price we receive now is much better. With improved market access and rising world prices, our income has increased and we are motivated to produce more,”* Mr Aelia says.



Figure 3: Copra shed dryer in Manakwai



Figure 4: Malu'u Buying Center

Increased earnings have enabled families in the area to cover school fees, food, healthcare, and small home improvements. Indirect employment has grown in copra processing, transportation, and trading across the community. Mr Aelia's story reflects a national pattern: where rural market access infrastructure is strengthened - buying centres, processing facilities, and road connections - smallholder farmers convert productive capacity into real income gains. This case demonstrates that targeted investment in agricultural market infrastructure delivers direct poverty reduction and household resilience outcomes.

This case illustrates how community-owned enterprises can bridge the gap between subsistence farming and market participation. The story highlighted was not just about drying copra—it's about empowering rural communities to become active players in the national economy while benefiting small scale informal employment and direct financial access. At the national level, copra processing increases product value and remains a key agricultural export commodity for the country, strengthening foreign exchange. Collectively, small scale agriculture markets contribute to national GDP, showing how micro-level initiatives scale up to macroeconomic benefits.

2.1.3 Value Addition and Downstream Processing

Value addition initiatives under Objective 1 advanced incrementally but strategically, with physical infrastructure for timber processing and agro-processing largely completed or nearing completion. These investments are central to shifting the economy away from low-value raw exports toward higher domestic value retention and employment generation.

However, delayed final payments and commissioning constrained full operationalisation, limiting short-term economic returns. The issue was not technical feasibility, but system readiness and payment flow.

2.1.4 Trade, Export Promotion and Private Sector Development

Support to trade and export development strengthened enterprise readiness and international visibility, including preparation for global trade expos and capacity building for export-oriented SMEs. These interventions enhanced market awareness and compliance, although direct export growth impacts remain medium-term.

Private sector development advanced more strongly through financial instruments than advisory services. MSME financing facilities enabled access to capital for 72 enterprises, while policy reforms (MSME Bill, investment frameworks) progressed toward enactment.

2.1.5 Economic Growth Centres and Industrial Development

Progress on economic growth centres remained below national expectations, constrained primarily by land access, approval processes and preparatory readiness. While planning and consultations advanced at Suava Bay and Gozoruru, physical development was limited.

Legislative progress on Special Economic Zones represents a critical structural milestone, providing the policy foundation for future investment concentration once enabling conditions are resolved.

2.1.6 Infrastructure Development (Digital and Transport Connectivity)

Connectivity infrastructure delivered the strongest national impact under Objective 1. The construction of 51 telecommunications towers - 26 already operational - extended mobile services to previously unserved communities, producing immediate economic and social benefits.

These investments demonstrated clear multiplier effects across agriculture, finance, health, education and disaster response, confirming digital infrastructure as a high-return public investment.

Opening Temotu to the World: The Santa Cruz Airfield Upgrade and What It Means for Solomon Islands' Most Remote Province

For decades, Temotu Province - Solomon Islands' most geographically isolated province, sitting 645 kilometers from Honiara - lived with an airfield that its location made essential and its condition made unreliable. The original 915-metre grass and topsoil runway at Lata Airport regularly became waterlogged during rainfall, restricting operations to small Twin Otter aircraft and generating frequent cancellations that cut off communities from health services, government, and commerce. Grace Kava, Solomon Airlines' Temotu officer, describes the change that followed the SIRAP 2 upgrade completions in unambiguous terms. *"There has been a significant reduction in flight cancellations. The airfield now meets aviation safety standards, allowing Dash-8 aircraft to operate the Honiara-Lata route. Before the upgrade, there were only two flights per week. Now there are three - on Tuesdays, Thursdays, and Sundays. Customers who used to complain are now seeing the difference and looking forward to the new terminal,"* she says.



Figure 6: Lata Airport runway upgrade project

The upgrade was substantial. Under World Bank support through SIRAP, the runway was extended from 915 to 1,335 metres, with a further 400-metre addition underway. Seawalls were constructed at both the northwestern end (six metres, ten layers of sandbags) and southeastern end (three metres, five layers) to protect against storm surge in an area of high climate exposure. PAPI approach lighting - a first for any domestic airport in Solomon Islands - and two windsocks were installed, making Lata the best-equipped domestic airfield outside Henderson International. A new terminal building is in foundation stage at the time of the field visit.

Cedric Takilmwa, owner of Eastender Travels in Lata, sees the upgrade as the foundation for

something larger. *"Most of my travellers right now are from NGOs and government. But I am positive - consistency of flights will bring more visitors in the coming years. And with the historic border trade agreement Temotu signed with Torba Province in Vanuatu in 2025, the upgraded airfield becomes a gateway for international tourism between our two countries,"* he explains. The Lata Airport upgrade delivers on both: connecting a remote province to national economic life while building the climate-resilient infrastructure that safeguards that connection against rising storm and sea-level risks for decades to come.

The case study above justifies that Infrastructure development plays a significant role in connecting our people and remote islands. With improved infrastructure such as airstrips, air transportation becomes a safe route that anyone can take, especially when traveling to our remote islands. It provides fast and reliable service for workers, tourists, and the general public. In addition, enhanced transport services bring replicable benefits to our remote islands, enabling the swift and effective movement of people and goods that are essential for improving health, education, and security services. Overall, infrastructure development is the backbone for unlocking other planned initiatives in the country. It bridges people to vital services and connects our islands to the rest of the world.

2.1.7 Regulatory and Institutional Strengthening

Policy and regulatory reforms advanced steadily, including the National Investment Policy, Employment Policy, Industrial Policy, and labour market reforms. While these initiatives do not generate immediate outputs, they strengthen the enabling environment for inclusive growth and private investment.

Their impact will depend on timely endorsement, implementation and institutional follow-through.

2.1.8 Strategic Resource and Enabling Sectors

(Biosecurity, Fisheries, Energy, Mining, Forestry and Environmental Sustainability)

Several strategic sectors under Objective 1 play a foundational role in sustaining inclusive economic growth, export competitiveness and long-term resource resilience. In 2024, performance across these sectors was mixed but strategically important, with progress concentrated in regulatory systems, export facilitation and groundwork for future investments rather than immediate large-scale output expansion.

Biosecurity systems recorded meaningful institutional gains, most notably the full implementation of electronic phytosanitary certification (e-phyto) with key trading partners. This reform reduced export processing times, strengthened traceability and enhanced international confidence in Solomon Islands' agricultural exports. Surveillance capacity improved through infrastructure upgrades and commencement of laboratory construction, though operational gaps remain due to staffing shortages and incomplete treatment facilities.

The fisheries sector advanced preparatory work for major investments, including the Bina Harbour tuna processing initiative and completion of infrastructure at selected provincial fisheries centres. These efforts strengthened future export and value-addition prospects but delivered limited short-term economic impact due to land access constraints, delayed procurement, and incomplete equipment installation.

Energy sector investments continued to underpin growth-enabling infrastructure, particularly through renewable energy initiatives and ongoing works on large-scale generation projects. While commissioning timelines extend beyond the reporting period, progress in regulatory reform and rural electrification improved the foundation for reduced energy costs and improved investment attractiveness.

Mining and minerals contributed to export earnings and fiscal revenues, with continued production from major mining operations. Institutional strengthening and geological mapping

progressed incrementally, although downstream mineral processing initiatives remained constrained by funding and technical capacity limitations.

Forestry sector reforms focused on sustainability and long-term resource management. Progress under REDD+ readiness and forest governance frameworks supported climate finance access and preservation of the natural resource base, though reforestation and plantation expansion remained below ambition due to funding and procurement constraints.

Enhancing Rural Coastal Incomes through Seaweed Aquaculture in Isabel Province

Mr and Mrs Reuben Seulu have farmed seaweed from the reefs near Keto Island, Isabel Province, for over a decade. Their farm - like those of more than 20 other small-scale operators in and around Kia - grows *Kappaphycus alvarezii* (cottonii) on ropes in shallow coastal waters, providing a primary source of family income. But farming from a small island presents challenges that policy rarely anticipates. *“We always run out of water. We have to travel by boat quite a distance to another island just to fetch enough water. It really consumes our time and slows down our work,”* Mrs Seulu explains.

Water scarcity is one of several constraints facing Kia’s seaweed farmers, alongside high sea transport costs, inconsistent access to materials, and limited formal training. Support from the Ministry of Fisheries and Marine Resources (MFMR), Constituency Development Funds, and international partners reaches the area unevenly - with roughly 70 percent of interviewed farmers reporting insufficient access to ropes, tanks, and protective equipment. Many farmers, like Reuben, learn entirely through trial and error, unaware of the quality standards required for export.

Despite these barriers, more locals in Kia are entering seaweed farming each year, reflecting growing recognition of the sector’s livelihood potential. Solomon Islands leads the South Pacific in seaweed production, and Isabel Province is a growing contributor. This case demonstrates that the potential of the fisheries and marine resources sector to deliver inclusive livelihoods - will only be realised when support is consistent, equitably distributed, and reaches farmers where they live and work.



Figure 7: A local seaweed farmer at Kia Island, Isabel Province

The case illustrates the expansion of the fisheries sector to the islands of Isabel Province, specifically through seaweed farming, which has long been part of the daily work of villagers in and around Kia Island. This initiative provides locals with the opportunity to build a sustainable livelihood by utilizing their existing sea resources, manpower, and traditional knowledge to earn

a steady income. The project has not only benefited the people of Isabel Province but has also increased exports to China, creating a new stream of foreign exchange earnings for the Solomon Islands. Moreover, seaweed farming is environmentally friendly, helping to balance economic growth with marine conservation.

2.1.9 Performance Analysis and Trends

Performance trends under Objective 1 show gradual but consistent improvement in delivery effectiveness between 2022 and 2024, even as overall achievement rates remain below national ambition. The number of achieved outputs increased steadily over the period, while the proportion of unachieved outputs declined in 2024.

This improvement occurred despite a substantial contraction in available development financing, indicating that focused prioritisation, completion of multi-year investments, and accumulated institutional learning can offset fiscal constraints to a degree. However, the continued dominance of unachieved outputs confirms that programme scope still exceeds delivery capacity, particularly in procurement throughput, technical supervision and project readiness.

Figure 3 highlights a consistent national pattern under Objective 1: delivery performance is improving, but the gap between planned and achieved outputs remains substantial. The improvement observed in 2024 - despite a sharp reduction in development budget allocations - reflects stronger prioritisation and completion of multi-year investments. At the same time, the persistently high proportion of unachieved outputs confirms that programme scope continues to exceed procurement throughput, technical capacity and project readiness.

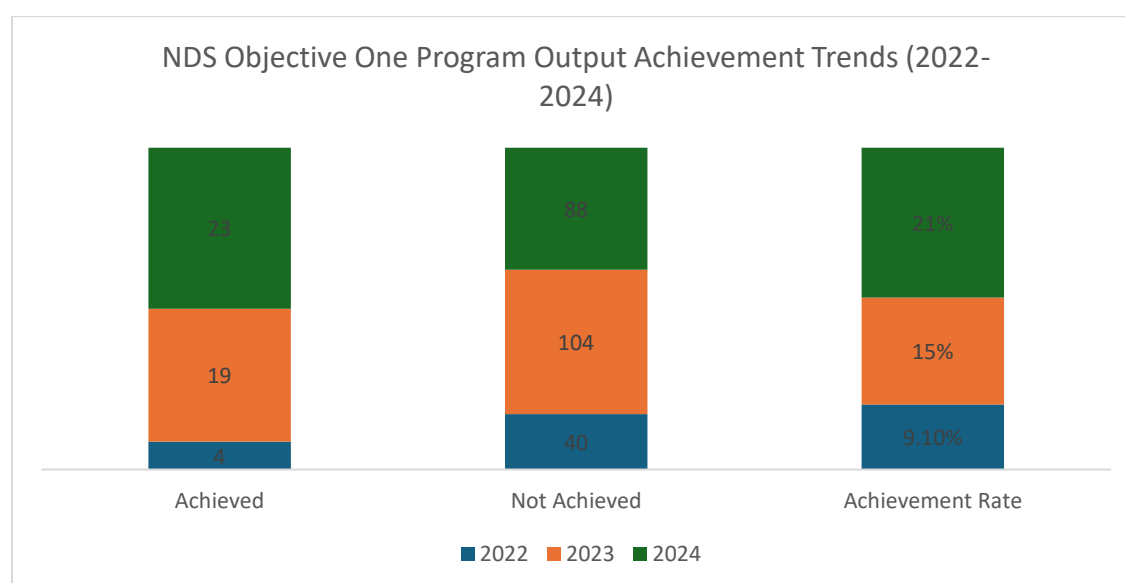


Figure 8: The year-on-year performance of development programmes under NDS Objective 1

2.1.10 Performance Implications

Performance under NDS Objective 1 in 2024 demonstrates that economic outcomes were strongest where interventions focused on completion, functionality, and alignment with existing delivery systems. Investments in infrastructure, connectivity, and livelihood support generated tangible localised results, particularly where implementation capacity was established and financing was predictable.

However, progress across the objective remained uneven at national scale. Constraints related to fiscal space, institutional capacity, land tenure, and procurement processes limited the pace and reach of implementation, with several interventions achieving outputs without yet translating into broader outcome-level change. The evidence indicates that fragmentation across subsectors and the introduction of new initiatives under constrained conditions diluted overall impact.

The performance pattern suggests that future gains under Objective 1 will depend less on expanding the range of interventions and more on consolidating, scaling, and sustaining those with demonstrated results, while addressing systemic delivery bottlenecks. Strengthening the link between investment prioritisation, implementation readiness, and outcome monitoring will be critical to accelerating progress toward sustained and inclusive economic growth.

2.2 NDS Objective 2: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed

National Intent and Strategic Focus

NDS Objective 2 seeks to reduce poverty and vulnerability by improving access to basic needs, strengthening household resilience, and ensuring food security for all Solomon Islanders. The objective emphasises inclusive service delivery, targeted support to vulnerable groups and interventions that reduce exposure to economic, health, and climate-related shocks.

In 2024, progress under Objective 2 occurred in a highly constrained fiscal environment, with implementation affected by reduced development allocations, administrative disruption linked to the national election, and persistent delivery bottlenecks at community and provincial levels. Despite these constraints, measurable gains were recorded in selected areas, particularly where interventions were well targeted and operationally mature.

Performance Verdict for Objective 2

Overall performance under Objective 2 in 2024 was mixed and uneven.

- Targeted interventions addressing household resilience, social protection and food security delivered tangible benefits in participating communities
- National coverage remained limited and several programmes experienced delays or partial implementation
- Performance was strongest where delivery relied on existing community structures and partnerships
- Performance weakened where interventions required complex procurement, inter-ministerial coordination or new delivery mechanisms

While Objective 2 continues to deliver meaningful outcomes for beneficiaries reached, scale and consistency remain the principal national challenge.

What Changed Nationally in 2024

Household Resilience and Social Protection

Interventions supporting household resilience contributed to improved coping capacity among vulnerable groups, particularly women, youth and low-income households. Targeted livelihood support, nutrition initiatives, and social assistance programmes helped mitigate the impacts of rising living costs and economic uncertainty.

However, these gains were geographically concentrated, and national-level poverty reduction effects remain constrained by limited programme reach and uneven implementation across provinces

Food Security and Nutrition

Food security initiatives advanced incremental improvements in local food production, nutrition awareness and community-level preparedness. Support to smallholder agriculture, fisheries-based nutrition and school feeding initiatives strengthened access to food in participating locations.

Climate variability, supply chain constraints and delayed input delivery affected overall performance. While food security outcomes improved in some communities, structural vulnerabilities persist, particularly in remote and climate-exposed areas.

Access to Basic Services

Progress was recorded in expanding access to essential services, including water, sanitation, health outreach and education support for vulnerable populations. These interventions improved quality of life and reduced service access barriers for beneficiary households.

Nonetheless, service delivery remains uneven across provinces, with capacity constraints at subnational level limiting scale and sustainability.

Budget - Delivery Linkage under Objective 2

The 2024 experience under Objective 2 reinforces a critical national lesson: interventions that are community-based and operationally simple perform better under fiscal constraint.

- Programmes leveraging existing delivery platforms advanced despite reduced funding
- Initiatives requiring new systems or complex procurement were more likely to stall
- Under-execution in several areas reflected delivery readiness gaps, not lack of demand or relevance

This highlights the importance of designing poverty and food security programmes that are scalable, adaptable, and resilient to fiscal and administrative shocks.

Cross-Cutting Constraints Affecting Performance

Across Objective 2, several recurring constraints limited national impact:

- Limited fiscal space, restricting scale and continuity of interventions
- Procurement and payment delays, affecting timely delivery of inputs and services
- Capacity constraints at provincial and community levels, particularly for monitoring and supervision
- Fragmented coordination across social, agriculture, health and education sectors
- Climate and environmental shocks, exacerbating vulnerability in already fragile communities

These constraints contributed to uneven performance and constrained national-level poverty reduction outcomes.

Key Implications for Poverty Reduction and Food Security

The 2024 results under Objective 2 suggest that while Solomon Islands continues to deliver meaningful support to vulnerable households, progress toward national poverty reduction and food security targets remains incremental rather than transformative.

Key implications include the need to:

- Scale up proven community-based interventions with demonstrated impact
- Improve integration across sectors (social protection, agriculture, health, education)
- Strengthen provincial delivery capacity and monitoring systems
- Ensure that future interventions are climate-resilient and nutrition-sensitive

2.2.1 Poverty and Vulnerability Context

Poverty and vulnerability in Solomon Islands remain structural and spatially uneven, with higher incidence in rural and remote provinces, informal settlements, and climate-exposed communities. In 2024, household vulnerability was compounded by rising living costs, climate variability, and constrained income opportunities, particularly for subsistence and semi-subsistence households.

While economic recovery has stabilised household consumption nationally, many households remain highly sensitive to shocks, underscoring the importance of targeted poverty alleviation, resilience-building and food security interventions.

2.2.2 Social Protection and Support to Vulnerable Groups

Targeted social protection interventions in 2024 supported women, youth, persons with disabilities, and other vulnerable groups, delivering measurable improvements in household coping capacity and social inclusion. These interventions were most effective where delivery relied on existing community structures and partnerships, enabling timely reach despite fiscal constraints.

However, limited funding and fragmented programme design constrained scale and continuity. National coverage remains modest and benefits are unevenly distributed across provinces.

2.2.3 Food Security and Nutrition

Food security interventions focused on strengthening local food production, nutrition awareness and household preparedness, particularly among vulnerable populations. Support to smallholder agriculture, fisheries-based nutrition, and school-level initiatives improved food availability and dietary diversity in participating communities.

Climate variability, delayed input delivery, and logistical constraints limited overall reach and consistency. While localised gains were evident, national food security remains fragile, especially in remote and climate-exposed areas.

2.2.4 Community Livelihoods and Household Resilience

Livelihood interventions under Objective 2 contributed to income diversification and shock resilience for participating households, particularly women-led and youth-led initiatives. Skills

development, small-scale enterprise support, and community-based livelihood projects reduced reliance on single income sources and improved adaptive capacity.

Despite these gains, coverage remained limited and outcomes varied significantly by location and implementation capacity.

2.2.5 Water Supply and Sanitation (WASH)

Progress under the water supply and sanitation sub-sector in 2024 focused on improving access to basic services in selected communities, with emphasis on rural and peri-urban areas facing persistent service gaps. Targeted investments supported the rehabilitation and construction of water systems, sanitation facilities, and hygiene infrastructure, contributing to improved household access and community-level service functionality.

Implementation performance was uneven across locations. While completed schemes delivered immediate benefits in areas where systems became operational, challenges related to land access, technical capacity, operations and maintenance, and financing constrained wider coverage and sustainability. In some cases, infrastructure was completed without sufficient arrangements for long-term management, limiting its effectiveness over time.

Overall, WASH outcomes in 2024 highlighted the importance of linking infrastructure investment with community management capacity, maintenance planning, and behavioural change initiatives. Without these complementary measures, gains in access remain localised and vulnerable to deterioration, particularly in remote and climate-exposed areas.

Inclusive Infrastructure Development: Community Benefit-Sharing under the Tina River Hydropower Project

For households in the communities surrounding the Tina River Hydropower Project - Habusi, Komureo, Pachuki, Namopila, and the Mbahomea zone - development impact did not wait for the dam to be completed. Through the Community Benefit-Sharing Pilot (CBSP), the Solomon Islands Government, in partnership with the Government of Japan and the World Bank, committed to delivering concrete local development outcomes in direct response to what these project-affected communities said they needed most: clean water and electricity. Prior to the CBSP, most households in the affected communities had no access to formal water supply, relying on rivers and streams that became dangerously silted during heavy rainfall or ran dry in drought. None were connected to the Solomon Power grid.



Figure 9: Gravity-Fed Water System Serving Tina River Communities

A newly installed gravity-fed water system, completed in late 2024 under the CBSP, now supplies clean water to 114 households in four communities below the powerhouse site. In early 2023, an 11kV transmission line was extended to Tina Village and 131 houses in the Mbahomea zone were connected to the electricity grid with CBSP support. According to Deputy Project Manager Mr John Korinihona, these investments were designed from the outset around what communities actually asked for - not what planners assumed they needed.

The CBSP demonstrates a replicable model for large-scale infrastructure development in the Pacific: structured community benefit-sharing, anchored in sustained dialogue and responsive to community priorities, can generate tangible improvements in water access, energy, and household resilience even before the primary infrastructure is operational. This case illustrates how WASH and basic services investment - when grounded in community consent and genuine partnership.

The Community Benefit Sharing Pilot (CBSP) linked to the Tina Hydropower Project is a powerful example of how infrastructure can be leveraged to uplift surrounding communities. By extending access to electricity and clean water beyond Honiara, the government is not only addressing basic needs but also laying the foundation for long-term development. Having access to electricity does not just mean lights in the homes, it enables small businesses to operate more efficiently, supports education through better study conditions, and opens opportunities for new economic activities like refrigeration for food storage or digital services. With that, Safe water supply reduces the prevalence of waterborne diseases, while improved sanitation encourages healthier practices. Through CBSP, these utilities foster a healthier, more resilient households and communities.

2.2.6 Social Services and Social Protection Systems

Social services and social protection interventions in 2024 contributed to supporting vulnerable populations and strengthening community resilience, particularly in the context of economic pressure, climate shocks, and social vulnerability. Programmes targeted groups including women, youth, persons with disabilities, and households affected by hardship, providing targeted assistance and community-based support.

Delivery outcomes were strongest where interventions were well-targeted and implemented through established community and institutional structures. However, coverage remained limited relative to national need, and the absence of an integrated social protection system constrained the ability to scale support and respond systematically to emerging vulnerabilities.

Performance in this sub-sector underscores the need to strengthen coordination, targeting mechanisms, and system integration across social services. Moving beyond fragmented, project-based support toward a more coherent social protection framework will be essential to improving equity, resilience, and national development outcomes.

2.2.7 Gender, Youth, and Social Inclusion

Gender-responsive and youth-focused interventions strengthened participation, access to services, and economic opportunities for marginalised groups. Women benefited disproportionately from livelihood and financial inclusion initiatives, while youth-focused programmes supported skills development and employability.

However, disparities persist in access to higher-value opportunities and decision-making spaces.

2.2.8 Climate Vulnerability and Shock Exposure

Climate-related shocks continued to exacerbate poverty and food insecurity in 2024. Flooding, drought, and coastal impacts disproportionately affected vulnerable households, undermining development gains and increasing reliance on coping strategies.

While resilience-building measures were integrated into some interventions, coverage remains limited relative to need.

2.2.9 Performance Analysis and Trends

Performance under Objective 2 shows incremental progress with persistent scale limitations. Programmes that were community-based, operationally simple and well targeted achieved higher delivery rates, while those requiring complex procurement or new delivery systems underperformed.

The gap between localised success and national impact highlights the need for greater integration, prioritisation, and delivery discipline.

Figure 4 illustrates delivery performance under NDS Objective 2 between 2022 and 2024. While targeted programmes achieved outputs in several areas, overall achievement rates remain constrained by limited coverage, procurement delays and delivery capacity at subnational level. The pattern mirrors the broader national challenge under Objective 2: effective interventions exist, but scale and consistency remain insufficient to generate transformative poverty reduction outcomes.

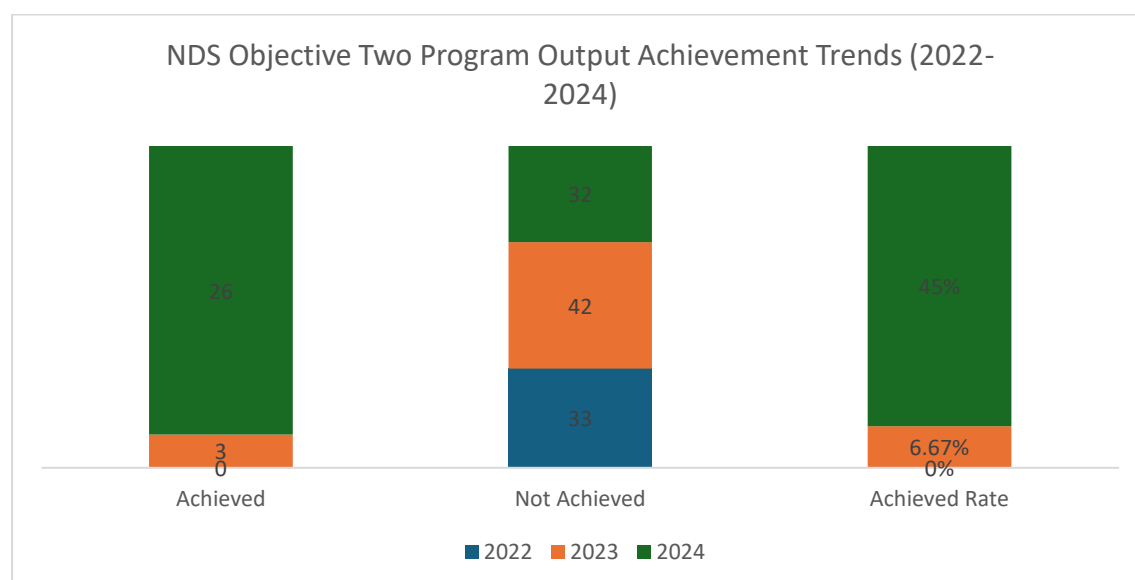


Figure 10: The year-on-year performance of development programmes under NDS Objective 2

2.2.10 Performance Implications

Performance under NDS Objective 2 in 2024 indicated that investments in economic and social infrastructure, livelihoods, and basic services delivered the strongest results where they were completion-focused and closely aligned with community needs. Improvements in transport, connectivity, livelihoods, water supply, sanitation, and selected social services generated tangible benefits at local level, particularly where infrastructure and services became operational and accessible.

However, national-level impact remained constrained by scale, sequencing, and system readiness. Several infrastructure and service investments progressed physically but faced delays in achieving full functionality due to land access challenges, limited operations and maintenance capacity, and weak alignment between capital investment and recurrent financing. Social services and WASH interventions demonstrated positive outcomes in targeted communities, but coverage remained insufficient relative to national demand.

The performance pattern suggests that future gains under Objective 2 will depend on prioritising functional completion, integrating basic services with infrastructure and livelihoods, and scaling proven delivery models, rather than expanding fragmented initiatives. Stronger coordination between infrastructure delivery, service provision, and subnational capacity will be critical to maximising development impact.

2.3 NDS Objective 3: All Solomon Islanders have access to quality health and education

National Intent and Strategic Focus

NDS Objective 3 aims to improve equitable access to quality health and education services, recognising these as foundational to human development, productivity, and national cohesion. The objective prioritises service availability, quality, and inclusion, particularly for rural, remote, and vulnerable populations.

In 2024, progress under Objective 3 occurred amid fiscal contraction and administrative disruption, yet delivery performance improved relative to 2023 in several areas. Gains were driven primarily by completion of multi-year investments, targeted service expansion, and improved coordination in selected subsectors. However, quality, staffing, and maintenance constraints continue to limit the full impact of service investments.

Performance Verdict for Objective 3

Overall performance under Objective 3 in 2024 was moderate, with uneven gains across subsectors and locations.

- Service access expanded in health and education where infrastructure projects reached completion
- Quality and continuity of services remained constrained by staffing gaps, equipment availability, and maintenance backlogs
- Performance was strongest where investments focused on completion and functionality rather than new starts
- Outcomes were weakest where delivery relied on specialised technical inputs or sustained operational funding

The national picture points to incremental access gains, but quality and equity remain binding constraints.

What Changed Nationally in 2024

Health Services

Investments in health infrastructure and service readiness improved access to primary and secondary health services, particularly in underserved areas. Completion of health facilities and upgrades to existing centres reduced travel time for patients and expanded service catchment areas.

However, shortages of trained health workers, medical supplies, and equipment, limited service quality and accessibility in some locations.

National signal: Access gains are evident, but service quality and staffing must keep pace with infrastructure expansion to deliver health outcomes.

Strengthening Rural Health Service Delivery: Completion Progress of the Wagina Area Health Centre The nursing staff at Wagina, Choiseul Province, have been delivering health services from a community hall and a rest house for years. Open spaces without proper clinical partitions, no running water in treatment areas, and inadequate infection control arrangements - these are not the conditions in which quality healthcare is easily maintained. *“This is not how we want to serve our patients. Every referral to Gizo or Taro is a risk for families who have to travel by outboard motor in difficult weather,”* one nurse explained during the field verification visit.

The Wagina Area Health Centre (AHC), funded through the Development Budget, is now 90 percent complete - a milestone confirmed during the site visit, and a significant improvement since the Ministry’s last visit during the 2023 NDS Review consultation. When completed, it will provide standardised clinical facilities that allow the nursing team to offer the full range of primary healthcare services locally, substantially reducing the need for costly and risky referrals to Taro, Gizo, and Honiara hospitals.

For the seaweed-farming communities around Wagina, whose growing economic activity is driving population and income growth in the area, the health centre will also provide improved occupational health support. The Wagina AHC illustrates a national pattern: health infrastructure investments in isolated communities deliver compound development benefits - improving direct health outcomes, reducing financial risk for families, and indirectly supporting the economic productivity of growing rural industries. Completing the remaining 10 percent of works within the 2025 fiscal cycle is essential to realise these benefits.



Figure 11: Current state of Wagina clinic (Space for examination & child delivery)



Figure 12: New Wagina Area Health Center Centre

The above case shows Government's commitment to transforming the lives of the people of Wagina, which was seen in this major development of the new Area Health Center. For the first time, residents will have access to modern facilities for safe deliveries, medical operations, and surgical procedures. This development will significantly reduce transportation costs for patients who previously had to travel long distances for treatment. Beyond healthcare, the center will also generate employment opportunities for medical professionals, strengthening the local economy and ensuring sustainable service delivery. The Area Health Center stands as a testament to the Government's dedication to improving health outcomes and creating lasting change for communities across the Solomon Islands.

Education Services

Education investments expanded access to secondary education, particularly through classroom construction and facility upgrades. These interventions reduced overcrowding and improved learning environments in participating schools.

Teacher deployment, housing, and learning materials remain uneven, constraining education quality and retention in rural areas.

National signal: Infrastructure investment is necessary but insufficient without parallel investments in teachers, materials and school management.

Budget - Delivery Linkage under Objective 3

The 2024 experience under Objective 3 highlights a clear pattern:

Completion-focused investments deliver results even under fiscal constraint; fragmented new starts do not.

- Projects nearing completion delivered tangible access gains
- New or complex initiatives were more vulnerable to delays
- Operational funding gaps reduced the effective use of completed infrastructure

This underscores the need for stronger alignment between capital investment, staffing, and recurrent budgets.

Cross-Cutting Constraints Affecting Performance

Several systemic constraints influenced outcomes across health, education, and WASH:

- Human resource shortages, particularly in rural postings
- Maintenance and asset management gaps, affecting functionality
- Procurement and payment delays, impacting equipment and supplies
- Coordination challenges between national and provincial authorities

These constraints limited-service quality and equity despite infrastructure gains.

Key Implications for Improving Social Service Delivery

The 2024 results under Objective 3 suggest that Solomon Islands is expanding access to social services, but quality, equity, and sustainability remain the critical challenges.

Key implications include the need to:

- Prioritise completion and functionality of existing facilities
- Align capital investments with staffing and recurrent funding

- Strengthen provincial service delivery and maintenance capacity
- Improve service quality monitoring, not just access indicators

2.3.1 Health Services

Investments in health services in 2024 contributed to expanded physical access to primary and secondary healthcare, particularly in rural and underserved areas. Completion and upgrading of health facilities reduced travel distances for patients and improved service availability within local catchment areas.

However, improvements in access were not always matched by improvements in service quality. Shortages of trained health workers, inconsistent supply of essential medicines, and delayed equipment procurement constrained utilisation and continuity of care in several facilities.

2.3.2 Education Services

Education sector investments improved access to learning spaces, particularly at secondary level, through classroom construction, rehabilitation and facility upgrades. These interventions reduced overcrowding and enabled enrolment growth in participating schools.

Persistent challenges remain in teacher deployment, availability of learning materials and maintenance of facilities, especially in remote provinces. These constraints continue to affect learning quality and retention outcomes.

2.3.3 Service Quality, Staffing and Maintenance

Across all social services, staffing availability, skills, and asset maintenance emerged as binding constraints on service quality. While infrastructure investments expanded access, under-resourced maintenance systems and uneven staffing undermined functionality and service continuity.

This pattern was particularly evident in rural and remote areas, where logistical challenges increase operational costs and reduce service reliability.

2.3.4 Equity and Provincial Disparities

Progress in social service delivery varied significantly across provinces. Urban and peri-urban areas benefited more consistently from infrastructure and service improvements, while remote provinces experienced slower delivery and higher service gaps.

These disparities reflect differences in delivery capacity, logistics, and staffing availability rather than differences in need.

Expanding Girls' Access to Senior Secondary Education: Waimapuru NSS Dormitory Upgrade

Waimapuru National Secondary School on Makira Island has been shaping Solomon Islands' leaders since 1985. Senior civil servants, parliamentarians, academics, and athletes trace their secondary education to this school. But for most of those 40 years, not a single major building on the campus was renovated. In 2021, Form 6 and 7 students were found sleeping in the poultry shed, the laboratory, and classrooms because the dormitory had no space. *“Given that it was a*

renovation and a two-storey build, it took almost two and a half years before the dormitory was completed,” one teacher recalls.³

Through the Education Infrastructure Programme of the 2022–2025 Development Budget, MEHRD provided SBD 1.2 million to finance the renovation and construction of a permanent double-storey girls’ dormitory. Verified as 100 percent complete during the December 2025 field visit, the facility now accommodates 48 female students in appropriate living conditions, resolving an acute welfare crisis that had persisted for years and directly constrained girls’ access to senior secondary education.

Waimapuru’s experience reflects a broader equity challenge: some of Solomon Islands’ most historically significant national schools are also among the most infrastructure-deprived, particularly those serving remote and rural provinces. Long-deferred capital investment can address welfare risks and unlock enrolment capacity - but only if the budget reaches these schools. This case demonstrates that targeted Development Budget allocations can eliminate chronic access barriers and restore dignity and opportunity for the students who need it most.



Figure 13: Newly Completed Double-Storey Girls’ Dormitory – Waimapuru NSS

The case above demonstrates a powerful example of how Government directly supports equity in education. A girls’ dormitory in a remote province like Makira is a symbol of inclusion and opportunity. By creating safe and adequate living spaces, the government is removing one of the biggest barriers to girls’ education access. When students don’t have to worry about long travel distances or unsafe conditions, they can focus on learning, building skills, and preparing for future careers. At the national level, such developments show Government’s commitment and alignment to global strategies such as SDG four and five which focuses on Education and gender equality.

2.3.5 Budget - Delivery Alignment

The 2024 experience under Objective 3 reinforces a national lesson: capital investments alone are insufficient to deliver quality social services.

Facilities that reached completion but lacked operational funding, staff, or equipment delivered limited benefits, while investments aligned with recurrent budgets and staffing plans achieved stronger outcomes.

³ Nuria.E, (2021) “Waimapuru NSS Faces Dormitory Shortage Issue,” *Solomon Star News*, accessed January, 2026, <https://www.solomonstarnews.com/waimapuru-nss-faces-dormitory-shortage-issue>.

2.3.6 Performance Analysis and Trends

Performance under Objective 3 shows incremental progress in access, but persistent constraints in quality, equity, and sustainability. Delivery improved where projects were near completion and where coordination between national and provincial actors was strong.

The gap between infrastructure expansion and service quality outcomes highlights the need for delivery discipline and system strengthening.

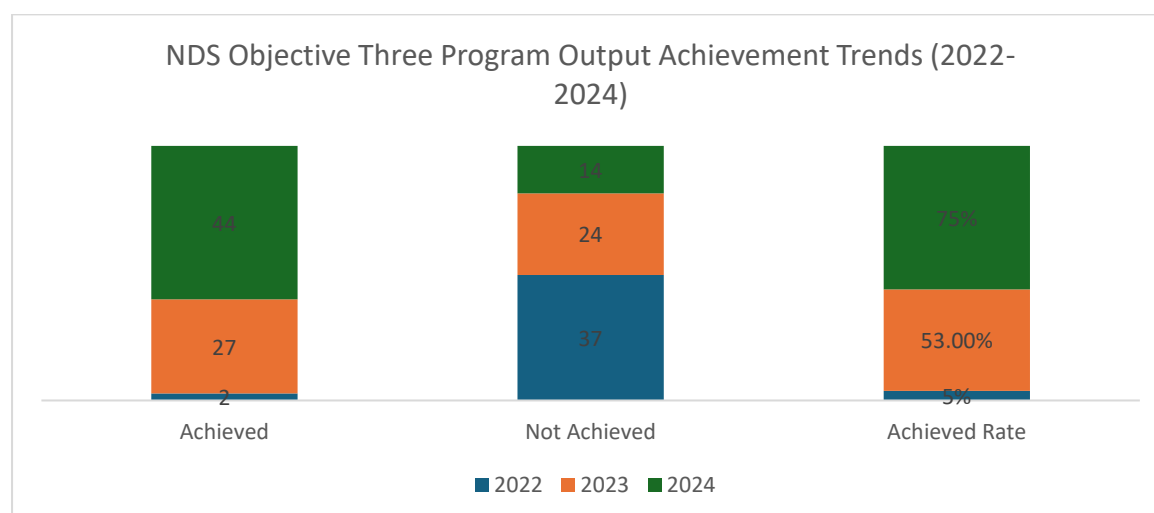


Figure 14: The year-on-year performance of development programmes under NDS Objective 3

2.3.7 Performance Implications

Performance under NDS Objective 3 in 2024 reflects incremental progress in health and education outcomes, with stronger results where investments addressed frontline service delivery constraints. Targeted improvements in facilities, workforce support, and service outreach contributed to localised gains in access and utilisation.

At the same time, performance remained uneven across provinces and population groups. Expansion of facilities continued to outpace availability of trained personnel, operational funding, and quality assurance systems, limiting the translation of inputs into consistent service quality. These constraints underscore persistent gaps between infrastructure investment and effective service delivery.

The evidence indicates that sustained improvement under Objective 3 will depend on strengthening the full-service delivery chain, including human resources, operations, supervision, and equity-focused targeting. Aligning infrastructure investments with workforce planning and service quality systems will be essential to achieving durable national human development outcomes.

2.4 NDS Objective 4: Resilient and environmentally sustainable development with effective disaster risk management, response and recovery

National Intent and Strategic Focus

NDS Objective 4 seeks to protect Solomon Islands' natural environment, strengthen climate resilience, and reduce disaster risks, recognising the country's high exposure to climate-related hazards and its dependence on natural resources for livelihoods, food security, and economic

growth. The objective prioritises climate adaptation, disaster preparedness, environmental management, and sustainable use of land and marine resources.

In 2024, progress under Objective 4 occurred against a backdrop of increasing climate variability, fiscal constraints, and rising demand for resilience interventions. Implementation focused primarily on targeted, high-risk locations and on strengthening systems for preparedness and response rather than nationwide coverage.

Performance Verdict for Objective 4

Overall performance under Objective 4 in 2024 was targeted but limited in scale.

- Climate and disaster risk interventions delivered meaningful resilience gains in selected high-risk communities
- Environmental protection and resource management initiatives advanced incremental institutional and regulatory progress
- National coverage remains well below the level required to offset growing climate and disaster risks
- Performance was strongest where interventions were well targeted and community-based, and weakest where scale and coordination were required

The national picture is one of effective pilots and localised success, constrained by limited reach and system capacity.

What Changed Nationally in 2024

Climate Change Adaptation and Resilience

Adaptation initiatives improved community-level resilience through early warning systems, coastal protection works, climate-resilient infrastructure, and strengthened communication networks. These interventions enhanced preparedness and reduced vulnerability in participating locations, particularly in flood- and cyclone-prone areas.

However, the scale of implementation remains limited relative to the number of communities exposed to climate risks.

National signal: Adaptation works where targeted, but scaling remains the central challenge.

Enabling Climate-Resilient Urban Expansion: The Mile 6 Road Corridor, Gizo

In Gizo, the road to Mile 6 tells a story of a town trying to grow out of its own constraints. The existing Gizo township is congested and increasingly vulnerable - a reality brought into sharp focus by the 2007 tsunami, which prompted communities to begin moving to higher ground on the western end of Gizo Island. The Western Provincial Government's response has been a strategic plan to expand the township toward the government-owned 70-hectare Mile 6 site: relocating the Provincial Assembly, schools, markets, and commercial services away from the exposed coastline and to safer, more spacious land. But one critical link is missing.

The Mile 6 road - a nine to ten kilometre stretch of unsealed gravel with significant potholes - becomes nearly impassable during the rainy season. Transport operators and residents describe conditions that have gone “*from bad to worse*,” making it difficult to transport agricultural produce to Gizo market, undermining the viability of the national piggery and cattle farm at Mile 6, and blocking the private investment the township expansion depends on. “*Without a proper road, people cannot reach the new areas. Services cannot move there. The plan stays just a plan,*” a community leader explained during the field verification visit.

Major sealed road works under SIRAP and CAUSE II are planned to commence in early 2026. This case illustrates a recurring national lesson: in climate-vulnerable, growth-constrained settings, reliable all-weather infrastructure is not merely a convenience - it is a prerequisite for decentralization, economic development, and disaster-resilient urban planning. Progress at Mile 6 demonstrates that infrastructure investment and climate resilience are mutually reinforcing rather than competing priorities.



Figure 15: Unsealed access route linking Gizo Township to planned 70-hectare expansion area; subject to major sealing works

The case highlights the need for more weather-resilient infrastructure to address the nation-wide challenges of road vulnerability, as unsealed roads make travel difficult and often damage vehicles. With the ongoing road works under SIRAP and CAUSE II in Gizo, these conditions are expected to improve, enhancing access and ensuring the effective movement of people and goods to and from Gizo. At the national level, upgrading all roads to climate- and weather-resilient standards is essential for supporting long-term development, sustainability, and resilience against future climate and environmental challenges.

Disaster Risk Management and Preparedness

Disaster risk reduction investments strengthened early warning, response coordination, and community preparedness, enabling faster information dissemination and response during extreme weather events. Improvements in communication infrastructure and disaster readiness contributed to reduced response times in affected areas.

Institutional coordination improved, but capacity constraints persist at provincial and community levels.

National signal: Preparedness gains are evident, but institutional and subnational capacity gaps constrain nationwide effectiveness.

Environmental Protection and Natural Resource Management

Environmental management initiatives advanced policy development, conservation planning, and community-based resource management, supporting long-term sustainability of land, forests, and marine ecosystems. Progress under REDD+, protected area management, and waste management strengthened the enabling environment for environmental protection.

Immediate environmental outcomes remain modest, reflecting the long-term nature of these interventions.

National signal: Environmental protection is progressing institutionally, but outcomes will materialise over the medium to long term.

Budget - Delivery Linkage under Objective 4

The 2024 experience under Objective 4 highlights a critical trade-off:

Highly targeted resilience investments deliver strong local outcomes, but limited budgets constrain national risk reduction.

- Community-based interventions achieved visible impact with modest funding
- Broader system-level initiatives struggled to scale under fiscal constraint
- Fragmented funding limited the ability to integrate climate, environment, and disaster responses

This underscores the importance of prioritisation, integration, and leveraging external climate finance.

Cross-Cutting Constraints Affecting Performance

Performance under Objective 4 was shaped by several recurring constraints:

- Limited fiscal space, restricting scale and continuity
- Capacity gaps at provincial and community levels
- Fragmented institutional coordination across climate, environment, and disaster agencies
- Dependence on external financing for large-scale resilience investments

These constraints reduced the pace and reach of climate and environmental interventions.

Key Implications for Climate Resilience and Environmental Sustainability

The 2024 results under Objective 4 indicate that Solomon Islands is building resilience incrementally, but the gap between risk exposure and intervention scale is widening.

Key implications include the need to:

- Scale proven community-based resilience interventions
- Integrate climate adaptation with infrastructure, livelihoods, and service delivery
- Strengthen provincial disaster preparedness and response capacity
- Mobilise and align climate finance with national priorities

2.4.1 Performance Analysis and Trends

Performance under NDS Objective 4 in 2024 reflects a pattern of targeted effectiveness but limited national scale, consistent with trends observed across climate adaptation, disaster risk management, and environmental protection interventions. Delivery outcomes were strongest where interventions were highly prioritised, community-based, and focused on high-risk

locations, and weakest where broader system-wide coverage or multi-agency coordination was required.

As summarised in *Figure 6*, a majority of planned outputs under Objective 4 were partially achieved or achieved within a limited geographic scope, with relatively few interventions reaching nationwide scale. Climate adaptation and disaster preparedness activities demonstrated tangible results in selected communities, particularly through early warning systems, coastal protection measures, and preparedness infrastructure. However, overall achievement levels remain constrained by fiscal limitations, capacity gaps at subnational level, and reliance on external financing.

Environmental protection and natural resource management initiatives showed slower but more structurally oriented progress, with emphasis placed on policy development, regulatory strengthening, and community-based management frameworks. While these interventions are essential for long-term sustainability, their contribution to immediate outcome indicators remains gradual and is not yet fully captured in national-level performance measures.

Across all thematic areas, delivery readiness emerged as a critical determinant of performance. Interventions building on existing institutional arrangements and community structures progressed more consistently than those requiring new coordination mechanisms, specialised technical inputs, or sustained operational funding. This pattern mirrors performance trends observed under other NDS objectives and reinforces the importance of aligning ambition with delivery capacity.

Overall, the performance trends under Objective 4 confirm that Solomon Islands is building climate resilience and environmental safeguards incrementally, but that the pace of interventions not yet commensurate with the scale and acceleration of climate and disaster risks facing the country.

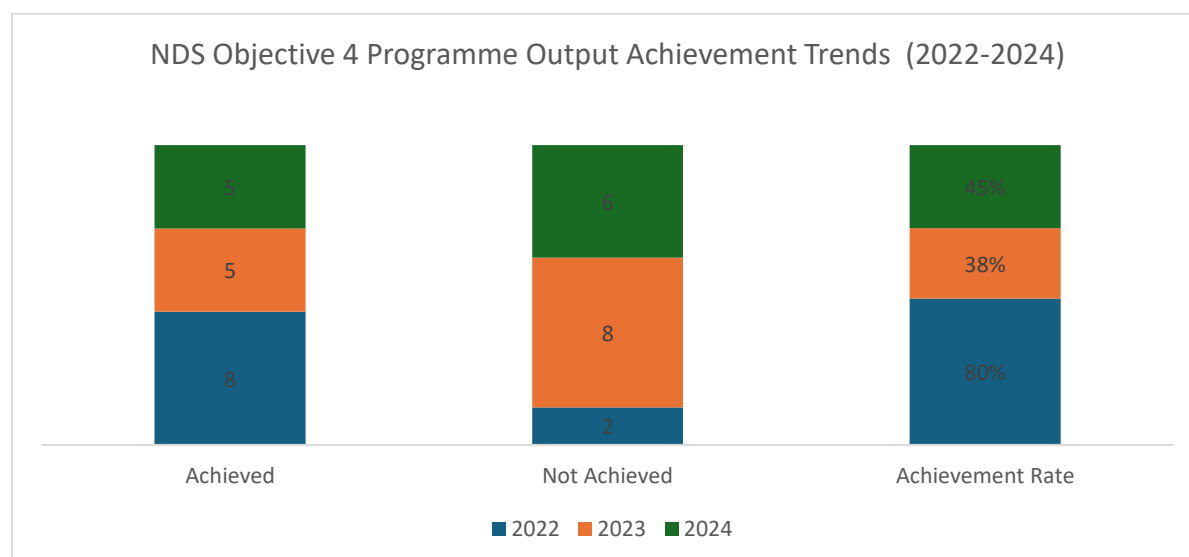


Figure 16: The year-on-year performance of development programmes under NDS Objective 4

2.4.2 Performance Implications

Performance under NDS Objective 4 in 2024 demonstrates targeted effectiveness in high-risk and priority locations, particularly where climate adaptation and disaster preparedness

interventions were community-based and context-specific. Selected investments delivered tangible resilience benefits, improving preparedness and reducing vulnerability at local level.

However, overall progress remained limited in scale relative to the magnitude and acceleration of climate and disaster risks facing the country. Interventions were often fragmented, geographically constrained, and heavily dependent on external financing, constraining national coverage and sustainability. Policy and institutional reforms advanced, but their impact on measurable outcomes remains gradual.

The evidence indicates that future progress under Objective 4 will require a shift from isolated projects toward integrated, scalable resilience systems, embedded across sectors and levels of government. Strengthening provincial capacity, improving coordination, and aligning climate finance with national priorities will be essential to achieving meaningful resilience outcomes at scale.

2.5 NDS Objective 5: Unified Nation with Stable and Effective Governance and Public Order

National Intent and Strategic Focus

NDS Objective 5 seeks to strengthen governance, accountability, national unity, and public order, recognising these as foundational enablers for sustainable development, service delivery, and economic growth. The objective emphasises effective public institutions, rule of law, inclusive participation, and social cohesion across Solomon Islands' diverse communities.

In 2024, progress under Objective 5 was shaped by heightened political and administrative pressures, including national elections, fiscal constraints, and rising public expectations for transparency and service delivery. Within this context, governance systems demonstrated institutional continuity, while reforms aimed at accountability and public sector effectiveness advanced unevenly.

Performance Verdict for Objective 5

Overall performance under Objective 5 in 2024 was stable but uneven.

- Core governance and public order functions remained operational and resilient during a politically demanding year
- Progress was recorded in institutional strengthening, public financial management, and accountability mechanisms
- Reforms requiring sustained coordination, behavioural change, or system-wide adoption advanced more slowly
- Gains in governance effectiveness were not yet translating consistently into improved service delivery outcomes

The national picture reflects institutional stability, with incremental reform progress constrained by capacity and implementation challenges.

What Changed Nationally in 2024

Governance and Institutional Effectiveness

Public service agencies continued operations throughout the election period, demonstrated institutional maturity. Reforms to strengthen planning, coordination and oversight also continued, including efforts to improve policy alignment, reporting systems and inter-ministerial collaboration. However, uneven institutional capacity and competing priorities constrained the pace and consistency of reform implementation across government.

Public Financial Management and Accountability

Improvements in budgeting, expenditure controls and reporting contributed to greater fiscal discipline, particularly in a constrained resource environment. Oversight mechanisms continued to play a critical role in promoting accountability and transparency.

Despite these gains, challenges remain in translating financial controls into measurable improvements in service delivery efficiency and effectiveness.

Rule of Law, Justice and Public Order

Law enforcement and justice institutions maintained public order and managed security demands during a politically sensitive period. Community policing and justice outreach initiatives supported stability and conflict prevention in selected areas.

Capacity constraints, case backlogs, and infrastructure limitations continue to affect access to justice and perceptions of fairness, particularly in remote communities.

Powering Rehabilitation: The Tetere Correctional Station Solar Project, Guadalcanal

For years, Tetere Correctional Station on Guadalcanal has depended on diesel generators for power - an arrangement that is costly to run, vulnerable to fuel supply disruptions, and incompatible with the station's ambition to operate productive commercial farms on site. Power cuts have affected not just lighting but the viability of agricultural activities that form a core part of the rehabilitation programme. The station's *solar* project, initiated as a pilot under the Correctional Service of Solomon Islands, is designed to address all of this at once.

Field verification in late 2025 confirmed that preparatory works are well advanced: site fencing is complete, electrical groundworks are in place, and a dedicated battery storage hut has been constructed to house harvested power. Panel installation - the final phase is forecast for 2026. When operational, the solar system will eliminate recurrent generator costs, provide reliable power for the station's commercial farming operations, and improve the daily living and working conditions of both staff and inmates. *"This project will help us reduce the cost of the genset that we have been running for years. Power cuts have affected our farms and the people living on site. Solar is the right answer for a facility like ours,"* station management explained during the visit.



Figure 17: Solar Panel Site at Tetere Correctional Station

The Tetere solar project carries significance beyond the station itself. As a pilot initiative, its performance will inform decisions about rolling out renewable energy solutions across other correctional and government facilities in Solomon Islands. It demonstrates that climate-aligned energy investment and social service delivery are not separate agendas - reducing operational costs, improving institutional reliability, and supporting the productive rehabilitation of offenders are all achieved through a single well-targeted infrastructure investment.

The solar-powered project at Tetere Correctional Station, a co-funded project, represents a strategic investment in both public order and inmate rehabilitation. By harnessing renewable energy, the initiative will significantly enhance service delivery for staff and ensure the efficient daily operation of the correctional facilities. Beyond Tetere, this effort strengthens connectivity across the wider Correctional Service network, enabling smoother coordination and communication between stations nationwide. Reliable energy supply not only improves working conditions but also supports rehabilitation programs, contributing to safer communities and a more resilient correctional system. This project demonstrates how renewable energy can serve as a catalyst for institutional modernization, reinforcing the dual goals of sustainability and social stability in the Solomon Islands.

Participation, Inclusion and National Unity

Efforts to promote inclusive participation and social cohesion advanced through community engagement, civic awareness, and dialogue initiatives. These efforts supported peaceful political processes and reinforced national unity.

However, participation outcomes remain uneven, and representation of women, youth, and marginalised groups in decision-making spaces continues to lag behind national aspirations.

Budget - Delivery Linkage under Objective 5

The 2024 experience under Objective 5 highlights a consistent theme across governance reforms: Institutional stability can be maintained under fiscal constraint, but reform momentum requires sustained investment and leadership.

- Core governance functions were protected during budget tightening
- Reform initiatives dependent on training, systems rollout, and behaviour change advanced more slowly
- Underfunded reform efforts risk stagnation despite strong policy intent

This underscores the need to prioritise high-impact governance reforms and protect their implementation resources.

Cross-Cutting Constraints Affecting Performance

Several systemic constraints influenced governance and accountability outcomes in 2024:

- Human resource and skills gaps across the public sector
- Fragmented reform implementation, particularly across ministries and provinces
- Limited data availability for tracking governance and service delivery outcomes

- Public trust gaps, driven by service delivery expectations exceeding visible results

These constraints limited the translation of governance reforms into tangible improvements felt by citizens.

Key Implications for Governance and National Unity

The 2024 results under Objective 5 indicate that Solomon Islands has maintained stability and institutional continuity, but that accelerating reform implementation is essential to sustain public confidence and support development outcomes.

Key implications include the need to:

Strengthen implementation discipline for governance reforms

- Improve the link between accountability systems and service delivery results
- Invest in public sector capacity and leadership
- Expand inclusive participation in governance and decision-making processes

2.5.1 Performance Analysis and Trends

Performance under NDS Objective 5 in 2024 reflects a pattern of institutional stability with uneven reform momentum. Core governance, public order, and accountability functions remained operational throughout a politically demanding year, including the national election period, demonstrating resilience within key state institutions. However, progress in advancing deeper governance reforms and translating institutional processes into consistently improved service delivery outcomes remained incremental.

Across governance and public financial management, performance was strongest where reforms focused on maintaining continuity, compliance, and basic controls under fiscal constraint. Budget execution, expenditure oversight, and reporting systems continued to function, contributing to macro-level stability. By contrast, reforms requiring system-wide behavioural change, inter-ministerial coordination, or sustained capacity development advanced more slowly, reflecting human resource limitations and competing priorities.

In the areas of rule of law and public order, delivery performance remained generally stable, with security institutions maintaining public safety and managing election-related pressures. Community policing approaches demonstrated positive localised outcomes, particularly in strengthening trust, early conflict resolution, and community engagement. However, national scaling of such approaches remains constrained by resource availability, training capacity, and uneven coverage across provinces.

Participation, inclusion, and national unity initiatives contributed to peaceful civic processes and social cohesion in 2024, but outcomes varied by location and demographic group. Representation of women, youth, and marginalised populations in formal decision-making structures continues to lag behind national aspirations, highlighting a persistent gap between policy intent and implementation outcomes.

Across all governance domains, delivery readiness and institutional capacity emerged as the primary determinants of performance. Interventions that built on existing systems and relationships progressed more consistently than those requiring new platforms, extensive training, or cultural and behavioural change. This performance pattern mirrors trends observed under other NDS objectives and reinforces the importance of aligning governance reform ambition with implementation capacity.

Overall, the performance trends under Objective 5 indicate that Solomon Islands has maintained governance stability and public order, but that accelerating reform implementation is essential to strengthen accountability, rebuild public trust, and ensure that governance systems effectively enable development outcomes.

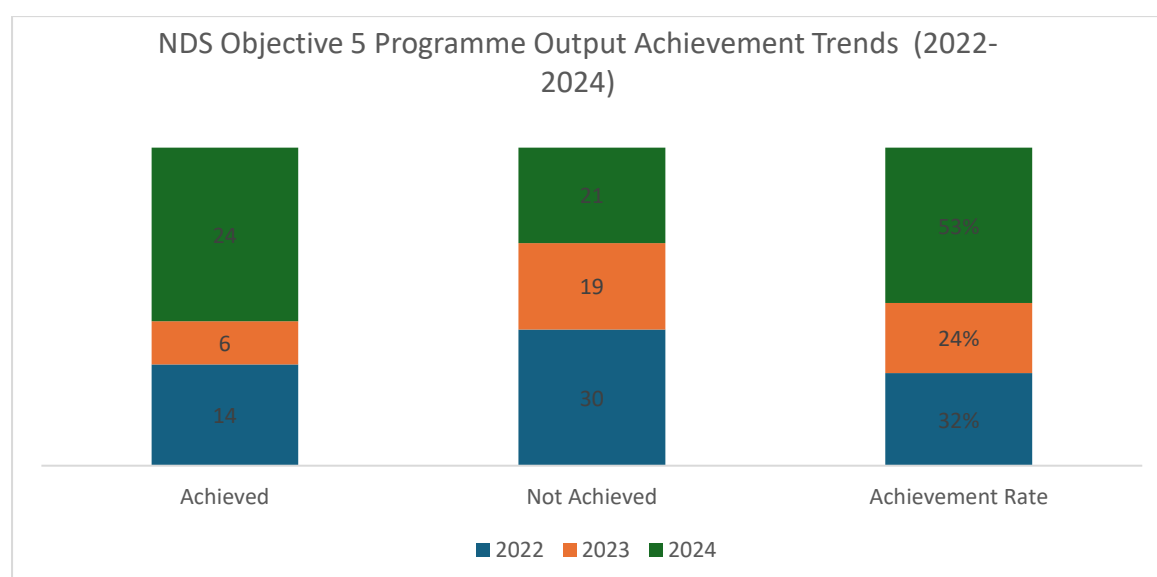


Figure 18: The year-on-year performance of development programmes under NDS Objective 5

2.5.2 Performance Implications

Performance under NDS Objective 5 in 2024 reflects institutional stability with uneven reform momentum. Core governance, accountability, and public order functions were maintained throughout a politically demanding year, supporting continuity and social cohesion. Community-based approaches, particularly in public order and local security, demonstrated positive outcomes where trust and participation were emphasized.

Nevertheless, progress in advancing deeper governance reforms and translating institutional processes into consistently improved service delivery outcomes remained incremental. Capacity constraints, coordination challenges, and limited resourcing slowed implementation of system-wide reforms, while participation and inclusion outcomes varied across regions and population groups.

The performance pattern suggests that strengthening governance as an enabler of development will require prioritising high-impact reforms, scaling community-based approaches, and reinforcing the link between accountability mechanisms and citizen-facing results. Sustained institutional capacity-building and disciplined reform sequencing will be critical to consolidating stability into improved national outcomes.

3.0 CONCLUSION AND RECOMMENDATIONS

This section consolidates the evidence and performance analysis presented in Sections 2.1 - 2.5 and sets out clear national conclusions and priority decision directions required to accelerate progress toward the NDS objectives. It is intended to inform decision-making, resource prioritisation, and implementation focus across Government and among development partners.

3.1 Overall National Performance Conclusion

The 2024 implementation year demonstrated that Solomon Islands maintained macroeconomic stability, institutional continuity, and social cohesion in a challenging environment characterised by fiscal constraint, political transition, and increasing climate risk.

Across the five NDS objectives:

- Targeted interventions delivered tangible results, particularly where programmes were community-based, operationally simple, and near completion.
- National-scale transformation remains limited, primarily due to constrained fiscal space, uneven delivery capacity, and fragmented implementation.
- Infrastructure expansion has outpaced system readiness, especially in social services, climate resilience, and governance reforms.
- Governance and public order remained stable, but reform momentum was uneven and not yet translating consistently into improved service delivery outcomes.

The overarching national conclusion is that Solomon Islands is progressing, but not yet at the scale or speed required to achieve the NDS outcomes by 2035 without a deliberate shift in delivery approach.

3.2 Cross-Cutting National Performance Lessons

Evidence across all NDS objectives points to the following five recurring national lessons:

- 1. Delivery readiness matters more than ambition**
Interventions aligned with existing systems and capacity consistently outperformed those requiring new structures or complex coordination.
- 2. Scale is the central constraint**
Proven interventions exist across sectors, but limited coverage prevents them from generating transformative national outcomes.
- 3. Capital investment alone is insufficient**
Infrastructure investments must be matched with staffing, operations, maintenance, and financing to deliver sustained benefits.
- 4. Community-based approaches deliver results**
Programmes grounded in community structures achieved higher effectiveness and resilience under fiscal and administrative stress.
- 5. Fragmentation weakens impact**
Disconnected projects and parallel systems reduce efficiency and dilute national outcomes.

These lessons should guide national decision-making in the next implementation cycle.

3.3 Priority Decision Directions for Government

To accelerate progress toward NDS objectives, the following decision directions are recommended:

Decision Direction 1: Prioritise Completion, Functionality and Scale

- Focus resources on completing and fully operationalising existing investments before initiating new ones.
- Scale up proven interventions with demonstrated impact rather than expanding fragmented pilots.

Decision Direction 2: Align Budgets with Delivery and System Readiness

- Strengthen alignment between capital investments and recurrent budgets, particularly for staffing, operations, and maintenance.
- Ensure new programmes demonstrate delivery readiness prior to approval and funding.

Decision Direction 3: Strengthen Subnational Delivery Capacity

- Invest in provincial and community-level implementation capacity, including monitoring, supervision, and maintenance systems.
- Adopt differentiated delivery approaches for remote and high-risk areas.

Decision Direction 4: Integrate Climate Resilience Across Development Planning

- Embed climate adaptation and disaster risk considerations across infrastructure, livelihoods, social services, and governance reforms.
- Prioritise atoll and high-risk communities for scaled resilience investments.

Decision Direction 5: Reinforce Governance as an Enabler of Results

- Prioritise high-impact governance reforms that directly improve service delivery and accountability.
- Scale community-based approaches to public order and justice.
- Strengthen the link between accountability mechanisms and citizen-facing outcomes.

3.4 Implications for Resource Allocation and Partnerships

The 2024 findings underscore the need for:

- Strategic prioritisation within constrained fiscal space
- Improved coordination with development partners to reduce fragmentation
- Greater use of climate finance and blended financing aligned to national priorities
- Stronger performance monitoring focused on outcomes, not activities

Development partners are encouraged to align support with these national decision directions to maximise collective impact.

3.5 Way Forward

The evidence presented in this report confirmed that Solomon Islands possesses the institutional foundations, community resilience and policy frameworks necessary to achieve the National Development Strategy. What is now required is a shift from fragmented delivery to disciplined execution at scale, supported by aligned financing, strengthened capacity, and sustained political leadership.

The decisions taken in the next planning and budgeting cycle will be decisive in determining whether current incremental gains translate into transformational national outcomes by 2035.

4.0 ANNEXES

4.1 Annex 1: Development Budget Appropriated Expenditure by Ministry (2024)

SUMMARY OF APPROPRIATED EXPENDITURE					
HEAD OF EXPENDITURE	2023 ORIGINAL BUDGET ESTIMATES	2023 REVISED BUDGET ESTIMATES	2024 BUDGET ESTIMATES	2025 PROJECTIONS	2026 PROJECTIONS
03 Ministry of Agriculture and Livestock Development	30,000,000	30,000,000	30,000,000	0	0
05 Ministry of Education and Human Resources Development	66,900,000	66,900,000	66,900,000	0	0
06 Ministry of Finance and Treasury	34,000,000	34,000,000	39,000,000	0	0
09 Ministry of Health and Medical Services	44,500,000	44,500,000	40,000,000	0	0
10 Ministry of Infrastructure Development	112,200,000	112,200,000	100,200,000	0	0
12 National Parliament	2,150,000	2,150,000	2,150,000	0	0
13 Ministry of Forestry and Research	10,636,000	10,636,000	10,636,000	0	0
14 Office of the Prime Minister and Cabinet	374,000,000	374,000,000	9,450,000	0	0
16 Ministry of Police National Security & Correctional Services	21,630,000	21,630,000	21,630,000	0	0
17 Ministry of Provincial Government & Institutional Strengthening	30,000,000	30,000,000	30,000,000	0	0
18 Ministry of Lands, Housing and Survey	10,000,000	10,000,000	10,000,000	0	0
19 Ministry of National Planning and Development Coordination	1,500,000	1,500,000	8,983,230	0	0
20 Ministry of Culture and Tourism	10,000,000	10,000,000	10,000,000	0	0
21 Ministry of Commerce, Industry, Labour and Immigration	33,663,770	33,663,770	48,963,770	0	0
22 Ministry of Communications and Aviation	30,357,000	30,357,000	30,357,000	0	0
23 Ministry of Fisheries and Marine Resources	15,000,000	15,000,000	15,000,000	0	0
25 Ministry of Justice	3,000,000	3,000,000	3,000,000	0	0
26 Ministry of Home Affairs	12,000,000	12,000,000	12,000,000	0	0
27 Ministry of Traditional Governance, Peace and Ecclesiastical Affairs	2,500,000	2,500,000	2,500,000	0	0
28 Ministry of Mines, Energy and Rural Electrification	48,060,000	48,060,000	28,160,000	0	0
29 National Judiciary	5,000,000	5,000,000	5,000,000	0	0
30 Ministry of Women, Youth and Family Affairs	3,000,000	3,000,000	3,000,000	0	0
31 Ministry of Rural Development	261,000,000	261,000,000	120,000,000	0	0
32 Ministry of Environment, Climate Change, Meteorology and Disaster Management	9,820,000	9,820,000	9,820,000	0	0
MINISTRY TOTAL	1,170,916,770	1,170,916,770	656,750,000	0	0

4.2 Annex 2: Project Pictures



Arial view of current Tilapia Development at Aruligho



Side view of MFMR Staff House 1 at Aruligho



Side view of MFMR Staff House 2 at Aruligho



Photo: Number 1 Replica House-Tulagi Central Islands Province -Interior Completion



Rehabilitation of Ulawa ring road



Work in progress on the Marasa Mbabanakira road



Work in progress on the North road from Dala to Afufu



KGVI School road sealing works – SPG related



Complete log bridge at Kwaiafa



Photo: 150 Seaweed farmers from Port Adam in Small Malaita Constituency supported with seaweed farming tools/materials under the 2024 cdf program. Similar funding support is also provided to seaweed farmers in other constituencies (Output 2: Activity 2.2).



Photo: Other CDF funded projects delivered thru the 2024 program, drum/container for petrol depot (Gizo/Kolombangara constituency) and a starlink disk for internet connectivity donated to a remote rural community high school in North Malaita constituency (Output 1: Activity 1.2).



Photo: King George VI School Lecture Theatre front and indoor view



Photo: Progress of the Lata CHS Double story Complex Classroom stage.1



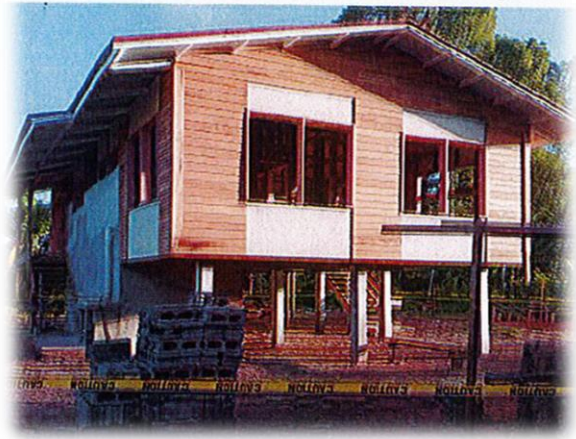
Photo: Framing Outside View of FNMHS Classroom building Complex Project

1. Manuopo AHC1 – Temotu -SIG Development Budget (D



Manuopo AHC – Temotu Province

2. Namuga Clinic Staff house (Makira Province)



Namuga Clinic Staff House (Makira Province)

LOT 1 – OFFICE & STORAGE EXTENSIONS



Photo: National Medical & Storage.
Lot 1 – Office & Storage Extensions



Photo: Tertiary Healthcare Program - Medical Centre (PRC)

		
Waste Management Workshop in Buala, Isabel Province	Joint Enforcement Agencies monitoring team in Buala, Isabel Province	Joint Enforcement agencies monitoring & enforcement team in Honiara
		
Signing of MOU between Representatives of Community Grant Recipient and witnessed by ECD Staff	Distribution of Promotional products in support of Gospel light school speech competition to commemorate World Environment Day on Friday 5 th June 2024	Confiscated banned items transported to ECD Office during Joint Enforcement Team enforcement & monitoring

Photo: Waste management programmes (awareness, education & trainings) sustainably support & effective in provinces and communities.

		
Some of the food items that had been distributed between the different zones within Sikaiana island	Honourable for Malaita Outer Islands Mr. Polycarp Paia and Permanent Secretary for MECDM Ms. Susan Sulu cutting the ribbon during the handing over ceremony of the Sikaiana communication system. Looking on are the Paramount Chief of Sikaiana, MPA for Sikaiana, the Head Master and one of his staff.	Permanent Secretary of MECDM Ms. Susan Sulu with officers from the cooperate services and the climate change division pose in front of 3 water tanks that were handed over to the Sikaiana community during the multi-sectorial visit to the island to conduct assessment and to officially launched the Sikaiana communication system.

Photo: Implementing Adaptation Activities for Sikaiana



Above captions: Makaa Police Station in 90% completion stage, the photo was taken in February 2024. The Police Station was built by JF Construction, despite many challenges encountered they managed to reach such stage and it was within the project timeframe.

National Security Strategy Review Consultation



Consultation Review of the National Security Strategy at Taro, Choiseul Province

Border Management System (BMS) – Border Security and Immigration



Awareness on Border Management System (BMS) at Shortland Islands

Naha CSSI Barracks



Site Exc & levelling



Material prep



Building Set-out



Photo: Rafters, purlins, roofing sheets to the Chief justice quarter (National Judiciary)



Photo: Major Renovation Works to Principal Magistrate Residence – Gizo(National Judiciary)



Photo: Malaita Provinc- Aligegeo phase 01 Grandstand project completed and handover in July 2023(MHA)



Steel HBM's and Rafters done



Ground floor concrete basement in progress



Steel frames and rafters ready in preparation for roofing.

Photo: Noro tuna park stadium fitness and changing room center

4.3 Annex 3: Project Monitoring Template

3/24/26, 2:29 PM	MNPDC PROGRAMME/PROJECT MONITORING TOOL
MNPDC PROGRAMME/PROJECT MONITORING TOOL	
INTRODUCTION	
Enter a date and time	
<i>Date and time of the monitoring of the specific project</i>	
yyyy-mm-dd	hh:mm
Data Collector Name	
☐ Serena Tabiru	
☐ Mathew Walekoro	
☐ Joseph Maeke	
☐ Joshua Wore	
☐ Simeon Walekwate	
☐ Stephanie Kalu	
☐ Ollie Pokana	
☐ Ellie Fikisi	
☐ Arden Sore	
☐ Marie Vaqalo	
☐ Pauline Kana	
☐ Joy Osi	
☐ Charles Siriurao	
☐ Samuel Aruhu	
☐ Starlin Konainao	
☐ Marlon Keni	
☐ Matsuko Pelomo	
☐ Trudy Ramo	
☐ Harold Fote	
☐ Franco Kakate	

A. PROGRAMME/PROJECT BASIC INFORMATION	
A.1 Program Title	
https://ee.kobotoolbox.org/x/HEOPWZCj	1/20
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MNPDC PROGRAMME/PROJECT MONITORING TOOL	
A.2 Project Title	
A.3 Program/Project Description	
<i>Provide a brief explanation of the Programme and the Project on its objectives and outcomes and the purpose it serves in terms of development.</i>	
A.4 SIG Program Code	

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

A.5 Which Ministry/Agency is PRIMARY responsible for implementing this Program/Project?

Primary implementer = Lead responsibility for planning, execution, and oversight.

- ☐ MID
- ☐ MOFT
- ☐ MRD
- ☐ MEHRD
- ☐ MHMS
- ☐ MFR
- ☐ MFMR
- ☐ MCIL
- ☐ MFAET
- ☐ MHA
- ☐ MTGPEA
- ☐ MJLA
- ☐ MPS
- ☐ MECCDM
- ☐ MNPDC
- ☐ MWYCFA
- ☐ MAL
- ☐ MCA
- ☐ MCT
- ☐ MPNSCS
- ☐ MPGIS
- ☐ MMERE
- ☐ OPMC
- ☐ NP
- ☐ MLHS

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

A.6 Which Ministry/Agency is the SECONDARY/COLLABORATIVE implementer of this Program/Project? (Select all that apply)

Collaborative/Secondary implementer = Supporting role or shared responsibility with other agencies

- ☐ MID
- ☐ MOFT
- ☐ MECCDM
- ☐ MPGIS
- ☐ MPS
- ☐ MTGPEA
- ☐ MRD
- ☐ MEHRD
- ☐ MHMS
- ☐ MFMR
- ☐ MFR
- ☐ MAL
- ☐ MMERE
- ☐ MFAET
- ☐ MWYCFA
- ☐ MJLA
- ☐ MHA
- ☐ MPNSCS
- ☐ MCIL
- ☐ MNPDC
- ☐ OPMC
- ☐ NSO
- ☐ CBSI
- ☐ NP
- ☐ OAG
- ☐ OGG
- ☐ MLHS

A.8 Start Date of Project*Provide the date of implementation***A.9 Does the Program/Project have an End Date?**

- ☐ Yes
☐ No

A.9.1 End Date of Program/Project**A.9.2 Was the Program/Project revised?**

- ☐ Yes
☐ No

A.9.2.1 What is the new revised end date**A.9.2.2 What are the reasons for the program/project end date revision?****B. Geographical Location of Programme/Project****B.1 Geographical Location of Program/Project***Select the province in which this programme/project is implemented*

- ☐ Honiara
☐ Guadalcanal
☐ Central
☐ Isabel
☐ Malaita
☐ Choiseul
☐ Western
☐ Makira
☐ Temotu

B.2 Record the site Location*Record the current location of the Project site*

latitude (x.y °)

longitude (x.y °)

altitude (m)

accuracy (m)

**B.3 Is the program/project implemented in other provinces?**

- ☐ Yes
☐ No

B.3.1 Specify Province(s)*Select which Provinces the programme/project is being implemented.*

- ☐ Honiara
☐ Central
☐ Malaita
☐ Isabel
☐ Choiseul
☐ Western
☐ Makira -Ulawa
☐ Temotu
☐ Rennel & Bellona
☐ Guadalcanal

B. 4 Take a Photo of the Project site.

Click here to upload file. (< 10MB)

<https://ee.kobotoolbox.org/x/HEOPWZCj>

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

C. Program/Project Alignment to NDS Objectives

C.1 Under which NDS Objective does this program/project align to?

Select the main NDS objective(s) that this programme/project aligns to.

- ☐ NDS Objective 1: Sustained and Inclusive Economic Growth
- ☐ NDS Objective 2: Poverty Alleviated Across the Whole of the Solomon Islands, Basic Needs Addressed and Food Security Improved; Benefits of Development more Equitably Distributed
- ☐ NDS Objective 3: All Solomon Islanders Have Access to Quality Social Services Including Education and Health
- ☐ NDS Objective 4: Resilient and Environmentally Sustainable Development with Effective Disaster Risk Management, Response and Recovery
- ☐ NDS Objective 5: Unified Nation with Stable and Effective Governance and Public Order
- ☐ Not Aligned

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

C. 1.1 Select the name of the Program from the list of programs aligned to NDS Objective 1

Select the specific programme/project name from the list of the prioritised programmes/projects provided classified according to NDS Objectives

- ☐ 06-1: National Statistics Program
- ☐ 06-2: MoFT Institutional Development Program
- ☐ 06-D1 Tina River Hydropower Project
- ☐ 06-D2 Domestic Revenue Mobilization Project
- ☐ 06-D3 Domestic Revenue (AUSAID)
- ☐ Mobilization Project (ADB)
- ☐ 06-D4 Lands and Maritime Governance (DFAT)
- ☐ 06-D5 Urban Water Supply and Sanitation Sector Project (UWSSSP)
- ☐ 06-D6 Urban Water Supply and Sanitation Sector Project (UWSSSP)
- ☐ 06-D7 Strengthening the capacities of the Pacific countries to derive SDG indicators 2.3.1, 2.3.2, 2.4.1 and 5.a.1 (TCP/SAP/3235)
- ☐ 06-D8 Support for the implementation of the Pacific Strategic Plan for Agricultural and Fisheries Statistics (PSPAFS) (TCP/SAP/3233)
- ☐ 06-D9 "Strengthening the capacities of the Pacific countries to identify, develop, monitor and disseminate relevant and compiled agrifood systems statistics to support cross-sectoral policy and decision making (TCP/SAP/3236)"
- ☐ 06-D8 Support for the implementation of the Pacific Strategic Plan for Agricultural and Fisheries Statistics (PSPAFS) (TCP/SAP/3233)
- ☐ 06-D9 "Strengthening the capacities of the Pacific countries to identify, develop, monitor and disseminate relevant and compiled agrifood systems statistics to support cross-sectoral policy and decision making (TCP/SAP/3236)"
- ☐ 06-D10 Public Investment Management (Japan)
- ☐ 06-D11 Solomon Islands Domestic Resource Mobilisation
- ☐ 03-1 National Biosecurity Security Programme
- ☐ 03-2 Food Security & Livestock Industry Programme
- ☐ 03-3 Commercial Agriculture Development Programme
- ☐ 03-4 Cocoa & Coconut Development Programme
- ☐ 03-5 Agriculture Innovation Enhancement Program
- ☐ 03-6 Infrastructure Programme

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☐	03-D7 Catalyzing agrifood systems through digitalization (TCP/SAP/3239)
☐	03-D8 Addressing Non-Communicable Diseases (NCDs) through transformed and resilient agrifood systems across the Pacific Islands countries (TCP/SAP/3240)
☐	13-1: Forestry Downstream Processing
☐	13-2: Sustainable Logging Development
☐	13-D1 Follow up cooperation for "Sustainable Forestry Management"
☐	13-D2 Sustainable Use of Forest Resources-Community Based Livelihood Improvement
☐	20-1: Tourism Development and Institutional Strengthening Program
☐	20-2: National Tourism Product Development Program
☐	20-3: National Cultural Heritage and Tourism Infrastructure Program
☐	23-1: Community Fisheries Livelihoods
☐	23-2: Fish Export Infrastructure and Fisheries Center
☐	23-3: Tuna Onshore Development
☐	23-D1 Bina Region Arrangements for Governance
☐	23-D2 Adaptive Fisheries Management (GCP/SAP/003/CAN)
☐	23-D3 Advisor for Capacity improvement of urban transport management in Honiara
☐	23-D4 Advisor for Livelihood Improvement through community – based coastal resource management
☐	23-D5 Bina Harbour Project Management Office/Arrangement
☐	23-D5 Bina Harbour Project Management Office/Arrangement
☐	23-D6 Solomon Islands Fisheries Development – New Phase 2020-2024
☐	23-D7 Labour Standards on Fishing Vessels
☐	28-1: Energy Sector Development Program
☐	28-2: SI Water Development Program
☐	28-3: Petroleum Legislation and Review
☐	28-4: Mines Sector Institutional Strengthening Programme
☐	28-5: Mineral Development Program
☐	28 -6 Geological Mapping
☐	28-7 Ocean Governance
☐	28-D1 The Project for Construction of Micro Hydropower plant and Power Transmission Facility for Falake Community
☐	28-D2 The Economic and Social Development Programme for MMERE

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☐	21-2: ICED,SEZ and Economic Growth Center Programme
☐	21-3: Trade and Export Programme
☐	21-4: MCIL Reform, Coordination and Monitoring Programme
☐	21 -5: Value Adding and Downstream Processing Programme
☐	21-6: E-commerce
☐	17-1: Provincial Government Support Programme
☐	17-2: Provincial Township Development Programme
☐	10- 1 SIG Obligation to Transport Donor Funded Projects Programme
☐	10- 2 National Transport Initiative Programme
☐	10- 3 National Transport Fund Programme
☐	10- 4 Sea Infrastructure and Transport Services Program
☐	10- 5 Economic Infrastructure Program
☐	10-6 Social Infrastructure Development Program
☐	22- 1 :International Airports (Henderson and Munda)
☐	22- 2: Provincial Airports programme
☐	22-3 Communication Program
☐	10-D1 Solomon Islands Infrastructure Program
☐	10-D2 Community Access and Urban Services Enhancement (CAUSE) project Phase two
☐	10-D3 Interlocking Block Pavement
☐	10- D4 Community Access and Urban Services Enhancement Project D2920
☐	28-2 Renewable Energy Development Programme
☐	28-3 Water Sector Development Programme
☐	28-D1 Tina River Hydropower Development Project (WB)
☐	28-D2 Geoscience, Water, DRM (SPC)
☐	28-D4 PACREE Pac Center Ren Energy (SPC)
☐	28-D8 SOL: Rural Electrification (SPIRES) UNDP
☐	0-D2 Solomon Islands Renewable Energy Scoping Study
☐	18- 1 Solomon Islands Urban Management Programme (SUMP)
☐	18- 2 Lands and Title Reform and Constitutional Reform Amendment

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

C.1.2 Select the name of the Program from the list of programs aligned to NDS Objective 2

Select the specific programme/project name from the list of the prioritised programmes/projects provided classified according to NDS Objectives

- ☐ 03-3 National Biosecurity Program
- ☐ 03-2 Food Security & Livestock Program
- ☐ 03- 1 Commercial Agriculture Development Program
- ☐ 03-4 Cocoa & Coconut Development Program
- ☐ 03-6: Infrastructure Program
- ☐ 09- 4 Primary Health Program
- ☐ 28- 1 Constituency Renewable Rural Electrification Program
- ☐ 28- 4 Water Sector Development Program
- ☐ 09-D1 RWASH
- ☐ 03-D2 Sustainable transformation of domestic agrifood systems in Fiji, Samoa, and Solomon Islands (GCP/SAP/011/EC)
- ☐ 03- D3 Reducing COVID-19 Related Food Insecurity in the Pacific Region (GCP/SAP/004/CAN)
- ☐ 03- D4 Promoting innovative farming systems to improve vegetable production (TCP/SAP/3908)
- ☐ 03-D5 Catalyzing agrifood systems through Digitalization (TCP/SAP/3909)
- ☐ 03-D6 Addressing Non-Communicable Diseases (NCDs) through transformed and resilient agrifood systems across the Pacific Islands Countries (TCP/SAP/3910)
- ☐ 03-D7 SI Agriculture and Rural Transformation Project
- ☐ 0-D3 Urban Water Supply and Sanitation Sector Project P165872
- ☐ 0-D4 Follow-up Cooperation on the Project for Improvement of Water supply System in Honiara and Auki
- ☐ 23- 1 Community Fisheries Livelihoods
- ☐ 23-2 Tuna Onshore Development
- ☐ 23-3 Fish Export Infrastructure
- ☐ 31- 1 Constituency Development Program
- ☐ 0-D1 Youth Engagement Program
- ☐ 30-D1 Empowering Youths as Agents for Peace and Social Cohesion
- ☐ 30-D2 Employment on fishing vessels project (IOM)

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

C.1.3 Select the name of the Program from the list of programs aligned to NDS Objective 3

Select the specific programme/project name from the list of the prioritised programmes/projects provided classified according to NDS Objectives

- ☐ 09- 1 Primary Health Program
- ☐ 09-2 Secondary Health Care Program
- ☐ 09-3 Tertiary Health Care Program
- ☐ 09-4 Medical Supplies and Logistics Development Program
- ☐ 09-5: Relocation of NRH
- ☐ 09-6: Upgrade of NRH
- ☐ 09-D1 Solomon Islands Australia Partnership for Health
- ☐ 09-D2 The Economic and Social Development Program for MHMS
- ☐ 09-D 3 Strengthening national capacities on condex standards and food safety (TCP/SAP/3907)
- ☐ 09-D 4 Transformative Agenda (DFAT FUNDED)
- ☐ 09-D5 FPA90(UNFPA)
- ☐ 09-D6 UNFPA Supplies (Multidonor trust fund)
- ☐ 09-D7 Humanitarian
- ☐ 09-D9 General WHO
- ☐ 09-D10 Universal Health Coverage to support the MHMS based on the Country Cooperation Strategy 2018-2022 and Regional
- ☐ 09-D11 WHE Planned Activities to Support MHMS
- ☐ 03-D12 Better Health and Wellbeing to Support MHMS
- ☐ 03-D13 Better health and wellbeing to support the MHMS
- ☐ 03-D14: SOI – Support to SICCM –SLB-CFUND-1234 (2019-2022) UNDP
- ☐ 05- 1 SIG Support SINU Infrastructure Program
- ☐ 05-2 Education Infrastructure
- ☐ 05-3:SINU Facilities Development
- ☐ 05-D1 Preparing Pacific Education Sector Projects
- ☐ 05-D2 Senior Secondary Education Improvement Project
- ☐ 05-D1 Preparing Pacific Education Sector Projects
- ☐ 05-D2 Senior Secondary Education Improvement Project
- ☐ 05-D3 Senior Secondary Education Improvement Project

C.1.4 Select the name of the Programme from the list of programmes aligned to NDS Objective 4

Select the specific programme/project name from the list of the prioritised programmes/projects provided classified according to NDS Objectives

- ☐ 32-1 MECDM office building: Environment Haus
- ☐ 32-3 SIMS Early warning Systems
- ☐ 32-D1 Disaster and Climate Risk Resilience
- ☐ 32-D2 Solomon Islands Humanitarian and Disaster Resilience program
- ☐ 32-D3 Solomon Islands Disaster Preparedness and Response Activities (Australia)
- ☐ 32-D4 Strengthening capacity in the agriculture and land-use as well as energy sectors in Solomon Islands for enhanced
- ☐ 32-D8 Gem – Disaster and community resilience Program
- ☐ 32-1 Low Carbon Emission Development Program
- ☐ 32-2 Environment Conservation Programme
- ☐ 32-3 National Climate Change and Disaster Risk Resilience Program (continuation of SICAP)
- ☐ 32-D5 Integrating Forest management in Solomon Islands
- ☐ 32-D6 Accessing the Green Climate fund for enhanced ecosystem services and increased resilience in forestry and agriculture
- ☐ 32-D7 Strengthening Resilience Against Disaster and Climate Change related fragility in Solomon Islands
- ☐ 32-D8 UNDP Program for National Development Priorities (UNDP)
- ☐ 32-D8 Understanding and enhancing preparedness and response to risks of disaster displacement in the Pacific (IOM)
- ☐ National Determined Contributions Hub (UK)

C.1.5 Select the name of the Program from the list of programs aligned to NDS Objective 5

Select the specific programme/project name from the list of the prioritised programmes/projects provided classified according to NDS Objectives

- ☐ 19- 1 MNPDC Institutional Development Programme
- ☐ 24- 1 Public Service Infrastructure Programme
- ☐ 19-D1 Australia – Solomon Islands Program (ASIPS) Facility
- ☐ 19-2 Complementary support (Technical assistance) to the Solomon Islands Ministry of Finance and Treasury
- ☐ 06- 9 Public Investment Management
- ☐ 06- D11 Supporting Economic and Financial Reform
- ☐ 06-D13 Capacity Building in statistics and Audit project
- ☐ 04-1 OAG Independence Readiness Program
- ☐ 14-1 OPMC Infrastructure Programme
- ☐ 14-2 SIBC's National Radio Broadcasting Programme
- ☐ 14-D1 Support to OPMC for National Anti-Corruption Strategy (DFAT)
- ☐ 14-D2 SOL Transparency and Accountability Project (UNDP)
- ☐ 12- 1 National Parliament Development Programme
- ☐ 17- 1 Provincial Governance Strengthening Programme
- ☐ 17- 2 Provincial Township Development Programme
- ☐ 26-1 Provincial Sports Development Programme
- ☐ 26-2 Solomon Islands National Sports Council Program
- ☐ 27- 1 National Peace and State Building Institutional Development Programme
- ☐ 21-D1- Strengthening Trafficking in Persons (TIP) Legislation and Trauma-Informed Victim Identification in Solomon Islands
- ☐ 27-D1 Building Capacities for Peace and Development in the Solomon Islands (UNDP)
- ☐ 26-D1 Support to the Electoral Process in the Solomon Islands (EU)
- ☐ 26-D2 Democratic Governance (DFAT)
- ☐ 16 – 1 Police & Correctional Services Infrastructure Programme
- ☐ 16-2: CSSI Rehabilitation Programme
- ☐ 16-3: RSIPF Strengthening Programme
- ☐ 16-4: National Security Programme
- ☐ 25- 1 MJLA Institutional Infrastructure Programme

C.2 Under which Medium Term Strategy (MTS) does this program/project align with?

Select all the MTS that apply

- ☐ MTS1 - Reinvigorate and increase the rate of economic growth.
- ☐ MTS 2 - Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders
- ☐ MTS 3 - Build and upgrade physical infrastructure & utilities with an emphasis on access to productive resources and markets, and to ensure all Solomon Islanders have access to essential services.
- ☐ MTS 4 - Strengthen land Reform and other programs to encourage economic development in urban, rural and customary lands
- ☐ MTS 5 - Alleviate poverty, improve provision of basic needs and increase food security.
- ☐ MTS 6 - Increase employment opportunities and improve the livelihoods of all Solomon Islanders.
- ☐ MTS 7 - support the disadvantaged and the vulnerable; improve gender equality.
- ☐ MTS 8 - Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases.
- ☐ MTS 9 - Ensure all Solomon Islanders can access quality education and the nations manpower needs are sustainably met.
- ☐ MTS 10 - Improve disaster risk management, mitigation and preparedness.
- ☐ MTS 11 - Management the environment in a sustainable resilient way and effectively respond to climate change.
- ☐ MTS 12 - Efficient and effective public service with a sound corporate culture.
- ☐ MTS 13 - Reduce corruption and improve governance at national, provincial and community levels.
- ☐ MTS 14 - improve national unity, peace and stability at all levels.
- ☐ MTS 15 - Improve national security, law and order and foreign relations.
- ☐ Not Aligned

C.2.1 State the reasons for 'Non-alignment' with MTS.

C.3 Which sector is this program/project aligned to?

Select a sector that aligns to the project/programme

- ☐ Economic
- ☐ Infrastructure
- ☐ Rural Development and other Social Services
- ☐ Education
- ☐ Health
- ☐ Environment & Disaster Risk Management
- ☐ Public Service including Provincial Government
- ☐ Public Order & Safety
- ☐ Not Aligned

C.3.1 State the reasons for non-alignment with specific sector.

C. 4 Other than the NDS/MTS, which sectoral policies, strategies, or plans is this program/project aligned to?

D. Budget & Financial Expenditure Tracking

D.1 Type of Funding Source(s)

- ☐ SIG
- ☐ Donor

D.1.2 Specify the name of the Donor

- ☐ SPC
- ☐ DFAT
- ☐ World Bank
- ☐ IOM
- ☐ ADB
- ☐ UNDP
- ☐ JICA
- ☐ UNICEF
- ☐ FAO
- ☐ Embassy of Japan
- ☐ WHO
- ☐ Australia
- ☐ New Zealand
- ☐ USAID
- ☐ EU
- ☐ ACIAR
- ☐ UNFPA
- ☐ UNCDF
- ☐ IUCN
- ☐ Save the Children
- ☐ SPREP
- ☐ Others

D.1.2.1 Please specify 'Other Donor(s)

D.1.3 Type of Funding (Donor)

- ☐ Technical Assistance (TA)
- ☐ Grant (cash)
- ☐ Grant (In-kind)
- ☐ Grants (General Budget Support)
- ☐ Grants (Sector Budget Support)
- ☐ Concessional loan

D.1.4 Type of SIG Funding

- ☐ Grant
- ☐ Capital Infrastructure Development

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D. 2 Status of Funding

- ☐ Approved
- ☐ Pending
- ☐ Released

D. 3 What is the total program budget (SBD)?

D.4 What is the total budget allocation for the Project ?

D.5 What is the actual Expenditure till date (in SBD)?

D.6 What is the utilization rate for this funding source (%)?

Calculation: $(\text{Funds used} \div \text{Total funds allocated}) \times 100$.

E. Programme/Project Performance Summary

E.1 Reporting period (select the bi-annual reporting period)

Select the six-month (biannual) reporting period this program/project report applies to.

- ☐ January - June
☐ July - December

E.2 Is this Project completed?

- ☐ Yes
☐ No

E.3 What is the overall rating of the OUTPUT achievement for this project?

Calculation: $(\text{No. of achieved indicators} \div \text{Total No. of target indicators}) \times 100$

E.3.1 How would you rate the programme's/project's achievement of its intended outputs?

- ☐ Exceeding → Exceeding expectations - Results are better than planned
☐ On track → Achieving planned results
☐ Partial achievement → Some results delivered but behind targets
☐ Limited achievement → Minimal results so far
☐ Too early to assess → Insufficient time has elapsed to judge outcome achievement

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MNPDC PROGRAMME/PROJECT MONITORING TOOL

E.3.1.2 Explain your rating of output achievements.

Provide evidence or examples supporting your choice, and note any factors influencing progress.

E.4 What is the overall rating of the ACTIVITIES/MILESTONES achievement for this project?

Calculation: $(\text{No. of achieved activities} \div \text{Total No. of activities}) \times 100$

E.5.1 How would you rate the programme's/project's milestone activities achievement of its intended outputs?

- ☐ Exceeding → Exceeding expectations - Results are better than planned
☐ On track → Achieving planned results
☐ Partial achievement → Some results delivered but behind targets
☐ Limited achievement → Minimal results so far
☐ Too early to assess → Insufficient time has elapsed to judge outcome achievement

E.5.2 Explain your rating of the activities & milestone achievements.

Provide evidence or examples supporting your choice, and note any factors influencing progress.

E.5.3 How would you rate the overall quality of programme/project implementation?

- ☐ Excellent → Exceeds quality standards
☐ Good → Meets quality standards
☐ Satisfactory → Acceptable quality
☐ Poor → Below acceptable standards

E.6 What are some of the challenges faced in the implementation process of the outputs?

E.6.1 How can these challenges be addressed?

E.7 Has the programme/project experienced any unexpected outcomes?

Unexpected" means not anticipated in the original design or results framework.

E.8 What support does the programme/project need to improve implementation progress? (Select all that apply)

- ☐ Technical support → Technical assistance/expertise
- ☐ Funding support → Additional funding
- ☐ Capacity building → Staff training/capacity building
- ☐ Coordination support → Better coordination mechanisms
- ☐ Policy support → Policy clarification/support
- ☐ Equipment support → Equipment/infrastructure
- ☐ Monitoring support → Monitoring and evaluation support
- ☐ No support needed → No additional support needed
- ☐ Other support → Other support needed (Specify)

F.1 Provide your recommendations & comments on this project.

List your recommendations on whether this project needs to be improved/rehabilitated/renovated etc.

E.8.1 Specify the the type of support needed.

Enter time for end of data collection

hh:mm