



# MINISTRY OF HOME AFFAIRS CORPORATE PLAN 2016-2020

# Vision

“A Vigilant, Pragmatic and Sustainable Civil Affairs, Sports and Electoral Systems in Solomon Islands that best serve with Values Recognising the basic Wellbeing of our people”.

# Mission

Empowering people to shape a stable political future for our country, this builds on ethical leadership, decent governance and professionalism, hence to recognise our diverse traditional cultures, values and pride of our people and the Government with robust relationships with stakeholders equally.

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I am grateful to deliver the Ministry of Home Affairs Strategic tool “the Corporate Plan 2016-20. The plan sets a roadmap designed by the Ministry to give strategic directions for all staff of the Ministry to implement Democratic Coalition for Change Government’s (DCGA) Policy priorities and the mandates in different sectors of development identified.

The Corporate Plan in brief defines the Strategic Pillars of the Ministry to its users and stakeholders, and those serve the purpose of understanding roles and functions of the Ministry by stakeholders and more imperatively to attract responsibility and accountability of the Ministerial staff pertaining implementation in the next 4 years (2016-2020). \*2021 - 2024

I have confidence and trust in my Ministry’s leadership and Management do have the stake and capacity to ensure we successfully implement and deliver tangible results on what has been planned. I also understand that Solomon Islands has been part of the interdependent networks with members of the regional and global village, and is also susceptible to potential natural and non-natural vulnerabilities out there. However, my Ministry is hence determined and optimistic in our God, the creator and the capabilities He bestows upon us that we can strive to deliver results in our planned programmes, projects and policy objectives of the government in due course.

Vigilance and Pragmatism are our key principles. Being vigilant is imperative for the Ministry to ascertain potential risks and dealt with appropriately, and hence there will be potential risks the Ministry may not discern and prevent. Those are external factors and limitation of resources yet the Ministry is determined to ensure results delivered as expected.

Further, the Ministry values partnership and collegial relationship in its causes of actions, we wish to have strategic partnerships and cordial relationships with all stakeholders alike. Those include, donor partners, NGOs, Churches, business and private Sectors, cultural institutions, communities, Sectoral Ministries, governance institutions in which electoral system reformation is in particular a key pillar, Sports governance and development aiming at building and putting in place international standards Sporting facilities as per investing in sporting for leisure, healthy habits, as well as facilities in which our people love to play as part of social well-being and in preparations for hosting of 2023 Pacific Games. On the similar front, the Ministry values its partnerships with churches, Civil Society groups, chiefs and traditional leaders who ensure on daily basis play pivotal roles in community governance and social stability across the country.

In conclusion, as being the Minister for Home Affairs, I take this opportunity to congratulate my Ministry’s staff for your consistency in leadership and management in ensuring this Corporate Plan is implemented successfully within the 4 years. Also, I wish you success in your determinations to ensure DCCG’s DCGA’s Policy priorities are realised fully as are expected by the Government.

**Hon. Minister Manasseh Maelanga, MP, DPM (Christopher Laore**

Ministry of Home Affairs.

# ACKNOWLEDGEMENT.

The Wisdom in Proverbs 29: 18 infers that “**Where there is no Vision, People Perish**”, this implies that envisioning in planning is a key pillar for organizations to start with, and hence, the Ministry of Home Affairs acknowledges that this Corporate Plan 2016-20 is its strategic tool contains its vision and defines the mission Democratic Coalition for Change Government intends to deliver through Home Affairs in particular the following sectors: Electoral reform, Sports Development, Civil Affairs, Civil Registry and Community Governance during the 4 years. The plan will guide us throughout the exciting but challenging period: 2016 to 2020. It is essentially simple yet ascertains consistency, sustainability and pragmatism in the process of implementations of the annual programmes and projects of MHA. It further seeks attentions of two prime audiences; (a) *attracts attentions, responsibilities and commitments of all working staff in the Ministry to deliver results in their work programmes* and (b) *ensures understanding of all stakeholders on what DCCG and the Ministry plan to do and deliver on during the next 4 years*. Furthermore, it aims at attracting stakeholders’ partnership and commitment for better outcomes in the Ministry’s programmes. For continuing objectives will certainly be translated into the next 4 years Corporate Plan (2020-24).

The Plan in essence quantifies objectives MHA wishes to materialise with its limited resources in a simple way, thus implies the Ministry’s strengths and opportunities, gauging ability to manage potential risks and helps in anticipating and predicting unforeseen circumstances for future planning, buying- in supports and better delivery of government policies and mandates.

I acknowledge the Plan is the evidence of collective efforts of leaders and managers in the Ministry and I congratulate them for an excellent result and work well done.

Finally, we may have over optimistic in our planning, however, with the strong determination and confidence in the current team in the Ministry, I trust all staff to ensure we will deliver successfully on our mandates and the policy priorities of the Democratic Coalition for Change Government for the 4 years.

**Mr. George Selwyn Palua**

Permanent Secretary

Ministry of Home Affairs.

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# ACRONYMS.

**AM & ER:** Annual Monitoring & Evaluation Reports**.**

**AR:** Annual Reports**.**

**BAR:** Bi-Annual Reports**.**

**BVR:** Bio-Metrics Voters Registrations

**CRVS:** Civil Registration & Vital Statistics System.

**DCCG:** Democratic Coalition for Change Government.

**DCC:** Democratic Coalition for Change.

**DPM:** Deputy Prime Minister.

HCC: Honiara City Council.

HoDs: Heads of Divisions.

ICT: Information Communication Technologies.

**IT:** Information Technology.

JICA: Japanese International Corporation Agency.

MER: Monthly Exceptional Reports.

ME: Monitoring and Evaluations.

**MHA:** Ministry of Home Affairs.

**MP:** Member of Parliament.

NGO: Non-Government Organizations.

PS-MHA: Permanent Secretary Ministry of Home Affairs.

PMO: Prime Minister’s Office.

OPM: Office of the Prime Minister.

OPM-NC & PS: Office of the Prime Minister-National Consultant & Permanent Secretary.

QPR: Quarterly Progressive Reports.

RMS: Risks Management Strategy.

SIEC: Solomon Islands Electoral Commission.

SMART: Specific, Measurable, Achieveable, Realistic and Time-bound.

SWOT: Strengths, Weaknesses, Opportunities and Threats.

US: Under-Secretary.

# Executive Summary.

MHA Corporate Plan 2016-20 sets the standard by providing directions, responding to DCC Government priorities. It also restructures the manner in which the ministry delivers in fundamental, social and civil affairs of the country. These encompasses; the legislative reviews, Electoral reform, Demographic and coding system, civil affairs, support to traditional governance and Sports development in the country.

In essence, the Corporate Plan maps out strategic direction of the Ministry by its vision, mission, policy goals, core businesses or objectives, values and guiding principles, programme of actions and activities from which management and staff are compelled to implement. The Ministry will partner with its stakeholders for possible strategic supports in resourcing and attracting commitments for successful results.

The anticipated changes from the reviews, reform, projects and programmes would be thought-provoking, however, vigilance, innovation and pragmatisms are imperative to ensure the outcomes are realised.

It must be acknowledged that there are potential issues have indirect and direct relationships with what are being planned herein, in particular the legislative reviews, electoral reform, programmes under Civil Registry, Civil Affairs, Sports Development and Corporate Support Services. These issues are inevitable; they fall under basic social services and economic needs that both have direct and indirect impacts on welfare of the Ministry’s staff and the stakeholder-partners.

To ensure the potential issues are manageable, flexible mitigating strategies and interventions are imperative for successful implementations as well avoiding duplications and wastage of resources. Therefore, success in delivering results and outcomes against the objectives requires proactive approach, innovation, vigilance, cordial relationship with stakeholders and pragmatism with ethical practices are anticipated.

# THE MHA - STRATEGIC PILLARS

1. ***Electoral reform***
2. ***Legislative Reviews (HCC Act, Gaming & Lotteries, NGO Bill, Citizenship Act, Censorship Bill)***
3. ***Sports development & Successfully Hosting 2023 Pacific Games.***
	1. ***Strengthening Operations of National Sports Council***
4. ***Civil registration & Vital Statistic System***
	1. ***Demographic coding System***
5. ***Civil Affairs & Stakeholders Partnerships (NGOs, Churches, Chiefs, Development Exchange Services, Civil Society Groups)***
6. ***Strengthening Operations & relationships with Honiara City Council.***
7. ***Strategic Human Resources Management and Corporate Services***

**Note, Critical success factors will potentially shape the manners in which strategic pillars above are being delivered;**

* **Strong and visionary leadership at divisional levels,**
* **Informed and merit-based decisions,**
* **Proper resourcing & efficient usage of limited resources,**
* **Commitment and accountability for performance,**
* **Consistency in delivery of outputs or results in time.**

# STRATEGIES

 *The Ministry of Home Affairs believes that with limited financial and human resources available each year, hence it employs 3 Strategies to serving its wider spectrum of community and multiple stakeholders.*

* 1. Internal labour mobility,

Obvious examples will be during peak times of the years for a Civil Registry followed by National General Elections, MHA is pressured to deliver services in timely manner therefore the staffs in all divisions are to be mobilised and fully utilised in delivering the expected results. This strategy also allows for holistic understanding and inductions of staff into key functional and policy roles of all divisions under the Ministry of Home Affairs.

b. Strategic Alliance through Partnership,

The ministry values partnership and coalition with stakeholders for cost-sharing with shared values and responsibilities. Through partnership, stakeholders make commitments and share responsibilities in ensuring results and outcomes are realised in time. These will practically take effect through signing and making commitments in Memorandum of Understanding/Agreements and Out-Sourcing through contracts. Those initiations will allow the Ministry to just play an oversight role in some of its major programmes and projects and ensure results delivered at cost-efficient manners.

1. Appropriate resourcing

 Appropriate resourcing centres on the notion of sufficient Funding through recurrent and development budgeting, Staffing as per right skills on the right position at the right time, proper facilities & strong management and leadership support at Operational, Tactical and Strategic levels of the Ministry.

# Democratic Coalition for Change Government’s Policy Priorities.

MHA aims at successfully delivering expected results on the following policy goals of DCCG during 2016-2018.

* 1. Completed reviews of the;
		1. Citizenship Act,
		2. Electoral Act & Electoral Reform,
		3. Censorship Act,
		4. HCC Act,
		5. Gaming & Lotteries Act,
		6. Enactment of Pacific Games Bill
	2. Facilitate effective consultations between Government & Non-Government Organisations, Non-State Actors, and Civil Society groups, Churches, Chiefs and Development Exchange Services.

# MHA Core-Businesses (Objectives).

* 1. **Civil Registrations.**

This Ministry is the data-hub for civil affairs of the country. It delivers in the areas of

* + 1. Civil Voters Registrations.
		2. Civil Registration and Vital Statistics which covers,
			1. Births,
			2. Islander Marriages,
			3. Deaths.
	1. **Research and develop Demographic Coding System for security and economic purposes.**
	2. **Profiling and creation of sustainable data base for: -**
		1. Houses of Chiefs in the country,
			1. This objective ensures recognition of significant roles performed by chiefs and traditional leaders in community governance and social stability across our society.
		2. Naturalised citizens,
		3. Churches and denominations,
		4. Non- Government Organisations and Non-State Actors,
		5. Development Exchange Services,

A point of action is for profiling and creating a data base system for civil Affairs, such objective warrants an option to have IT specialists consolidate this that data base component with our existing CRVS under Civil Registry.

* In anticipation to materialise objective “(c)” hence MHA is obliged to strengthen partnership and working relationships with all stakeholders that in itself is a useful resource.
	1. **Effectively Administer the Electoral Processes/ Cycles of the country.**
		1. Effective and efficient delivery of electoral services,
		2. Ensure efficient, sustainable and quality Bio-Metrics Voters Registration System.
		3. Research, recommend and delivery of better alternative voting system in Solomon Islands.
	2. **Invest, develop and sustain world standard Sporting Infrastructures and facilities to ensure,**
		1. Accessibility to all sporting fraternities,
		2. Proper preparations for 2023 host of Pacific games,
		3. Recreations, social cohesion and healthy life style for Solomon Islanders.
	3. **Review and make amendments to the legislations.**
		1. Gaming & Lotteries Act,
		2. Citizenship Act,
		3. Censorship Act,
		4. Honiara City Council Act.
	4. **Research, Consult and develop Policy frameworks for enactments of,**
		1. Non-Government’s Organization bill.
		2. Host of Pacific Games bill.
	5. **Ensure effective and efficient delivery of Corporate & Management Services and ensure appropriate staffing for MHA.**
	6. **Develop and implement MHA Staff development & Successive Plan.**

# 9. VALUES.

**MHA wishes to embrace the following values in its social architecture or organizational culture;**

* Relationship: Sustain curtesy, collegiality, cordiality and diplomacy in partnership and alliance with stakeholders alike.
* Confidentiality: Treat sensitive information, matters of MHA and interests of stakeholders with concern and due diligence.
* Passionate: Being enthusiastic and committed to work and deliver results with best of your abilities.
* Transparency: Policies, Standard Operational Procedures and reasons for decisions are accessible and communicated for better understanding, implementation and compliance.
* Responsive/Adaptive: Being vigilant in challenging and accepting changes with the ability to manage risks. The changes with best fit practices are considered in serving interests of the Public.
* Team dynamics: Valuing and respecting opinions, contributions from the dynamism of teamwork and in particular acceptance of responsibilities with patience and commitment.
* Accountability: Being responsible for actions taken, decisions made and the resources used with trustworthiness.
* Respect: Considering opinions, decisions and interests of others with much curtsey.
* Integrity and honesty: Maintaining professional standing, ethical decision making, truthfulness, trustworthiness and obedience to laws.
* Impartiality or neutrality: Being consistent, fair, just and equal in actions and decisions. Considerations are based on merits which imply neutrality without biasness or favouritisms or nepotism.

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# 10. Legislations administered by MHA.

There are 18 pieces of legislations MHA is responsible to administer. Two additional Acts (Host of Pacific Games bill & NGO bill) will possibly add on to the list when successfully tabled and enacted in the National Parliament. Our challenge here is how effective the ministry is able to ensure these laws are implemented, enforced and served their purposes of regulating behaviours in specific industries intended for. Further, compatibility to other laws becomes an issue; therefore, it demands strong and visionary leadership in ensuring harmonization and cohesiveness of legislative reforms to best serve the fundamental interests of Solomon Islands as a country.

**The Legislations;**

1. Local Government Act [CAP. 117].
2. Births and Deaths (Registration) Act [CAP. 168] of 1988.
3. Births, Marriages and Deaths Registration Act [CAP. 169].
4. National Parliament {Electoral} Provisions Act [CAP. 87].
5. Solomon Islands National Sports Council Act 1988,
6. Honiara City Act [No. 2 of 1999].
7. Citizenship Act [CAP. 137].
8. Cinematography Act [CAP. 137].
9. Gaming & Lotteries Act [CAP. 139].
10. Liquor Act [CAP. 144].
11. Public Holidays Act [CAP. 151].
12. Church of Melanesia Trust Board (Incorporated) Act [CAP. 156].
13. Church of Melanesia (SI) Property Act [CAP. 157].
14. Closed District Act [CAP. 139].
15. National Parks Act [CAP. 149]
16. Processions and Public Assemblies Act [CAP. 29].
17. Solomon Islands Red Cross Society Act [CAP. 167].
18. Winston Churchill Memorial Trust Act [CAP. 56].

It is encouraged that proactive consultations with Attorney Generals Chamber and Law Reform Commission are prioritised during implementation of the laws. Whilst implementing the laws, respect is to be accorded to our traditional cultures and fabric of our society that has on individuals, groups, communities and the nation, Solomon Islands.

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# 11. DIVISIONAL PROGRAMMES,

The Plan articulates major programmes and projects under each division of the ministry, and further highlights action points with Key result areas or indicators against each activity, and briefly defines potential outcomes for each of the programmes and projects for 2016-2019.

## 11.1. MANAGEMENT & CORPORATE SERVICES.

The division has 8 active staff coordinating four strategic units (Corporate, Accounts, HR Unit and Records Management unit) of the Ministry. Their functional roles cover general administration, Fiscal Management, Human Resources Management, Corporate Governance, Records Management, Welfare Supports and logistics. The division ensures stability and sustainability of operations and resourcing of programmes and projects of the Ministry during the tenure of this Corporate Plan. It does that by leading, administering, coordinating and delivering results on the following tasks,

1. Governance.
2. Policy Planning & Implementation process (Strategic); essentially ascertain that the strategic, tactical and operational aspects of the Ministry are reflected in the planning and implementation processes of policies and mandates of MHA.
3. Workforce design, employment and recruitment processes, functional structure, performance management, staff development and succession planning, staff welfare, staff motivation and support services (Human Resources Management practices).
4. Prudent Fiscal Management.
5. Reporting and ensuring accountability.
6. Public Relations.
7. Quality Customer Services.
8. Records Management.
9. Logistics Management.
* ACTION POINTS WITH KEY RESULT AREAS OR INDICATORS AND OUTCOMES.

The division is expected to deliver on the following key result areas.

 **Key Result Areas 1. Effective Governance**:

 1.1: All staffs embrace MHA’s values and display ethical conducts and practices in discharging their roles.

 1.2: Instilled and improved ethical decisions, discipline, enforcement and compliance to Public Service codes, rules, regulations and Laws.

 1.3: Improved responsibility, Transparency, Commitments and Accountability for one’s actions and decisions.

***OUTCOME 1.***

MHA: Reputable agency with Integrity and Trust to lead and administer the Electoral system, Sports development and Civil Affairs of the country.

 **Key Result Areas 2. Policy Planning and Implementation Processes:**

 2.1: Complete Policy Translation and implementation metrics of MHA produced.

 2.2: Strategic Directions of MHA are properly set (Vision, Mission and Appropriate Strategies).

 2.3: Corporate Plan and Annual Work Plans Produced and delivered on Time.

 2.4: MHA Strategic Management Framework flow Chart widely observed in MHA.

 2.5: Major Programmes/Projects of MHA under its various divisions secured appropriate support (budgets) endorsed, accorded with proper coordination and successfully implemented according to phases against timelines.

 2.6: Reports on implementations and feed backs delivered on time.

 2.7: Annual Reports of MHA produced and delivered in timely manner.

 2.8: Executive Strategic Management Team effectively delivers on its functions: (minimum of 4 meetings – maximum of 12 meetings per year).

***OUTCOME 2.***

Effective and efficient delivered Government’s policy goals in MHA which further improved well-being of our people.

 **Key Result Areas 3. Workforce design & organizational functional structure, employment and recruitment processes, performance management, staff development and succession planning, staff welfare, motivation and support services (Human Resources Management practices).**

3.1: MHA resourced with optimum size of workforce and having right skills on the right jobs at the right time.

 3.2: Having an enabling organizational functional structure which is effectively and efficiently delivering services to the public.

 3.3: Fully staffed divisions with appropriate levelling and grading system.

 3.4: Effectively and efficiently coordinated recruitment and employment system based on merit and impartiality.

3.5: Individuals, divisional and organisational performances and productivity improved and rewarded, consequentially, the services beneficiaries and stakeholders alike satisfied.

 3.6: Produced and delivered results and recommendations from MHA skills need survey.

 3.7: Staff development & succession Plans produced and utilised by MHA.

 3.8: MHA HR capacity, capability or competence enhanced.

***OUTCOME 3.***

MHA workforce Capacity and Competence in delivery maximum quality services to the Public is optimised.

 **Key Result Areas 4: Prudent Fiscal Management.**

 4.1: Properly coordinated and provided advice on the annual budget cycle in MHA.

 4.2: Sufficient financial resources secured in the annual recurrent and development appropriations for all divisions of MHA.

 4.3: Programmes and projects of MHA are properly costed against phases and timelines and ensure success in implementations.

 4.4: MHA fully implemented and complied with Public Finance Management Act, Financial Instructions, Tender Processes/ Procurement protocols during sequences of implementation of Government’s policies and mandates via Annual work programmes (instilled control).

 4.5: Financial Reports with update financial status delivered at appropriate timing (quarterly, bi-annually and annually). Divisions are properly informed of their Budget statuses.

 4.6: Payments and financial supports to projects, work programmes are effectively delivered on time.

 4.7: Audit of the MHA annual accounts are delivered on time.

 4.8: delivered up to date inventory of all office facilities and assets.

***OUTCOME 4.***

 Realised Prudent Fiscal Management of MHA accounts, financial resources, office assets and facilities.

 **Key Result Areas 5: Reporting and Ensuring accountability.**

 5.1: weekly debriefs monthly reports and quarterly reports by staff to supervisors and the Permanent Secretary on the progressive implementations of work programmes and operations in each division delivered in timely manners.

5.2: Quarterly Reports on implementation Policy priorities and mandates in MHA delivered to PS-MHA, Minister, PMO and the Governor General at appropriate timings.

5.3: 4 Annual Reports (2016-2019) Produced and delivered to Cabinet, Public Accounts Committee, Parliament, Stakeholders and the Public for accountability purposes.

***OUTCOME 5.***

Decisions are informed with appropriate merits and accountability for resources used realized.

**Key Result Areas 6: Public Relations.**

6.1: Publicity, Promotion, Open day, Radio Programmes highly accomplished.

6.2: 70-95% Public awareness of the location of Ministry’s supports and services provided.

***OUTCOME 6.***

MHA’ supports and services are well-aware of, and accessible.

 Key result Area 7: Quality Customer Services.

7.1: Hired, properly inducted a person to effectively and efficiently work as a full time receptionist at head quarter.

7.2: Phone calls quickly received with courtesy and ethical language. Calls properly profiled to inform management of important queries and for evaluation purposes.

7.3: Avoid unprecedented delays of raising of payments but ensure clients satisfied with the manner we serve them.

7.4: Properly administered and coordinated correspondences coming in and going out of the Ministry with attentions to points of actions.

***OUTCOME 7.***

Our Services’ beneficiaries satisfied.

 **Key Result Areas 8: Records Management.**

8.1: Records Management of MHA reviewed and is complied with Public Service Record Management Protocols.

8.2: Electronised MHA Records, install an appropriate file tracking facility for monitoring flow of files in MHA filing system.

8.3: Properly data and archived closed files containing information pertinent to the State.

***OUTCOME 8.***

Effective and Efficient Records Management of MHA filing Registry System realised.

 Key Result Areas 9: Well-fare and Logistics Management.

9.1: well-fare supports provided for under Public Service General Orders are well served to staff employees. Those are;

* Public Services Rental Scheme,
* Effective facilitation of office rental bills and utilities.
* Salaries & allowances effectively and efficiently facilitated and managed,
* merit based increments awarded to staffs,

9.2: All vehicles are well managed by, observing vehicle regulations, profiling trips, mileages, maintenances & repair and are available and accessible to all staffs.

9.3: All MHA offices have resources & equipped with appropriate facilities for effective and efficient delivery of outputs.

***OUTCOME 9.***

Effective and efficient staffs’ welfare and Logistics Management realised. Staffs motivated and satisfied with MHA welfare supports.

## 11.2. SPORTS DIVISION.

This division has 3 active staff, yet it is tasked with very strategic objective to ensure appropriate support to the National Sports Council which has the mandate by law to administer and coordinate Sports development in Solomon Islands. MHA with its supporting roles ensures effective delivery on nation-wide Sports facilities and infrastructure support and developments. The reality and obvious challenge here is with the division’s minimal staffing capacity. The demand for support and services out there on the ground and in the provinces are multiple and mismatch. However, with the mandate and for the benefit of our social development, cohesiveness and stability, this division without hesitation works in collaboration with National Sports Council, National Olympics Committee, Sporting Federations, Associations and fraternities in the country in ensuring the government delivers on the policy intention “Comprehensive Sports Development”. Notably, the government through the Ministry of Home Affairs has a commitment to deliver on its policy by working with selected stakeholders who have resources capacities to put in place world standard sporting complexes and facilities for better sporting outcomes in the future, and hence to prepare and support National Olympics Committee to bid, win and successfully host the 2023 Pacific Games in Solomon Islands in 7 years’ time.

Although Sports division has minimal staffing capacity, its major objectives cover the following projects and tasks,

* **ACTION POINTS, KEY RESULT AREAS OR INDICATORS AND OUTCOMES,**

 Action areas, indicators (KRAs) and outcomes are templated under national projects, supports and competitions. Those are categorised into priority ranking in 2016 to 2020. Most of them will be shown continuous beyond 2020 as parts of the divisional functional and operational roles.

In 2016, the following projects and games will be facilitated and supported through the Ministry of Home Affairs as key result areas for Sports division.

**PROJECTS;**

1. The division facilitates support towards 2023 Pacific Games bid preparations as one off project.
2. Lead and coordinates establishment of a national stadium with synthetic tract which will continue all through 2020 and in preparations for 2023 Pacific Games.
3. Conduct Sports facilities survey assessments in Honiara and all throughout the provinces.
4. Provisions of equipment support to national sports federations and provincial sports associations.
5. Facilitates finalisations of appointments of the executive board of the National Sports Council
6. Sporting Infrastructure and facilities improvements in Honiara and the provinces,
7. Preparations for hosting of 2018 Solomon Games.
8. Ensure Pacific Games Village is prepared and make it secure comfortable and liveable for intending participants of 2023 Pacific Games.
9. Facilitate proper budget planning and projections to secure financial capacity in order to assist in terms of grants to the National Sports Federations.
10. Ensure appropriate budget support is prepared for renovations of National Sports Council Office.
11. MHA co-partner with its statutory authority: the National Sports Council to initiate and develop a comprehensive National Sports Policy for Solomon Islands.
12. Work collaborative and in partnership with National Olympics Committee, National Sports Federations, and the Ministry of Health and Medical Services to initiate a Solomon Islands National Anti-Doping Agency for promoting fairness and healthy Sporting life-style.

**COMPETITIONS.**

The MHA Sports Division plays vital supporting roles towards Sporting Competitions involving hosting and participations of Solomon Islands Sporting fraternities and individuals;

13. For 2016, MHA will ensure appropriate support is provided towards hosting of the Solomon Games in July 2016, Solomon Games in 2018 and the Melanesian Games in 2019.

14. Ensure support is appropriated for our team to participate in Melanesian Games, Olympic Games, National Youth Games, Pacific Mini-games, and Commonwealth Games that are forth coming in 2016-2020, those will take place nationally, regionally and internationally.

15. Oversee and facilitate better coordination to programmes and activities planned in collaborations with Solomon Islands National Sports Council.

16. Continue leading with SINSC to consult government Ministries, donor partners, sporting fraternities in and abroad on specific but relevant matters and issues impacting Sports development in Solomon Islands.

17. Develop and prepare divisional annual actions in the divisional Work Plans for the 4 years 2016-2019.

18. Ensure preparations and planning are effectively done in preparing and development of the divisional recurrent and development budgets.

19. Ensure technical training in supports are delivered to Sports Administrators, officials, athletes and service providers.

 Key Result Areas 1:1 successfully facilitated support towards 2023 Pacific Games bid preparations as one off project.

 1.2 Bids delivered in time and met required conditions of Pacific Games Council.

 1.3 Sufficient supports appropriated for lobbying team to successful won host of 2023 Pacific games in Vanuatu by May 2016.

 1.4 Completion and enactment of Pacific Games bill 2016.

***OUTCOME 1:***

 Solomon Islands successfully won the bid to host 2023 Pacific Games.

 Key result areas 2: Successfully Led and coordinated establishment of our national stadium with synthetic tract and continue all through 2019 in preparations for 2023 Pacific Games.

2.1. Land or project site secured.

2.2. Conceptual designs achieved.

2.3. Appropriate funding realised.

2.4. Implementation of the project positively progressed and managed.

 Key Result Areas 3: Realised Conducting Sports facilities survey assessments in Honiara and all throughout the provinces.

3.1. All provinces as well as City Council are being assessed and data prepared in consumable reporting template with alternative recommendations for further actions.

***OUTCOMES 3-6.***

3-6.1. Decisions to support improvement of existing sporting facilities and development of sporting infrastructures in Honiara and the provinces are based on merits or data evidence.

3-6 .2. Proper sporting facilities and equipment that encourage sporting activities out there for health and physical well-being of our people and those skilful are recognised and included in national federations and competitions to represent the country in regional and international competitions.

 Key Result Areas 7-8: Well-coordinated preparations for hosting of 2018 Solomon Games in collaborations with NSC and NOCSI.

 7-8.1: realised proper documentations of the preparations and each stakeholder are clear about what to do in the follow up preparation years 2016-2019.

7-8.2. Ensure technical advice and capabilities are realised to advance identified proposed sporting facilities meet international standards and are catered for hosting 2023 Pacific Games

*OUTCOMES 7 & 8.*

7-8.1: Achieved proper documentation of preparations and national host committee acquainted with Host of Pacific legal framework and its operational procedures.

7-8.2: Achieved and accessibility and availability of technical advice and capabilities to successfully host 2023 Pacific Games.

 Key Result Areas 9-10: achieved effective proper budget planning and facilitations of the divisional budget estimates that cater for implementations of all annual major projects, budget supports sporting fraternities as clients and work programmes of the division.

***OUTCOMES 9-10:***

MHA allocated sufficient financial supports for Sports development in the country.

Available and accessible sports facilities and infrastructures for all provinces and in Honiara.

 Key result areas 11: MHA co-partner with the National Sports Council and realised initiation and development of a comprehensive National Sports Policy for Solomon Islands.

***OUTCOME 11.***

11.1: Realised consistency and standardised procedures for implementation of Sports development and awards or recognitions for Solomon Islands Sporting heroes in national, regional and international competitions.

 11.2. Sporting policy that supports social inclusion in Sports and physical well- being of Solomon Islanders.

 Key Result Areas 12: Realised Initiation of a concept note for establishment and support for a Solomon Islands National Anti-Doping Agency with NOCSI, National Sports Federations and the Ministry of Health and Medical Services.

***OUTCOME 12.***

12.1: Responsibly comply with International requirement for just and fair sports in national, regional and international sporting events and competitions.

12.2: Fair, Just, Ethical and Healthy Sporting practices

 Key result Areas 13: MHA realised appropriate support towards hosting of the Solomon Games in July 2016, Solomon Games in 2018 and the Melanesian Games in 2019.

***OUTCOMES 13***

13.1: Solomon Islands successfully hosted Solomon Games by July 2016, Solomon Games in 2018 and Melanesian Games in 2019.

 Key result areas 14. Achieved appropriate support for our teams to participate in Melanesian Games, Olympic Games, National Youth Games, Pacific Mini-games, and Commonwealth Games that are forth coming in 2016-2019, those will take place nationally, regionally and internationally.

***OUTCOMES 14***

14.1. Teams achieved sufficient supports to participate in the competitions.

14.2. Participants representing Solomon Islands win medals and inflate number of medals compared to competitions in the past years.

 Key result Areas 15. Realised effective coordination to programmes and activities planned and implemented in collaborations with Solomon Islands National Sports Council.

***OUTCOME 15.***

Programmes and activities planned core-shared are positively impacted national sports development in the country.

 Key Result Areas 16. Realised cordial relationships with government Ministries, donor partners, sporting fraternities in and abroad and ensure relevant matters and issues impacting Sports development in Solomon Islands addressed amicably with mutual respect and potential benefits.

***OUTCOME 16.***

 16.1: Realised mutual benefits and respect in Sporting relationships and developments.

 Key Result Areas 17. Realised development and preparations of divisional annual actions in and production of divisional Work Plans for the 4 years 2016- 2019 in timely manners.

***OUTCOME 17.***

 Realisation of consistency, pragmatism and well organised plans with sufficient resources appropriations.

 Key Result Areas 18. Realised effective preparations and planning of recurrent and development budgets.

***OUTCOME 18.***

 Realisation of effective budget planning with optimum financial resourcing or sufficient financial capacity for delivery of results.

 Key Result areas 19. Realised provisions and delivery of relevant technical trainings in supports to Sports Administrators, officials, athletes and service providers.

***OUTCOME 19.***

Sports Administrators, officials, athletes and sports services providers have readily available technical capacities, those with organised skills, knowledge and competence to effectively administer and facilitate sporting events and competitions locally, nationally, regionally and as well as internationally.

## 11.3. SOLOMON ISLANDS ELECTORAL COMMISSION

The Office of the Solomon Islands Electoral Commission is the administrative arm of the Electoral Commission and headed by the Chief Electoral Officer (CEO). Managerially it is currently positioned within the Ministry of Home Affairs and responsible for all functions of voter registration and the conduct of all National General Elections and By-Elections.

The OSIEC is headed by the Chief Electoral Officer who is supported by a small permanent work force of eleven staff; however this number increases significantly at the time of a national election with the addition of approximately 3,000 temporary staff. The primary tasks carried out by the Office of the Electoral Commission are to:

* Maintain a clean Register of Electors
* Conduct Parliamentary Elections and By-Elections in accordance with the relevant Laws and Regulations, timeframes and approved budget;
* Declare the results of elections;
* Provide and promote education and awareness about the voting system and the method of voting;
* Continuously review electoral legislation
* Support the work of the Constituency Boundaries Commission

###

### MANDATE OF THE SOLOMON ISLAND ELECTORAL COMMISSION.

Under the Solomon Islands National Constitution the make-up, role and responsibility of the Electoral Commission are as follows:

**Three People Electoral Commission:**

* + - * 1. Chairman - The Speaker of Parliament

Two Members - Appointed by the Governor-General (acting in accordance with the advice of the Judicial and Legal Service Commission)

**Roles and responsibilities:**

58.-(1) The Electoral Commission shall have general responsibility for, and shall supervise, the registration of electors for the election of members of Parliament and the conduct of elections of such members and the Commission shall have such powers and other functions relating to such registration and such elections as may be prescribed.

(2) Every proposed Bill and every proposed regulation or other instrument having the force of law relating to the registration of electors for the election of members of Parliament or to the election of such members shall be referred to the Electoral Commission at such time as shall give them sufficient opportunity to make comments thereon before the Bill is introduced in Parliament or, as the case may be, the regulation or other instrument is made.

(3) The Electoral Commission may make such reports to the Governor-General concerning the matters under their supervision, or any draft Bill or instrument that is referred to them, as they may think fit, and if the Commission so request in any such report other than a report on a draft Bill or instrument that report shall be laid before Parliament. Supervise the registration of electors for the election of members of Parliament.

The Electoral Commission will focus on the achievement of its goals within the five strategic areas, each with its own strategic goals, objectives and performance measures.

Specific activities have been identified in pursuance of these strategic goals and progress will be monitored through measurable performance indicators.

* **ACTION POINTS, KEY RESULT AREAS OR INDICATORS AND OUTCOMES**

The SIEC will deliver on the following strategic result areas,

1. Legal Framework and Strengthened Independence.
2. Professionally Run Elections.
3. Sustainable Accurate and Inclusive Voters List.
4. Professional and Organizational Development.
5. Voter Education, Public Outreach and Stakeholder Engagement.

**Key Result Areas 1: Legal Framework and Strengthened Independence.**

1.1: Accomplished review legal and policy framework for effective and efficient Management of elections by ensuring the Constitution, Electoral Parliamentary Provisions Act and regulations are appropriate, compatible and practically workable.

1.2: achieved adopting funding protocols and prudent financial accountability mechanism for SIEC budgetary process and transition for independence.

1.3: Realised New Electoral System that is fair. Effectively manage the transition in the reform agenda for the electoral system to its autonomy or independence.

1.4: Improve SIEC’ legal framework to incorporate and encourage equal gender representation and social inclusiveness.

***OUTCOME 1.***

 Realised Independence with well governed & strengthened SIEC supported by legislation or policy framework and budget systems.

**Key Result Areas 2: Professionally Run Elections.**

2.1: Optimised staffing capacity by ensuring SIEC has optimum workforce to effectively and efficiently run and manage elections across the country.

2.2: Accomplished crafting a well-planned Elections Management strategy with cost-effective practices as per incorporating appropriate logistics (Election facilities, security, venues, training & workshops, inventory systems, hiring of people with right skills and competences and developing of Standard Operational Procedures that are consistent with Laws regulating Electoral Systems of the country).

2.3: Realised harmonization and integration of National Parliament Elections, Provincial Elections and City Council Elections under SIEC.

***OUTCOME 2.***

Electoral events professionally run, managed and delivered in accordance with relevant electoral laws of the country realised.

Key Result Areas 3: Sustainable accurate and inclusive Voters list.

3.1: Improved voters registration process by reviewing the process for transparency purpose and efficient registration methods developed.

3.2: Pilot project implemented in a selected province to test the transparent and efficient registration methods with new mechanisms developed in identifying both new registrants and those who are recently deceased.

3.3: Accomplished Conducting regular updates of the BVR and equipped deployed staffs in the provinces with appropriate and necessary resources by training and technological facilities.

3.4: Successfully carried out research into existing BVR facility and ensure findings informed recommendations for adoption of future methodologies.

3.5: Consultations held with stakeholders with the aim of attracting trust and confidence of voters in the system.

3.6: Established a committee to play oversight role over an external audit of the BVR system.

 3.7: Realised enhancement of IT capacity. SIEC committed to in-house ICT capacity development for advance ICT knowledge, software development, and data base management, Infrastructure (hardware) sustainability by regular maintenances.

3.8: Improved data analysis capability: - a merit for informing policy processes and decision making, services delivery and voters’ education. SIEC ensures system for capturing, analysing, disaggregating or calibrating data by demographic, etc.

***OUTCOME 3.***

Achieved a credible, complete, secure and accurate voters’ registration system that earns trust and confidence of voters and stakeholders alike.

Key Result Areas 4: Professional & Organisational development.

4.1: Achieved an enabling workforce and an organisational functional structure that optimised delivery of SIEC mandates, reform agendas and necessary electoral services in Solomon Islands Parliamentary Electoral cycle.

4.2: Accomplished an enabling work environment: office space improvement allows for professional and conducive working environment for SIEC. A feasibility survey undertaken for maximisation of potential setting of the existing infrastructure through refurbishment and relocation of the data centre and warehouse facilities.

4.3: Achieved a capacity development and succession plan.

* Plan addresses continuous staff learning professional capacity development to optimise managerial and leadership proficiency.
* Identify development needs of staffs in relation to organisational development needs.
* Optimise in-house and on the job trainings, national and international training opportunities, hence such options have potential to enhance the overall organisational capacity of SIEC.

4.5: Organizational Change Management framework and standard operational manual is produced to allow for better coordination, monitoring and evaluations of the internal process and steps taken to implement institutional changes.

4.6: Complete development of a gender and social inclusive policy to complement proposed policies, plans and implementation frameworks.

***OUTCOME 4.***

Realised an enabling functional structure composed of highly capable motivated workforce with right skills on the right jobs at the right time supported by enabling working environment.

**Key Result Areas 5: Voters Education, public outreach and stakeholders’ engagement.**

5.1: Accomplished development of a comprehensive evidence-based Communication strategic Plan and implemented across the electoral cycle, the strategy intends to have potential to shape knowledge, attitudes and practices of voters stakeholders.

5.2: successfully implementing the Evidence Based National Voters’ awareness strategy across the cycle.

5.3: Established and strengthened strategic alliance and partnership with stakeholders.

5.4: Revisit the Constituency Boundary Commission and profile gaps, issues and recommendations for future references and tasks.

***OUTCOME 5.***

Public and the Voters are aware of their roles in the democratic process of Solomon Islands is realised.

## 11.4. CIVIL REGISTRATION.

DCCG policy intention 4.2.4.4 sought the Ministry to facilitate assessing the economics of collecting, compiling and collating appropriate data on every citizen in the country to aid intelligence networking, enhance economic and social planning, stop crime and conduct security of people. Also, Home Affairs is to pursue Electoral Reform at these levels; National, Provincial and City Council. For these intentions, Civil Registry division however takes the lead role in implementing them through its Civil Registration and Vital Statistics System.

The division envisages materialising this objective: *“Putim Evriwan Insaed Piksa*”. It means - capturing everyone in the country’s Civil Registration and Vital Statistics System under MHA. The division’s staffing capacity 6 active employees led by the Registrar. Its core-business is daily collections and legal recording of vital events: *births, deaths, causes of deaths, adoptions* and *name amendments*. Raw data collected on daily basis feed into the CRVS, verified and finally converge into certificates, such documents essentially imperative for national identification system or e-government and help inform national policy planning process. It further help planning of infrastructures, monitoring and identifying health issues by aiding planning for safe and secure places. At individual level, CRVS supports integrity of individuals have access to health services, education, travel documentations, opening bank accounts and helps you being recognised as a unique person with legal identity to parentage and history.

Essentially, CRVS is a strategic tool aiding the government meet its policy objectives aim at improving lives and wellbeing of citizens.

This section of the plan will guide Civil Registry team to ensure its database is functional, responsive, accessible and sustainable system supporting individuals’ identity and rights. Furthermore, it provides merit for good Public Policy making supported by credible complete, accurate and timely registrations.

The division ranks its priorities in this manner, it aims at,

* Reviewing and updating the current legislations,
* Resourcing and attracting support by political commitment,
* Community advocacy and engagement,
* Clarity in the process for registration and ensure roles and responsibility across the system are clear,
* Staff and stakeholders being aware of the importance of CRVS,
* Improve data sharing,
* Reduce duplications,
* Improve access to Civil registry service in Honiara,
* Improve coverage,
* Improve cause of death data,
* Ensure data are available and standardise for policy planning purposes.
* Look at ways to improve demand for data.

These will also translated into practical programmes that are strategic, those are with long term and medium term natures.

The action points and indicators of the division include. The registrar with all divisional staff and stakeholders will ensure the following action points and carried out with appropriate budget and technical supports.

1. Coverage and quality of Births and Death registrations.
2. Strengthening institutional capacity of CRVS as a system.
3. Registration data is properly computed and calibrated for into vital statistics and information for public consumption and helps inform the government’s policy planning processes.

**The key result areas of the division;**

Key Result areas 1: ensure Coverage and Quality of Birth & Death Registration realised.

1.1: Phase expansion of civil registration services to provinces.

1:2: Raise public awareness through information and education campaigns.

1:3: Develop a strategy for a nation-wide registration drive, this allows for capturing of late and delayed registrations.

***OUTCOME 1.***

Rest of the population is captured by the CRVS and data computations bear quality and credibility for Public consumption.

Key Result Areas 2: Ascertained with strengthening institutional capacity of the CRVS as a system is materialised by;

2.1: develop a system design and standard processes.

2.2: Strengthen the legislative and policy framework.

2.3: design and develop an enabling workforce capacity with proper functional structure for the division.

2.4: Coordinate stakeholders and integrate CRVS improvement into other national development initiatives.

2.4: Improve accessibility and back functioning of Civil Registry Office

***OUTCOME 2.***

Civil Registry division has a proper institutional capacity with enabling functional structure or workforce with appropriate competence to deliver services.

Key Result Areas 3: Ensure Registration data is properly utilised for calibrating of vital statistics for government utilization in its policy planning processes and public usage.

3.1: Roll out a standard medical cause of death form for use in all hospitals.

3.2: Pilot verbal autopsy for deaths that occur outside of health facilities.

3.3: Use registration data to analyse and publish vital statistics.

***OUTCOME 3.***

CRVS Data is properly calibrated into standardised vital statistics readily available for public uses and civil data hub for policy planning purposes of the government.

## 11.5. CIVIL AFFAIRS

This division anticipates the culture of customer service oriented yet administers most of the laws assigned by gazette instrument and conventional approach. The laws are as follows;

1. Local Government Act [CAP. 117].
2. Citizenship Act [CAP. 137].
3. Cinematography Act [CAP. 137].
4. Gaming & Lotteries Act [CAP. 139].
5. Liquor Act [CAP. 144].
6. Public Holidays Act [CAP. 151].
7. Church of Melanesia Trust Board (Incorporated) Act [CAP. 156].
8. Church of Melanesia (SI) Property Act [CAP. 157].
9. Closed District Act [CAP. 139].
10. National Parks Act [CAP. 149]
11. Processions and Public Assemblies Act [CAP. 29].
12. Solomon Islands Red Cross Society Act [CAP. 167].
13. Winston Churchill Memorial Trust Act [CAP. 56].

It looks ambitious here, however, the divisional staffing capacity is 5 yet has multiple legal frameworks to manage, implement and enforce. Their most pressing need is to recruit academically and skilful employees to ensure tasks and legal objectives cascaded from the laws are delivered with good stewardship. Currently, the division supports 4 statutory boards administratively.

1. Gaming and Lotteries board,
2. Citizenship Commission,
3. Film Censorship board,
4. Liquor board.

Through the division, MHA has strengthened its strategic partnerships with NGOs, Houses of Chiefs across the country, Church organizations and denominations, Civil Societies and Development Exchange Services.

Strategically, MHA strengthens, facilitates and works in collaboration with these stakeholders through budgetary supports for national outcomes and aligning them to the intentions of DCCG policy framework. In a collective effort with stakeholders support, MHA will ensure legislative reforms under Civil Affairs are carried effectively to address the policy arena: Good governance and Political Strengthening. This division will practically do wise by implementing its following action points,

1. Review Citizenship Act and ensure it serves dual citizenship, this anticipates to go before parliament by 2017 1st sitting.
2. Review of Gaming and Lotteries Act and ensure its improvement amendments goes before Parliament by 2018 1st sitting.
3. Work on to complete the NGO bill to go before Parliament by 2017 2nd sitting.
4. Review the Cinematography Act and develop a Censorship bill which has to go before Parliament in 2018.
5. Ensure the recommended data base by the management for Citizenship, NGOs, Churches and Chiefs developed and put in place to profile proper record and data system for those functional areas and assist in profiling and computing of data for policy planning processes.
6. Develop a policy framework for fair and proper administration, distributions and resourcing of funds to churches, chiefs or NGOs. This policy will contain guidelines for consistency and justice in the manner state resources are distributed and utilised by stakeholders.
7. Encourage and facilitate annual consultations between government and non-government organisations. Information derived will serve to inform completion of the NGO bill.
8. Administration of Citizenship, Gaming and Lotteries, requests for exemptions, appointments of members to statutory boards and also ensure effective and efficient delivery of ceremonial functions: state and official funerals, independence celebrations, Public Processions and Public Holidays.

ACTION POINTS, KEY RESULT AREAS AND OUTCOMES UNDER CIVIL AFFAIRS.

Key result areas 1.1: Completed review tasks, amend and produce bill (Gaming and Lotteries Amendment Act) before 1st Parliament sitting in 2017. This task will lead to formulation of a state lotteries bill as a stand-alone separate bill intends to provide legal framework for operations of lotteries and the potential revenues collected will be utilised for sports development in the country.

***OUTCOME 1.***

* + 1. Improved legal framework for effective governance, administration and enforcement by the state in the areas of gaming and lotteries.
		2. Well administered lotteries operations that are viable as revenue sources for the state to fund sports development in the country.

Key result Areas 2.1: Completed review and improved the current Citizenship Act to allow for dual citizenship. Dual Citizenship amendment bill goes before 2nd Parliament Sitting in 2017.

***OUTCOME 2.***

* + 1. Dual citizens enjoy certain benefits: ability to live, work freely and play sports in two countries. Own properties, travel and participate in economic activities with relative ease between Solomon Islands and another country of citizenship. Consequently, those with dual citizenships may observe laws and regulations of both countries.

Key Result Areas 3.1: Done continuation of tasks and produces the NGOs bill before 1st Parliament sitting in 2018.

***OUTCOME 3***

* 1. Realised effective governance for behaviours, natures and processes involved in the deepening of democracy through civil society organizations.
	2. People-centred development, incorporating greater participation and grassroots connections properly governed and recognised as significant development strategy.

Key Result Areas 4.1: Completed reviewing the Cinematography Act and further improved into a Censorship bill to go before parliament 2nd Parliament sitting in 2018.

***OUTCOME 4.***

Effectively Scrutinized and controlled Speeches, Public Communications, internet websites, social media facilities, medial files, movie files, and other information considered objectionable, harmful, sensitive, and politically incorrect as determined by government, public, media outlets, authorities and institutions in Solomon Islands.

Key Result areas 5.1: Realised establishment of a Data base for Civil Affairs up, operational and viable for profiling of Citizenship, churches, NGOs, Chiefs and Civil society grouping.

***OUTCOME 5.***

Sustainable data hub with potential for computation and calibration of data and information for public consumption, merit based policy planning processes, decision making and proper profiling and monitoring of citizenship functions, church affairs, Affairs of houses of chiefs, NGOs and Civil Society groups in Solomon Islands.

Key result areas 6.1: Accomplished developing of policy guideline for administration of funding supports to Churches, Chiefs and NGOs.

***OUTCOME 6.***

Justice, fairness, consistency and impartiality realised in decision making and distributions of funding to NGOs (Churches and Houses of Chiefs) in Solomon Islands.

Key Result Areas 7.1: Accomplished continue facilitations of consultations between government and NGOS, findings and recommendations documented and remained the merits for completion of the NGO bill.

***OUTCOME 7.***

Interests of NGOs are properly coordinated in an effective legal framework for NGOs.

Key result Areas 8:1: Effectively and efficiently administered affairs of NGOs, Churches, Gaming and lotteries, citizenship, chiefs and civil society groupings.

***OUTCOME 8.***

Efficiency and effectiveness in delivering results and services in the following sectors: NGOs, Churches, Gaming & Lotteries, Citizenship, Chiefs Affairs and Civil Society.

Key Result Areas 9: Properly coordinate ceremonial functions: State and official funerals, Independence celebrations, Public Processions, Public Holidays.

***OUTCOME 9.***

Effectiveness, efficiency and sustainable functioning of independence celebrations, state and official funeral, public processions and public holidays.

## 11.6. Honiara City Council.

Honiara Township is Solomon Islands Central hub for socio-economic and cultural integration of Solomon Islanders, visiting friends and those who have come from abroad to work, live as well as do businesses in Solomon Islands. It is looked after by the Honiara local government; the *City Council* operating under the Honiara City Council Act. Administration of the Honiara City Council Act is a prerogative of the state Minister for Home Affairs, therefore, the Ministry is thereby responsible for ensuring Monitoring and Oversight roles take effect at HCC and hence to carry out its functional roles and mandates effectively and efficiently, which means delivery optimum but appropriate services to all inhabitants of Honiara Township.

By way of appropriate support in ensuring optimum services delivered and enjoyed by people; The City Council’s budget has been supported on annual basis through the Ministry of Home Affairs’ annual grants. Its budget supports by virtue of the HCC Act require vetting of its annual bids by the Minister for Home Affairs.

Strategic objectives of HCC.

1. Earns trust, confidence and respect of the community,
2. Be effective and accountable administrative capacity with paucity to manage and oversight operations and running of the HCC.
3. Be financially viable or sustainable, accountable, responsible and responsive to the needs of the Honiara Township.
4. In partnership with the Central Government to ensure basic social services: health, education, daily livelihood and social integration of the community.
5. Ensures infrastructure and public utilities put in place with appropriate capacities and conducive to sustainably support wellbeing of that live, work, stay study and do businesses in Honiara.
6. Ensure effective governance of HCC operational standards, codes, ordinances are complied with, enforced and properly administered.
7. Collects levies, fees, taxes to finances its budget and hence distributed fairly through its annual budgets. These may possibly do through optimising economic opportunities from its markets, wholesalers, exporters, importers, distributors, vendors and retailors.
8. Ensures safe, stable and harmonious Township achieved through consistent observations and enforcements of rules, laws and ordinances of the Council.

DCCG Policy Objectives under HCC.

1. Review the HCC Act 1999
2. Consult the Japanese International Corporation Agency (JICA) on the intention to expand, renovate and improve the HCC Central Market in Honiara.
3. Establish two local Markets in Honiara.

# 11.7. RISK MANAGEMENT STRATEGY.

RMS provides a structure and coherent measure for MHA in identifying, assessing and managing potential risks. This RMS in brief builds in a process allowing regular updating and reviewing assessments in particular on progressive developments and actions taken which are cascading from the Government’s policy directions, leadership and organisational culture of MHA, and the external factors affecting implementation of the Corporate Plan 2016-2020.

## 11.7. 1. Potential Internal Risks.

MHA acknowledges that there are potential risks possibly will affect implementation of the Corporate Plan, those would be,

1. MHA’s minimal size of workforce,
2. Organisational political factors,
3. Leadership support,
4. Complacency / resistance by Management or staff,
5. Financial support,
6. Skills availability,
7. Staff health status (Sickness),
8. Brain-drain,
9. Priority shifts,
10. Clarity,
11. Commitment,
12. Ownership,
13. Staff Welfare & Motivations.

These factors form the essence of operations in MHA and will certainly impact on implementation of the Corporate Plan 2016-2020.

MHA needs to do SMART and apply SWOT to ensure potential risks converted to opportunities and be optimised by the Ministry in the cause of implementing the Corporate Plan.

# S: Strength

## W: Weakness

## O: Opportunities

## T: Threats

S: always **Specific**

M: always **Measurable**

A: ensure goals are **Achievable**

R: be **Realistic**

T: Ensure **Time-bound**.

## 11.7.2. Potential External Risks



External factors come at differing levels; global, regional and national, implementers need to be vigilance regarding external environment and be foreseeable to predict possible influences affecting service delivery objectives in the Corporate Plan 2016-2019. There are forces have potential to influence the Ministry’s ability to deliver, they are: -

1. **Political factors**: Instability in government and changes in priority will potentially have adverse impact on continuity and flow of programme implementation.
2. **Economic factors**: Inflation and other economic challenges will potentially influence budget and operational costs of doing business and delivering in our core-businesses.
3. **Social and cultural factors**: Our ethics, neutrality and consistency will be challenged and nepotic behaviours are sources of impediments to progressive implementation of MHA mandates. Educational levels, gender & connected demographics, distribution of wealth and cultural diversity have potential to influence MHA’s ability to deliver government’s policies and its co-businesses.
4. **Technological factors**: Technology is advancing continuously and has great influence on MHA delivering capacity. Those fall under rate of technological obsolescence and innovative platforms.
5. **Legal factors**: Incompatibility or inconsistency is an impeding factor. An example is the fragmented sections and clauses in laws and regulations governing marriage affairs, civil registrations of birth and death with immigration requirements for passports and confidentiality of civil voters list with SIEC. Some legal aspects need to consider when implementing the Corporate Plan,
	1. Production & services regulations,
	2. Employment regulations,
	3. Patent infringements,
	4. Health and safety regulations.
	5. Requirements under international conventions.
6. **Natural forces**: Disaster and weather patterns are considered influential and have potential to affect mobilisation of resources from priorities in the plan.
7. **Demographic factors**: Population, generations and people with special needs and diverse interests, they are service recipients. They have potential to affect implementation of the programmes. They participate in the democratic process (elections); therefore, have citizenship rights to question quality and level of services delivered by state agencies.
8. **Geographic factors**: Solomon Islands is sea-locked and has scattered atolls or islands. Its transportation network is costly. The demand out there in the provinces are diverse and the cost to effectively deliver services across the national boundaries remain a continuous challenge in terms of planning, resourcing with finance, human resources, facilities and logistics.

Applying SMART approach is simple yet all of the factors are inter-dependent.

If you are wondering how to do your environmental analysis to curb or control the risk factors, here are 6 simple steps you may follow;

1. ***Understand all your environmental factors,***
2. ***Collect all relevant information,***
3. ***Identify opportunities for your division,***
4. ***Recognize the threats your division faces,***
5. ***Seek & buy-in support and ownership.***
6. ***Take actions or interventions.***

# 11.8. MONITORING & EVALUATIONS METRICS.

This evaluation matrix is simple; however, it is important for Corporate Services ensures commitment is demonstrated by all staff in the Ministry implement the Corporate Plan 2016-2020 through MHA Annual Work Plans and Annual budget Appropriations.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| MINISTRY | POLICY OBJECTIVE | Time Frame | KEY RESULT AREA | SUMMARY OF ACTIONS | STATUS OF IMPLEMENTATION | SUPERVISOR’S COMMENTS |
| e.g. Home Affairs | Review Citizenship Act | 2016-2017 | Complete review tasks, amend and produce amendment bill before 1st Parliament sitting in 2017.  | TOR in Draft.Taskforce still on Request for Proposal and tender documentation. | 10% completed & actively progressive | Need to devout more time and commitment.  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

It is important to carry out rigorous analysis of completed or ongoing activities in MHA to determine or support management accountability, effectiveness and efficiency.

Evaluation of completed activities is **ex-post evaluation**, **post-hoc evaluation** or **summative evaluations**. Evaluation of current or ongoing tasks is **in-term evaluation**.

M & E will be carried out at all levels in the Ministry by immediate supervisors. The matrix is results oriented. The timings of evaluation are monthly, quarterly, bi-annually and on annual basis. Information gathered will feed into quarterly reports to Governor General’s update by the Minister and the Annual Report to be tabled in the Parliament for MHA’s Accountability to the Public.

# 11.7.3. MHA REPORTING SYSTEM.

The ministry expects divisional heads support the corporate services do effective reporting function as the final key function of management in MHA.

Reports are delivered concerning implementation of the Corporate Plan 2016-2020 at 5 levels.

1. Monthly Exceptional Reports by HoDs to US Corporate Services before final submission to PSMHA.
2. Quarterly Progressive Reports by HoDs to US Corporate Services to compile and further finalise updates to PSMHA, OPM-NC & PS for Social Sector, and the Governor General debrief by the Minister.
3. Bi-Annual Reports by HoDs to US Corporater Services, PSMHA, OPM-NC & PS for social Sector.
4. Annual Reporting by HoDs, US Corporate Services to PSMHA, OPM and the National Parliament.
5. Annual M&E Report by US Corporate Services to PSMHA and the Minister.

The matrix below summaries expected time for each of the reports to be delivered at each level.

|  |  |
| --- | --- |
| Divisions | Timing : 2016 -2010 |
|  | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. |
| Monthly Exceptional Reports. | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** | **MER** |
| Quarterly Progressive Reports. |  |  | QPR |  |  | QPR |  |  | QPR |  |  | QPR |
| Mid-Year Reports |  |  |  |  |  | BAR |  |  |  |  |  |  |
| Annual Reports. |  | AR |  |  |  |  |  |  |  |  |  |  |
| Annual M & E Reports. |  |  | AM&ER |  |  |  |  |  |  |  |  |  |