Solomon Islands Government

SIG ICT Services

FIVE-YEAR ICT STRATEGIC PLAN

2019-2023 | Solomon Islands Government

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01

FOREWORDS

FROM **THE PRIME MINISTER**

Hon. Manasseh Sogavare

It is my pleasure as the Prime Minister of Solomon Islands who have nurtured the SIG ICT Services as a small unit in Ministry of Finance to see it now has grown and become able to provide innovative and reliable ICT services across the whole of SIG.

The SIG five-year ICT strategy commits government through the SIG ICT Services to transform and modernize service delivery across SIG as well as to the people of Solomon Islands.

The government aims to improve the telecommunications infrastructure in the country to provide quality and reliable internet services in Solomon Islands, while it continues to work closely with local and international partners to develop the telecommunications infrastructure that connects Solomon Islands to the world. With improved ICT services, SIG intends to transform its delivery of services to SIG ministries and the people of Solomon Islands in a cost-effective, reliable and secure manner; improving governance, accountability and transparency.

The five-year ICT strategy also leverages on the upcoming submarine cable to roll-out improved connectivity and digital delivery of SIG services and will deliver increased cybersecurity capabilities by developing a framework to keep abreast of ever-changing cyberspace landscape and protect SIG infrastructure and systems from malicious activities. SIG is on its way to achieve better use of technology to foster telecommunications and economic growth through efficient, sustainable and secure networks, digitised government services and information sharing based on inter-island connectivity that brings Solomon Islands closer together.

FROM **THE MINISTER OF FINANCE**

Hon. Harry Kuma

The five year strategy provides a roadmap that SIG ICT Services will undertake to securely and effectively deliver services across the government ministries and to the people of Solomon Islands; providing Information and Communication services across the government ministries to enable timely and efficient services.

SIG ICT Services is a Central Information and Communication support services for the whole of Solomon Island government whos purpose is efficient and effective service delivery for the people of Solomon Islands via improved SIG connect and digital technologies.

FROM **PERMANENT SECRETARY FOR FINANCE**

Mckinnie P. Dentana

With the upcoming Coral Sea Cable, the SIG Five-Year ICT Strategic Plan comes at the right time for Solomon Islands. SIG ICT Services has developed a strategic plan to allow SIG to take advantage of the ICT foreseen opportunities.

Leveraging on the cable, on the years' of SIG ICT Service experience and on existing SIG-Connect infrastructure, SIG will modernise the ICT services available to the Government of Solomon Islands and to Citizens. It will do so by strengthening the ICT workforce, continuing to maintain and upgrade the ICT infrastructure and systems, digitise services to SIG and citizens and assist SIG to increasingly be an information driven government, to make strategic decisions based on existing data.

Equipped with these advancements in technology, Good governance is developed through effective and efficient governance and a fundamental condition for economic growth.

FROM **THE SIG ICT SERVICES DIRECTOR**

Smith Iniakwala

This Solomon Islands Government Five-Year ICT Strategic Plan represents an important milestone to Solomon Islands Government and SIG ICT Services, which started back in 2011, where cabinet mandated our unit to provide whole-of-government ICT services to all SIG agencies, including centralisation of budgets, integration of plans and consolidation of technical officers.

A lot has been achieved over the past five years in alignment with that decision, and with the establishment and roll-out of SIG Connect, we have seen the number of users that our unit supports increased more than ten-fold, currently with more than 6,000 users connected. This multipurpose integrated network, covering both Honiara and all Provincial sites, has led to an ever increasing demand for improved and innovative ways to use technology in the public service. Several critical areas of our government depend on the technology we maintain and support, including systems aimed for financial management, revenue collection, law and order, fisheries, health and education.

However, technology does change in a very fast pace, and so does the expectations of the government officers and citizens that we serve. Our country is moving quickly towards a more Digital Nation, and there is an increasing need for delivery of better governance, increased transparency and easier access to information in digital format. At the same time, ensuring privacy and confidentiality of the digital data we host, and safeguarding all of our ICT assets and infrastructure becomes paramount to enable a reliable growth of digital services within SIG.

Our strategy does set ambitious goals over the next five years, and in order to achieve that we will have to work in an integrated manner across all SIG agencies to drive transformation initiatives and achieve meaningful results. We must continue to minimise silos and fragmentation of ICT operations, and focus on a fully consistent and united effort to support our government's development and economic goals through better use of technology. SIG ICT Services must be seen as a genuine business peer who will drive SIG innovation, nurture new partnerships with other agencies and deliver real value to government's business.

This strategy is also a call for all of our partners to make the best use of its resources and investments in delivering its programmes with technology components in it, by offering an integrated and harmonised approach for funding, ensuring proper budget allocations and sustainable expenditures.

This strategy is the result of collaborative work, and brings together the emerging strategic directions required by SIG ICT Services to achieve both its objectives as mandated, and also to empower SIG agencies in achieving their own institutional objectives. It outlines how we will continue to provide the foundations and lead the technological transformation and automation needed by SIG to deliver better and more efficient public services.

I would like to acknowledge the work and engagement of all of our officers in SIG ICT Services in achieving this important milestone. This document provides us with a framework for the unit with goals, objectives and initiatives that we will endeavour to achieve in order to fulfil our unit's mission of delivering innovative, sustainable and secure ICT solutions to enable SIG to provide improved services to public and private sectors.

02

INTRODUCTION

"Technology plays a key role in remodelling SIG's workforce and transforms how it provides its services."

This document embodies SIG's commitment to transform and modernise government through effective delivery of ICT services. It provides an aggregated overview of technology advancements that are aligned with several initiatives needed by SIG to deliver better and more efficient services required by the people of Solomon Islands.

It focusses on the needs of the people we serve, with public servants, business and the general public much more familiarised with a digital environment, expecting interactions with SIG to be simple and seamless, enabling them to work, engage in businesses and consume information anytime and anywhere.

And to fulfil that need, SIG ICT Services, as the central body responsible for whole-of-government ICT services, must ensure that its technology services are available to all its stakeholders. It is paramount for its survival that it keeps pace with modernisation of technologies, improves agility, efficiency and security in its operations, and adapts swiftly to dynamic demands and changes in the government's business.

Technology plays a key role in remodelling SIG's workforce and transforms how it provides its services. Through modern, resilient and efficient ICT services it will enable the delivery of a more data-driven and people-focused services, that can be leveraged by both government officials and the public regardless of their geographical location.

The intent of this single strategic document is to outline the roadmap, approaches, investments and initiatives that SIG ICT Services will, in collaboration with all government agencies, lead for the next five years to achieve the SIG's Digital Transformation and modernisation goals. It will harness our existing expertise to make even better use of the resources in place, to provide the necessary solutions to SIG's frontline officers.

SIG ICT leadership has collaborated, and through a number of workshops, revision of ministries and agencies priorities, meetings and discussions throughout 2017 have identified the key priorities, four goals and 12 objectives to be achieved by the end of 2023. These goals, once achieved, will set the foundation for the future and ensure Government's ICT capabilities continue to grow and evolve aligned with the technological landscape.

This document is delivered at a time of unprecedented change to the technology landscape within the Government, with the upcoming inauguration of the new SIG ICT Services building, the eminent arrival of the undersea telecommunications cable and the recent recruitment of over 20 new ICT officers joining SIG ICT Services in the delivery of its services.

In order to ensure the Solomon Islands Government Five-Year ICT Strategic Plan remains actual and reflecting the technological progresses, adjustments of SIG priorities and changes in the industry, this living document will be reviewed on an annual basis and evolve through regular engagements with stakeholders across different ministries and agencies.

03

VISION, MISSION, AND VALUES

The unit has developed key foundational statements that enable it to have the necessary identity and purpose, and demonstrates SIG ICT Services long-term commitment and dedication to achieve SIG ICT strategic goals and objectives.

SIG ICT Services VISION

Empowered SIG services to Solomon Islanders through SIG ICT Services effective design and delivery of ICT.

SIG ICT Services MISSION

To deliver innovative, sustainable and secure ICT solutions, in an environment that fosters talent and focus on standards, taking pride in the role of SIG ICT Services in enabling SIG to provide improved services to the public and private sectors.

WHAT SIG ICT SERVICES WILL ACHIEVE	**GOAL 1**	**GOAL 2**	**GOAL 3**	**GOAL 4**
	Increased efficiency of SIG ICT services through strengthened ICT leadership and workforce	Modern, sustainable and secure SIG ICT infrastructure and systems	Digitised government services to SIG and Citizens	An information driven government fully leveraging existing data
	People Resources Governance	Operations Service Delivery Cybersecurity	Digital Services Access to information	Data Analytics Business Intelligence
CORE VALUES	**Guiding principles:** Client focused, Collaboration, Innovation, Sustainability, Value to SIG			

The ICT Strategic Framework 2019-2023

SIG ICT Services VALUES

Client-focused

We aim to deliver the best experience to our SIG clients & stakeholders through effective ICT infrastructure, services and systems

Collaboration

We cherish a collaborative and conducive environment, breaking down institutional barriers by working as a single team to support each other's work.

Innovation

We foster ground-breaking ways with tools and techniques to identify user's requirements that are feasible with technology and viable for SIG.

Sustainability

We ensure the ICT solutions are sustainable, certifying SIG's ownership and commitment to continuity and ongoing improvement of those.

Talent

We attract, nurture, develop and retain outstanding and high performing ICT officers, viewing professional growth and career focus as a continual ongoing process.

Value

We provide long-term benefits and value to SIG by positively transforming public service through technology.

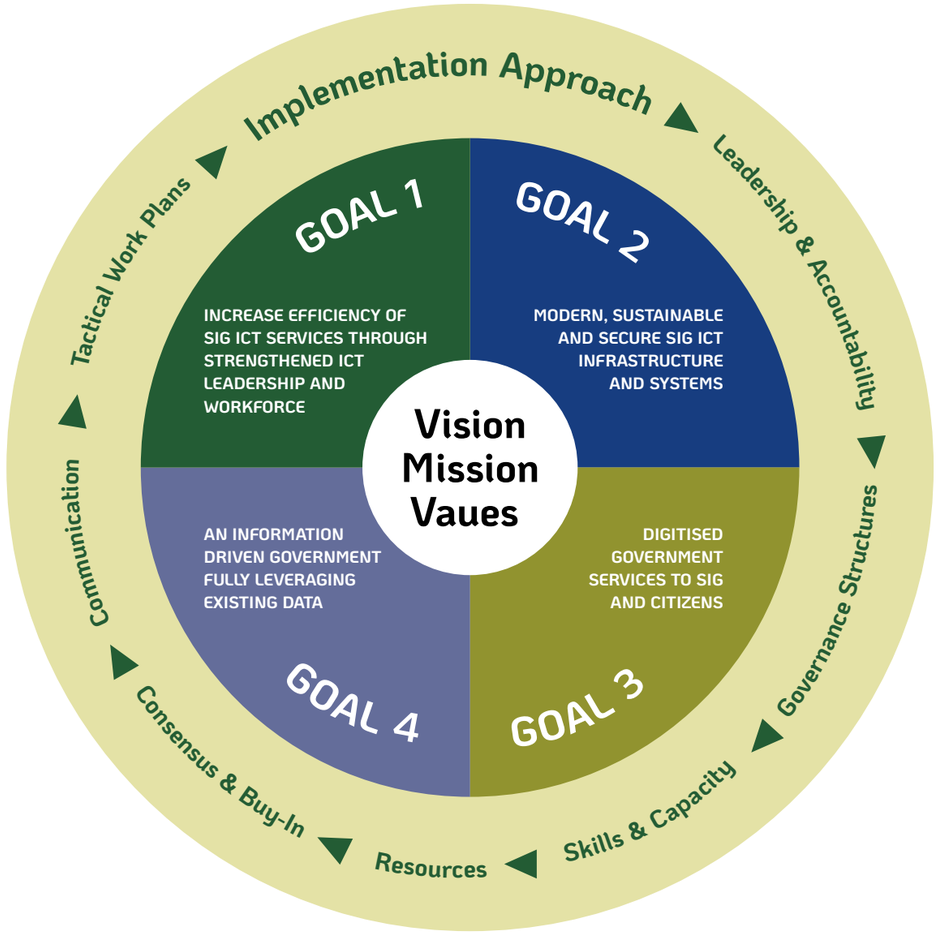
04

THE ICT STRATEGIC FRAMEWORK 2019-2023

The SIG ICT Services is committed to enable an effective and modern public service delivery for all Solomon Islanders through a strategy that is shared across whole-of-government and aligns with broader SIG strategies to provide better and more efficient services to the public.

The Five-Year ICT Strategic Plan is based on a framework that draws on the way ICT will evolve in order to enable Solomon Islands Government to achieve its goals. We have identified four main goals that will guide us to deliver on SIG ICT Services mission, to deliver innovative, sustainable and secure ICT solutions to enable SIG to provide improved services to the public and private sectors.

Each of the four goals has a summary, followed by a number of objectives within each goal. Those objectives will have a number of initiatives and key projects that will be implemented according to the priorities identified.



Strategic framework implementation approach

GOAL 1

Increase efficiency of SIG ICT services through strengthened ICT leadership and workforce

Technology is now ubiquitous across SIG, and SIG ICT Services has been driving the implementation and roll-out of the necessary infrastructure, datacentre and systems to enable streamlined and efficient ways of working, communicating and delivering its services to the public.

In order to support these developments, it becomes vital to SIG to have both ICT leadership and workforce prepared for today's technological ever changing environment.

This goal aims to ensure SIG is properly resourced and ICT leadership and workforce are equipped with the right skills and capabilities to both "operate SIG ICT business" and "transform SIG ICT business".

GOAL 2

Modern, sustainable and secure SIG ICT infrastructure and systems

The SIG ICT Services two datacentres are considered the core of all SIG ICT environment, with a robust setup that secures information is properly maintained, secured and backed-up to safeguards service delivery and business continuity across SIG. The reliance on ICT by SIG has grown substantially and steadily over the last three years and so has the demand for increased storage, processing and compute requirements and the need of all times availability of the datacentre.

This goal aims to strengthen all aspects of infrastructure modernisation, and invest in emerging cutting edge technologies to better serve the citizens and improve efficiency of its functioning. It also touches on improvements on network and internet connectivity across the country, and having a more robust and secure ICT environment through the establishment of a cybersecurity framework across SIG.

GOAL 3

Digitised government services to SIG and citizens

Recognising that ICT plays a key role as an enabler for inclusive economic growth and sustainable development, SIG ICT Services will build SIG's frontline capacity to enable access and use of digital services by both its officers and citizens that consume its services.

This goal aims to foster growth of digital-driven SIG services, but also to have a positive influence on increasing the reach of those services, promoting the beneficial use of ICT to the people and as a result bridging the digital gap between capital and provincial/ rural centres.

GOAL 4

An information driven government fully leveraging existing data

Nowadays data is one of the key assets for SIG to function, and plays a critical role in helping government to analyse, predict and target programs, transforming how we do business.

This goal aims to maximise the utilisation, power and value of its existing data, leveraging the opportunities it brings to create a more responsive and effective public services.

GOAL 1

INCREASE EFFICIENCY OF SIG ICT SERVICES THROUGH STRENGTHENED ICT LEADERSHIP AND WORKFORCE

People and their capacity and skills to manage and maintain all ICT environment under SIG ICT Services's responsibility is key in successfully achieving all technological initiatives.

1.1. Strengthen ICT leadership, governance and management for a more effective ICT service delivery

1.1.1. Establish effective communication, coordination and reporting between SIG ICT Services management and all SIG ICT officers

The execution of the strategy is reliant on effective communication between SIG ICT Services management and the ICT officials across SIG. This ongoing engagement can ensure influence and buy-in of solutions while promoting better understanding of requirements, expected outcomes and benefits to SIG from delivered ICT services. SIG ICT Services will make use of emerging approaches such as agile and adapt innovative principles, practices to improve engagement among team members from multiple disciplines and broaden the unit's experience, build mutual trust and increase team productivity and overall satisfaction as a consequence.

1.1.2. Upskill of leadership roles to ensure best IT-related practices and standards are implemented and enforced including adherence to SIG General Orders and Financial Instructions

Aiming to energise organisational performance, SIG ICT Services will further develop leadership roles and improve accountability, in a culture that fosters team collaboration, explore opportunities and make decisions that are the best interest of SIG an aligned with SIG ICT Services values. Focusing on more agile approaches will allow senior management to dedicate more time to high-value activities within the unit such as execute the SIG ICT Services vision, prioritise strategic initiatives, streamline tasks and removing roadblocks.

1.1.3. Establish an oversight committee for plan, prioritise and monitor SIG ICT projects and strategy implementation

SIG ICT Services will establish a committee to oversight ICT projects, assisting in choosing right projects to deliver and that the projects are delivered properly. This committee will be responsible for assessing project's business case and its alignment with the ICT strategy and SIG priorities, ensuring uniform project management and measurements of progress and results.

1.2. Improve stakeholder coordination, ICT awareness and drive resources sharing through a centralised and harmonized approach

1.2.1. Maintain active engagement, consolidate external donors and partners' ICT investments and ensure technology projects are aligned with the SIG ICT strategy

The increasing needs of more digital public service by both citizens and SIG itself can only be fulfilled by the establishment of a SIG-wide authority of any ICT-related matter, including both budget and personnel. This is the most effective approach to meet the goals and objectives, and provides clear accountability and authority for the governance and management of ICT across whole-of-SIG. SIG ICT Services will continue to expand its engagement strategies to ensure better collaboration and coordination between the multiple actors - donors, partners, private sector - that are providing assistance to SIG in different sectors of the Government.

1.2.2. Consult and identify SIG ministries' business needs, align strategies and position as strategic partner in achieving stakeholders' stated objectives through better use of technology

The growth of technology usage across SIG has been significant in the last three years, with major investments in systems and services across all the ministries and agencies. SIG ICT Services, as the central agency responsible for the delivery of those services, will establish a better and closer relationship with each ministry and its stakeholders. By adopting this proactive role in engagement with stakeholders, the unit will be able to better grasp needs and priorities, improve the unit's visibility across agencies and become a key strategic partner in the implementation of any ICT-related activity within SIG and partner agencies.

1.2.3. Work in partnership with key ministries to promote a yearly "ICT@SIG day" in the format of an ICT public awareness, outreach programs and promotion of more female officers working with technology in SIG

SIG ICT Services will be engaging with key ministries and civil society organisations to have a yearly event dedicated to promoting ICT in the Government, aiming to champion the profession and also encourage people to pursue ICT as a career.

SIG ICT Services will continue to promote inclusion of more female workers within SIG dealing with technology, both at technical level and user level, such as system owners and administrators. We will nurture more role models in ICT-related fields, encourage equal recruitment and advancement opportunities, and continue to work towards changing the perception of ICT as a male-dominated field.

The unit will also continue to support the recently established WITSI network, and sponsor different initiatives that can assist advancements of the network and the achievement of its objectives.

1.2.4. Implement innovative training delivery methods, such as e-Learning and video conferencing to develop and strengthen the digital literacy of all SIG workforce

SIG ICT Services will partner with IPAM and other training partners on the design and roll-out of a whole-of-SIG training and awareness programs aiming to have our staff equipped with the right skills to fully utilise the ICT services in an effective and secure manner.

1.3. Attract, recruit and retain a skilled workforce by modernising ICT classification, invigorated cadre and professional development roadmap to advance required core competencies

1.3.1. Work closely with MPS and key ministries in restructuring all of SIG ICT organisational structure and governance, with defined roles & responsibilities and scheme of services aligned to roles

The unit will work closely with Public Service and relevant ministries to review the organisation structure that is properly staffed, consistent with the unit's vision, and agile to transform SIG ICT operations, service delivery and governance.

The Unit will work with key ministries and senior officials in the establishment of a competitive and differentiated scheme of services to tackle the loss of key skilled officers to the private sector, as attraction and retention of high skilled and experienced officers within SIG ICT Services is paramount to the execution of the strategy and achievement of the goals.

SIG ICT SERVICES JUNIOR PROFESSIONAL PROGRAM

Conscious of the magnitude and scope of SIG-Connect and all the critical systems and infrastructure that SIG ICT Services hosts and supports, it is vital that the unit is adequately resourced and with sufficient technical expertise to design, maintain and improve ICT services and implement new projects to fulfil the goals and objectives of this ICT strategy. The unit has received funding for the proposed establishment of a Junior ICT Professional Program, which will assist in resourcing the unit by recruiting 13 recently graduates, building their skills through different capacity development initiatives and set a clear path of progression and eventual transfer to the SIG ICT Services public service establishment.

1.3.2. Ensure career path is in place with long-term training plans and vendor/industry recognised certifications budgeted for and aligned with the structure

In alignment with the unit's vision and drive to bring better ICT services to the whole-of-Government across every corner of the country, we must adopt a mindset of continuous improvement and everlasting learning to retain the educated, skilled and capable officers to deliver the strategic goals.

SIG ICT Services will continue to invest and support effective learning and professional development programs and strive for improved performance and efficiency of the learning.

1.3.3. Affiliate and partner with external certification and ICT professional groups in the region

The SIG ICT Services SIG-Connect is one of the largest networks of its kind in the Pacific, and by joining professional organisations within the region will assist Solomon Islands to expand existing relationships and consolidate itself as an ICT influencer in the region. Through periodic meetings, seminars, workshops and exchange of ideas, SIG ICT Services aims to establish lasting relations with other ICT institutions and become an active member on committees and take leadership role in promoting the industry in the Pacific.

GOAL 1:

INCREASED EFFICIENCY OF SIG ICT SERVICES THROUGH STRENGTHENED ICT LEADERSHIP AND WORKFORCE

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INCREASED EFFICIENCY OF SIG ICT SERVICES THROUGH STRENGTHENED ICT LEADERSHIP AND WORKFORCE

THEME	OBJECTIVES	INITIATIVES	2019	2020	2021	2022	2023
People Resources Governance	1 **Strengthen ICT leadership, governance and management for a more effective ICT service delivery**	Establish effective communication, coordination and reporting between SIG ICT Services management and all SIG ICT officers	✓	✓			
		Up skill of leadership roles to ensure best IT-related practices and standards are implemented and enforced including adherence to SIG General orders(GO) and Financial Instructions(FI)	✓	✓			
		Establish an oversight committee to plan, prioritise and monitor SIG ICT projects	✓				
	2 **Improve stakeholder coordination, ICT awareness and drive resources sharing through a centralised and harmonized approach**	Through active engagement, consolidate external donors' and partners' ICT investments and ensure technology projects are aligned with SIG strategies.	✓	✓	✓	✓	✓
		Consult and identify SIG ministries' business needs, align strategies and position as strategic partner in achieving stakeholders' stated objectives through better use of technology.	✓	✓	✓	✓	✓
		Work in partnership with key ministries to promote a yearly "ICT@SIG day" in the format of an ICT public awareness, outreach programs and promotion of more female officers working with technology in SIG	✓	✓	✓	✓	✓
		Develop and strengthen the technical capabilities and digital literacy of all SIG officers including innovative training delivery methods such as e-Learning and video conferencing	✓	✓	✓	✓	✓
	3 **Attract, recruit and retain a skilled workforce by modernising ICT classification, invigorated cadre and professional development roadmap to advance required core competencies**	Work closely with MPS and key ministries in restructuring all of SIG ICT organisational structure and governance, with defined roles & responsibilities and scheme of services aligned to roles	✓	✓			
		Ensure career path is in place with long-term training plans and vendor/industry recognised certifications budgeted for and aligned with the structure		✓	✓	✓	✓
		Affiliate and partner with external certification and ICT professional groups in the region	✓	✓	✓	✓	✓

GOAL 2

MODERN, SUSTAINABLE AND SECURE SIG ICT INFRASTRUCTURE AND SYSTEMS

Digital technologies are now ubiquitous within SIG, and have been key enablers of sustainable development and inclusive economic growth to our countries. It is essential that we invest in modernisation of SIG's technological environment to cope with increasing demand for digital services by the public while ensuring a secure and resilient ICT operations.

2.1. Ensure robust, scalable and manageable ICT infrastructure to enable more digital driven communications and access to corporate systems.

2.1.1. Promote modernisation of aging infra-structure components while focusing on standardisation to limit uncontrolled diversification and duplication of technologies

As the technology changes in a very fast pace, SIG ICT Services needs to continue to modernise its infrastructure footprint in order to cope with the new wave of digital requirements, the growth of initiatives and demand to improve ICT services and pressure to reduce operational costs.

SIG ICT Services will continue to focus on all aspects of infrastructure modernisation, including identify, classify and prioritise improvements that benefit the core of its functioning, such as datacentre, storage, security and network, but also invest in emerging cutting-edge technologies such as IoT and mobile.

2.1.2. Establish improved redundancies, disaster recovery, cloud-based infrastructure and business continuity capabilities

The unit will continue to strive in maintaining edge in state--of-the-art datacentre capabilities, which will be flexible enough to satisfy specific requirements and demands from SIG and its agencies. SIG ICT Services will continue to invest in different ways to deliver more resilient IT infrastructure, via on-premises, colocation and public and private cloud-based infrastructure models, ensuring excellent levels of functionality, cost effectiveness and security. SIG ICT Services will also continue to develop, maintain, test and monitor disaster recovery plans and procedures that aim to mitigate potential risks and incidents to the infrastructure and SIG Data.

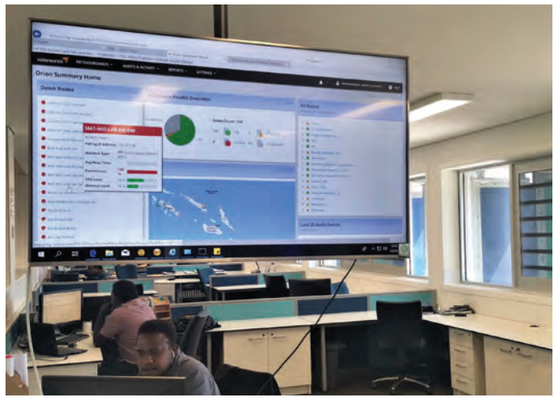
2.1.3. Ensure continual advancements of Internet bandwidth, network speed, connectivity controls and management

SIG ICT Services will continue to improve and upgrade the network and internet to fulfil SIG's modernisation demands for more agile, bandwidth-intensive and real-time working models and online services. Due to increasing reliance of SIG critical business systems and services on consistent and always available connectivity, the unit must ensure that the underlying infrastructure is fit for purpose.

2.1.4. Streamline communication and collaboration through unified communications solutions

The unit will make communications within government offices easier, quicker and cheaper. Through the rollout of unified communications solutions, including audio and videoconferencing, voice-over-IP (VoIP), online calls and instant messaging, we will improve collaboration and reduce geographical barriers and silos, enabling SIG officers in remote locations to be reached easily, reducing travel and telephone costs.

The new SIG ICT Services building at Lengakiki



Aiming to move away from a more traditional workspace towards a more collaborative one to enhance further productivity and team spirit.

The move will be a catalyst for an entire make-over, and not the aesthetic kind. It will represent the shift of SIG ICT Services's ways of working, moving away from a culture of ICT as a hidden back-office just supporting the business, towards a unit that is a real business partner which effectively executes projects and transform how SIG performs its business.

All the investment on a new building is also a display of the success, determination and dynamism of the unit in enabling SIG to function more efficiently. With the new SIG ICT Services building & datacentre fully functional .

2.2. Implement cybersecurity strategies to boost resiliency and protection of ICT environment

2.2.1. Establish a SIG cybersecurity team and Security Operations Centre to assess, audit, advice and respond to cyber risks

SIG ICT Services will establish cyber-security team and acquire a set of technological solutions and training programs to equip the team to prevent, detect, mitigate and neutralise cyber-risks, and also react and recover from it in case of any incident. The unit will establish a Security Operations Centre (SOC) to assist in overseeing security operations and performing and implementing critical cyber-related processes, including incident management, vulnerability management, penetration testing, digital forensics, business continuity management and data loss and leakage prevention.

2.2.2. Invest in training, regional cooperation, specialized equipment and tools to fulfil SIG's cybersecurity and digital forensics needs

SIG ICT Services will increase its cybersecurity capabilities by participating in specific cyber-related regional conferences, summits and forums aiming to increase collaboration, sharing of knowledge, experiences and lessons learned. Moreover, the unit will develop relationships with key industry vendors in the region, giving SIG ICT Services direct access to key industry stakeholders, cybersecurity product experts and potential partners.

2.2.3. Implement a W-o-G cybersecurity framework and undertake ongoing security audits aimed to minimise SIG's reputational, financial and operational impacts of cyber events

SIG ICT Services will develop a Cybersecurity framework to enable both the unit to keep abreast of the ever changing cyberspace landscape and protect SIG by responding to malicious activities and incidents, reducing vulnerabilities and ultimately rendering the SIG-Connect environment more resilient and secure. This framework will be linked to a broader whole-of-country cybersecurity frameworks, such as National Security Policy, and will involve not only SIG but also private sector and civil society.

2.3. Establish and implement set of practices, policies and methods for better-quality ICT service delivery and user support

2.3.1. Completing the implementation of IT Service Management & Governance best practices and frameworks

SIG ICT Services will deliver efficient ICT core services and simplify operations by limiting the diversity of technology platforms utilised by our users, enhancing the focus on a standardised and controlled environment that is efficient and maintainable.

We will aim to generate optimal business value from IT investments and achieve service delivery excellence through a holistic approach to technology, taking into account principles, policies, processes, culture and competencies within SIG.

CYBERSECURITY COOPERATION PROGRAM TO BUILD CYBER CAPACITY

Our country's National Development Strategy touches on key points of expansion of access and coverage of technology & connectivity to rural areas and communities, which as a consequence create more exposure of SIG's ICT environment to cyber-risks. Recognizing SIG ICT Services as the key government body responsible for the protection of all SIG ICT systems and information, Australia has awarded the unit with funds for a program for strengthening of the SIG ICT Services cybersecurity capacities.

This program will tackle some fundamental development issues faced in Solomon Islands related to cybersecurity, more specifically on a growing concern within the country and the region on improving security, confidentiality and reliability of our technological assets & infrastructure.

SIG ICT Services will improve its security posture, and ensure it maintains a leadership role in cybersecurity, collaborating with other SIG agencies, private sector and civil society to ensure cyber risks are properly managed, SIG-Connect environment is protected, vulnerabilities are identified and mitigated and incidents are responded swiftly, contributing to a more resilient cyberspace across the country.

2.3.2. Improve user support, customer service, relationships and helpdesk processes and systems based on ITIL and Agile frameworks

SIG ICT Services will focus on establishing a customer-centric culture, where all its engagement, relationship and processes are built around customer needs and requirements. The unit will implement well established processes from ITIL and Agile frameworks aiming to improve client satisfaction by facilitating user access and providing timely and high quality support and client support/helpdesk services.

2.3.3. Update existing and design new SIG ICT policies, procedures and guidelines while ensuring compliance

The unit will re-visit all SIG ICT-related policies, standards, and procedures and ensure that they reflect current SIG environment and support the ICT strategy and comply with regulatory and legal requirements.

SIG ICT Services will assess the processes for the development, approval, implementation, and maintenance of those policies and procedures, and ensure the right management practices are in place for enforcing compliance.

GOAL 2:

MODERN, SUSTAINABLE AND SECURE SIG ICT INFRASTRUCTURE AND SYSTEMS

GOAL 2:
MODERN, SUSTAINABLE and SECURE SIG ICT INFRASTRUCTURE AND SYSTEMS

THEME	OBJECTIVES	INITIATIVES	2019	2020	2021	2022	2023
Operations Service Delivery Risk & Security	1 Ensure robust, scalable and manageable ICT infrastructure to enable a more digital driven communications and access to corporate systems	Promote modernisation of aging infra-structure components while focusing on standardisation to limit uncontrolled diversification and duplication of technologies	⛴	⛴			
		Establish improved redundancies, disaster recovery, cloud-based infrastructure and business continuity capabilities	⛴	⛴			
		Ensure continual advancements of Internet bandwidth, network speed, connectivity controls and management	⛴	⛴	⛴	⛴	⛴
		Streamline communication and collaboration through unified communications solutions	⛴	⛴	⛴		
	2 Implement cybersecurity strategies to boost resiliency and protection of ICT environment	Establish a SIG cybersecurity team and Security Operations Centre to assess, audit, advice and respond to cyber risks	⛴	⛴			
		Invest in training, regional cooperation, specialized equipment and tools to fulfil SIG's cybersecurity and digital forensics needs.	⛴	⛴	⛴		
		Implement a W-o-G cybersecurity team and Security Operations Centre to assess, audit, advice and respond to cyber risks	⛴	⛴			
		Align ICTSU Processes with Cyber Security Standards as ISO 27000 Series	⛴	⛴	⛴		
	3 Establish and implement set of practices, policies and methods for better-quality ICT service delivery and user support	Completing the implementation of IT Service Management & Governance best practices and frameworks	⛴	⛴	⛴		
		Improve user support, customer service, relationships and helpdesk processes and systems based on ITIL and Agile frameworks	⛴	⛴	⛴		
		Update existing and design new policies, procedures and guidelines for usage of SIG ICT Infrastructure, Systems and Services	⛴	⛴	⛴	⛴	⛴

GOAL 3

DIGITISED GOVERNMENT SERVICES TO SIG AND CITIZENS

ICT will enable a more digital SIG, sweeping aside barriers of geography and distance, while focusing on more information and services that are available online to our citizens across different islands.

3.1. Improve transparency, access to information sharing and public engagement through access to more online digital SIG services

3.1.1. Develop and implement a one stop SIG portal and consolidate and standardise existing websites

SIG ICT Services will lead the design and establishment of a standardised approach and methodology to developing web-based systems. That will include the design and launch of a SIG Portal and SIG Intranet, and subsequent Websites and Intranets across SIG, ensuring institutionalised mutual cooperation, communication and interaction, providing citizens and business with easy access to SIG information and public services.

3.1.2. Overhaul appearance, structure and accessibility to SIG information through a consistent approach to web presence

SIG ICT Services will map all SIG websites, and conduct usability assessments and summarise common contents, platforms and themes. This will be the guide to the development of an improved SIG web presence and aggregated information and content management across government, ensuring websites remain relevant and updated, right resources are in place to manage content, and transparency and access to information is improved through a more web-driven communication between government and its stakeholders.

3.1.3. Improve accessibility to SIG services through mobility anytime/anywhere

SIG ICT Services will continue to delve into mobile technologies and facilitate flexible access to its services to empower both SIG officers and citizens with mobility opportunities. The unit will improve mobility access to SIG systems by leveraging mobile-driven platforms and tools, including virtualised desktop infrastructure, SIGAPN roll-out and mobile data collection tools and apps to be used by phones and tablets.

3.2. Bridge the rural/urban gap by increasing the coverage, reach and quality of SIG ICT services to rural stakeholders

3.2.1. Partner with SOEs, regulator and telecommunication sector to expand the range of SIG services by implementing satellite hub and urban fibre optics backbone enhancements

SIG ICT Services will strengthen its links to key players in the telecommunications sector to meet an economical and efficient way to meet SIG's growing demands for improved connectivity across the country. The unit will work on establishing a SIG-owned satellite hub/earth station and urban fibre optics deployments that will reduce costs, improve performance, reach and quality of ICT services to government officers and citizens.

3.2.2. Leverage submarine cable project to roll-out improved connectivity and digital delivery of SIG services

SIG ICT Services will work closely with the Submarine Cable Company to implement solutions that rely heavily on good bandwidth, and could potentially change the way some SIG agencies run their businesses. That includes supporting government health and education centres in remote settings that still lack the last-mile access to connectivity and online services.

3.2.3. Expand access to ICT to citizen based centres, schools, hospitals and social groups

SIG ICT Services will commit to expansion and provision of the SIG- Connect reach to other key SIG stakeholders that can benefit from ICT services in remote areas. The unit will enable a more inclusive access to government provided technologies and systems and accelerate public service progress by fostering a more tech knowledgeable SIG workforce. The unit will work with key sectors with strong footprint in the provinces, such as Health and Education, and ensure we work collaboratively to have a more coordinated delivery of ICT connectivity projects.

3.3. Develop and establish a framework to drive, implement and support e-Government initiatives

3.3.1. Advance and strengthen the capacity to achieve readiness for e-Government

Effective e-Government with smooth, accessible and secure interaction between citizens, business and governments is an essential factor to better accountability, transparency and efficiency of public services. SIG ICT Services will build institutional and individual capacity to facilitate the design and delivery of effective e-Government initiatives across SIG and convert current presence-only services to more online ones.

3.3.2. Develop an e-Government framework linked to SIG and partners development goals

SIG ICT Services will liaise with relevant parties on the creation of an e-Government framework that is aligned with National ICT strategy to enable a regulatory, legislative and institutional environment that facilitates effective implementation of e-Government programs. This framework will help establish proper structures and authorities for implementation of government wide ICT-related programs, ensuring coordination and cooperation among different stakeholders.

3.3.3. Involve relevant parties and facilitate development of a communication strategy to promote awareness to citizens and businesses on e-Government initiatives

SIG ICT Services considers e-Government a multi-stakeholder endeavour and will coordinate and facilitate the development of a comprehensive communication strategy to engage and get involvement of all interested and potential beneficiaries, including public and private sectors, academic community, civil society representatives, and international development partners across the country.

GOAL 3:

DIGITISED GOVERNMENT SERVICES TO SIG AND CITIZENS

GOAL 3:
DIGITISED GOVERNMENT SERVICES TO SIG AND CITIZENS

THEME	OBJECTIVES	INITIATIVES	2019	2020	2021	2022	2023
Transformation Digital Services Access to Information	1 Improve transparency, access to information sharing and public engagement through access to more online digital SIG services	Develop and implement a one stop SIG portal and consolidate and standardise existing websites	✓	✓	✓	✓	
		Overhaul appearance, structure and accessibility to SIG information through a consistent approach to web presence	✓	✓			
		Improve accessibility to SIG services through mobility anytime/anywhere			✓	✓	✓
	2 Bridge the rural/urban gap by increasing the coverage, reach and quality of SIG ICT services to rural stakeholders	Partner with SOEs, regulator and telecommunication sector to expand the range of SIG services by implementing satellite hub and fibre optics backbone enhancements	✓	✓	✓		
		Leverage submarine cable connectivity to roll-out improved connectivity and digital delivery of SIG services		✓	✓	✓	✓
		Expand access to ICT to citizen based centres, schools, hospitals and social groups			✓	✓	✓
	3 Develop and establish a framework to drive, implement and support e-Government initiatives	Advance and strengthen the capacity to achieve readiness for e-Government	✓	✓	✓		
		Develop an e-Government framework linked to SIG and partners development goals	✓	✓	✓		
		Involve relevant parties and facilitate development of a communication strategy to promote awareness to citizens and businesses on government's online public information and service delivery		✓	✓	✓	✓

GOAL 4

AN INFORMATION DRIVEN GOVERNMENT FULLY LEVERAGING EXISTING DATA

Nowadays data is one the key assets for SIG to function, and plays a critical role helping our government to analyse, predict and target programs, transforming the way we do business.

4.1. Strengthen cross-ministry corporate systems integration, data sharing, records and asset management

4.1.1. Establish the proper governance structure as a vehicle to coordinate efforts, strategies and legislations towards systems integration, data sharing and other ICT matters

The unit will work with relevant ministries and stakeholders to establish the necessary with inter-agency governance structures as the conduit for better harmonisation across SIG on technology related matters. These structures will contribute to the oversight and execution of this ICT strategy, and also promote and facilitate the integration and sharing of SIG-owned information.

4.1.2. Build business analysis capabilities to enable improved gathering of SIG ministries business needs, enrich the cross-ministerial engagement with system owners and key users and deliver value from information systems

SIG ICT Services will improve further its business analysis skills to tackle the increasing demand for automated process within SIG. The unit will help and advise SIG with strategic level insights during requirements gathering, elicitation and documentation of systems, ensuring it transcends siloed functional groups and ministries to have a more inclusive W-o-G approach to systems implementation.

4.1.3. Implement SIG electronic records and asset management information systems

SIG ICT Services will coordinate with different ministries to draw up strategies towards better information management, establishing standards on how SIG collects, organises, uses, integrates, shares and maintains its information, ensuring the right information is accessible to the right person, in the right format at the right time. SIG currently relies heavily on information derived from paper-based processes, and this initiative aim to reduce and convert those into electronic documents that are easy to categorise, organise and protect, meet archival and audit requirements and maintain institutional and public memory.

4.2. Ensure high quality, relevant and accurate public data is captured and made available on-demand to citizens and public sector

4.2.1. Engage closely with SIG agencies to capture business process, requirements and automate those into corporate information systems

SIG ICT Services will work closely with SIG agencies to explore and review organisational business processes, services and information needs, identify potential opportunities for automation and propose new ICT solutions that lead to business improvements.

4.2.2. Work with relevant ministries to standardize naming convention to SIG data

SIG ICT Services will lead the proper management of information as a key strategic asset to SIG, ensuring quality and reliability of the information to facilitate integration and provide valuable results from its use. The unit will work with system owners and developers to establish common identification and standardisation of field names across different data sources, to allow data and information to be easily referenced to during integration efforts.

4.2.3. Establish mechanisms for ongoing data consolidation, reutilisation and cleansing exercises by systems' owners

SIG ICT Services will design data cleansing and improvement programs, and will advise system owners on data assessment, planning and procedures to perform the cleansing exercises. The result of those exercises, will contribute to the major improvements and consolidation of RDBMS currently sitting in different servers into a centralised server, with the proper replications and high availability mechanisms also in place.

4.3. Improve decision making through better use of SIG-owned data for reporting

4.3.1. Promote better decision making and effective reporting mechanisms by the use of data analytics and business intelligence tools across SIG agencies information systems

SIG ICT Services will implement data analytics and business intelligence solutions that enable a more confident evidence-based decisions and proactive measures based on data correlations and business trends arising from predictive analytics and intelligence tools. Aiming for a more comprehensive set of reports, the unit will undertake a cross ministerial collaborative approach to the reporting and utilisation of B.I. tools, including data & tools sharing, databases integration & data warehousing, and data integrity & quality.

4.3.2. Something on data warehousing

ICTSU will be aiming to establish a source of business truth with the establishment of Sectoral Data Ware house. An Information System containing historical and cumulative data from the multiple data sources of each government data sources. Sectoral Data Warehouses, such as – Health Sector, Civil Sector, Finance Sector, Police, Legal & Justice Sector Data warehouses.

4.3.3. Centralise and consolidate all geospatial data from ministries and agencies into a single portal

SIG ICT Services will continue to coordinate the hosting, processing and distributing of all SIG geospatial data from a centralised repository, ensuring uniformity, accuracy and consistency of all Government's shared geo-data assets and imagery.

GOAL4:

AN INFORMATION DRIVEN GOVERNMENT FULLY LEVERAGING EXISTING DATA

GOAL 4:
AN INFORMATION DRIVEN GOVERNMENT FULLY LEVERAGING EXISTING DATA

THEME	OBJECTIVES	INITIATIVES	2019	2020	2021	2022	2023
Big Data Analytics	1 Strengthen cross ministries corporate systems integration, data sharing, records and asset management	Establish the proper Governance structure as a vehicle to coordinate efforts, strategies and legislations towards systems integration, data sharing and other ICT matters	●	●	●	●	●
		Build business analysis capabilities to enable improved gathering of SIG ministries business needs, enrich the engagement with system owners and key users and deliver value from information systems	●	●	●		
		Implement SIG electronic records and asset management information systems	●	●	●		
	2 Ensure high quality, relevant and accurate public data is captured and made available on-demand to citizens and public sector	Engage closely with SIG agencies to capture business process, requirements and automate those into corporate information systems	●	●	●	●	●
		Work with relevant ministries to standardize naming convention to SIG data	●	●	●	●	
		Establish mechanisms for ongoing data consolidation and cleansing exercises by system' owners			●	●	●
	3 Improve decision making through better use of SIG-owned data for reporting	Promote better use of Data Analytics and Business Intelligence tools across SIG agencies systems to ensure extraction of meaningful information and effective SIG reporting mechanisms	●	●	●	●	
		Liaise with appropriate ministries to establish a national ID system	●	●	●	●	
		Centralise and consolidate SolGeo with all geospatial data from ministries and agencies	●	●	●	●	

05

IMPLEMENTATION APPROACH

IMPLEMENTATION APPROACH

Nowadays data is one the key assets for SIG to function, and plays a critical role helping our government to analyse, predict and target programs, transforming the way we do business.

To deliver on the SIG ICT Strategy must begin now. SIG ICT will incorporate all the initiatives of this strategy in its annual work plan, ensuring we maintain a close alignment with it, including capabilities and resources to deliver on each of the objectives.

The implementation of the strategy must be visible to SIG senior management and for that to happen it will require strong engagement, coordination and sustained momentum on its implementation.

We have summarised the critical success factors required to ensure excellence on the implementation, delivering the right programmes on the right form to the right beneficiaries.

They are as follows:

- Leadership and Accountability
- Governance Structures
- Governance Layer
- Management Layer
- Skills & Capacity
- Stakeholder Engagement
- Resources
- Funding
- Human Resources
- Consensus & Buy-in
- Communication
- Tactical Work Plans

Leadership and Accountability

One of the key aspects of the successful execution of the ICT strategy will be that the entities established on the governance structures, described on the next section, exert their roles in overseeing progress of the implementation of the strategy and how the activities and results are ultimately contributing to SIG and the achievement of the four main goals. Ministers, permanent, under-secretaries and other leadership teams commitment in supporting the ICT strategy is critical in ensuring successful implementation and delivery of a true digital transformation to SIG.

SIG ICT Services will work closely with key senior officials to foster shared sense of commitment in execution of the ICT strategy, including swift decision making, correcting the course, reprioritise actions, manage risks and remove roadblocks as needed.

Governance Structures

It is essential that clarity and understanding on governance, scope and operating models of all SIG stakeholders are well understood. The following proposed governance structure is based on stronger partnerships between SIG ICT Services and key ministries and agencies across SIG. It describes the control, ownership and authority settings to set the direction and advice on all the strategy's initiatives, and maintain close supervision of the delivery of the ICT strategy, assisting and assuring the right capabilities and resources are in place to enable smooth implementation.

Solomon Islands Digital Transformation Institutional Framework (Draft)

Governance Layer

Ensures that all SIG stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on business objectives to be achieved; setting direction through prioritisation and decision making; and monitoring performance and compliance against agreed-on direction and objectives.

SIG Ministerial Oversight & Policy Level

- E-Government & Data sharing Steering Committee is co-chaired by the PS/MOFT and PS/MCA and is comprised of SIG Senior Management, which will sponsor the ICT Strategy and review progress. Members of the committee act both collectively to support and challenge their peers and individually as representatives of their individual Ministries and accountable for the delivery of their own ICT initiatives and strategies that SIG ICT Services will support. Also responsible for developing SIG's agreements on data sharing across the public sector.

ICT Governance Leadership Level

- Chaired by SIG ICT Services Director, is responsible for directing the Government's W-o-G ICT agenda and developing the vision for transforming SIG ICT services into more citizen focused. Also ensures resource allocation to deliver the Government-wide ICT strategy in supporting the transformation of SIG's capacity and capability to become more ICT-enabled.

Management Layer

Plans, builds, runs and monitors projects & activities in alignment with the direction set by the governance bodies to achieve strategic objectives.

ICT Technical Leadership Level

- Senior ICT Committee: Comprised of Deputy Directors & Heads. Responsible for the direction on technical standards, policy and architecture, and also to overseeing the delivery and management of existing elements of common technical infrastructure. Main role is to provide Direction and oversight on technical related areas. Chair is the Deputy Director Projects.
- Other Collaborative Bodies: Regulators, Donors, Telecoms, Sol. Power, Societies (ITSSI, WITSI), etc.

Technical & Business Specialists Level

- Working & Delivery Groups: Different cross-functional groups working for a particular area to design and deliver citizen & civil servant focused services against overall strategic objectives. Delivery of individual projects according to the roadmap. Chaired by relevant business owners.
- External Suppliers & Contractors: Vendors and contractors that are SIG ICT Services partners in delivering solutions to SIG agencies.

Skills & Capacity

Another important success factor identified by SIG ICT Services as critical to ensure successful implementation of the strategy is related to people, and their skills and capacities. Without the right skills required to undertake the transformation initiatives proposed by this ICT strategy imposes risks of unnecessary anxiety and loss of personal drive to pursue solutions and steer change. Sensible that several officers are still new and recently graduated (see Junior Professional Program box on Goal 1 chapter), SIG ICT will dedicate a lot of effort in building the capacity of those officers, and also maintain and refresh the skills of existing staff to cope with fast pace changes happening in the technology space.

Stakeholder Engagement

SIG ICT Services will sustain strong stakeholder engagement, maintaining genuine and ongoing buy-in from different levels across whole-of-SIG institutions, establishing a shared commitment to the delivery of the ICT strategy objectives in order to achieve the goals. Without that in place, we risk creating silos across SIG, risking increased number of duplication initiatives and hindering the ability to provide true whole-of-government solutions. Frequent and direct engagement will be maintained across all levels, based on stakeholder mapping and classification undertook by SIG ICT Services as part of the ICT strategy development, which has identified key influencers and positive supporters from top, middle to the grassroots levels. Those stakeholders run critical parts of SIG business and functions, and even though are not senior executives, they have the technical and managerial expertise to fulfil positions in different informal networks across SIG, which will assist in the implementation of the ICT strategy.

Resources

Having the right resources, both financial and human, is a critical aspect on ensuring the successful delivery of the ICT Strategy 2019-2023. The lack of the right resources hinders the ability to deliver and lead to frustration and loss of momentum on the implementation.

Funding

Funding commitment is a critical element on the execution of the SIG ICT strategy. SIG ICT Services must have confidence in its funding over the next five years to invest in infrastructure, systems, staff and skills and ensure the delivery and implementation of all initiatives within the Strategy.

SIG ICT Services will continue to engage with all SIG agencies and developing partners in discussing different strategies for funding of the strategy. We will also ensure effective planning and realistic resource allocation is in place and a proper risk matrix is maintained to monitor and mitigate risks on lack of funding and other external circumstances such as economic difficulties, change in donors' support, among others. Another strategy used by the unit to ensure proper funds are available is to improve the transparency of the ICT costs & expenditures to build trust and create opportunities for investment. We will track and report all the ICT services being offered by SIG ICT to SIG, who across government is consuming them, and what the associated costs are. That will enable the unit to have proper reporting on service consumption and costs – known as IT showback – and provide the necessary visibility to our SIG users on all the investments done by SIG ICT Services and establish further trust across SIG.

Human Resources

The lack of investment in talent has a direct impact on the successful implementation of the ICT strategy, as limitation on the raw number of officers can put a lot of pressure on the existing teams to deliver on initiatives without the right manpower to do so. SIG ICT Services will work with key agencies to dedicate and mobilise the right human resources to implement the ICT strategy, ensuring the right balance between "running the government" on a day-to-day and "transforming the government" by implementing the necessary changes envisaged in this strategy.

Consensus and Buy-in

SIG ICT Services has a footprint in each entity and will ensure SIG's key decision makers buy into the Strategy. We will maintain the engagement and accountability making sure progress is tracked, reported up to maintain a shared understanding across all the ICT strategy stakeholders, aiming to facilitate rapid response to business changes, and control where they must happen and who is going to drive them. We will utilise proper project management methodologies using a combination of Traditional (PRINCE2/ PMBoK) and Agile (Scrum/AgilePM) project management methodologies, ensuring interactive and dynamic rolling benefit realisations, measurements and product delivery, all to be closely monitored by the SIG ICT Services PMO, and reported back to the Senior ICT Committee.

Communication

The goals, objectives and initiatives of this ICT strategy must be well understood by all the stakeholders, and SIG ICT Services will ensure that communications are kept regular, simple and inspiring so it is easy to grasp and to relate to our officer's day-to-day efforts and institutional objectives. This strategy was built with a deep understanding of how SIG functions and what are the areas that technology is playing or would play a major role in changing and improving how we deliver services, and that is what we will communicate.

Based on the stakeholder engagement matrix in place, SIG ICT Services will ensure the right message is delivered to the right person, at the right time and the right format. That varies from high level overviews, status and progress reports, dependencies, and schedules for implementation of the ICT strategy initiatives affecting each stakeholder.

Tactical Work Plans

With the ICT strategy in place, SIG ICT Services must ensure that all the moving parts of the unit connect together to the ICT strategy, and maintain the alignment between activities performed and the indicatives proposed on the strategy.

The tactical annual work plans are a key tool to ensure that, where each year the unit will workshop together to discuss achievements to date, what the priorities to be delivered over the next year are, how they will be broken down into smaller packages and how they link back to the high level ICT strategy initiatives. That refinement to break down strategic items into annual deliverables will ensure execution of the Strategy and also keep it on track, with SIG ICT Services teams moving towards the same direction together, and at the same time steering SIG ministries and agencies to follow the same direction in their ICT investments for the year.

Keeping the SIG ICT Services vision and mission in the line of sight is essential to keep the ICT strategy relevant and all of the activities performed by the unit throughout the year have goal linked to it. That brings meaningful purpose to the work being done, and make the unit's aspirations realistic and more likely to be achieved.

FIVE-YEAR ICT STRATEGIC PLAN

2019-2023 | Solomon Islands Government

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