

CORPORATE PLAN

2020 - 2022

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Glossary

ABBREVIATION	MEANING
ADB	Asian Development Bank
AX	Financial Management software System
CED	Customs and Excise Division
CSS	Corporate Service Support
CTB	Central Tender Board
CS-DRMS	Commonwealth Secretariat Debt Recording and Management
CSO	Community Service Obligation
CBSI	Central Bank of the Solomon Islands
CPI	Consumer Price Index
CEWG	Core Economic Working Group
DFAT	Department of Foreign Affairs and Trade
DHS	Demographic and Health Survey
DMAC	Debt Management Advisory Committee
DMU	Debt Management Unit
DVS	Determined Value Schedule
FMIS	Financial Management Information System
GDP	Gross Domestic Product
HIES	Household Income and Expenditure Survey
HODs	Head of Divisions
HR	Human Resource
IAU	Investment Analysis Unit
IMF	International Monetary Fund
IRD	Inland Revenue Division
ICTSU	Information and Communication Technology Support Unit
JD	Job Description
LTO	Large Taxpayer Office.
NAS	National Agriculture Survey
SDS	National Statistical Development Strategy
NSO	National Statistic Office
MDPAC	Ministry of Development Planning and Aid Coordination
MoFT	Ministry of Finance and Treasury
MPS	Ministry of Public Service
NCPI	Non Profit Institution Surveys
OAG	Office of the Auditor General
PFM	Public Financial Management
PFMA	Public Financial Management Act
PFTAC	Pacific Financial Technical Assistance Centre
PMP	Performance Management Process
PNG	Papua New Guinea

PPP	Public Private Partnership
PS	Permanent Secretary
PSF	Permanent Secretary Finance
RMS	Revenue Management System
SDGs	Sustainable Development Goals
SIG	Solomon Islands Government
SIGAS	Solomon Island Government Accountant Society
SIMEM	Solomon Islands Macroeconomic Model
SOPs	Standard Operation Procedures
SOEs	State Owned Enterprises
VAT	Value Added Tax
VRS	Village Resource Survey

FORWARD



As the Minister responsible for budget, economics, and fiscal management and policy, it is my pleasure to launch the 2020 – 2022 Corporate Plan for the Ministry of Finance and Treasury.

The Ministry's 2020 - 2022 Corporate Plan identifies how MoFT will deliver on a range of policy objectives including our Government's policy priorities.

With the key policy strategies and objectives in the Ministry's plan incorporating the intent of the National Development Strategy (NDS) 2016 – 2035 and the Government Policy Statement there is clear alignment of Government and Ministry's strategic goals and objectives.

This Corporate Plan outlines the Ministry of Finance and Treasury's mission, core businesses, key priorities and initiatives it will undertake over the next 3 years.

The Ministry of Finance and Treasury plays an important role in assisting the Government to provide essential services to the people of the Solomon Islands.

The theme for the Corporate Plan 2020 – 2022 is "Institutional Strengthening", through a significant restructure initiative to get the right people doing the right thing, embracing change and getting the basic systems and processes right the first time, and focusing on what is important, I am confident the Ministry will be delivering sustainable reforms.

I wish to, sincerely acknowledge the dedication and effort of all staff under the leadership of the Permanent Secretary for the Ministry in the formulation of this 2020-2022 Corporate Plan.

Hon. Harry Kuma MP
Minister for Finance and Treasury

INTRODUCTION



The Ministry of Finance and Treasury's Corporate Plan 2020-2022 identifies our mission, vision, values and key organisational priorities for the next 3 years. It also describes strategies that Divisions within the Ministry will use to achieve key national policy objectives including the Government's policy priorities. The Plan is linked to our Annual Work Plan which will provide detailed tasks and outcomes for the Ministry reporting framework.

The theme of our Corporate Plan 2020 – 2022 is "Institutional Strengthening". Which will be achieved through 3 priority areas; these are "Structure & People", "Systems & Processes" and "Policy & Advice".

A key initiative is the implementation of a cost neutral organisational restructuring, we aim to demonstrate consistently strong leadership, and take ownership and responsibility for the Ministry restructure related initiatives through effective change management strategies.

Our goal is to get the right people doing the right thing by building and strengthening our employee's capacity and creating a culture of productivity and motivation.

We want to create and embrace opportunities to reform and grow, improve our response to stakeholders in the delivery of our core services by simplifying and streamlining our internal workflow systems and processes. We will look for improvements in IT infrastructure, regulations and legislation which will support increased transparency and higher levels of accountability for behaviours and decision making.

We aim to strengthen our credibility with all stakeholders and help minimise adverse financial and budget exposure for the Solomon Islands Government and its people. By implementing sound Financial Reporting and Budget related strategies, Financial Management Legislative Frameworks and Policy direction that support and underpin sustainable economic growth and macro stability.

With good governance; stable ethical leadership and embracing continuous improvement initiatives we will aim to remove the old roadblocks, streamline our systems and processes and reduce waste across the Ministry.

I am proud to say all Divisions in the Ministry have contributed to the development of this plan, and are committed to having a role in ensuring we achieve our goals.

Mckinnie P. Dentana
Permanent Secretary

Our Executive Team



Margaret Moveni
Undersecretary Corporate
Services Support Division



Jim Sutton
Comptroller Customs & Excise
Division



Rictor Luaboe
Director Economics Division



Robert Meyenn Dukavalaka
Director Funding and Finance
Division



Joseph Dokekana
Commissioner Inland Revenue Division



Bradley Lenga
Director Internal Audit

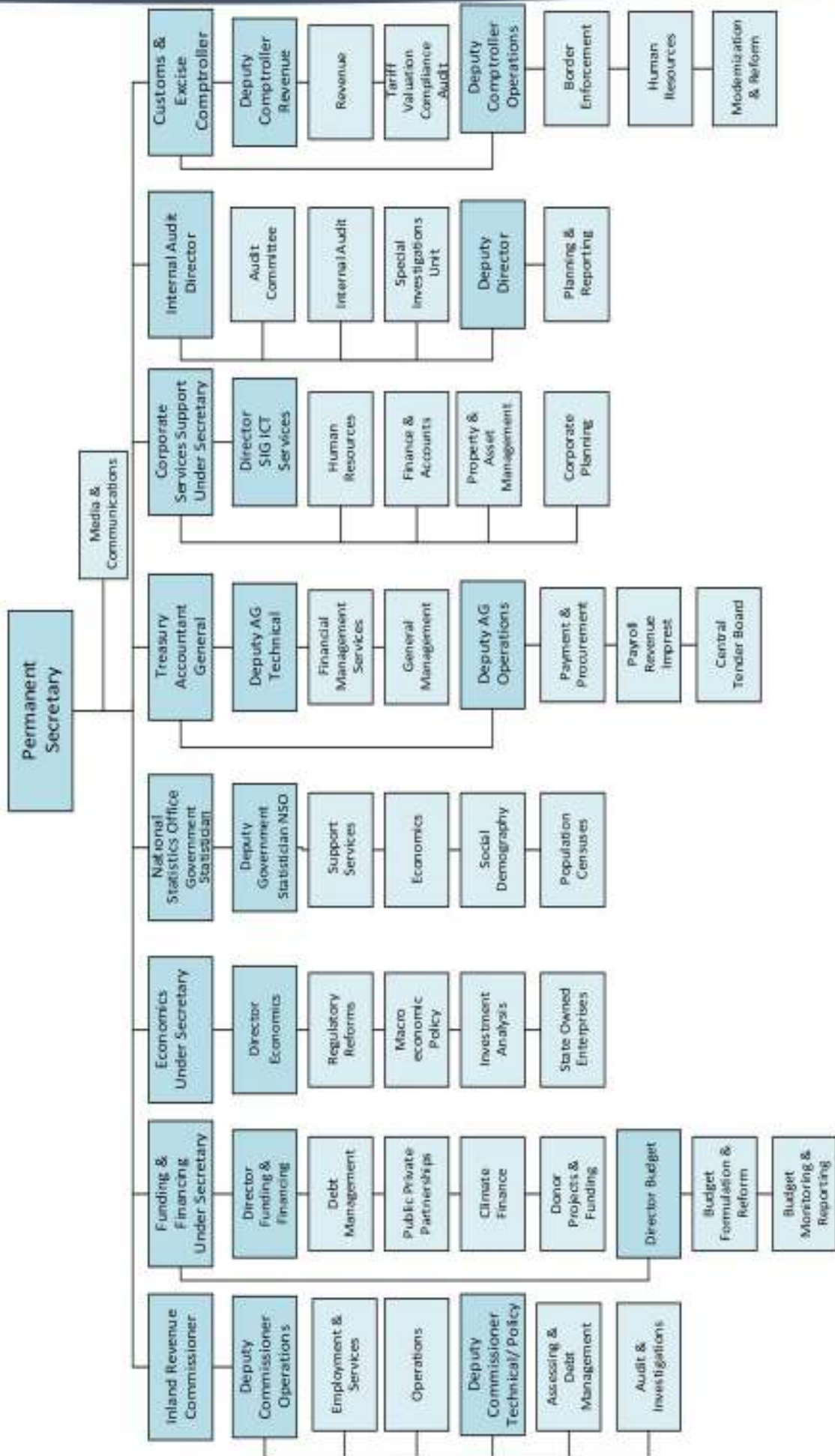


Douglas Kimi
Government Statistician



Bruce Raymond Phillips
Accountant General
Treasury Division

Ministry of Finance and Treasury



Strategic Planning Day



Our Values, Vision & Mission

The Strategic Direction, our Values, Vision & Mission Statements were developed through a series of collaborative meetings and workshops where the Leadership Team together undertook a comprehensive SWOT & TOWS analysis (Appendix A).

Our Values

Our Values are creating a workplace culture that:

- *Is reliable and responsive to stakeholders*
- *is seen as professional, honest & trustworthy*
- *has integrity and transparency in decision making at all levels*
- *promotes gender equality and empowers all employees*
- *provides opportunities for growth & improvement and encourages new ways of working*
- *Holds ourselves and others accountable and only accepts high ethical behaviours*

Vision Statement

“Our vision is a vibrant and recognised lead Ministry that provides credible and reliable economic and financial leadership for a stable fiscal situation, financial and economic reforms, and border control initiatives that improves the lives of all Solomon Islanders”

Mission Statement

“Our mission is to provide leadership and good governance when advising and influencing Government policy choices relating to economic stability and growth, sound financial management that improves the lives of our people”

Our Strategic Priority Areas

The Executive leadership team believe it only possible to achieve the level of Institutional Strengthening that is required over the next 3 years by focused and consolidated effort on 3 Strategic Priority Areas. As Leaders we recognise that it is our responsibility to take ownership and proactively manage and drive change required.

Strategic Priority 1:

Structure & People

We demonstrate consistently strong leadership, take ownership and responsibility for the Ministry restructure related initiatives through effective change management strategies.

We will build and strengthen our employee's capacity through sound management practices creating a culture of accountability, productivity, welfare & motivation whilst striving to be looked upon as an Employer of Choice.

Strategic Priority 2:

Systems & Processes

We are creating opportunities to reform and grow, improving our response to stakeholder needs in the delivery of services, by simplifying and streamlining our internal workflow systems and processes.

We will utilize opportunities in IT infrastructure, constantly looking for ways to remove bottlenecks in our systems and processes, enabling transparency and greater levels of accountability for all our behaviors and decision making.

Strategic Priority 3:

Policy & Advice

We are strengthening our credibility with our stakeholders, providing effective risk mitigation strategies that help minimize adverse financial & budget exposure for the Solomon Islands Government and its people.

We will implement transparent sound Financial Reporting and Budget related strategies, Financial Management Legislative Frameworks, manage and provide Government economic and structural reform and Policy direction supportive and underpinning sustainable economic growth and macro stability.

Management Reporting System

The Divisional Corporate Plans within this document have been developed to cascade and align with our strategic direction and be the common thread that passes through our values, mission and vision statements down to our teams and individual work planning processes.

As one of our key priorities over the coming 3 years is to review and streamline our internal processes, our first step in this endeavour naturally was to review our planning and reporting processes, identify and minimise duplication of effort and time wasters that do not align within the bigger picture.

The assumption has been made that our Strategic Direction and Corporate Plans will stay consistent for the next 3 years, therefore:

1. A Strategic Direction document was developed to guide the Ministry over the next 3 years.
2. A streamlined Corporate Planning format focusing on the high level Strategic Direction was agreed.
3. The Annual Work planning process is design to be more detailed, flexible and adaptive to achieve our long term goals and specific annual operational outcomes and provide appropriate reporting mechanisms.

The corporate planning process was reviewed to assist us to:

- remain consistent with high level strategic priority areas, themes and vision of the future,
- align with the SIG Strategic priorities,
- put our effort into what really counts,
- implement improvements to systems and processes by minimising unnecessary efforts whilst still ensuring goals and objectives are achieved and providing reliable professional reporting,
- improved governance and service delivery to the SI Government and people of the Solomon Islands

At the operational level the Ministry's management, system is based around development and monitoring of Annual work plans. The Annual Work Plans are develop to reflect and align SIG and organizational priorities outlined in this Corporate Plan. The annual work planning process provides a reportable and measurable result that can be achieved in order to move the Ministry towards our vision.

This approach provides the visual representation for our staff of how strategic priorities cascading and provide a consistent thread throughout the Ministry down to local strategies, teams and individual planning processes.

A strategy to support our new organisational structure is Heads of Divisions will formally review and share progress of their respective goals and objectives at monthly management meetings. Continuing improvement of the practice developed over a number of years; they will receive monthly budget driven traffic light reports which they will discuss and report progress against in achieving the strategies within the Corporate Plan; and also functional responsibilities detailed in their respective Annual Work Plans.

Once a month each Executive member will also meet with the Permanent Secretary to report against and discuss overall progress of their strategic and functional responsibilities, including any risks or concerns. The Executive team recognise measuring and reporting of progress assists to maintain a cohesive leadership team and supports the momentum for achievement of goals set out in the Corporate and Work Plan, as well as ensuring consistency and improvement in our reporting not only for our internal purposes but also our SIG and legislative responsibilities. We believe that this approach ensures the Ministry is better able to meet the needs of our key Stakeholders, Government and the people of the Solomon Islands.

The Ministry Divisions

The Ministry of Finance & Treasury delivers Government Services through the following Divisions:

Executive Management:

The Permanent Secretary is responsible for providing leadership to enable each Division to facilitate effective customer service delivery and support the Government through the Minister and Cabinet on treasury, revenue, fiscal, economic and ICT matters. Three Under Secretaries, Commissioner, Accountant General, Government Statistician and Comptroller assist the Permanent Secretary.

Corporate Services Support Division:

The Under Secretary Corporate Services Support assists all Divisions to achieve their corporate objectives by supporting them to undertake their strategic and administrative responsibilities. Functions provided include the management of MoFT's Property and Assets, budgeting, financial management, procurement, human resource management, corporate administration, corporate and annual planning and reporting. In addition ICT Service & support provision across the whole of Government is also part of CSS Division.

Customs and Excise Division:

The Comptroller of Customs and Excise heads the Division that is responsible for revenue collection through import and export duties and administering border related laws and trade facilitation and industry assistance programs.

Economics Division:

The Under Secretary Economics leads the Regulatory Reform, Macroeconomic Policy, Investment Analysis and State Owned Enterprises Units; their primary objective is to support sustainable economic growth and development through provision of sound financial and economic policy advice to SIG, business regulation, macroeconomic forecasting and the development and implementation of economic reforms. The Unit seeks to increase the contribution of the private sector to generate sustainable income earning opportunities for Solomon Islanders.

Funding and Financing Division:

Responsible for the national annual SIG budget process and the design and coordination of Public Financial Management reforms. Managing and servicing existing government debt obligations, both domestic and external. As well as evaluating and negotiating new Government borrowing to maintain debt at a sustainable and affordable level. The Division undertakes technical assessments of Public Private Partnership (PPP) proposals and assists line ministries develop business cases for PPP proposals.

Incorporated into the Division is a new SIG initiative of a Climate Resilience Finance Unit working in collaboration with development partners and other stakeholders to manage the various challenges that climate change has brought to the country. Providing a coordinated approach to climate finance data sharing, monitoring and promoting effective partnerships with all relevant stakeholders, including civil society and private sector.

The Division also manages the implementation of development partner support programs and related reform initiatives and is the official point of contact and coordinator for the international financial institutions such as the World Bank, International Monetary Fund and Asian Development Bank.

Inland Revenue Division:

Inland Revenue Division is responsible for collecting income, sales, withholding and goods taxes as well as undertaking vehicle licensing for the Government. The core function of Inland Revenue is to maximize revenue through the effective and efficient administration of the tax laws.

Internal Audit Division:

The Division provides internal audit services across Government Agencies to promote and improve good governance, risk management and Solomon Islands Government control systems and procedures.

National Statistic Office:

The National Statistic Office is responsible for providing national statistics for the government. This includes collection, compilation, and analysis of statistical information, publication and dissemination of statistical information for public use. In addition, they coordinate, monitor and supervise the National Population and Housing Census.

Treasury Division:

The Accountant General heads the Treasury, which is responsible for maintaining the accounting records of the Government; the preparation of annual financial statements and financial reporting to Government, Parliament, international organizations. The office is also responsible for the processing of revenue collected by other ministries and IRD and Customs; processing payments to suppliers and payroll on behalf of all SIG ministries; In terms of its control responsibilities treasury manages consolidated fund (official) bank accounts; cash flow forecasting, bank reconciliations, banking relationship management responsibilities and maintains the SIG financial and legislative framework. The Accountant General's office is also responsible for ensuring that the Public Finance and Management (PFM) Act 2013 and subordinate PFM regulations are complied with across SIG Ministries. Treasury has also responsible for SIGAS (Solomon Island Government Accountant Society) and its' associated training and professional development activities.

**EACH DIVISION
HAS DEVELOPED HIGH LEVEL STRATEGIES
AND KEY INITIATIVES DESIGNED TO
SUPPORT ACHIEVEMENT OF
THE 3 STRATEGIC PRIORITY AREAS
AS WELL AS IMPROVING ACCOUNTABILITY AND
FURTHER SUPPORTING MANAGEMENT REPORTING
REQUIREMENTS OF
THE CORPORATE PLAN 2020 – 2022**

1. CORPORATE SERVICES SUPPORT

RESPONSIBILITIES: The Under Secretary CSS is responsible for ensuring institutional wide strengthening programs are implemented that focus on improving the Leadership capacity and culture of the Ministry; so it is better placed to achieve government policy targets and there is compliance with PFM Act.

Being accountable for all functions of the following 6 Units:

Corporate Planning and Reporting provide support to ensure alignment with the SIG Corporate Planning Framework.

HR carries out HR functions to support a qualified and trained workforce

Accounts prepares and manages the MoFT Budget, strengthens compliance and understanding of budget, procurement, payment processes and procedures

Property and Asset managing MoFT property and assets (include official buildings, staff houses, vehicles etc.)

SIG ICTS with Cabinet mandate provide SIG wide ICT Advice and Services.

Executive Administration provide secretarial, administration and registry management services for the Ministry, Permanent Secretary and Minister of Finance and Treasury

3 YEAR PLAN

Strategic Priority 1: Structure & People – demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation

Strategic Priority 2: Systems & Processes – we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.

Strategic Priority 3: Policy & Advice – our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG

<u>CURRENT SITUATION</u>	<u>WHERE WE WANT TO BE IN 2022</u>
<p>Corporate Services During the development of the Corporate Plan process it was identified the Divisions currently are working in silos & not always considering the impact on other areas.</p> <p>There is considerable resistance to Change within the Ministry and our readiness to manage and drive change is inconsistent across Divisions</p> <p>There is a lack of or inconsistent Internal sharing of information, with over bureaucratic, too many steps in our processes.</p> <p>Our Internal reporting process needs improvement as reporting is not always timely, & sometimes given a low priority</p>	<p>Corporate Services MoFT leadership team has capacity and are seen by staff and stakeholders as competent proactive leaders.</p> <p>We are reporting regularly against our strategic priorities, sharing information, supportive of each other, working as a team and making sound consistent decisions.</p> <p>The executive team and Unit managers take ownership of change programs within their respective areas.</p> <p>We have a Ministry wide plan for documenting and regular review of our internal systems and processes</p>
<p>MoFT's Corporate and Annual Reporting A new graduate has recently been recruited to focus on improving the current planning and reporting processes for Corporate, Annual Work Planning and Reporting.</p> <p>The revision of MoFT's 2016-2018 Corporate Plan was completed in 2019. The new 2020 – 2022 Corporate Plan includes key national policy objectives and the DCGA Government's policy priorities.</p>	<p>MoFT's Corporate and Annual Reporting Managers are compliant to SIG's Corporate Planning Guidelines with their Corporate, Annual Planning and Reporting activities.</p> <p>The Ministry's Annual Planning outputs are aligned with the Corporate Plan's three Strategic Priorities and strategies.</p>
Human Resources Unit	Human Resources Unit

<p>A structure review has occurred with roles to deliver strategic, and contemporary human resource management services to MoFT's managers and staff. A HR Manager has been recruited and will commence early 2020.</p>	<p>We want to have a trained, energetic and motivated team capable of undertaking their roles and responsibilities professionally to provide support to MoFT staff proactively and efficiently.</p>
<p>Accounts Are currently using excel to manually record all the ministry payments within MoFT. This is ineffective, cumbersome and difficult to access and provide correct financial information in a timely efficient manner.</p> <p>There is no standard rate used for travelling leave passage, this results in different amounts paid to officers travelling the same distance and living in same village.</p>	<p>Accounts We aim to be using an accounting software system to increase their ability to carry out their job professionally, to ensure accurate recording, posting, analysis, budgeting and financial reporting. Able to assist each Divisions by providing relevant financial information on a timely basis.</p> <p>A standardized, cost effective and efficient rate for travelling leave passage is used consistently and paid to officers across the whole government Ministries</p>
<p>Property & Asset Unit Vacancies in the unit and lack of Advisor technical support has for some time impacted on staff's ability to provide adequate services. The team struggles to fully complete its core functions and activities.</p> <p>Managing the institutional houses and the broad range of other Ministry assets is a challenge as liaising with divisions to collate and compile a consolidated asset register for MoFT is time consuming and constantly needing updating.</p> <p>There is currently insufficient parking spaces for MoFT officers and customers</p>	<p>Property & Asset Unit We are adequately resourced and equipped with permanent staff who have the technical and administrative skills, and are competently managing the broad range of Ministry's assets and maintenance budgets.</p> <p>A computerized Asset Management system is implemented for Asset Register, Inventory, Consumables and spare parts, schedule maintenance management; modules capable of capturing asset details and recording of history and associated costs for maintaining those assets and providing timely reporting on the maintenance and financial management purposes and Asset management.</p> <p>Car park constructed at the MoFT headquarters with sufficient parking space for MoFT officers and customers.</p>
<p>SIG ICTS Increased scope and high demand for ICT Services in SIG. with 14 staff with Bachelor level degrees in Information Technology/ Computing Science backed up with a variety of certificates and other qualifications in various programming and computing skills. Others have degrees outside the ICT disciplines or have qualifications at diploma or certificate level.</p>	<p>SIG ICTS By 2022 ICTSU aims to complete and launch a Five (5) year SIG ICTSU plan and will have rebranding & restructuring will be completed, its workforce aligned and preparing to take full advantage of the submarine cable and to develop skills able to lead SIG to a Digital Government and improve overall Governance.</p>
<p>Executive Administration Support Secretarial and administration procedures are out dated, and registry functions need to be revised to align with Solomon Islands Government Records Management Policy & Recordkeeping Guidelines.</p>	<p>Executive Administration Support Standing operating procedures developed & implemented for all administration and registry functions, with team members able to cover each of the roles when needed.</p>

Corporate Services

Strategic Priority 1 - Structure & People	
1.1	Leadership Development program to support the executive team and Unit managers take ownership of change programs within their respective areas.

Strategic Priority 2 - Systems & Processes	
2.1	We are reporting regularly against our strategic priorities, sharing information, supportive of each other, working as a team and making sound consistent decisions.
2.2	We have a Ministry wide plan for documenting and regular review of our internal systems and processes

Strategic Priority 3 - Policy & Advice	
3.1	MoFT leadership team has capacity and are seen by staff and stakeholders as competent proactive leaders.

Human Resources

Strategic Priority 1 - Structure & People	
1.1	Implementation of revised structures across MoFT improve efficiency and quality of services
1.2	Continue functional reviews, restructuring and updating of Job Descriptions to accommodate technological and legislative reforms
1.3	Bulk recruitment and development of graduates with appropriate cadres to improve the standard and quality of services
1.4	Enhance the HR knowledge across MoFT through the establishment of a MoFT HR Community of Practice
1.5	Improve staff welfare and capacity building of Staff to enhance their productivity
1.6	Promote gender equality in the Ministry by Implementation of SIG Gender and Social Inclusion Policy.
1.7	MoFT's Training & Development activities ensure staff have qualifications and skills needed to fulfill their roles and responsibilities

Strategic Priority 2 - Systems & Processes	
2.1	Improve recruitment processes to aim to get people on board within less than 3 months
2.2	Develop and implement Standard Operating Procedures (SOPs) for HR and Records Management processes
2.3	Strengthen planning and reporting procedures (Corporate, Annual and monthly reporting methods and work plans)
2.4	Update the Payroll System to reflect on-going Ministry's restructures
2.5	Work with Treasury on process re-engineering of MoFT's internal payroll processes
2.6	Conduct Regular CSS business unit team meetings

Strategic Priority 3 - Policy & Advice	
3.1	Develop and implement Training and Development Policy to support Training Committee activities
3.2	Review and update all HR Policies and procedures to ensure they are modern and relevant
3.3	Provide training and awareness to all staff on current and updated HR policies and procedures

Accounts

Strategic Priority 1 - Structure & People	
1.1	Review the CSS Accounts structure in conjunction with implementation of the new SIG financial management system to improve work efficiency, job responsibilities and quality of service
1.2	Provide on-the-job training to improve the capability and confidence of staff
1.3	Enhance the accounts knowledge in the unit through staff attending relevant training programs that relate to their job

Strategic Priority 2 - Systems & Processes	
2.1	Ensure efficient management of budget and payments for all utilities and other operational costs that support the Ministry's core businesses
2.2	Strengthening systems and processes to ensure all Divisions within MoFT fully comply with the procurement requirements as stipulated in the Financial Instructions, General Orders and other relevant instructions to stop leakages and ensure all Divisions are well familiarized with the new PFM Act
2.3	Develop a flow chart that can easily depict and identify different stages and processes of the ministry's payment processes.
2.4	Setting of clear guidelines on approval of ministry's payment to effectively and proper management of all MoFT accounts
2.5	Improve on preparation of budget in compliance with the budget guidelines as required by MoFT Budget Unit, MDPAC and MPS for timely submission.
2.6	Continuous improvement in the production of monthly and annual report of the Ministry's (Financial report and annual work plan)
2.7	Develop guidelines and procedures in preparing audit management response of the Ministry based on the OAG audited financial report
2.8	Work together with Treasury AX Implementation Team to implement the new AX system and procedures across MoFT

Strategic Priority 3 - Policy & Advice	
3.1	Develop & assist implementation of Standard Operating Procedures (SOPs) for MoFT financial processes along with the implementation of the new AX system.

Property and Asset Management

Strategic Priority 1 - Structure & People	
1.1	Assist HR to review the unit's structure to ensure it has the roles and capacity required to meet service delivery demands
1.2	Capacity building of staff on property and asset management systems, processes and best practice

Strategic Priority 2 - Systems & Processes	
2.1	Review internal processes to improve approvals, allocating work and certifying of payments
2.2	Liaise with relevant stakeholders to improve contract administration and quality control for MoFT's service contracts and building projects
2.3	Work with relevant stakeholders to ensure new infrastructure development projects for MoFT adhere to relevant SIG regulations
2.4	Ongoing upkeep of MoFT property and assets ensuring practices adhere to Financial Instructions and procurement processes and requirements

Strategic Priority 3 - Policy & Advice	
3.1	Continuous review and updating of Property and Asset management policies to ensure best practice procurement and asset management
3.2	Liaise with Treasury to implement the Asset Management Policy and Guidelines

SIG ICT Services

Strategic Priority 1 - Structure & People	
1.1	Strengthen ICT leadership, governance and management service delivery
1.2	Improve stakeholder coordination, ICT awareness and drive resources sharing through a centralised and harmonized approach.
1.3	Attract, recruit and retain a skilled workforce by modernising ICT classification, invigorated cadre and professional development roadmap to advance required core competencies.

Strategic Priority 2 - Systems & Processes	
2.1	Ensure robust, scalable and manageable ICT infrastructure to enable a more digital driven communications and access to corporate systems.
2.2	Implement cybersecurity strategies to boost resiliency and protection of ICT environment.
2.3	Bridge rural/urban gaps by increasing coverage, reach and quality of SIG ICT services to rural stakeholders.
2.4	Strengthen cross ministries corporate systems integration, data sharing, records and asset management.
2.5	Ensure high quality, relevant and accurate public data is captured and made available on-demand to citizens and public sector.

Strategic Priority 3 - Policy & Advice	
3.1	Establish and implement practices and policies for better-quality ICT service delivery and user support
3.2	Improve transparency, access to information sharing and public engagement through access to more online digital SIG services.
3.3	Develop and establish a framework to drive, implement and support e-Government initiatives.
3.4	Improve decision making through better use of SIG-owned data for reporting.

Executive and Corporate Planning

Strategic Priority 1 - Structure & People	
1.1	Staff have up-to-date Job Descriptions, Performance Appraisals, leave and training plans
1.2	Improved compliance with executive office protocol and standards
1.3	All executive office staff trained in MoFT administration processes and SIG Records Management Guidelines
1.4	Corporate Planning and Reporting duties are included in relevant Job Descriptions
1.5	Regular and timely information updates MoFT's managers on Corporate, Annual Planning and Reporting activities

Strategic Priority 2 - Systems & Processes	
2.1	Established systems and processes for communicating and managing the Executives' meeting schedules, travel and facilitation of entry visa permits for external stakeholders
2.2	Standard Operating Procedures developed and implemented for secretarial support provided to Executive and HODs meetings
2.3	Efficient records management across MoFT in line with SIG Records Management Guidelines
2.4	Timely reporting supports Ministry's planning and SIG reporting obligations
2.5	Coordination, publication and dissemination of the Ministry's plans and reports are within agreed timeframes

Strategic Priority 3 - Policy & Advice	
3.1	Members of executive and staff have excellent knowledge of Financial Management Instructions, General Orders, Code of Conduct and other relevant MoFT policies
3.2	All executive team members and HoDs maintain excellent knowledge of SIG Corporate Planning Guidelines
3.3	Corporate and annual plans capture all new government policies and initiatives
3.4	Provide regular advice on MoFT's planning and reporting policy and activities

2. CUSTOMS & EXCISE DIVISION

RESPONSIBILITIES:	Border Protection, Revenue Collection, Trade Facilitation and Assistance	
<u>3 YEAR PLAN</u>		
<p>Strategic Priority 1: <u>Structure & People</u> – demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</p> <p>Strategic Priority 2: <u>Systems & Processes</u> – we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</p> <p>Strategic Priority 3: <u>Policy & Advice</u> – our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG</p>		
<u>CURRENT SITUATION</u>		<u>WHERE WE WANT TO BE IN 2022</u>
<p>Customs & Excise Division has successfully progressed a number of reform and modernization projects in addition to day to day mandated functions.</p> <p>The Asycuda World system is now fully operational with in excess of 82,000 declarations representing approximately 90% of all declarations submitted through the system. The high rate of uptake assists with correct revenue collection as well as producing more accurate trade based statistics for analysis and planning by other ministries of the Government.</p> <p>The draft Customs Bill has been reviewed and is currently in the process of final drafting. When completed the CED will have legal foundation that is modern and able to cater to the constantly evolving border protection and international trade environment that we operate in.</p> <p>We have redesigned our Organizational Structure to support a modern approach to Customs compliance whilst ensuring our staff allocation to evolving functions are included in support of the impending new legislation. This has been approved by the Cabinet and is now ready for the implementation phase.</p> <p>The 2017 version of the World Customs Organization (WCO) Harmonized System for Commodity Description and Coding has been implemented. This includes all the necessary requirements of the Pacific Harmonized Commodity Description and Coding System 2017.</p> <p>Our annual revenue collection is steadily increasing in excess of SBD 1.2 Billion per annum. Collection for 2018 was SBD 1.3 Billion</p> <p>Joint Border Operations with our PNG Customs counterparts commenced with education and awareness sessions with communities where our countries share a common border.</p>		<p>By 2022 the Customs & Excise Division intends to have an organizational structure that meets the needs of the evolving customs environment.</p> <p>Our Organization will be staffed by dynamic and well trained teams and individuals committed to improving the economic and social growth of all Solomon Islanders</p> <p>Our staff will be appropriately equipped to perform their duties safely and will have access to increased levels of technology to strengthen our border, ensure correct revenue collection and provide trade facilitation benefits to compliant clients.</p> <p>Our staff will be supported by a legislative framework of modern Customs law and regulations and we will aim to be consistently up to date with preparing and publishing policy guidelines, administrative instructions and operating procedures for increased levels of transparency and public trust.</p>

Strategic Priority 1 - Structure & People	
1.1	Implement and maintain the necessary legal, administrative structure and corporate support for efficient Customs activities.
1.2	Capacity Building to Develop Leadership, Professionalism, Integrity and Client Service

Strategic Priority 2 - Systems & Processes	
2.1	Risk Managed Approach to Border Security and Correct Revenue Collection
2.2	Increase the level of technology used for enhanced border protection, revenue collection, trade facilitation and compliance
2.3	Implement International Best Practice Standards of the World Customs Organization (WCO) and the World Trade Organization (WTO)

Strategic Priority 3 - Policy & Advice	
3.1	Implement clear, consistent and transparent policy to all Clients of Customs

3. ECONOMICS DIVISION

RESPONSIBILITIES: The Economics Division supports sustainable economic development through the provision of sound and reliable economic policy advice to the Solomon Islands Government. Also the development and implementation of economic reforms and sustainable, broad-based growth led by the private sector.

Regulatory Reform team lead revenue and tax policy reform, financial sector reform and sectorial reform (resource sector).

Macroeconomic Policy unit provides macroeconomic forecasting and modelling, Policy advice and analysis on medium and long-term growth strategy for Solomon Islands and on growth enhancing investments.

Investment Analysis Unit provides financial & economic analysis, and policy advice to SIG, including the development and implementation of Government projects.

State Owned Enterprises Unit provides governance, operation and financial management support to State Owned Enterprises delivering services to the public and businesses.

3 YEAR PLAN

Strategic Priority 1: Structure & People – demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation

Strategic Priority 2: Systems & Processes – we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.

Strategic Priority 3: Policy & Advice – our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG

<u>CURRENT SITUATION</u>	<u>WHERE WE WANT TO BE IN 2022</u>
In early 2018, the Division had eleven staff including the Director supported by one long-term adviser. In 2018-2019 the Division's structure was reviewed. In 2019 an appointment was made to the Director Economics role and the Under Secretary Economics is being advertised for a second time.	The new structure will be implemented, all positions filled with qualified, competent and motivated staff.
<p>Regulatory Reform Unit</p> <p>Throughout 2018, advice was provided to inform the setting of the Determined Value Schedule (DVS) of Solomon Islands' logs and set the levy export duty on logs being exported. DVS schedule has been reduced from four (4) down to two (2) columns, with a further reduction to 1 column by end of 2019.</p> <p>The review of tax has been ongoing since 2017 with the Tax Administration Bill expected to be tabled in parliament in late 2019/early 2020. Consultation conducted on a proposal for value-added taxes and formal advice will be presented to Cabinet before the end of 2019.</p> <p>The Goods Tax (Amendment) Bill 2018 was passed in Parliament and commenced 1st October 2018.</p>	<p>Regulatory Reform Unit</p> <p>Substantial progress on implementation of agreed tax reforms and finalisation of the policy aspects of the tax review.</p> <p>A draft Bill before parliament in the first quarter of 2020 with an expectation that VAT could be introduced in mid-2021.</p> <p>Implementation of a new Custom Law.</p>

<p>Macroeconomic Policy Unit Medium Term Fiscal Strategy (MTFS) for 2018-2024 is the Government's framework for presenting the current state of the economy, government finances and the outlook for the economy and was tabled in the parliament last year.</p> <p>The preparations for 2019 Medium Term Fiscal Strategy (MTFS) including budget strategy document was presented to Cabinet in Mid-July 2019.</p> <p>A technical working group for Macroeconomic Statistics was newly formed in 2019 to improve policy discussions using evidence-based analysis.</p>	<p>Macroeconomic Policy Unit We will have established routine reporting including quarterly ministerial updates, monthly revenue reports as well as other reports, which are demand-oriented based on political economy of the time.</p> <p>Local Economists are able to undertake scenario/policy simulations in accordance with assumptions set out in the SIMEM.</p> <p>A manual has been developed and updated every quarter based on quarterly data provided by CBSI.</p> <p>By 2022, the team is able to effectively present and warn of fiscal risks especially in relation to CPI and GDP.</p> <p>The Macroeconomic Statistics technical working group is providing analysis and evidence-based policy discussions.</p> <p>Routine relationships, consultations and information sharing with specific industries such as mining has become more established by 2022 with quarterly and annual reports in place.</p>
<p>Investment Analysis Unit During the 2018-2019 review IAU was added to the Division. The unit currently has one staff member providing the Minister, the PSF and MoFT financial and economic policy support.</p>	<p>Investment Analysis Unit The unit will have qualified proficient analyst able to monitor and understand financial proposals, business plans and the relationship to SIG's strategic priorities, in particular for those supporting the private sector.</p> <p>A Project Evaluation Guide will be developed and implemented</p>
<p>State Owned Enterprise SOE Policy has been developed, consultations and government endorsement has been achieved.</p> <p>In 2018-2019, the Division's structure was reviewed, renamed and changed. In 2019 the SOE Unit had 2 staff.</p>	<p>State Owned Enterprise Staff are able to monitor and understand financial performance, investment strategies, business plans and delivery of services (including CSOs).</p> <p>SOEs are complying with the Act and Regulations and providing timely reports on their planning, budgeting and governance.</p> <p>Development of a Capital Structure Policy for SOEs.</p>

Regulatory Reform Unit

Strategic Priority 1 - Structure & People	
1.1	Implement restructure initiative – job descriptions, recruitment, induction
1.2	Training, development & capacity building of team
1.3	Retention initiatives-improve staff welfare
1.4	Addressing inappropriate behavior

Strategic Priority 2 - Systems & Processes	
2.1	Review current processes ensuring the Division supports implementation of SIG Fiscal and Budget strategy
2.2	Document legislative process into work instructions

Strategic Priority 3 - Policy & Advice	
3.1	Compliance improvement- providing guidance across the Ministry to support the implementation of revenue policy
3.2	Improve economic models to ensure accurate revenue & growth forecasts
3.3	Provide quality policy advice to Government and SOEs

Macroeconomic Policy Unit

Strategic Priority 1 - Structure & People	
1.1	Strengthen the mathematical, analytical, report writing and presentation capabilities of the Macroeconomists so that they are able to use sound judgement to carry out forecasts and scenarios based on political and macroeconomic developments

Strategic Priority 2 - Systems & Processes	
2.1	Improve the accuracy and micro-data used in the SIMEM
2.2	Improve the assumptions and modelling for Consumer Price Index modelling
2.3	Improve the accuracy, assumptions and modelling on expenditure forecasting in concert with the Budget Unit at MoFT

Strategic Priority 3 - Policy & Advice	
3.1	Provide evidence-based analysis on structural balance rules and expenditure rules by improving data and methods used for forecasting which would lead to a fiscal anchor that would be binding in some way
3.2	Provide timely advice when the deterioration of cash buffers begin to occur

Investment Analysis Unit

Strategic Priority 1 - Structure & People	
1.1	Implement new structure – update JD, undertake recruitment and induction
1.2	Technical training and capacity building on project assessment, review and analysis.
1.3	Improve staff communication and interpersonal skills.

Strategic Priority 2 - Systems & Processes	
2.1	Reassess internal processes for communicating and supporting relevant policy development.
2.2	Provide regular contact and linkage with relevant decisions on project assessment
2.3	Monitor current legislation and regulatory arrangements to ensure the IAU is providing sound guidance
2.4	Improve financial and governance oversight of financial proposals by Government agencies and SOEs to ensure they are meeting their financial, corporate and social objectives.

Strategic Priority 3 - Policy & Advice	
3.1	Provide quality advice as requested to the Minister and PS on investment analysis of nominated projects.
3.2	Improve the effectiveness and clarity of business plans and project proposals.
3.3	Align advice and analysis undertaken by the PPP Unit.
3.4	Support the development of relevant projects of national significance

State Owned Enterprises Unit

Strategic Priority 1 - Structure & People	
1.1	Implement new structure – update JD, undertake recruitment and induction.
1.2	Technical training and capacity building on SOE financial and governance monitoring, review and reporting.
1.3	Improve staff communication and interpersonal skills.

Strategic Priority 2 - Systems & Processes	
2.1	Reassess internal processes for communicating and supporting policy development for SOEs to improve accountability and transparency in MoFT reporting.
2.2	Develop processes to allow for regular contact and input into SOE decisions and priority development.
2.3	Monitor relevant legislation and regulatory arrangements to ensure provision of sound guidance to efficient SOE management.
2.4	Improve financial and governance oversight of SOEs to ensure they are meeting their corporate and social objectives, such as CSOs.

Strategic Priority 3 - Policy & Advice	
3.1	Provide quality advice as requested to the Accountable Minister and PS on the governance and operation of SOE policy and their responsibilities.
3.2	Develop guidance to strengthen the operational effectiveness and management of SOEs.
3.3	Develop specific regulatory capabilities to provide advice and guidance to SOE Boards.
3.4	Ensure that Accountable Ministers and SOEs comply with regulations for the appointment process.

4. FUNDING & FINANCING DIVISION

RESPONSIBILITIES: The Under Secretary is accountable and has responsibilities for all functions of the following 5 Units:

Budget Unit is responsible for leading the formulation and monitoring of the national annual budget process, providing financial advice on proposals with financial implications, budget reviews and expenditure reports, design and coordination of PFM reforms including the development of regulations and systems.

Debt Management Unit services, monitors and reports on Government's existing debt obligations both domestic and externally. Evaluates and negotiates new Government borrowing. Issues short-term debt securities and maintains relationships with stakeholders on debt related matters.

The Public Private Partnerships (PPP) supports sustainable economic development, provision of sound financial and economic policy advice to the Solomon Islands Government, through projects that encourage the participation of the private sector and Foreign Direct Investment promoting economic growth.

The **Climate Finance Unit's** supports accessibility and management of climate financing (including disaster risk finance) of SIG sustainable development initiatives. Providing policy advice and coordination for all climate finance activities on behalf of MoFT. Whilst promoting effective partnership with all relevant stakeholders includes civil society and the private sector.

The **Donor Projects and Funding Unit** are responsible for managing the implementation of development partner support programs and related reform initiatives.

3 YEAR PLAN

Strategic Priority 1: Structure & People – demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation

Strategic Priority 2: Systems & Processes – we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.

Strategic Priority 3: Policy & Advice – our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG

CURRENT SITUATION

Budget Unit In 2018-2019 was reviewed and restructured.

- The following are current key areas of concern;
 - Weak capacity of ministries to plan and prepare ministry budgets.
 - Weak link between policy priorities and budget allocation, unrealistic costings and lack of procurement plans.
 - Weak internal coordination within ministry during budget formulation and implementation
 - Non-compliance to budget circulars, rules and guidelines
 - Budget System irregular link issue and unreliability
 - Ongoing request for budget adjustments and also request for additional funding for foreseeable expenditures

WHERE WE WANT TO BE IN 2022

A Budget that is credible, transparent, accountable and improves the delivery of services to the people of Solomon Islands;

- To have highly competent and motivated public servants who observe professionalism and integrity.
- Treasury systems and budget systems are integrated into one system, user friendly and can be administered and managed by the local staff.
- There is reduction in the application for virement, advance warrant, contingency warrant and supplementary budget throughout the year.
- There is clarity in government policy directions and budget allocations reflects priorities and spending is consistent with approved budget
- There is wider involvement of civil society organizations and other stakeholders in budget formulation and increase domestic expenditure accountability.

<p>Debt management Unit: The debt management unit has achieved important milestone over years.</p> <p>Including Strengthening the financial management systems through a Debt Management Framework.</p> <p>Supporting the development of domestic market through a Treasury bill suite documents, Introduction of one year tenor and increasing the cap from \$40m to \$100m, Security Auction System (SAS) to conduct the Treasury bill auction system, Development of the issuance calendar on the monthly basis.</p> <p>Repayment of SIG debt obligation improvements include; payments of principal and interest being made on time with no arrears; Debt reporting and recording, Debts recorded in Portfolio Analysis Tool; Monthly and quarterly debt statistics are published.</p> <p>New borrowing proposals are assessed against the Debt Management Framework, DMU continue to act as secretariat of the DMAC who make recommendation to the Minister for approval, and all new borrowing proposal must count against the Annual Borrowing Limit.</p> <p>The unit on annual basis conduct debt sustainability analysis and set the Annual Borrowing Limit as part of the budget process.</p> <p>Ongoing provision of accurate and timely policy advice in the form of DMAC, Cabinet and Ministerial submission.</p>	<p>Debt management unit By 2022 the Unit will undertake a Debt Sustainability Analyses (DSA) and Implement identified improvements.</p> <p>We will develop sophisticated cash management Servicing payments directly through AX, controlled by DMU staff</p> <p>Treasury Bill Tender Guidelines will be developed and implemented.</p> <p>By 2020 procedures will exist and will be up to date for all key processes. Essential spreadsheets, documents (including loan deeds) will be backed up regularly and stored in a safe place off-site.</p> <p>We will focus on improving our Information management system that capture debt data and improving the Internal Control process.</p> <p>Staff will have skills and capabilities in Debt management systems and Project procurement system, aligned to objectives of the Debt Management Strategy and the PFMA.</p> <p>We will have achieved and have operational Succession Plans & Staff training/ development plan.</p>
<p>PPP In 2018-2019, the Department's structure was reviewed and a PPP Unit was added to the Division.</p> <p>The PPP will provide the Minister, the PSF and MoFT's financial and economic policy support in the reviewing and assessing PPP proposals that create value for the SIG and economy.</p> <p>The aim of the PPP Unit will be to provide assistance in Ministries developing business case proposals, conduct financial analysis of PPP proposals, assist with contracts and provide support and assistance with ministries that implement the PPPs.</p>	<p>PPP High quality advice provided to the Minister, MoFT and relevant Departments to enable PPP development and implementation.</p> <p>Staff able to monitor and understand PPP proposals and their relationship the Government's strategic priorities, in particular for those supporting the private sector.</p> <p>Ensure that PPP proponents and other agencies are aware and comply with relevant Acts and Regulations. Work closely with the DMU to ensure that funding proposals meet government debt benchmarks.</p> <p>Development of PPP Guidance and establishment of a one-stop-shop approach to PPP advice.</p> <p>A qualified and effective team of appropriately trained and qualified analyst.</p> <p>That the PPP is able to contribute to the wider Goals of the Division's operational goals to collectively deliver common goals.</p>

<p>Climate Resilience Finance</p> <p>In 2018-2019, the Division's structure was reviewed, renamed and changed and a Climate Resilience Finance Unit was added to the Division. The Unit has one staff with plans for additional staff.</p> <p>The Unit will work to ensure that climate finance proposals are coordinated across government and development partners are clear in the objectives, strategic context, underlying assumptions for these projects while monitoring expected economic, social and environmental benefits.</p> <p>The Unit will identify relevant stakeholders and ensure strategic responses are prepared for the Minister and Government on climate change and disaster risk finance.</p>	<p>Climate Resilience Finance</p> <p>Improved access to climate change finance.</p> <p>We will be working with development partners and relevant agencies identifying areas within MoFT that can be strengthened to improve access to climate and disaster finance. For example, work with MoFT colleagues to ensure the integration of budget and accounting coding to ensure that SIG expenditures on climate finance are monitored and reported to Minister and PSF.</p> <p>Partnerships with the private sector and civil society on climate and disaster risk finance.</p> <p>Develop a credible finance plan to fulfil SIG priorities in finance for adaptation, mitigation, disaster risk reduction.</p> <p>Development of a Climate Change and Disaster Risk Finance register of projects and funding amounts.</p> <p>Staff able to monitor and understand climate and disaster risk project proposals and the relationship to Government's strategic priorities, in particular for those supporting the private sector and communities.</p> <p>MoFT and other agencies are complying with relevant reporting milestones to various funding agencies, such as the Financial Mechanisms under the convention (GCF and AF) and other funding mechanisms</p>
<p>Donor Projects & Funding</p> <p>Following a restructure the Unit is called "Donor Projects and Funding Unit" with two staff (reduced from 5).</p> <p>The Unit remains a key figure or focal point for donor coordination especially with the original Multilateral Financial Institutions including World Bank/IMF, ADB and others.</p> <p>Providing relevant reports (Minutes/briefings) and advice to the MoFT executive as and when required.</p> <p>Providing secretarial services to the CEWG and Technical Economic Working Group (TEWG).</p> <p>Working closely with other ministries to implement the Government policy to increase domestic Non Tax Revenues.</p>	<p>Donor Projects & Funding</p> <p>By 2022 the Unit expects to become one of the leading and reputable units that is recognized for smooth facilitation of donor projects and programs, providing reliable and timely and strategic advice for PSF and Minister on key economic and financial issues and adheres to the values with high respect to government general orders and code of conduct.</p> <p>We will focus on improving our coordination role through strengthening SIG-Donor continuous dialogue with emphasis to harness the funding and financing support for government development and investment priorities. This includes stakeholder engagements with the bilateral and multilaterals, as well as maintaining current SIG- Donor dialogue through the Core Economic Working Group. We will be providing ongoing support for the implementation of the PMF Act ensuring all donors are confidently investing and using SIG financial systems</p>

Budget Unit

Strategic Priority 1 - Structure & People	
1.1	Develop a structure that reflects the current roles and functions of the unit to improve efficiency and effectiveness of the work flow and work performance.
1.2	Provide training opportunities and support staff to build individual confidence, competency and skills to improve work performance and productivity.
1.3	Promote good governance; embed personal responsibility and leadership of staff imbued with the spirit of public service.

Strategic Priority 2 - Systems & Processes	
2.1	Develop a system that improves efficiency and effectiveness in the budget operations and provides wide range of capabilities to produce expenditure analysis and reports on time.
2.2	Develop a robust and credible budget process to ensure budget allocation reflects national priorities and spending is consistent with budget approval.
2.3	Establish working committees to oversee budget formulation and implementation; ensure to maintain fiscal discipline, effective budget allocation and prudent use of public resources.
2.4	Work closely with Ministries to develop and build their capacities to improve annual budget preparation and implementation, ensuring budget rules and guidelines observed.

Strategic Priority 3 - Policy & Advice	
3.1	Ensure Ministries are informed of the regulation and improve compliance to ensure there is efficiency and effectiveness in the management of the budget formulation and execution.
3.2	Ensure SIG maintains robust macro-economic forecasting estimates embed with sound fiscal policies to maintain fiscal stability in the medium to long term.
3.3	Develop and coordinate strategies to effectively address the recommendations provided in the revised PFM road map and ensure there is ongoing support to improve and strengthen budget credibility.
3.4	Strengthen and institutionalise the process to ensure all cabinet submissions and policy proposals are submitted to MoFT for review and financial advice.

Debt Management Unit

Strategic Priority 1 - Structure & People	
1.1	Strengthen and build capacity ensuring ownership of the Debt Management Framework
1.2	Equal training opportunities provided; including project procurement and excel macros.
1.3	Structure career path and succession plans to ensure continued effectiveness of work.
1.4	Staff incentives to reward hard work and great performance

Strategic Priority 2 - Systems & Processes	
2.1	Continued review, development and implementation of DMU procedures
2.2	Utilizing AX to process loan repayments
2.3	Strengthen and improve debt recording and reporting capabilities.
2.4	Strengthened DMU Cash Coordination role with other units/ divisions within MoFT.
2.5	Improving the use of CSDRMS and integration of CSDRMS with reporting of debt (Meridian Program).

Strategic Priority 3 - Policy & Advice	
3.1	Strengthen SIG financial management by reviewing and developing the Debt Management Framework.
3.2	Provision of policy advice on new Government borrowing proposal
3.3	Debt Management Framework awareness to SOEs, and other important stakeholders.
3.4	Provision of accurate and timely policy advice in the form of DMAC, Cabinet and Ministerial submissions

Public Private Partnerships Unit

Strategic Priority 1 - Structure & People	
1.1	Implement new structure – develop JDs, undertake recruitment and induction.
1.2	Technical training and capacity building on PPP assessment, review and analysis.
1.3	Improve staff communication and interpersonal skills.

Strategic Priority 2 - Systems & Processes	
2.1	Develop internal processes for assessing and communicating relevant policy developments.
2.2	Develop a register of project proposals with updates of the current stage of project development.
2.3	Current legislation and regulatory arrangements on PPP are up-to-date.
2.4	Develop systems to ensure financial and governance oversight of PPP proposals by Government agencies are meeting their financial, corporate and social objectives.

Strategic Priority 3 - Policy & Advice	
3.1	Provide quality advice as requested to the Minister and PS on PPPs.
3.2	Improve the quality of written guidance and the stages of PPP project proposals.
3.3	Work to align advice and analysis undertaken by the IAU.
3.4	Support the development of relevant projects of national significance.

Climate Resilience Finance Unit

Strategic Priority 1 - Structure & People	
1.1	Implement new structure – develop JDs, undertake recruitment and induction.
1.2	Identify and provide technical training and capacity building on climate change and disaster risk financing sources, application processes, relevant PFM reforms and governance criteria.
1.3	Improve staff communication and interpersonal skills to ensure identification of relevant internal and external partners and stakeholders.
1.4	Engage and seek to coordinate development partners, SIG agencies, private sector and civil society on climate and disaster risk finance.

Strategic Priority 2 - Systems & Processes	
2.1	Reassess internal processes for commencing, communicating and supporting relevant policy development.
2.2	Provide regular contact and linkage with relevant parties for decisions on PFM reforms, and climate change and disaster risk priorities.
2.3	Understand and track accessibility arrangements for bilateral and multilateral funding entities to ensure that the unit is able to provide sound guidance on access opportunities, modalities, mechanisms and reporting tools.
2.4	Improve financial and governance oversight of financial proposals by Government agencies and SOEs to ensure they are meeting their financial, corporate and social objectives.

Strategic Priority 3 - Policy & Advice	
3.1	Provide quality advice as requested to the Minister and PS on nominated climate and disaster risk funding opportunities and projects.
3.2	Improve the effectiveness and clarity of climate change and disaster risk project proposals, implementation reporting and monitoring and evaluation assessments.
3.3	Work to align actions undertaken to access and manage climate and disaster risk finance across the whole-of-government.
3.4	Improve the quality and effectiveness of PFM systems, other institutions and governance mechanisms that will improve access to and management of climate change finance.
3.5	Support the development of credible financial proposals and projects to meet SI climate and disaster risk priorities.

Donor Projects & Funding Unit

Strategic Priority 1 - Structure & People	
1.1	Implement the restructure of the unit
1.2	Ensure induction training for staff on the restructure and the new role of the unit
1.3	Retention of staff by improving their welfare
1.4	Ensure clear pathway for staff capacity building including training and succession planning.

Strategic Priority 2 - Systems & Processes	
2.1	Strengthen the oversight role (monitoring/evaluation) of donor projects and programs
2.2	Maintain and improve the work of the Core Economic Working Group (CEWG) and Technical Economic Working Group (TEWG)

Strategic Priority 3 - Policy & Advice	
3.1	Build and strengthen dialogue with key partners (internal/external)
3.2	Support the implementation of Public Finance Management Act (PFM) influencing stakeholders to use appropriate government systems.

5. INLAND REVENUE DIVISION

RESPONSIBILITIES: The Inland Revenue Division collects approximately 60% of all government revenue. The revenue collected is used to pay for education, hospitals and our police force.

3 YEAR PLAN

Strategic Priority 1: Structure & People – demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation

Strategic Priority 2: Systems & Processes – we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.

Strategic Priority 3: Policy & Advice – our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG

CURRENT SITUATION

- a. Tax reform has begun and will include self-assessment and implementation of a VAT
- b. We have completed the introduction of E-Tax (online filing and payment)
- c. We are working on reducing non-compliance and a very active cash economy
- d. We have a large debt book and low filing rates
- e. We are working on improving return lodgment, assessment and refund processes
- f. Our Revenue Management System (RMS) needs ongoing support to function and requires an upgrade
- g. We provide adequate assistance and services to taxpayers
- h. Over the last several years we have invested heavily in improving the performance of managers and staff – we need to continue working in this area to realize all the benefits
- i. We actively work to enhance the business knowledge and skills of managers and staff
- j. We occupy sub-standard business accommodation and have no specified area to provide professional customer services securely
- k. We are in the process of designing and introducing a functional structure to better serve customers and SIG
- l. We have recently implemented a large taxpayer office (LTO)
- m. While we have made good progress we need to further enhance the leadership, management and monitoring processes in our Division
- n. We have a lot of organizational change coming and we need to manage it carefully

WHERE WE WANT TO BE IN 2022

- a. Staff have pride in IRD and they have the skills and tools required to do their job
- b. We attract and retain high quality recruits
- c. Customers have confidence that IRD will make it easy to comply; assist them to comply and have the skill and confidence to deal with non-compliance
- d. We proactively influence voluntary compliance, addressing the causes of non-compliance and taking a risk-based approach to deal with it
- e. We have introduced self-assessment, a VAT and made improvements in administering legislation that makes revenue collection more efficient
- f. E-Tax is operating well and has a high uptake
- g. Compliance levels are high for the region and the cash economy is reduced
- h. The debt book is at a manageable level and is reducing
- i. We have high filing rates
- j. We occupy a modern working space
- k. We have a Customer Service and Learning Centre
- l. We have an efficient functional structure which includes an LTO
- m. Our leaders role model the behavior they expect of staff
- n. We manage change well, communicating and reviewing our success throughout the process
- o. System and infrastructure meet current and future needs
- p. Processes are simple, documented and consistently followed

Strategic Priority 1 - Structure & People	
1.1	Large Taxpayer Office - Continue to invest in our Large Taxpayer Office (with the ongoing support of PFTAC), utilizing this as a means to improve revenue collection, support current compliance and improve non-compliance
1.2	Customer Service and Learning Centre - Utilize IRD's first Customer Service and Learning Centre and develop this into a hub for IRD provision of services and education to customers
1.3	Executive support - Grow and enhance our newly established Executive Support Suite including specialist roles responsible for process management and ownership, communication, training, advisory support and planning
1.4	Functional structure – We will implement a functional structure in IRD through which we expect to improve performance, sharpen accountability and be consistent with best practice in the region
1.5	Performance recognition - Investigate and later implement options to better recognize and remunerate our staff for their through achieving a greater level of autonomy for IRD
1.6	Stakeholder Relationships – we continue to invest effort and time in improving key stakeholder relationships including MoFT Leadership, Donors, Treasury, SICCI, Agent networks, MPS and others

Strategic Priority 2 - Systems & Processes	
2.1	Revenue collection – We continue to improve risk profiling, customer education, audit activity, debt collection and leadership accountability
2.2	Improve measurement - Ongoing improvement of our management reporting suite and the gradual introduction of international standard benchmarking
2.3	Improve communication - Embed and then regularly refresh both internal and external Communication Strategies
2.4	Implement quality assurance and risk control processes - Design and implement frameworks and processes that support the ongoing activities of quality assurance and risk control
2.5	Upgrade RMS - Investigate the option of upgrading to RMS10 (or an alternative system) and continue to build an investment case with existing and new donor partners to seek funding for the same

Strategic Priority 3 - Policy & Advice	
3.1	Tax Reform -Provide ongoing assistance to ERU for the development of both Tax Policy and new/improved legislation while also considering and preparing for the required changes to Tax Administration processes as laws change
3.2	Legal Unit - Continue to grow and develop our legal unit with additional staff and develop a prosecution strategy
3.3	MTRS - Consider development of a Medium-Term Revenue Strategy (MTRS) as a means to consolidate tax policy and administrative reform
3.4	Compliance - Increase focus on our compliance activities through the establishment of a Risk Management Unit and continually enhancing compliance interventions

6. INTERNAL AUDIT DIVISION

RESPONSIBILITIES:

Provision of internal audit services (advisories and consulting services), and investigation services; as mandated in the **Public Finance Management Act 2013** and **Public Finance Management (Internal Audit) Regulation 2016**.

Providing independent advice, objective assurance and consulting activity; designed to add value and improve the operation of the Public Sector of the Solomon Islands. Also to assist MoFT, PSF and Accountable Officers identify fraudulent activities, investigate and report in accordance with investigation terms of reference.

3 YEAR PLAN

Strategic Priority 1: Structure & People – *demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation*

Strategic Priority 2: Systems & Processes – *we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.*

Strategic Priority 3: Policy & Advice – *our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG*

CURRENT SITUATION

Weak internal controls across SIG causes increase in audit repetitive issues

All 15 position in IA have now been filled.

WHERE WE WANT TO BE IN 2022

Robust internal control across SIG and strengthening of enforcement across SIG will reduce audit repetitive issues by 10%

The Investigation Unit within MoFT working collaboratively with other Integrity Organizations

Strategic Priority 1 - Structure & People	
1.1	Establishment of 3 internal audit units within 3 line ministries (1 IA Unit per Ministry per annum)
1.2	Review Internal Audit structure and increase human resource at various levels, hence four (4) new additional positions each year for MoFT
1.3	Continue to build the technical competencies and professional development of IA officers
1.4	Continue to build the technical competencies of Investigation Officers within MoFT

Strategic Priority 2 - Systems & Processes	
2.1	Automation of internal audit processes
2.2	Continue improve in investigation and audit review processes
2.3	Strengthen the implementation of the PFM (IA) Regulation 2016
2.4	Introduction and use of Investigations Case Management system within Investigations Unit
2.5	Establishment of the Surcharge unit within MoFT
2.6	Establishment of the SIG Loss Register
2.7	Provision of secretariat services to the audit committee

Strategic Priority 3 - Policy & Advice	
3.1	Review of internal audit manual by 2022 and after every three(3) years
3.2	Development of software policy and hardware policy to safeguard government resources (Teammate)
3.3	Review of Internal Audit Charter
3.4	Development of Internal Audit standard operating procedures.
3.5	Establishment of Surcharge regulation within MoFT

7. NATIONAL STATISTICS OFFICE

RESPONSIBILITIES The mandate of the NSO is to collect, process, analyse and disseminate core official statistics for policy and planning, decision making and public debate consistent with the Statistics Act (1970, amendment 2007) and Census Act (1959).

3 YEAR PLAN

Strategic Priority 1: Structure & People – demonstrating strong leadership & ownership of the Ministry's restructure initiative, ensuring effective change management that creates a culture of productivity & motivation

Strategic Priority 2: Systems & Processes – we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.

Strategic Priority 3: Policy & Advice – our policies support effective financial risk management strategies, ensuring we provide sound and timely support & guidance, advice and reporting which minimize adverse financial & budget exposure to SIG.

CURRENT SITUATION

The core business of the NSO includes the recurrent operations of collecting, processing, analysing and disseminating population-social-economic statistics and in undertaking national censuses and surveys. During the implementation period (2015-2018/19) of the National Statistics Development Strategy (NSDS) 2015-16 to 2035, the NSO has progressively strengthened its technical leadership and management capacity (with the recent appointment of the Deputy National Statistician and appointment of the Manager of the NSDS Project) and enhanced its technical staffing capacity in the areas of survey operations, data processing, data analysis and project management; staff skills have also been enhanced in economic statistics (new techniques and methods applied) and socio-population statistics (data analysis and dissemination).

The NSO has progressively strengthened its organisational capacity in complex survey budgeting, and accounting systems/processes (SIG and donor compliances) having recently completed the 2015 Demographic and Health Survey (DHS), 2017 National Agriculture Survey (NAS), and the 2017/18 Village Resource Survey (VRS). Skills acquired will be further employed in similar process/systems to be employed in the 2019 Census, 2020 Household Income and Expenditure Survey (HIES), and the proposed 2022 National Agriculture Census.

The NSO has produced and disseminated a range of new, improved and quality core economic-social-demographic statistics to support evidence-based policy and planning, and investment in the country. These include: updating the weights and re-basing of the Honiara Consumer Price Index (CPI, ref: 2017=100) in August 2018 and subsequent monthly releases (up to May 2019); quarterly releases of the International Merchandise Trade statistics (up to 1st Quarter 2019); progressing the rebase of the Gross Domestic Product (GDP) (2012=100) estimates (2013-2017 estimates) planned for

WHERE WE WANT TO BE IN 2022

By 2022, the NSO will continue to meet its mandate of collecting, producing and disseminating new and improved official statistics to meet the growing demands for policy, planning and decision-making through a restructured NSO led by a strong management and professional staff with improved systems/processes to effectively carry out its mandate.

Strategic Priority 1: By 2022, NSO would have strengthened its leadership and management capacity in line with the NSDS 2019 to 2022 roll-out in the areas of designing and planning, implementing and evaluating complex statistical survey (e.g., 2020 HIES) and census projects (2019 Census) with the aim of collecting and updating key statistics for policy and planning. Staff technical capacity would have been enhanced in survey design and methods, questionnaire design, data collection, data processing, data analysis and data dissemination in line with staff capacity and training plans. NSO Management would have also acquired skills in project budgeting, and implementing project accounting management systems (SIG/donors) in complying with requirements for national projects. Moreover, the NSO, as an agency, will have restructured and expanded its current organisational structure to include a household survey program and the NSDS unit to support expanding demands for statistics including SDGs. The Statistics and Census Acts will also be revised in line with other SIG changes in regulations to ensure data sharing and protection of confidential unit record data.

release by third quarter 2019; undertaken annual business and non-profit institution surveys (NCPI)-key sources of data-input for GDP.

Recent successes in population-social statistics include the monthly releases of the International Arrivals Statistics (key indicators for the tourism sector), analysis and dissemination of the 2015 DHS data, and release of the Poverty Profile and Poverty Mapping findings in 2018.

Survey-Census project achievements include the successful implementation of the 2015 DHS, 2017 NAS (results planned for third quarter 2019), 2017/18 VRS and Listing (in preparation for the 2019 Census). Other achievements include the rolling-out of the NSDS 2015-16 to 2035 (for the period 2015/16 to 2018/19) that also included the recent launch of the 2019 Census by the Prime Minister with the announcement of the enumeration to be conducted on the 24th November 2019. At the same time, the NSO has progressed plans for the release of the first-ever NCPI in mid-2019 as well as releasing the VRS results by 2020 and preparations for the Labour Force Survey (LFS) to begin by 2020.

The NSO stands ready to work with development partners implement the forthcoming 2020 HIES and 2022 National Agriculture Census. However, the NSO is unable to execute these projects without financial support and technical assistance.

Although NSO staff capacity has been enhanced, technical skills especially in advanced economic-social compilation and analysis, methodological analysis, sampling and data processing continue to lacking and in high demand. On the other hand, the rate of senior staff entering retirement age (noting loss of skilled capacity) is a huge challenge that implies that new staff taking over also require new skills as NSO continues to re-strategize and also seeks continued expert technical assistance going-forward.

Strategic Priority 2: By 2022, the NSO will have attained improved capacity (systems/processes) in budgeting, and accounting management systems/processes of SIG/donor-funded statistical projects, data processing, data capture systems (e.g., CAPI), dissemination platforms (e.g., SIG internet/social-media) and in SIG/MoFT's public tender processes having implemented systems/processes for: 2019 Census (e.g. CSPro/CAPI data processing system), 2020 HES (e.g., Stata/CSPro processing); 2020 LFS (e.g., CSPro) and 2022 National Agriculture Census (e.g., CSPro/Stata) including on-going implementation of the NSDS. Skills acquired will be utilized in the new budgeting-accounting management systems for forthcoming planned projects such as the proposed 2025 DHS and coming 2030 Census. The NSO will also have benefited from the new NCPI compilation system (Excel based) and new GDP compilation system (excel based) systems introduced and embedded in 2019/2020 in ensuring on-going (monthly; annually) production and release of CPI and GDP statistics.

Strategic Priority 3: By 2022, the NSO in line with the NSDS, will have produced and improved the range and quality of key socio-economic and related statistics to support MoFT's fiscal (budgetary) policy including the National Development Strategy, Medium Term Development Strategy. The NSO will have produced and disseminated on a regularly basis (monthly, quarterly and annually – from 2019-2022): National (Honiara, Noro, Gizo, Auki) CPI (inflation measures); International Merchandise Trade statistics, Annual GDP, business/NPI data for GDP, International Arrivals Statistics, 2019 Census data and information; 2017 NAS data and information; 2020 HIES and 2022 Nat. Ag. Census data and information; LFS statistics, updated 2020 Poverty/and Poverty Mapping data and reports by 2022.

Strategic Priority 1 - Structure & People	
1.1	Strengthen Budget & Planning Capacity
1.2	Review the organisational structure, and prepare a business case with supporting budget bid for the restructuring of establishment. The restructure will incorporate reviewing the Statistics and Census Act.
1.3	Prepare and update staff development plan for BOTH short and long term training. Effective PMP cycle completion or individual work plan that align to job descriptions.
1.4	Strengthen annual budgeting and planning capacity, and approach for both core business activities, and on-going and new national statistical planned projects-surveys/censuses (e.g., 2020 HIES).
1.5	The National Statistics Development Strategy (NSDS) 2015-16 to 2035 as vehicle to ensure the national statistical system NSS is revitalised across all sectors to ensure timely and regular production of statistics through on-going collection and sharing of data across agencies. Coordination and collaboration strengthened through institutional and stakeholder meetings.
1.6	Establish a project management and staffing structure/team to work alongside (building capacity) technical experts in designing and implementing new national statistical surveys/censuses such the 2020 HIES and the 2022 National Agriculture Census.

Strategic Priority 2 - Systems & Processes	
2.1	Assess and adopt SIG and donor-funded accounting and budgeting systems and ensure appropriate compliance to national surveys such as the 2020 HIES and 2022 National Agriculture Census.
2.2	Identify, procure and imbed appropriate and relevant statistical software (e.g., CPro/STATA etc.) for complex data processing and innovative data capture systems (e.g., CAPI using tablets etc.) for surveys/censuses.
2.3	Assess on-going improvements for recently introduced data compilation systems (using Excel) for NCPI and GDP compilation systems. This will also require on-going training for staff.
2.4	Internet restriction to be discussed with ICT-to allow NSO to have open permission to access major international stakeholders' website like ABS, IMF/PFTAC, World Bank etc. and access to face book and social media platforms for official statistics release to wider community.
2.5	Discuss with the Ministry of Finance and PS as required to seek concurrence to improve or develop another official system to cater for the statistical challenges and timely delivery of statistical output.

Strategic Priority 3 - Policy & Advice	
3.1	Collaborate with stakeholders and technical partners (e.g., ABS, PFTAC/IMF, DFAT) to support improvements and delivering new and on-going core range of official statistics needed for policy (e.g., MOFT-Fiscal policy/National Dev. Strategy/Medium Term Development Strategy/Monetary policy).
3.2	Publish new data/indicators and findings to support policy and planning. These include: NCPI, rebased GDP 2003-2017 and 2017 NAS by mid-2019; publish VRS report by 2020. The NSO will begin implementation of the LFS by 2020 and prepare to implement the 2020 HIES and 2022 National Agriculture Census.
3.3	Seek technical policy-analysis support to analyze various policy demanded issues (e.g., gender, youth, population projections etc.) from the completed 2019 Census data. Similar analysis (e.g., poverty analysis) would be required in the forthcoming 2020 HIES.
3.4	Collaborate with all stakeholders and key SIG Ministries through sector meetings and workshops in identifying new and on-going data requirements to meet specific policy aims and objectives
3.5	Discuss policy needs to be captured in 2020 HIES and 2022 Nat. Agriculture Census by establishing the HIES/Nat. Agr.Census Technical Working Committees and the Users Committees where the questionnaire can also be discussed to include policy questions.

8. TREASURY DIVISION

RESPONSIBILITIES: The Accountant General heads the Treasury, which is responsible for maintaining the accounting records of the Government; the preparation of annual financial statements and financial reporting to Government, Parliament, and international organizations. The office is also responsible for the processing of revenue collected by other ministries, IRD and Customs; processing payments to suppliers and the processing of payroll on behalf of all SIG Ministries. In terms of its control responsibilities, Treasury manages the consolidated fund (official) bank accounts; cash flow forecasting, bank reconciliations, banking relationship management responsibilities and maintains the SIG financial and legislative framework. The Accountant General's office is also responsible for ensuring that the Public Finance and Management (PFM) Act 2013 and subordinate PFM regulations are complied with across SIG ministries. Treasury also has responsibility for SIGAS (Solomon Island Government Accountant Society) and associated training and professional development activities.

3 YEAR PLAN

Strategic Priority 1: *Structure & People* – demonstrating consistently strong leadership, taking ownership and responsibility for ensuring effective change management strategies are applied to create a culture of business process excellence, best in class performance mindsets and increased professionalism.

Strategic Priority 2: *Systems & Processes* – we have appropriate, efficient, effective business systems and processes that are "fit for purpose" and improve our responsiveness to all stakeholders in the delivery of our services and which simplify and streamline our internal workflow systems and processes to improve the quality of decision making at all levels.

Strategic Priority 3: *Policy & Advice* – improving our credibility with stakeholders by providing timely and accurate advice. Ensuring Treasury has effective risk mitigation strategies to minimize adverse financial & budget exposure for the Solomon Islands Government and its people. Implementing sound Financial Reporting and Budget related processes, Financial Management Legislative Frameworks and Policy direction that supports and underpin sustainable economic growth and macro stability.

CURRENT SITUATION	WHERE WE WANT TO BE IN 2022
<p>Treasury has recently emerged from a period where the Accountant General's role was not filled on a permanent basis for the last two years. As a consequence much of the momentum that existed around the time that the last 3 year corporate plan was developed has ebbed.</p> <p>Since August 2018 a new Accountant General has been appointed, however, several key senior management positions in Treasury remain unfilled. This situation is a significant impediment to Treasury being able to meet its statutory and regulatory responsibilities and must be addressed. Treasury continues to also be impacted by the long standing trend of being unable to fill normal vacancies and the trend of SIG to have key staff on full time study leave. Abroad and locally.</p> <p>However despite these challenges much has been done in the past 9 months. Including:</p> <ul style="list-style-type: none"> - Commenced a road map for International Public Sector Accounting standards cash basis financial statement 	<p>A Treasury Division that is properly structured and resourced to deliver its responsibilities</p> <p>A division that inspires its members, has effective leadership, and is recognized for its honesty and integrity from top to bottom.</p> <p>A division that aspiring financial graduates and financial aficionados seek out to join.</p> <p>A division where all its members feel valued and respected and desire to make a contribution.</p> <p>A best in class Pacific Treasury function</p> <p>Is a Division that delivers and is recognized for its professionalism and expertise</p>

- PFTAC review of Fixed Assets policies and procedures and development of a Fixed Assets road map.
- Implementation of cash management initiatives in Treasury following the PFTAC Cash management missions in 2017 and 2018 to ensure compliance with World Bank best practices guidelines
- Commencement of an FMIS upgrade of current AX general ledger with its resultant impacts on both MoFT and wider SIG Ministries
- As an integral part of the FMIS upgrade engage Flexlytics to review AX general ledger and Payroll data integrity and control issues.
- Development of ongoing "gate keeper" reporting of the Aurion payroll system and payroll edit reports including all associated payroll balance sheet clearing reconciliations.
- Facilitating an ADB funded review of PFM Act 2013 regulation and planning for implementation once the regulations are enacted.
- Going to the market for SIG Banking tender to allow improved use of electronic payment processes and debit and credit cards and outsourcing of some existing SIG processing capabilities.
- Completion of ADB supported project to upgrade existing monthly management financial reporting for SIG and individual Ministries covering off both financial and non-financial performance measures.
- Revision of existing financial circulars to update standard rates across SIG to ensure value for money is provided for taxpayer dollars spent.
- Review of SIG wide Preferred Supplier Agreements (PSA's) and a complete restructure of the Treasury procurement team and CTB secretariat to ensure skills are commensurate with the requirements of the roles.
- Development and initial pilot roll out of risk management assessment and reporting firstly in Treasury. MoFT and SIG will follow in the years ahead.
- Improve SIG imprest and payment processes and establish priority and utility business units to give effect to this. Develop performance metrics that are considered best practice for Pacific Government Finance Ministry's

Strategic Priority 1 - Structure & People	
1.1	Organizational restructure across Treasury Division and specifically a restructure of CTB and the CTB secretariat and establishment of a new Procurement Unit.
1.2	Graduate recruitment program (in conjunction with HR)
1.3	Ensuring that we have the right people in the right roles at the right time.

Strategic Priority 2 - Systems & Processes	
2.1	Develop an International Public Sector Accounting standards cash basis financial statement road map
2.2	FMIS upgrade of current AX general ledger with its resultant impacts on both MoFT and wider SIG Ministries
2.3	Implementation of cash management initiatives in Treasury to ensure compliance with World Bank best practices guidelines
2.4	PFM Act 2013 regulation development and implementation
2.5	Revision of all key financial circulars in 2019 and SIG wide Preferred Supplier Agreements.(PSA's)
2.6	Improved customer service standards and building security standards in Treasury and MoFT
2.7	Engage Flexlytics to review AX general ledger and Payroll existing data integrity and control issues. Development of ongoing "gate keeper" reporting and payroll edit reports.

Strategic Priority 3 - Policy & Advice	
3.1	A Fixed asset road map across SIG is developed and implemented
3.2	Redevelopment of month end management financial reporting for SIG and individual ministries
3.3	Development and roll out of risk management assessment and reporting in Treasury and then MoFT and SIG
3.4	Review selected Ministry revenue assessment processes with the aim of increasing SIG revenue by \$30m in 2020.
3.5	Issuing SIG Banking tender document to allow improve use of electronic payment processes and debit and credit cards and outsourcing of some existing SIG processing capabilities.
3.6	Improve SIG internal control environment - by implementing the recommendations of internal audit and fraud investigations.
3.7	Improve SIG imprest and payment processes and establish priority and utility business units to give effect to this.

Appendix A – Executive Leadership Team SWOT analysis

Our Opportunities that have **EXTERNAL** influences:

EXTERNAL ENVIRONMENT
<h3>OPPORTUNITIES</h3>
<ul style="list-style-type: none">○ New energetic PS with visions to take ministry forward.○ We have an opportunity to demonstrate & show strong leadership capabilities○ manage effectively the change & implementation of the restructure○ take the opportunity to recruit the best the market can offer○ demonstrate we are the Guru's and we have capabilities in effective Financial and Budgetary Reforms○ taking advantage & leveraging our response with IT changes and upgrades○ taking the opportunity whilst having access to international Best Practice resources○ to access and leverage off other country learnings, practices and systems○ Deliver reforms through sound Financial Management legislation changes○ improvement of credibility with our stakeholders○ being ready to respond to changing Government expectations○ being ready to influence and provide advice and guidance to SIGov○ an opportunity to market ourselves in positive ways○ taking the opportunities to expand provincial services we offer○ continuing to Streamline our processes○ improving the Perception/ belief the Ministry can deliver economic reforms○ growing Public confidence & credibility in the Ministry○ Opportunity to bring best practice in customer service○ Providing a One stop shop for the general public.○ Creating a positive perception of professionalism and credibility of the Ministry○ Learn as much from advisors○ New government direction for next 4years○ Creating good working relationship with ministries

Our Threats/Risks that have **EXTERNAL** influences:

EXTERNAL ENVIRONMENT
<h3>THREATS/RISKS</h3> <ul style="list-style-type: none">○ If we don't show strong leadership during restructure and reform implementation stages○ if we don't own & ensure implementation of the restructure & reforms in a timely way○ if we don't provide Training, development & good leadership to our staff to underpin the restructure○ if we don't make the Ministry a place people want to come to work○ If we continue to lose good people○ If we are unable to attract qualified & competent employees○ if we don't ensure improved systems and processes necessary to support the restructure are in place○ if we don't act in a timely way, show leadership, drive and manage implementation of financial reforms○ Public satisfaction and perception of our services doesn't improve○ If we are not utilising and maximising technology changes○ If we are not seen to be open to criticism, respond appropriately and ensure we implement necessary change○ Legislation changes are not passed / implemented○ Government doesn't support our reform & change initiatives○ Reputation & perception of the Ministry's capability is not enhanced○ If we lose donor support and assistance○ If we don't/can't live up to the promises we make and are not being proactive & timely with the provision of economic reforms○ Political interference○ No clear delegation of duties○ Micromanagement○ Lack of information sharing○ Natural disaster (lack of backup planning)○ Civil unrest

Our Strengths that have **INTERNAL** influences:

INTERNAL ENVIRONMENT

OUR STRENGTHS

- Strong leadership from the top
- Ministry & its Culture has undergone significant positive change
- we have a commitment to change
- Strong, clear direction given
- Good relationships at the top levels of Ministry
- We are prepared & ready for the restructure of MoFT
- Strong & motivated personalities
- There is easy access to the leadership team
- Decision making is open & transparent
- We have well training employees and good internal technical skills
- We have highly qualified staff
- Attendance is improving
- Poor and inappropriate behavior is being addressed
- The MoFT building is secure
- There is Improvement in annual work plans and reporting
- We have regular meetings and share information
- Budget & Financial management systems are improving
- Streamlining & improvements of our internal processes is starting to happen
- policy & instructions are well documented and understood in some areas
- We know clearly who our stakeholders are & what they want/expect
- We have good external and internal relationships
- high level cross functional committee structures exist
- We have effective community engagement programs
- Access to Technical Advisers & support
- Information technology has improved
- Access to information is quick and easy
- Stakeholder engagement with Private Sector and Donor community has strengthened

Our Weaknesses that have **INTERNAL** influences:

INTERNAL ENVIRONMENT

OUR WEAKNESSES

- Working in silos & not considering the impact on other areas
- Change Resistant, not being open to new ideas &/or criticism, not recognising need to improve
- Staff skills and knowledge of legislation
- Resourcing levels don't equal workloads in some areas
- Important & critical expertise is missing in some areas
- Decision making not always consistent
- Inappropriate behaviour not being addressed consistently
- High turnover, and loss of staff to private sector
- Salary and incentives available don't/can't always attract the right people
- Time taken to fill vacancies
- HR under resourced
- our readiness for change
- Strong personalities sometimes not inclusive of everyone
- Low customer service skills, ie customer relations, conflict resolution, leading to angry &/or confused customers
- Motivation, Reliability & Attendance at work
- Lack of or inconsistent Internal sharing of information
- low Influencing skills and ability
- financial & budget management
- Legislation, policy and processes – many are outdated and need reviewing & updating
- Over bureaucratic, too many steps in our processes
- Unnecessary Double up of workload in some areas, doing same thing 2x with no added value
- Having to wait for others to complete their work, often in unknown timeframes
- Reporting not always timely, & sometimes given a low priority
- No enforcement of security access rules for general public, easy to access at some locations
- Physical work location not safe, secure and customer friendly for some Divisions &/or functions
- Restricted ability to access and engagement with Remote Provinces
- Stakeholder perception that we don't deliver
- Political influence/directives
- Lack of leadership capabilities
- Internal reporting process needs improvement
- Nepotism
- Politician not committed in performing their legislative function
- Delegation of duties
- Lack of response from HODs
- Lack of business process documentation
- Knowledge management
- Develop and Implement Succession Planning

How we can work to eliminate Weaknesses to avoid our Threats:

- Strong and clear policy governance enforcement awareness, publication, improvement, actions, compliant
- Review job descriptions/Restructures performance standards, job analysis, develop and update JD
- Establish information mechanisms (website, email, media)
- address high staff turnover
- Improve remuneration and condition of service.
- Staff motivation. (Staff retention)
- Strengthened systems/procedures/processes to lessen political influence/interference: clear guidelines, give correct advice
- Provide trainings to improve service delivery e.g Customer Services Trainings, IPAM, SIGAS
- Being compliant with existing policies, guidelines
- Implementation of reform strategies (Pillar 3) driver of economic growth, increased revenue restructure.
- Staff performances cycle, forms filled PMP (Pillar 1) skills audit, TNA
- Improvement in duties delegation and information sharing: right staff, right channel, timing, ease of access, clarification

How we can improve our Weaknesses by taking advantage of Opportunities

- Political influence
 - Stick/apply rules & regulation
 - Show of strong leadership
- Clear directions/plans improve productivity and work output
- Strong leadership to improve staff integrity
- TA strong capacity building
- Internal structuring/restructuring
- Political support/through clear policies, directions
- Quality leadership to do with good character
- Strong leader – clear vision, clear directions, delegated, competitive
- Motivation – take care of your staff model
- Provide awareness and include regulations/rules in politician's induction program

How we can use our internal Strengths to take advantage of Opportunities:

- Develop corporate plan to inform new government.
- Skilled and experience staff to brief new minister.
- Improved IT facilities and services with the fibre optic cable
 - Increase revenue
 - Improve trade facilitation
- Develop strong interpersonal relationship with HOD's
- Communication up and robust, email (MoFT) networking
- Enhanced updated processes, reforms
- Strong donor relationship, stakeholders
- Information sharing
- Affiliations membership
- Establishing monitoring and reporting tools
- Support management in reporting/decision making
- Develop strong financial arrangement to loan/borrow
- Better building to deliver customer service
- Better policies for information management.

How we can use our internal Strengths to minimise our Threats:

- Review and strengthen guidelines and policies
- Divisional public service code of conduct
 - Implementation
 - Reinforcement
- Regulations; Public Finance Act awareness
- Interference between PS and MPs; do orientation workshop outlining what they can do, boundaries awareness
- Strong communication in place; networking internal & external
- Staff training, staff development
- Review remuneration policy every 2years (not 2decades)
- Develop strong breed leaders
- Retain experienced staff with institutional knowledge
- Improving public service to be competitive
- Corporate knowledge management strategy could be developed and implemented.
- Proper use of donor funds for intended purposes
- build strong network to obtain legal expertise that we don't have.

