



SOLOMON ISLANDS GOVERNMENT MINISTRY OF FINANCE & TREASURY



CORPORATE PLAN 2025 - 2027

Theme: Institutional Transformation for Accountability and Growth



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Acronyms

Acronyms	Meaning
ABS	Annual Business Plan
ADB	Asian Development Bank
AES	Annual Economic Survey
AI	Artificial Intelligence
API	Application Programming Interface
APP	Annual Procurement Plan
ASYCUDA	Automate System for Customs Data
AX	Financial Management Software System
CAPI	Computer Assisted Personal Interviewing
CBSI	Central Bank of Solomon Islands
CBT	Capacity Building and Training
CBT	Climate Budget Tagging
CED	Customs and Excise Division
CEWG	Core Economic Working Group
CFU	Climate Finance Unit
CoP	Community of Practice
CPI	Consumer Price Index
CSD	Corporate Support Division
CS-DRMS	Commonwealth Secretariat Debt Recording and Management
CSO	Community Service Obligation
CSPRO	Census and Survey Processing System
CSS	Corporate Support Services
CTB	Central Tender Board
DFAT	Department of Foreign Affairs and Trade
DHS	Demographic and Health Survey
DIA	Director Internal Audit
DIAO	Director Internal Audit Office
DMAC	Debt Management Advisory Committee
DMF	Debt Management Facility
DMU	Debt Management Unit
DSA	Debt Sustainability
DVS	Determined Value Schedule
ED	Economics Division
FFA	Forum Fisheries Agency
FFD	Funding Finance Division
FIs	Financial Instructions
FMIS	Financial Management Information System
FMSS	Financial Management System
GCF	Green Climate Fund

Acronyms	Meaning
GDA	Graduate Diploma in Accounting
GDP	Gross Domestic Product
GESI	Gender Equality & Social Inclusion
GNUT	Government for National Unity & Transformation
HIES	Household Income and Expenditure Survey
HODs	Head of Divisions
HR	Human Resource
HRMIS	Human Resource Management Information System
IAU	Investment Analysis Unit
ICTSU	Information and Communication Technology Support Unit
IMF	International Monetary Fund
IMTS	International Merchandise Trade Statistics
IOT	Input-Output Tables
IPSAS	International Public Sector Accounting Standards
IRD	Inland Revenue Division
ISIA	Institute of Solomon Islands Accountants
ITA	Income Tax Act
JD	Job Description
JIMS	Justice Management System
JPRG	Joint Policy Reform Group
LTO	Large Taxpayer Office
M & E	Monitoring & Evaluation
MDPAC	Ministry of Development Planning and Aid Coordination
MFAT	Ministry of Foreign Affairs & Trade
MFMR	Ministry of Fisheries and Marine Resources
Mgt	Management
MICS	Multiple Indicator Cluster Survey
MoFT	Ministry of Finance and Treasury
MPS	Ministry of Public Service
NAS	National Agriculture Survey
NCPI	Non-Profit Institute Surveys
NCPI	National Consumer Price Index
NDS	National Development Strategy
NEEC	National Economic Establishment Census
NSDS	National Statistical Development Strategy
NSO	National Statistic Office
OAG	Office of the Auditor General
OCO	Oceania Customs Organization
PADS	Performance and Development System
PAPI	Participatory Approach for Poverty Impact

Acronyms	Meaning
PFM	Public Financial Management Act
PFTAC	Pacific Financial Technical Assistance Centre
PIM	Public Investment Management
PIMSC	Public Investment Management Steering Committee
PIMTC	Public Investment Management Technical Committee
PIT	Personal Income Tax Threshold
PITAC	Pacific Islands Trade and Investment Commission
PMP	Performance Management Process
PNG	Papua New Guinea
PPP	Public Private Partnership
PS	Permanent Secretary
PSF	Permanent Secretary Finance (and Treasury)
RMS	Revenue Management System
RSIPF	Royal Solomon Islands Police Force
SBR	Statistical Business Register
SDGs	Sustainable Development Goals
SIG	Solomon Islands Government
SIGAS	Solomon Islands Government Accountant Society
SIMEM	Solomon Islands Macroeconomic Model
SINPF	Solomon Islands National Provident Fund
SINSO	Solomon Islands National Statistical Office
SOEs	State Owned Enterprises
SOPs	Standard Operation Procedures
STRATA	Statistical Tool for Research and Analysis
SUT	System of Units
TAA	Tax Administration Act
TAIS	Tax Administration Information System
TEWG	Technical Economic Working Group
TMS	Treasury Management System
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNDP4RES.	UNDP Governance for Resilience Pacific Projects
VAT	Value Added Tax
VRS	Village Resource Survey
WB	World Bank
WCO	World Customs Organization



Forward

It is with great honour and commitment that I present the **Ministry of Finance Corporate Plan**—a strategic roadmap guiding our nation toward **fiscal sustainability, economic growth, and inclusive development**. As



the steward of **Solomon Islands' financial and economic landscape**, the Ministry plays a pivotal role in shaping policies, implementing reforms, and ensuring accountability in public resource management.

Our Corporate Plan aligns with the **Government of National Unity and Transformation's vision** of a **prosperous, resilient, and self-sustaining Solomon Islands**. It reflects our unwavering commitment to **sound economic governance, sustainable development, and social progress**, reinforcing our guiding principles of **good governance, national unity, and economic transformation**.

In the coming years, the Ministry will focus on five key priorities:

- ✓ **Enhancing Fiscal Stability** – Strengthening revenue collection, modernizing taxation systems, and improving public financial management to ensure sustainable economic growth.
- ✓ **Driving Economic Growth** – Implementing policies that attract investment, support private sector development, and create opportunities for all Solomon Islanders.
- ✓ **Strengthening Governance and Transparency** – Enhancing regulatory frameworks, reinforcing anti-corruption measures, and ensuring accountability in public finance management.
- ✓ **Investing in Human Capital and Infrastructure** – Developing capacity-building programs, modernizing financial systems, and leveraging digital transformation to improve service delivery.
- ✓ **Ensuring Sustainable Development** – Integrating economic, social, and environmental considerations in policy making to secure long-term benefits for future generations.

The Ministry remains dedicated to upholding the principles of **integrity, accountability, and professionalism**, working in close collaboration with stakeholders to achieve our national development goals. Through **fiscal discipline, strategic investments, and evidence-based policy making**, we will build a **resilient and thriving economy** for all Solomon Islanders.

I extend my deepest appreciation to our **dedicated public servants, development partners, and the people of Solomon Islands** for their unwavering support. Together, we will shape a future of **prosperity, inclusivity, and financial stability** for our beloved nation.

Hon. Trevor Hedley Manemahaga MP
Minister for Finance and Treasury

Introduction

It is with great commitment and purpose that I present the **Ministry of Finance and Treasury (MoFT) Corporate Plan 2025-2027**, as the Ministry plays a pivotal role in **shaping policies, implementing reforms, and ensuring accountability in resource management**. This Corporate Plan aligns with the Minister's shared **Government of National Unity and Transformation's vision**. The plan reflects the collective effort of all Divisions commitment to the **Ministry's values, mission, vision, goals, objectives, risk management, and key priorities**; by defining the strategies that our divisions will use to deliver on government policy. This Plan will directly link to our **Annual Work Plan**, which provides **detailed tasks, performance targets, and reporting mechanisms** to ensure accountability and measurable progress. To achieve our commitments, our Corporate Plan, through our unified **strategic theme of Institutional Transformation for Growth and Accountability** will guide the Ministry on three **priority areas** that will shape the Ministry's operations over the next three years: i) **Structure & People**, ii) **Systems & Processes**, and iii) **Policy & Advice**.



Key priority area activities of this Plan include:

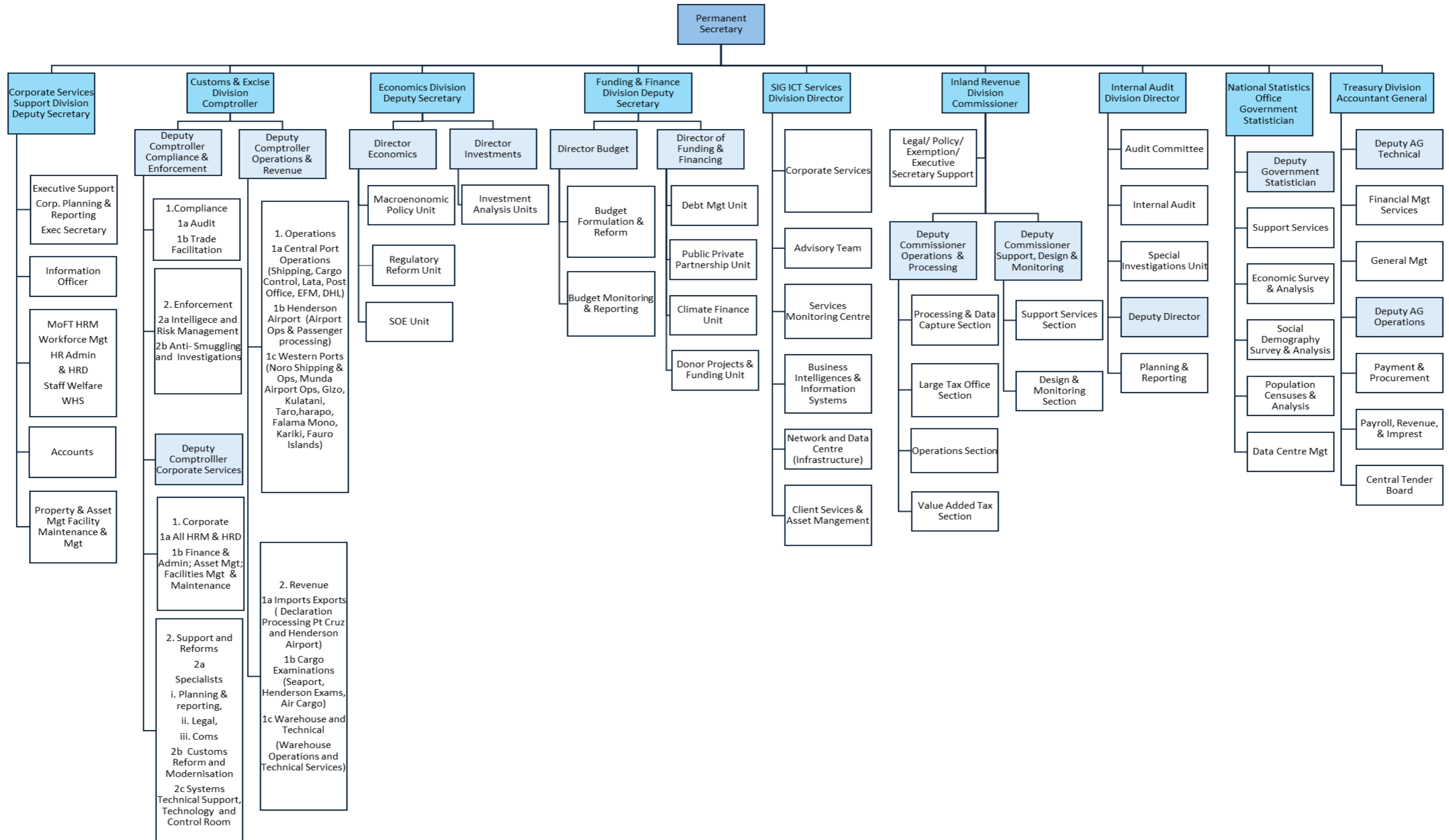
- **Workforce Management and right sizing** at the Ministry focusing on building and optimizing staff capacity, restructuring roles, and leveraging technology to enhance efficiency and service delivery.
- **Fostering a culture of excellence**, leadership and change management, information sharing, motivation, and performance driven continuous improvement.
- **Streamlined Internal Systems & Processes** that will simplify and modernize internal workflow systems, data collection and analysis, and leveraging digital transformation to improve responsiveness, service delivery, and stakeholder engagement.
- **Strengthening Financial Governance & Stability** through robust financial reporting, effective budget management, and well-defined regulatory frameworks, with the goal of reducing fiscal risks and enhancing economic resilience.
- **Demonstrating Good Governance & Ethical Leadership** by removing inefficiencies, eliminating waste, and streamlining decision-making; and strengthening a culture of integrity, accountability, and transparency across all levels of the Ministry.
- Enhancements in **IT infrastructure, regulations, and legislation** to increase transparency and accountability.

I extend my sincere appreciation to our **dedicated public servants, development partners, and stakeholders** for their unwavering support. Together, we will build a **stronger, more resilient, and inclusive economy** for our nation.

Mckinnie P. Dentana
Permanent Secretary

MoFT Structure

Due to current transformation activities and the likelihood of ongoing structural reform, the Corporate Plan contains a functional structure confirming the Heads of Divisions and sections, followed by either units or core functions.



Strategic Planning Events



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, compliance, and ICT matters. Three Deputy Secretaries, two specialised Directors, Commissioner, Accountant General, Government Statistician and Comptroller assist the Permanent Secretary.

Corporate Services Support Division:

The Deputy Secretary Corporate Services Division 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, and facilitating strategic and operational planning and reporting.

Customs and Excise Division:

Under the Customs and Excise Laws, the Comptroller of Customs and Excise heads the Division that is responsible for protecting the people and resources of the Solomon Islands from cross border threats whilst collecting revenue on imports, exports and excisable products and administering trade facilitation and industry assistance programs.

Economics Division:

The Deputy Secretary Economics, supported by two Directors, 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:

The Deputy Secretary Funding and Finance, is supported by two directors, is 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 Climate 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.

SIG-ICT (Information & Communications Technology) Service Division:

The newly established SIG ICT Services Division, is an enabler responsible for facilitating digital transformation for whole of government to improve wider access to services and service delivery to citizens and businesses; whilst ensuring the standardization and the centralised use and maintenance of Government systems and services promoting transparency, accountability, monitoring and reporting; establish, populate, and secure databases, and to develop & maintain Public Digital Infrastructure allowing interoperability of systems and communication technology. This Division will also build in resilience and responsiveness to both cyber-attacks, natural and socio-political disasters.

Inland Revenue Division

Under the Tax Administration Act, 2022, the 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:

As mandated in the Public Finance Management Act 2013 and Public Finance Management (Internal Audit) Regulation 2016; 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:

Under the Statistics Act 1970 (Amendment 2007), and the Census Act 1959, 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 official statistics for public consumption and researchers. In addition, they coordinate, monitor, and supervise the National Population and Housing Census.

Treasury Division:

The Accountant General heads the Treasury, together with the support of two deputies, they are 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.

Our Values, Mission, & Vision

The Strategic Direction, our Values, Mission, and Vision Statements were developed through a series of collaborative meetings, workshops, and retreats where the Taskforce and Leadership Team undertook a comprehensive SWOT analysis, mandate audit, and strategic priority audit.

Values

Our Values are creating a workplace culture that:

1. Is reliable and responsive to stakeholders, meaning our response to stakeholders is accurate, useful, and timely
2. Is seen as professional, honest and trustworthy
3. Has integrity, accountability, and transparency in decision making at all Levels
4. Provides an inclusive environment to empower employees/stakeholders
5. Creates opportunities for positive change inside all challenges
6. Enhances effectiveness to make life better

Mission Statement

Our mission is to transform the Ministry, in order to provide effective leadership and good governance when advising and influencing government policy choices relating to economic progress, sound financial management, that improves the lives of our people.

Vision Statement

Our vision is to be a recognised lead Ministry that through transformation provides credible and reliable economic and financial leadership for a stable fiscal situation, financial and economic reforms, and security control initiatives that improves the lives of all Solomon Islanders

Strategic Goals & Objectives

Goals

Effective goal setting is essential to ensuring that the Ministry fulfills its mandate and contributes to national development priorities. This corporate plan establishes a strategic framework that aligns our objectives with government policies, stakeholder expectations, and operational realities.

The following Ministry's goals have been carefully designed to enhance service delivery, improve accountability, and strengthen institutional capacity:

1. Enhance revenue collection and Financial Management through improvements in compliance, accountability, innovation, and partnership.
2. Deliver informed and evidence based economic policy advice to support sustainable economic growth and stability.
3. Promote stability and economic growth through financial sector legislative reforms, supported by revised regulations and processes that improve governance and service delivery.
4. Accelerate Digital Transformation in Finance by broadening the access and use of financial system through digital transformation and enable effective data management by leveraging opportunities in advancement of technologies.
5. Develop leaders to enhance management and effectiveness, who can demonstrate a positive inclusive culture that emphasizes MoFT values.
6. Optimize the management of public assets to maximize their value and ensure sustainability.
7. Improve information sharing and opportunities for stakeholder engagement to improve service delivery, accountability and partnerships.
8. Enhance border security and protection through adoption of reforms and Modernization.

Objectives

The following section details the specific objectives that will guide the Ministry in realizing its goals over the planning period.

1. Build our people - staff to be resourceful, accountable, and effective
 - 1.1 Build the planning capacity of leaders to formulate MoFT key priorities and development goals
 - 1.2 Prioritize initiatives to equip leaders with transformational leadership capacity to manage change effectively

- 1.3 Implement a position based human resource development plan that improves productivity, responsiveness, and recognition of staff
- 1.4 Quality and timely delivery of mandatory monitoring and evaluation reports to strengthen administration
- 1.5 Implement programs that create a safe, supportive, collaborative environment to foster a culture of inclusivity, empowerment, and innovation that facilitates the adoption of MoFT values and priorities.
2. Enhance technology innovation in all aspects of the Ministry core functions
 - 2.1 Accelerate use of technology for budget control and compliance management to maximize revenue collection to meet government operations
 - 2.2 Adopt smart technologies to support improvements in data collection, management, and dissemination
 - 2.3 Maximize the use of quality data driven economic forecasts and analysis and stakeholder consultation to ensure submission of sound policies for sustainable economic growth
 - 2.4 Maximize the use of technology and resources to enhance border control, compliance, revenue collection and trade facilitation.
3. Boost Ministry's governance, services, responsiveness, and engagement
 - 3.1 Strengthen key financial sector legislation and reform to achieve stability and economic growth
 - 3.2 Improve governance and service delivery through comprehensive regulations, clear definition of responsibilities, and streamlined processes
 - 3.3 Enhance reporting capabilities, audits (and responses), and release of publications to demonstrate transparency, accountability, and compliance
 - 3.4 Create proactive stakeholder engagement framework to promote the use of all mediums to strengthen relationships and outcomes
4. Advance infrastructure development to ensure safe and efficient environment to deliver the Ministry's mission
 - 4.1 Promote and strengthen access and use of financial services through digital public infrastructure
 - 4.2 Maximize the sustainability and use of assets through rigorous management of accountable policies, standards, and processes
 - 4.3 Enhance sustainability by adopting 'green' asset management

Risk Management Commitments

To support the ministry's core functions and strategic objectives outlined in this corporate plan, senior managers and leaders have conducted a thorough risk analysis and assessment, followed by risk management commitments. To mitigate and minimize the identified high-priority risks and their impact on strategic priority area activities, the Ministry of Finance and Treasury will:

- 1 Build flexibility, adaptability, and responsiveness in leadership to realign to political reprioritization, ensuring service effectiveness and minimizing delays.
- 2 Strengthen talent acquisition, selection, and development processes to attract the most skilled personnel. Additionally, MoFT will promote professional development, mentoring, knowledge sharing, and non-monetary incentives to enhance retention.
- 3 Modernize policies, systems, and tools while securing stakeholder support to enhance legal and technical capacity for progressing legislative reforms.
- 4 Enhance financial governance through improved accounting systems, compliance with audit recommendations, and stronger checks and balances to ensure data integrity.
- 5 Maintain a sufficient reserves buffer through efficient cash management, proactive expenditure control, and continued engagement with budget support donors to ensure fiscal stability.
- 6 Develop and harmonize SIG policies with the National Development Strategy to attract and maximize development partners' support.
- 7 Develop and implement business continuity plans while strengthening collaboration with stakeholders to enhance disaster preparedness and response.
- 8 Proactively modernize its financial systems through phased upgrades, vendor diversification, and strengthened system integration to maintain uninterrupted financial operations.
- 9 Ensure financial system resilience by implementing redundancy, failover mechanisms, and regular disaster recovery testing to mitigate the risk of downtime or system failures.
- 10 Strengthen cybersecurity measures through encryption, endpoint protection, staff training, and compliance with international security standards to safeguard financial and taxpayer data.
- 11 Enhance license management by maintaining accurate records, ensuring compliance with software agreements, and negotiating transparent contract terms to avoid legal and financial penalties.
- 12 Enforce strict access controls, minimize privilege misuse, and strengthen identity management to protect financial data integrity and enhance accountability
- 13 Enhance financial transparency through timely general reporting, process awareness, and improved accountability measures.

Our Strategic Priority Areas

The Executive leadership team believe it only possible to achieve the level of Institutional Transformation for Accountability and Growth 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: 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 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 a way to remove bottlenecks in our systems and processes, enabling transparency and greater levels of accountability for all our behaviours and decision making.

We will progress the Ministry's major institutional projects, include critical office infrastructures to provide safe and accommodative environment to deliver the strategic commitment of the Ministry. We will ensure that such infrastructure will promote "green" agenda to staff and the environment.

Strategic Priority 3: Policy & Advice

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

We will implement transparent and 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.

Our past streamlined corporate plan (2020-2022) had an extended lifespan due to the impacts of the COVID-19 pandemic; this has resulted in modifications to our planning and reporting processes. Particularly as there was a need to elevate change management strategies to implement National Development Strategy, Government Policy, and mandate over everyday operations. To be more complementary the Divisional Corporate Plans also recognised sector strategies and links to mandate, Government Policies, National Development strategy, to ensure alignment with the bigger picture and assist with prioritisation and reporting.

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

1. Ministerial Goals, Objectives and risks have been considered
2. The strategic direction and priority areas remain the same for this corporate plan
3. A streamlined Corporate Planning format focusing on the high-level Strategic Direction was agreed.
4. The Annual Work Planning process is designed 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 retained the following principles:

- 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 developed 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 to move the Ministry towards our vision.

This approach provides the practical connection for our staff, i.e. having strategic priorities cascading and provide a consistent thread throughout the Ministry down to local strategies, teams and individual planning processes.

To monitor progress against strategic priorities, Heads of Divisions will formally review and report progress of their respective goals and objectives at monthly management meetings. Continuing improvement of the practice developed over several 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 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. Divisional Corporate Plans, have internal goals and targets; achievements, successes, issues, challenges, risk management and lessons learnt will be captured in each Division /Unit's quarterly and annual report. 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.

On annual basis, all Heads of Departments will also ensure that they will produce and report on annual activities toward the implementation of the Corporate Plan.

Divisional Corporate Plans

Due to the complex technical nature of Divisions with divergent mandates and deliverables, each Division has developed high level strategies and key initiatives designed to support achievements of the 3 strategic Priorities areas as well as improve accountability and further support management reporting requirements of the Corporate Plan 2025-2027.

Each Divisional Corporate Plan (listed in alphabetical order) follows the same structure.

RESPONSIBILITIES: <i>clarifies key mandate and priority deliverables of Division and units</i>	
Mission: defines core purpose and functions. <i>commonly extracted from sector mid-term strategies or created to demonstrate connection, i.e. the how the sector vision supports/ cascades from the Ministry vision</i>	
Vision: commonly <i>extracted from sector mid-term strategies or created to demonstrate connection, i.e. the how the sector vision supports/ cascades from the Ministry vision</i>	
<u>3 YEAR PLAN</u>	
Strategic Priority 1: <u>Structure & People</u> – <i>demonstrating strong leadership & ownership of the Ministry’s restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</i>	
Strategic Priority 2: <u>Systems & Processes</u> – <i>we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</i>	
Strategic Priority 3: <u>Policy & Advice</u> – <i>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</i>	
<u>CURRENT SITUATION 2025</u>	<u>WHERE WE WANT TO BE IN 2027 (Goals)</u>
<i>Represents a snapshot of facts, trends, platforms, issues and challenges affecting the performance of the Division (or unit by unit for highly specialized Divisions)</i>	<i>Captures summarized goals, objectives and if appropriate expected outcomes, to be achieved in life span of the corporate plan; bringing the Division/unit closer to their mandate, mission and vision; and supporting ministerial strategic commitments, change, and goals</i>
Strategic Priority Area 1 – Structure & people <i>Lists key structure, HRM, workforce, and organisational culture initiatives and strategies to be employed across the 3 years to improve leadership, change management, productivity, motivation, knowledge sharing, and services, to move from current situation to 2027 targets</i>	
Strategic Priority Area 2 – Systems & Processes <i>Lists the systems and process initiatives and strategies to enhance/ improve effectiveness, accountability and decision making</i>	
Strategic Priority Area 3 – Policy & Advice <i>Lists the policies, advice, legal reform, & stakeholder engagement activities to guide mgt & minimize risks</i>	

1. CORPORATE SERVICES DIVISION

<p>RESPONSIBILITIES: The Deputy Secretary Corporate Service Division is responsible for:</p> <ol style="list-style-type: none"> 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 4 Units: <p>Executive Support is provided in 2 streams to the Permanent Secretary and Minister; i) support ensuring MoFT Corporate Plan, Annual Work Plan, and reporting aligns with the SIG Corporate Planning and Reporting Frameworks; and ii) secretarial, administration, and registry management services.</p> <p>Human Resource (HR) partners with supervisors and managers to ensure all HR functions comply with Public Service Commission Regulations, and MPS General Orders, Policies, Instructions, and manuals; to support and maintain a qualified, trained, and high performing workforce</p> <p>Accounts: in alignment with PFM, FIs, regulations and manuals prepare, manages, and reports the MoFT Budget; and strengthens staff compliance and understanding of budget, procurement, payment processes and procedures</p> <p>Property and Asset manages MoFT property and assets (include official buildings, staff houses, vehicles etc.) in alignment with the PFM, FIs, procurement regulations and manuals, General Orders and Vehicle Management Policy</p>	
<p>VISION - <i>Trusted compliant partner of MPS leading public service transforming through innovative practices and cultural change; partnering with Divisions to drive operational excellence and empowering staff to exceed their goals and ensure sustainable success.</i></p>	
<p>MISSION - <i>To provide compliant, efficient, and effective corporate support, and promote a culture of development, recognition, innovation, and inclusivity within all technical Division to maximize efficiencies to achieve goals, objectives, and strategic priorities</i></p>	
<p>3 YEAR PLAN</p>	
<p>Strategic Priority 1: <u>Structure & People</u> – <i>demonstrating strong leadership & ownership of the Ministry’s restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</i></p> <p>Strategic Priority 2: <u>Systems & Processes</u> – <i>we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</i></p> <p>Strategic Priority 3: <u>Policy & Advice</u> – <i>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</i></p>	
<p><u>CURRENT SITUATION 2025</u></p>	<p><u>WHERE WE WANT TO BE IN 2027 (Goals)</u></p>
<p>Executive Support All planning, analysis, and reporting obligations are delayed as not all Heads of Divisions and taskforce members meet their commitments</p>	<p>Executive Support From leadership and management training, all HoDs meet all commitments, in an accurate and timely manner to fully implement the SIG Corporate Planning and Reporting Guidelines; meet targets and improve performance</p>

<p>Administrative support and processes are mostly manual, which causes delays in scheduling, document handling, and communication and response</p> <p>The registry system has failed, recording and storage is adhoc, space is limited, and timely retrieval information is challenging.</p>	<p>The Executive are supported by trained highly efficient staff who maximize the use of technology to provide timely professional services</p> <p>Upgrade Registry Management: implement a secure, organized, improved registry system that control access and supports decision-making.</p>
<p>Human Resources Unit</p> <p>We are fully staffed with a young vibrant team with individuals who are innovative, creative and who embrace continuous change and improvement. We need to improve our workflow, compliance, capacity and advice and reporting.</p> <p>Restructuring for Treasury has not been completed due to limited capacity to be able to complete. The COP TOR has been approved, however getting the COP together is a challenge.</p> <p>The capacity and responsiveness of our workforce is limited by the requirement that all changes to the workforce must be processed and approved through MPS by either PS or the Commission.</p>	<p>Human Resources Unit</p> <p>A team of competent and capable professionals providing proactive and efficient HRM advice and services to managers and staff</p> <p>All HR Officers with the Ministry apply the MoFT Corporate Guidelines and standards complementing MPS Policies and manuals by 2026.</p> <p>In partnership with the officers responsible, we have established a reporting system to provide managers with the required information to support decision-making.</p> <p>HR will continue to streamline compliant workforce submission, and participate in MPS transformation initiatives to improve workforce management</p>
<p>Accounts</p> <p>The D365 payment system is currently being utilized to process all financial transactions, including the extraction of data for the financial reports and monitoring of budget expenditure</p> <p>The Unit will continue to participate in D365 training and expanded applications to maximize performance, efficiency and accountability of Budget administration</p> <p>The unit is participating in realignment and restructuring process in collaboration with the Treasury division maximise efficiencies and workforce allocations with the changes in Technology, systems, and processes</p>	<p>Accounts</p> <p>Achieve full system integration with D365 and other relevant tools, ensuring that:</p> <ul style="list-style-type: none"> • all staff are fully trained • with revised job descriptions, with clear lines of authority and decision making • the system and sub-systems are being used to its maximum potential for processing transactions, analysing financial data, • Budget has an APP to expedite • reports are generated in a timely manner free of errors. • Secure reliable funding for public services and • Budget expenditures match approved budgets • Waste is minimised
<p>Property and Assets Unit The ability of the unit to maintain and repair office building and staff houses, across various locations in Honiara and provinces is challenged by:</p>	<p>Property & Asset Unit</p> <p>Office buildings and housing are maintained and safe as:</p> <ul style="list-style-type: none"> • Budget allocation is sufficient

<ul style="list-style-type: none"> • all financial reports are prepared and submitted on time to support decision-making and maintain transparencythe lack of sufficient budget allocation to address all maintenance and repair needs • Staff requests, expectations and needs • Fluctuating responsiveness of divisions’ focal points <p>The Unit will continue to fulfill all aspects of good governance when managing new builds and service contracts with approved budgets</p> <p>Maintaining an accurate and current manual asset register is challenging as:</p> <ul style="list-style-type: none"> • Liaising with divisions to collate and compile the asset register is time consuming and constantly requires communication and feedback • Movement, loss, use or damage is rarely reported • Asset management policies are not administered • MoFT bears the cost of staff misuse and lack in duty of care • Asset disposal policies, procedure processes are not utilized 	<ul style="list-style-type: none"> • Policies that promote respect, safety, and responsibility are fully activated • Properties are regularly inspected, and tenancy (occupancy) agreements are honoured • Staff and stakeholders recognize that demand will always exceed supply, and manage expectations to accept responsibilities and prioritize safety first <p>New builds and service contracts are managed on time and to budget</p> <p>The Unit oversees and manages a computerized Asset Management system for Asset Register, Inventory, Consumables and spare parts, schedule maintenance management; with modules capable of capturing asset details and recorded of history and associated costs for maintaining those assets, and providing timely reports on value, depreciation, maintenance, costs, lifespan and disposal and replacement recommendations</p>
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Executive Support

Strategic Priority 1 - Structure & People	
1.1	Leadership Development program to support the executive team and Unit managers to lead and manage change programs and staff performance and attendance within their respective areas.
1.2	Regular and timely information updates MoFT's managers on Corporate, Annual Planning and Reporting
1.3	Improved administrative compliance with executive office protocol and administrative standards
1.4	Foster a positive work environment to maintain a motivated and efficient team
Strategic Priority 2 - Systems & Processes	
2.1	Standardize Planning, analysis, and Reporting: Create clear, consistent guidelines and processes for delivering plans, reports, and key documents to executives
2.2	Re-established checklists, systems, and tools for communicating and managing the Executives' meeting schedules, travels; and facilitation of entry visa permits for external stakeholders

Strategic Priority 3 - Policy & Advice	
3.1	Coordination, publication and dissemination of the Ministry's plans and reports are within agreed timeframes
3.2	Members of Division provide compliant and timely advice (within their level of authority), regarding Financial Management Instructions, General Orders, Code of Conduct and other relevant MoFT policies
3.3	Provide regular advice on MoFT's planning and reporting policy and activities and alignment to Government policy and priorities
3.4	Regularly gather feedback to improve support services and alignment with Ministry goals

Human Resources

Strategic Priority 1 - Structure & People	
1.1	Implementation of revised structures across MoFT to 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	Continue to use the MOFT HR Community of Practises to enhance HR Knowledge and management across MOFT
1.5	Improve organizational culture, staff welfare and wellbeing through initiatives that promote safety, health, work life balance and security to retain staff
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 with the aim of all partners meeting their requirements of submission to be submitted to MPS within 3mths of opening the vacancy
2.2	Develop and implement Standard Operating Procedures (SOPs) for HR and Records Management processes
2.3	Strengthen HR planning and reporting procedures (Corporate, Annual and monthly reporting methods and work plans)
2.4	Update the Payroll System to reflect on on-going Ministry's restructures
2.5	Conduct Regular CSS/HR business unit team meetings to improve performance management, feedback, meeting goals & targets
Strategic Priority 3 - Policy & Advice	
3.1	Develop and implement Training and Development Policy to support Training Committee activities
3.2	Review and update HR Policies and procedures to ensure they support MPS Transformation Policy
3.3	Provide Socialisation, guidance, and awareness to all staff on current and updated HR policies and procedures

Accounts

Strategic Priority 1 - Structure & People	
1.1	Review and align CSS Accounts structure, roles and responsibilities, positions, and job descriptions to improve quality and timeliness of service from maximise the transfer to D365.

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 and other relevant instructions to stop leakages
2.3	Develop a flow chart that can easily depict and identify different stages and processes of the ministry's payment processes
2.4	Develop clear guidelines on approval of ministry's payment to effectively manage 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 D365 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
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 D365 and sub-system.

Property and Asset Management

Strategic Priority 1 - Structure & People	
1.1	Build Asset Management capacity of staff in all divisions.
1.2	Improve staff knowledge on compliance standards
1.3	Foster a culture of continuous improvement in asset management.
Strategic Priority 2 - Systems & Processes	
2.1	Liaise with relevant stakeholders to improve contract administration and quality control for MoFT's service contracts and building projects
2.2	Work with relevant stakeholders to ensure new infrastructure development projects for MoFT adhere to relevant SIG regulations
2.3	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

2 CUSTOMS & EXCISE DIVISION

RESPONSIBILITIES: Border Protection, Revenue Collection, Trade Facilitation and Assistance	
Mission <i>To be a Leading Customs Agency in the Pacific Region, serving the Government and the People of Solomon Islands</i>	
Vision <i>To provide effective management of Solomon Islands Borders to:</i> <ol style="list-style-type: none"> 1. <i>Protecting the Community of Solomon Islands from Prohibited and Restricted Goods and Illegal Movements Across the Border</i> 2. <i>Collecting the Right Amount of Revenue for the Government</i> 3. <i>Facilitating Trade and Travel</i> 	
<u>3 YEAR PLAN</u>	
<p>Strategic Priority 1: <u>Structure & People</u> – <i>demonstrating strong leadership & ownership of the Ministry’s restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</i></p> <p>Strategic Priority 2: <u>Systems & Processes</u> – <i>we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</i></p> <p>Strategic Priority 3: <u>Policy & Advice</u> – <i>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</i></p>	
<u>CURRENT SITUATION 2025</u>	<u>WHERE WE WANT TO BE IN 2027</u>
<p>Customs & Excise Division currently has several reform and modernization projects underway with objectives to improve our effectiveness, efficiency and transparency.</p> <p>We are nearing completion of implementing our redesigned Organizational Structure. Our staff establishment is currently 160 and we are tracking to reach 172 by early 2026.</p> <p>A new Customs Bill is currently being drafted and before the end of 2025 we will commence the task of drafting approximately 20 new Customs Regulations. When completed the CED will have a legal foundation underpinning the constantly evolving border protection and international trade environment that we operate in.</p> <p>The Asycuda World system urgently needs a software upgrade, and we are working with partners to obtain financial support and Technical Assistance to commence this by the middle of 2025</p>	<p>By 2027 the Customs & Excise Division will have an organizational structure that meets the needs of the evolving customs environment with a full complement of 172 staff to provide the efficient and transparent services expected of us from Government and our Clients</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. Customs will be operating out of the new Ministry of Finance building in Noro and a new office in Shortland Islands. This marks a significant step in the expansion of operations at these key locations, enhancing our presence and service delivery.</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</p>

<p>The 2023 version of the World Customs Organization (WCO) Harmonized System for Commodity Description and Coding has been implemented.</p> <p>Our annual Customs Duty (Imports/Exports/Excise) collection is stable. Our collection in 2024 was just above 1 billion Dollars and we work in cooperation with the IRD Compliance Unit to protect this level of collection.</p> <p>Our cooperation with other agencies to better secure our borders and revenue continues to improve. We undertake joint marine patrols with the RSIPF and other Border Agencies, fly aerial surveillance sorties with the FFA and work closely with Biosecurity, Immigration, RSIPF Transnational Crime Unit and the CBSI Financial Intelligence Unit.</p>	<p>guidelines, administrative instructions and operating procedures for increased levels of transparency and public trust.</p> <p>Our staff will be appropriately equipped to perform their duties safely and will have access to increased levels of technology and the necessary training to competently use technology to strengthen our border, ensure correct revenue collection and provide trade facilitation benefits to compliant clients.</p> <p>Our enhancements to the Asycuda World System will provide far greater efficiency with reduced clearance times in particular for compliant traders and increased integration with other Government Stakeholder systems involved with the Customs Clearance Process</p> <p>Our Approach to Leadership, Innovation and Commitment to Integrity will position Customs as the Leading Border Agency within the Solomon Islands and will be recognized by our Regional Customs Administrations as a leading Customs Agency in the Pacific.</p>
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Strategic Priority 1 - Structure & People	
1.1	Implement and maintain the necessary administrative structure and corporate support for efficient Customs activities
1.2	Training and Capacity Building to Develop Customs Technical Knowledge and Skills, Leadership, Professionalism, Integrity, and Client Service
1.3	Gender Action Plan Implemented
Strategic Priority 2 - Systems & Processes	
2.1	Risk Managed Approach to Border Security and Correct Revenue Collection
2.2	Maximize the use of technology to enhance border control, revenue collection, trade facilitation and compliance
Strategic Priority 3 - Policy & Advice	
3.1	Implement and maintain the necessary legal framework for clear, consistent, and transparent policy to all Clients of Customs
3.2	Membership to World Customs Organisation (WCO) and Oceania Customs Organisation (OCO)

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.

Mission: *To provide effective leadership and good governance when advising and influencing government policy choice relating to economic progress, sound financial management, that improves the lives of our people.*

Vision: *To be a recognised lead Ministry that through transformation provides credible and reliable economic and financial leadership for a stable fiscal situation, financial and economic reforms, and security control initiatives that improves the lives of all Solomon Islanders.*

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 2025

Regulatory Reform Unit:

The key policy priority for the unit is to progress the key economic and financial sectoral reforms, these includes review of the Financial Institutions Act, Insurance Act, National Provident Fund Act, credit Union, Customs and Excise Bill and Tax Reform. Also, with other regulations, the E-money, Agent banking and Credit reporting regulations.

For the Tax Reform

update, phase 1 of the tax reform agenda is almost complete. VAT bill has been finalised and is now awaiting legislative approval. The GNUT

WHERE WE WANT TO BE IN 2027

Regulatory Reform Unit

The implementation of the VAT tax system by 2027. A VAT system that has its legal and regulatory framework completed, with the support of stakeholder engagement and awareness. The systems and process updates are ready to fully implement the VAT in 2027. The phased approach ensures a smooth transition into the new VAT system, minimizes disruptions and maximizes compliance.

By 2027, the Government should:

<p>Government remains committed supportive of this legislation and optimistic for the bill to be passed in 2025. Another project of the Tax Reform is the Income tax rewrite is currently in progress. This initiative aims to simplify the current income tax legislation, modernize and address existing gaps within the current tax system. Economics Division/IRD are working to develop policy papers for further cabinet approval.</p> <p>For other reforms:</p> <ul style="list-style-type: none"> • FIA, Insurance and SINPF Act, currently seeking cabinet approval on the Policy Recommendations for the drafting of Bills. • progressing other financial reform to modernize the financial sector • working on the other tax policies, amendments of export duties for mineral to ensure the Government get fair share from its non-renewable resources. • Updating the excise on Tobacco and Alcohol. 	<ul style="list-style-type: none"> • Implement a new VAT system • A finalized Income Tax bill ready for submission to parliament • Introduced the New Credit Union Bill in Parliament • A finalized Financial Institution Bill • Introduced the Insurance Bill in Parliament • Introduction of the SINPF Review (amendment Bill) • Electronic Money issuers Regulation implemented • Agent Banking Regulations implemented • Amendments to the credit Reporting Regulations Implemented. • A Finalized Customs and Excise Bill <p>A conducive environment that supports growth and improves the lives of our people by reviewing government policies and processes.</p>
<p>Macroeconomic Policy Unit</p> <p>The macroeconomic Unit is responsible for the providing the macroeconomic forecasting and modelling, supporting Government policy and advice on the medium- and long-term Growth strategy. The macroeconomics team is working to improve macroeconomic forecasting, improving quality and reliability of data by working closely with key relevant stakeholders.</p> <p>Provide analysis and advice to the Ministers and officials on key macroeconomic indicators, this includes revenue and real GDP indicators.</p> <p>Coordinates the Medium-Term Fiscal Strategy of the Government.</p> <p>Monitors the Government Revenue and Expenditure and providing a report to the executive.</p> <p>Continue to strengthen relationships with agencies and key stakeholders through regular engagement and capacity building.</p>	<p>Macroeconomic Policy Unit</p> <p>Be a leading macroeconomic team that supports the Government policy and advice.</p> <p>Strengthen the macroeconomic modelling framework that incorporates new government policy and supports the work of the Unit.</p> <p>Ensuring that analysis and advice are done in a timely manner.</p> <p>Built the capacity of the macroeconomics team to ensure effective management of the macroeconomic frameworks, research and analysis.</p> <p>Maintain good working relationships with key stakeholders to ensure effective and timely data collection and analysis are provided to the executive.</p> <p>Publish all macroeconomic forecasts for public information to enhance transparency and Accountability, manage expectations, identifying</p>

	of risks and opportunities and inform policy decisions.
<p>Investment Analysis Unit</p> <p>The Investment Analysis unit currently does not have a director and has one staff member providing financial and economic policy support to the Minister, the PSF, and the MoFT.</p> <p>The Public Investment Management Framework, policy, and guidelines were developed and endorsed by the Cabinet in December 2023. To implement the PIM reform, the Solomon Islands Government has established the PIM Steering Committee (PIMSC), the PIM Technical Committee (PIMTC), and the PIM Secretariat, which is the IAU. The unit has now begun operationalizing the Public Investment Management (PIM) framework following its launch in February 2024. Since 2024, the technical committee has evaluated projects in sectors such as waste management, water infrastructure projects, and other economic infrastructure.</p> <p>Institutional capacity building through training of Government officials, relevant stakeholders on the PIM framework and processes are currently on-going.</p>	<p>Investment Analysis Unit</p> <p>The unit will be staffed with qualified and proficient analysts capable of monitoring and understanding financial proposals, business plans, and their alignment with SIG’s strategic priorities, especially those supporting the private sector.</p> <p>Continue the implementation of the Public Investment Management (PIM) framework and identify areas of review.</p> <p>Strengthened institutional capacity for managing projects under the PIM framework.</p> <p>Better alignment of Public Investments with Government policy and National development Goals.</p> <p>Enhance Monitoring and Evaluation (M&E) to track project performance against objectives.</p> <p>Building capacity of the IAU, Government ministries and other key stakeholders on the PIM framework.</p>
<p>State Owned Enterprise</p> <p>The SOE Policy has been developed through consultations and endorsed by the government. In 2018, the SOE Ownership Policy was established and implemented, serving as the framework for reviewing the existing SOE Act of 2007. The review of the SOE Act has since been drafted, finalized, and submitted to Parliament. Once approved, these reforms will strengthen SOE governance, ensuring greater transparency and accountability in state-owned enterprises. There is on-going work to support the development of a SOE director Database and to increase the women participation on the SOE boards.</p>	<p>State Owned Enterprise</p> <p>With the amendments to the SOE Amendment Act, this is likely to:</p> <ul style="list-style-type: none"> • Strengthen Governance <ul style="list-style-type: none"> ○ Enhanced Board governance ○ Gender inclusion on Boards • Increase the target of women on SOE boards to around 20% • Improving the Financial Management and performance of SOEs in Solomon Islands • Enhancing Transparency and Accountability of the SOEs by aligning them to Government Policy • Strengthening the SOE unit’s role in the overall oversight of the SOEs in Solomon Islands to improve service delivery and enhancing the lives of people of Solomon Islands.

Regulatory Reform Unit

Strategic Priority 1 - Structure & People	
1.1	Develop leadership and performance management skills of staff – PADS and HRD initiatives
1.2	Training, development & capacity building of team
1.3	Retention initiatives: improve staff welfare and boost employee retention
1.4	Recognize good work ethics improvements in business culture
Strategic Priority 2 - Systems & Processes	
2.1	Strengthen the Economics Division role in advancing the Economic Policy of the Government by reviewing and optimizing current processes to ensure effective implementation
2.2	Document legislative process into work instructions to ensure compliance, efficiency and continuous improvement
Strategic Priority 3 - Policy & Advice	
3.1	Drive the effective implementation of revenue policy across the Ministry by providing leadership, expertise, and cross-functional collaboration to ensure alignment with fiscal & Economic objectives and sustainable growth.
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 can use sound judgement to carry out forecasts and scenarios based on political and macroeconomic developments
1.2	Develop performance management skills of staff – PADS and HRD initiatives
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 PS on investment analysis of nominated project ensuring alignment with overarching economic and policy objectives
3.2	Improve the effectiveness and clarity of business plans and project proposals.
3.3	Align advice and analysis undertaken by the PPP Unit.

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 & FINANCE DIVISION

RESPONSIBILITIES: The Deputy Secretary for Funding and Financing 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 (CFU)** (also referred to as *Climate Finance Resilience Unit*) 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.

Mission: *To maintain fiscal stability and sustainability through effective mobilization and management of public resources, providing sound financial management advice and being accountable to the wellbeing of the people of Solomon Islands.*

Vision: *A Budget that improves the delivery of services to the people of Solomon Islands*

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 2025

Budget Unit structure was reviewed, and a revised structure was approved to begin in 2025.

The following are current key areas of concern:

- Weak capacity to determine, plan and prepare budgets at the central and implementing ministries.
- Weak internal coordination within ministry during budget formulation and implementation

WHERE WE WANT TO BE IN 2027

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.
- Strong internal coordination within ministries during budget formulation and implementation.
- There is clarity in alignment of National Development Strategies, government policy

<ul style="list-style-type: none"> • Weak link between National Development Strategy, policy priorities, budget allocation, unrealistic costings and lack of compliance to approved procurement plans. • Non-compliance with budget circulars, rules and guidelines • Budget reporting in D365 yet to meet prescribed format. • Ongoing request for budget adjustments and request for additional funding under CW provision for foreseeable expenditures. • Timely production and publishing of budget reports 	<p>directions and budget allocations reflect priorities, and spending is consistent with approved budget</p> <ul style="list-style-type: none"> • There is a reduction in the application for virement, advance warrant, contingency warrant and • supplementary budget throughout the year. • Budget Module in MS D365 system is user friendly and can be administered and managed by the local staff. • Budget formulation is inclusive, and there is wider involvement of civil society organizations, Women, Youth, disabled, minority groups and other stakeholders in budget formulation and increase domestic expenditure accountability and public trust.
<p>Debt management Unit: A new Debt system called the Meridian Debt Recording System has been installed and the debt statistics and profile is currently being uploaded. DMU aims to complete data population by September 2024. Transition of CS-DRMS system to Meridian System, uploading and updating current and new active borrowing.</p> <p>DMU has completed Reviewing and Strengthening the financial management systems through a Debt Management Framework, awareness to SOEs, and other important stakeholders.</p> <p>. Domestic market promotion and awareness, of Treasury bill, liquidity investment through a year tenor, increased cap from \$200m to \$500m, Auction issuance calendar on the monthly basis. SIG Domestic Development Bond Issuance, Capital investment, tenors of 2, 3 5, 7, 10 and 15 years with attractive coupon rates. Auction conducted on monthly basis of the year.</p> <p>To encourage more participation from individuals and businesses, the SIG Development bonds requirements have been revised. The minimum tender reduced to \$10,000 from \$1 million and duration of Bonds raised to comply with superannuation and insurance appetite of matching liability with their assets.</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>Debt management unit: Maximize the use of Meridian System for debt recording, data analysis and reporting of public debts.</p> <p>Reviewed Debt Management Framework will effectively be executed and direct the DMU functions and operation.</p> <p>Domestic Marketing of Government Securities; the Treasury Bills and SIG Domestic Development Bond markets increasing and covering huge areas of market, targeting the potential public investors.</p> <p>SIG Domestic Development Bond is primarily targeting individuals and Small Medium Enterprises participating.</p> <p>By 2027 the Unit will review the Debt Sustainability Analyses (DSA) and implement identified improvements that will cover Repayment processes, Debt recordings, reporting and publishing.</p> <p>Provision of accurate and timely Projects Proposal submission and policy advice in the form of DMAC, Cabinet and Ministerial submissions.</p>

<p>New borrowing proposals are assessed against the Debt Management Framework, DMU continues to act as secretariat of the DMAC who makes recommendations to the Minister for approval, and all new borrowing proposals must count against the Annual Borrowing Limit.</p> <p>DMU on annual basis conduct debt sustainability analysis and sets the Annual Borrowing Limit as part of the budget process. DMU Office Management includes document recordings, filings and achieving manually and system backups.</p> <p>Strengthen Staff capacity and improvement by continuous internal and external training, workshops, seminars and meetings based on DMU framework strategy. Staff attended trainings in Fiji, Singapore and Japan for New Meridian Debt System, Fiscal risks, and Managing Contingent Liabilities</p> <p>Staff appraisal and performance incentives award consistent with PMP requirements, ensure staff perform at optimum level with incentives provided to outstanding personnel.</p> <p>Performed the regulated duties align with the Public Finance Management Act and Debt Management Framework.</p> <p>To strengthen debt management and ensure a fully-fledged Debt Management structure is in place, a revised Restructure of the DMU was endorsed by the HOD. The restructure of DMU will comprise of Front office, middle office and Back office. Various sections of DMU will boost evaluation, analysis and risks planning ensuring debt portfolio are thoroughly evaluated and stress testing carried out. The restructuring of Debt Management Unit will lead to recruitment of 4 new staff, i.e. 3 Principals and 1 Senior. Total number of staff will increase to 9.</p>	<p>SIG public debt sustainability is strengthening and managed to accommodate Government's continued borrowing.</p> <p>DMU Staff will have the skills and capacities in Debt management systems and Project procurement system, specialized in certain areas of debt management field that aligned to objectives of the Debt Management Strategy and the DMF. DMU staff to be promoted through achievement of satisfactory performance supported by the PMP strategic approaches.</p> <p>DMU staff to familiarized and perform individual level tasks assigned based on the Public Finance Management Act and Debt Management Framework.</p> <p>By 2027 Debt Management Unit will be fully resourced and function to achieve and have operational Succession Plans & Staff training/development plan</p>
<p>Public Private Partnership Unit</p> <p>In 2023 the divisional restructure was approved, and PPP unit is the new addition into the structure. The unit has one staff to support the establishment and operationalize the unit.</p> <p>Consultant is engaged to support the establishment and operationalize the unit by developing:</p> <ul style="list-style-type: none"> ○ Standard Operating Procedures (SoPs) ○ Preparing budget estimate ○ Consult with line Ministry's and stakeholders 	<p>Public Private Partnership Unit</p> <p>The adoption and full Implementation of the PPP framework through:</p> <ul style="list-style-type: none"> ● High quality advice consolidated for Directors to present to PS, who will share with Minister, MoFT and relevant Departments to enable PPP development and implementation of pipeline projects ● Staff capacity to be able to monitor and understand PPP proposals and their relationship the Government's strategic

<p>The PPP will provide the Minister, the PSF, Directors 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>Chief PPP analyst is appointed, and a Principal PPP Analyst position will be advertised to support the work of PPP Unit.</p> <p>The Unit is currently having no budget allocation in 2025 budget but budget support from Economic Division to cater for its minimal daily operation.</p>	<p>priorities, for those supporting the private sector.</p> <ul style="list-style-type: none"> • Ensure that PPP, IAU team and other agencies understand and comply with relevant Acts, Regulations, and internal frameworks. • Working closely with the DMU to ensure that funding proposals meet government debt benchmarks. • Ensure that a principal PPP analyst position must be filled appropriately to support the work of PPP as required. • A qualified and effective team of appropriately trained and qualified analyst are employed. • The PPP Unit to expand its capacity and resources to cater for the development of PPP function and roles to deliver robust infrastructure investments throughout the country. • MoFT to allocate to PPP unit a budget allocation for the fiscal year of 2026 and onwards to support the sustainability operation of the unit.
<p>Climate Finance Unit (CFU) <i>(Also Referred to as Climate Finance Resilience Unit)</i></p> <p>In December 2024, the MPS approved the structure and 2 positions for the Unit. There were 3 staff funded under the UNDP4RES.</p> <p>The contract of the 3 staff ended in 2024 and MFAT has agreed to meet the cost of the payroll in 2025 until SIG absorbed the staff before the end of 2025.</p> <p>SIG has provided operational budget in 2025; however, payroll component was not considered due to MPS approval was pending when the budget went to Parliament for approval.</p> <p>There are challenges being experienced by CFU in terms of implementing key reform agendas within the government such as access to finances, systems, process, and capacity.</p> <p>The main capacity challenges are mainly institutional and this includes capacity constraints such as coordination mainly due to fragmented responsibilities such as overlapping or unclear responsibilities amongst government ministries and departments which might hinder climate budget tagging (CBT) work, weak collaboration between</p>	<p>CFU envisages to support the government through improving access to climate finance and public spending.</p> <ul style="list-style-type: none"> • CFU is fully resourced with adequate funding and staffing, including capacity and technical knowledge • GCF accreditation, including gender policy support. • Implementation of the Climate Finance Access Roadmap and Disaster Risk Financing Strategy • CFU establishes access to Climate finance opportunities • Work with development partners and relevant agencies to improve access to climate and disaster finance. • Work on climate budget tagging and tracking completed and there is integration of climate budgeting and accounting coding to support effective monitoring of climate expenditures. • Partnerships with the private sector and civil society on climate and disaster risk finance. • Develop a credible finance plan to fulfil SIG priorities in finance for adaptation, mitigation, disaster risk reduction. • Development of a Climate Change and Disaster Risk Finance register of projects and funding amounts. • Staff able to monitor and understand climate and disaster risk project proposals and the relationship

<p>ministries, absence of clear guidelines such as limited or no specific guidelines for CBT work and lastly, awareness and ownership such as many government officials and stakeholders have limited understanding of the importance of CBT in terms of accessing climate finance and lastly the sustainability of the CFU is still donor-funded.</p>	<p>with Government’s strategic priorities, for those supporting the private sector and communities. 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 Unit Through restructuring the Unit was Renamed Donor Projects and Funding Unit from the previous name ‘Financial Economic and Development Unit’ with three staff (reduced from 5).</p> <p>The Unit role still remains to develop, process, co-ordinate and assist in the managing of the implementation of development partners support programs and related initiatives especially Multilateral Financial Institutions such as World Bank/IMF, ADB and other Donors.</p> <p>Providing relevant reports (Minutes/briefings) and advice to the MoFT executive as and when required on development partners support programs and initiatives</p> <p>The Unit is the Secretary to the Joint Policy Reform Group (JPRG) and Technical Economic Working Group (TEWG) for the General Budget Support Program.</p>	<p>Donor Projects & Funding Unit By 2027 the Unit expects to:</p> <ul style="list-style-type: none"> • be recognized as a reputable unit for smooth facilitation of Development Partners projects and programs • continues to provide reliable, timely and strategic advice for PSF and the Minister on key economic and financial issues • Fully adhering to the Government values, policies, priorities, regulations, Government General Orders and Code of Conduct <p>Enhanced communications and stakeholders’ engagement with development partner that delivers:</p> <ul style="list-style-type: none"> • the funding and financing support for government development priorities and investment program; • successful collaboration with the bilateral and multilateral development partners; and • improved SIG-Development Partners dialogue through the Joint Policy Reform Group. <p>The Unit leads and assists relevant stakeholders for the implementation of the PFM Act 2013, GNUT policies, and NDS 2015-2035 and ensuring all Development Partners 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 workflow 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 budget formulation and execution.
3.2	Ensure SIG maintains robust macro-economic forecasting estimates embedded 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	Ensure DMU has full capacity and is well-resourced to deliver its core roles.
1.2	Structure career path and succession plans to ensure continued effectiveness of work.
1.3	Staff appraisal and performance incentives award consistent with PMP requirements.
1.4	Training and Development for DMU Staff.
1.5	DMU Restructuring and Recruiting.
Strategic Priority 2 - Systems & Processes	
2.1	Stakeholder management.
2.2	Improve coordination with the CBSI in liability management.
2.3	Continued review, development and implementation of DMU procedures.
2.4	Inter-face D365 FMIS to the Meridian Debt System for the processing of loan repayments.
2.5	Strengthen and improve debt recording and reporting capabilities.
2.6	Strengthened DMU Cash Coordination role with other units/ divisions within MoFT and the CBSI.
2.7	Maximize the use of Meridian System for debt recording, analysis and reporting of public debt.
2.8	Undertake Debt Sustainability Analysis
Strategic Priority 3 - Policy & Advice	
3.1	Complete and seek approval of the revised Debt Management Framework (DMF) by DMAC and Minister for Finance.
3.2	Ensure DMU Budget documentation is submitted in timely manner.
3.4	Provision of policy advice on new Government borrowing proposal.
3.5	Debt Management Framework awareness to SOEs, and other important stakeholders.
3.6	Provision of accurate and timely policy advice in the form of DMAC, Cabinet and Ministerial submissions.

3.7	Formulate and publish Quarterly Debt report.
3.8	Review strategy to cautiously manage ongoing debt financing.

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, Director 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 Investment Analysis Unit (IAU)
3.4	Support the development of relevant projects of national significance.

Climate 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 can provide sound guidance on access opportunities, modalities, mechanisms, and reporting tools.
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 Project and Funding Unit

Strategic Priority 1 - Structure & People	
1.1	Implement the restructure of the unit
1.2	Ensure clear pathway for staff capacity building including training and succession planning.
Strategic Priority 2 - Systems & Processes	
2.1	Separate from MNPDC strengthen the oversight of donor projects progress, funds disbursement and project completion
2.2	Maintain and improve the work of the Joint Policy Reform Group (JPRG) 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 ICT SERVICES DIVISION

<p>RESPONSIBILITIES SIG ICT Services was mandated in 2011 by a cabinet decision to be the central body responsible for whole-of-government ICT support services. These services include the coordination, delivery, and support of ICT services for the Solomon Islands Government.</p> <p>The core purpose of SIG ICT Services is to remove the ICT burden and make ICT to become an enabling tool that allows Ministries to focus on delivering their corporate business objectives</p>	
<p>MISSION <i>To deliver innovative, sustainable and secure ICT solutions, in an environment that fosters talent and focuses on standards, taking pride in the role of SIG ICT Services in enabling SIG to provide improved services to the public and private sector</i></p>	
<p>VISION <i>Transforming the Solomon Islands Government into a digitally-driven, efficient, and transparent entity that delivers high-quality services, ensures data security, and fosters public trust through innovative and citizen-centric digital solutions.</i></p>	
<p>3 YEAR PLAN</p>	
<p>Strategic Priority 1: <u>Structure & People</u> – <i>demonstrating strong leadership & ownership of the Ministry’s restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</i></p> <p>Strategic Priority 2: <u>Systems & Processes</u> – <i>we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</i></p> <p>Strategic Priority 3: <u>Policy & Advice</u> – <i>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.</i></p>	
<p><u>CURRENT SITUATION (2025)</u></p>	<p><u>WHERE WE WANT TO BE IN 2027</u></p>
<p>There have been significant investments in technology, infrastructure, systems upgrades and cyber security in 2025 and over the last 4 years with investments from SIG and Development Partners.</p> <p>This investment has enhanced has enhance communications and effective service delivery at every level of SIG. The Government Corporate network currently connects over 200 government offices across all provinces, and hosts over 6,500 users each day.</p> <p>SIG ICT Services is continuously ensuring and improving Government data-centre capabilities to be robust, and resilient. Promoting Business continuity, trust, and confidence in Government core systems:</p> <ul style="list-style-type: none"> Justice Information Management System (JIMS), 	<p>Building on SIGConnect and the private cloud infrastructure, the Government is now poised to enhance digital transformation and service delivery to wider population of Solomon Islands through:</p> <ul style="list-style-type: none"> Digital Service Delivery with streamlined and accessible online services and technology infrastructure that enable citizens to efficiently interact with government agencies, reducing administrative burdens and improving public service delivery A comprehensive and cohesive legal and regulatory framework that supports the secure and transparent adoption of digital technologies, ensuring consistent standards across all SIG developing a highly skilled and digitally proficient workforce capable of effectively leveraging technology to improve public service delivery and adapt to the evolving digital

<ul style="list-style-type: none"> • Human Resource Management Information System (HRMIS), • Medical Systems in the health sector. • an e-Port system within the Ministry of Fisheries and Marine Resources (MFMR); and • advanced Finance Systems <p>The following strategic and operational challenges needing to be addressed:</p> <ul style="list-style-type: none"> • with high-speed fibre connectivity connecting the Government to rest of the world the gap in Cyber Threat Detection and Response must be addressed • attracting, training, and retaining experienced skilled technical administrative staff is challenging. • Timely processing of ICT procurement and renewals of critical licenses is one of the high-risk factors to ICT Service Delivery to Government. <p>The Government is yet to empower its policy formulation and decision making by leveraging on the opportunity to produce the data it has as information products to internal and external entities.</p>	<p>landscape contributing to the digital economy of the country. and technical capacity, fostering a skilled workforce ready to lead in a digital-first world.</p> <ul style="list-style-type: none"> • A robust cybersecurity infrastructure that protects citizen and government data and services from threats, ensuring the resilience and continuity of digital operations. • Establishment of a SIG ICT more advanced Disaster Recovery Site in Noro in 2025. • Enhanced collaboration with international, regional, and local partners to leverage shared expertise and resources • Through focused research, SIG will actively invest in technology that is essential for protecting data, ensuring the resilience of digital operations, fostering innovation, and driving economic growth
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Strategic Priority 1 - Structure & People	
1.1	eGovt Skills Development Partnership
1.2	SIG ICTS Organisational Review (SIG Establishment review)
1.3	Rapid development of ICT Capacity <ul style="list-style-type: none"> • Establish Emerging Professional Pathways Program for JPPs, and • Pacific Embedded Technical Engagement Partnership Program (Twinning Skills Partnership)
1.4	Cybersecurity Awareness and Training Programs for SIG
1.5	Gender Action Plan Implemented
Strategic Priority 2 - Systems & Processes	
2.1	Accelerate eGovt Access
2.2	SIG ePay Digital Payment Gateway (ePayment gateway API/Digital Public Infrastructure)
2.3	SIG Big Data (Data Exchange Platform/ Digital Public Infrastructure)
2.4	SIG-Connect Expanded Modernization Initiative to ensure resilience response and recovery for critical systems
2.5	MySIG (Mobile Application)
Strategic Priority 3 - Policy & Advice	
3.1	Cybersecurity Standards and Compliance (NIST, Essential 8, ISO 27001 or CSCAU)
3.2	SIG Cyber Services and Resilience Policy
3.3	Support Data Governance Policies (Protection, Privacy, IP & Copyright, Data Sharing, Open Data & AI)
3.4	Regulatory Standards (System Interoperability, Accessibility)
3.5	Support Legislation Reviews (Cybersecurity, Cyber Bullying, Digital Identity, E-Govt)

6 INLAND REVENUE DIVISION

<p>RESPONSIBILITIES</p> <p>Our mandate is to collect revenue which is used to fund essential public services that Solomon Islanders depend on—like healthcare, education, law and order, and infrastructure—and ensure that individuals and businesses are in the tax system and pay their fair share of tax under the law</p>	
<p>MISSION <i>To improve the lives of Solomon Islanders by collecting revenue that is used to fund vital programs and services, while promoting voluntary compliance through education, quality service, and responsible enforcement.</i></p>	
<p>VISION <i>To be a modern, efficient, and highly skilled tax administration recognised for our responsiveness and reliability, trusted for our fairness and integrity, and respected for our commitment to delivering high quality services to the people and communities we serve.</i></p>	
<p>3 YEAR PLAN</p>	
<p>Strategic Priority 1: <u>Structure & People</u> – <i>demonstrating strong leadership & ownership of the Ministry’s restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</i></p> <p>Strategic Priority 2: <u>Systems & Processes</u> – <i>we have appropriate, efficient, effective and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</i></p> <p>Strategic Priority 3: <u>Policy & Advice</u> – <i>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.</i></p>	
<p><u>CURRENT SITUATION (2025)</u></p>	<p><u>WHERE WE WANT TO BE IN 2027</u></p>
<p>A. A third year of Tax reform implementations including preparation for VAT Bill to Parliament and its implementation; Income Tax Rewrite consultations and drafting;</p> <p>B. We continue to promote E-tax platform for online lodgment and payment</p> <p>C. We continue working on the reduction of non-compliance and a very active cash economy.</p> <p>D. We continue to manage our large tax debt book and improving low filing rates.</p> <p>E. We continue working on improving return lodgment, assessment and refund processes</p>	<p>a. Domestic Revenue Mobilization-DRM (Tax Reform) is 85% complete and VAT Bill is fully implemented; Rewrite of income tax Act is passed into law and preparation for its implementation; Laws are simplified and easy to understand to improve compliance;</p> <p>b. E-Tax is fully operational with faster, safer, and more accurate filing of tax returns and payments on time, and simplified taxpayer services and improved compliance;</p> <p>c. We proactively influence voluntary compliance, addressing the causes of non-compliance and taking a risk-based approach to deal with it. Risk based approaches will be a feature of tax administration in the Solomon Islands</p> <p>d. The debt book is reduced to a manageable level with high filing and tax payment rates;</p> <p>e. 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</p>

<p>F. We are in the TAIS upgrade to Zephyr which is version 10 of RMS</p> <p>G. Our customer’s issues are being addressed at the Customer service and learning center either it be through face to face, phone calls and emails.</p> <p>H. We continue to invest in improving our manager’s and staff’s performance to ensure the benefits are visible.</p> <p>I. We actively work to enhance the business knowledge and skills of managers and staff are efficient</p> <p>J. In the process of acquiring our new office building that will be suitable to serve our customers.</p> <p>K. We are implementing our modernized, functional restructuring and physical office changes.</p> <p>L. We continue to manage and embed change well, communicating and reviewing our success throughout the restructure implementation process.</p> <p>M. LTO office is formalized and partly resourced to serve its customers;</p> <p>N. We continue to progress with the enhancement of the leadership, management, and monitoring processes through training in our division</p> <p>O. Introducing Gender Equity and Social Inclusion in IRD</p>	<p>f. RMS is fully upgraded and utilised to its maximum potential. Technology will be the key enabler for IRD to administer the tax system.</p> <p>g. Taxpayer Services will make it easy to comply with the law and hard to not comply</p> <p>h. Our leaders role model the behavior they expect of staff. And our staff and managers perform their duties exceptionally.</p> <p>i. Processes are simple, documented and consistently followed to always ensure efficiency.</p> <p>j. We occupy a modern working space where our system and infrastructure meet our future business needs</p> <p>k. Staff will be capable in a range of tasks, tax types and functions. IRD is fully resourced as per our new structure</p> <p>l. (i). HR policies are reviewed and rolled out to all leaders and staff. (ii). HR is capable to support leaders implement HR policies and support in terms of staff welfare matters (iii). Capacity Development Framework is developed and fully implemented (vi). Succession plan is developed for implementation</p> <p>m. LTO office is fully resourced with improved revenue performance, increased compliance, and improved effectiveness of tax administration.;</p> <p>n. All leaders and managers can demonstrate high quality leadership in IRD</p> <p>o. We have fully embedded all our GESI action plans into all IRD processes. And promote more women in the leadership role in IRD.</p>
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Strategic Priority 1 - Structure & People	
1.1	Restructure Implementation
1.2	IRD Management Development program
1.3	IRD Staff Capacity development
1.4	IRD Modernized building project
1.5	Implement improvement to customer service centre and provincial office facilities
1.6	Gender Action Plan Implemented
Strategic Priority 2 - Systems & Processes	
2.1	Improving processes and simplifying instructions and guides relating to registration, filing, payment and reporting to enhance user experience and making compliance easier, fostering better understanding of requirements and reduce risk of errors.
2.2	Expand IRD Website content
2.3	Design, develop and deliver a promotional campaign to increase the use of E-tax
2.4	Develop and implement a risk-based approach to audit
2.5	Improved management of debt collection and debt reduction.
2.6	Enhanced and secure Data Management and technology (TAIS)
Strategic Priority 3 - Policy & Advice	
3.1	Establish a sustainable and comprehensive outreach, education, and awareness program to enhance public understanding and participation in IRD tax programs, achieving significant engagement with the targeted taxpayer communities and stakeholders
3.2	Improve the complaint resolution, taxpayer objection processes and clearly communicate changes to stakeholders.
3.3	Conduct surveys to identify and implement change to the public enquiries through relevant communication channels.
3.4	Update, publish and promote the customer/ taxpayer services charter
3.5	Enabling Tax collection Policies and legislations in place and enacted

7. INTERNAL AUDIT OFFICE

RESPONSIBILITIES:

Provision of internal audit services, and investigation services; as mandated in the **Public Finance Management Act 2013 and Public Finance Management (Internal Audit) Regulation 2016**. This includes MoFT and all Line ministries that do not have a separate internal audit function.

The IAO provides independent audit reviews and investigations, advice, and assurance; designed to add value and improve the operation of the Public Sector of the Solomon Islands. Internal Audit provides assurance on whether ministry and project objectives are being achieved, if information used for decision making is reliable, there is efficient and effective use of resources, assets are safeguarded, and public officers are complying with PFM Act and related legislation and policies. IAO assists MoFT, PSF and Accountable Officers identify misuse of public funds, investigate fraudulent activities, and report in accordance with the Act, and recommend internal control improvements to reduce the risks.

MISSION *Enhance and add value to government operations by providing independent and objective Risk based Audit, Assurance, Advisory, Consulting and Investigation services.*

VISION *To be a trusted partner in fostering transparency, accountability, and excellence in public governance through independent, objective assurance and advisory services, driving continuous improvement for the benefit of citizens*

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 (2025)

- Unclear roles of Internal Audit Director with alignment of other line Ministries and integrity organization in terms of reporting consistency, resourcing and compliance with the PFM Act, Regulation and Standards.
- Lack of clarity and defined process for investigating allegation of misconduct, fraud and corruption across government, attempt to clarify have been difficult
- Improved governance, risk, and controls by issuing more audit reports compared to previous years and completion of 6 investigation reports in the past year while others are progressing.
- Successfully implemented Teammate software for the digital transformation for internal audit work and Office operations
- Transition from using old way of audit to risk-based audit

WHERE WE WANT TO BE IN 2027

- Help Government improve Internal Control governance and risk, across SIG by:
- Encouraging line ministry unit to comply with PFM and legislation
 - Establish internal audit posts in High-risk ministries in SIG. DIA to have oversight with all line Ministries internal audit functions, ensuring reporting to respective Accountable Officers as well as PSF and Audit Committee.
 - Improve capacity to do IT audits across SIG and strengthen IT skills audit and governance capacity for all internal auditors.
 - Coordination and efficiency in conducting investigation across SIG with the Investigation Unit IAO MoFT working collaboratively with other Integrity Organizations

- 2 posts need to be filled in the IA team while investigation team is operating with full capacity.

- Whole of Government Internal Audit reporting on key risk and control issues and encourage positive actioning by Accountable Officers

Strategic Priority 1 - Structure & People

1.1	Attraction and retention of highly competent and motivated staff for MoFT IAO and all line ministries through development of a whole of government risk based Annual Workforce Plans supported by alignment of scheduling, resourcing, accountabilities and fair remuneration of internal Auditors and Investigators
1.2	Annual Professional Development and Training Plan implemented to ensure every officer meets technical competency expectations and requirements, including conducting risk-based audits, professional investigations, applying IT skills, and utilise IA software (Teammate) and meeting all professional and ethical behavioural standards.
1.3	Determine priorities for establishment of new Line Ministry internal audit units or functions; and clarify reporting roles in compliance with the legislations and IAO reporting requirements, then work with MoFT and Accountable Officers to support and ensure DIAO oversight.

Strategic Priority 2 - Systems & Processes

2.1	Conduct risk-based audit to help ensure spending comply with budget approval, and prudent use of public resource and Internal control for expenditure and Revenue. (Policy 8.1.4 I & J, L)
2.2	Identify and help PS to address financial leakage and inefficiency through the Audit and investigation work policy 8.1.4 (M)
2.3	Audit and Investigation processes are automated through the increased use of IT applications (including TeamMate, and electronic records management. (100D Policy 8.1.4 (O)- digital transformation)
2.4	The Audit Committee is provided with professional Secretariat Services, including the distribution of audit reports and other relevant papers

Strategic Priority 3 - Policy & Advice

3.1	3.1 Annual risk-based Operational and investigation plan aligned with the priorities of the Solomon Islands Government (SIG) and the Ministry of Finance and Treasury (MOFT). Focuses on high-risk areas to assist SIG public officers in ensuring transparency, accountability, and good governance.
3.2	IAO Planning Strategies are reviewed, developed, and implemented ensuring positive stakeholder relationships and reporting are continuously improved, including all MoFT required planning and reporting to the PS and Audit Committee
3.3	Establishment and participation in Communities of Practice (CoP) across IAO, Office of Auditor General (OAG) and audit staff in line ministries are proactively encouraged and supported to conduct investigations and special audits.

8. NATIONAL STATISTICS OFFICE

<p>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).</p>	
<p>MISSION <i>A robust Sustainable and well-coordinated Statistical System providing credible official statistical information for the benefit of Solomon Islands</i></p>	
<p>VISION <i>Better Statistics, Better Decisions, and Better Lives</i></p>	
<p>3 YEAR PLAN</p>	
<p>Strategic Priority 1: <u>Structure & People</u> – <i>demonstrating strong leadership & ownership of the Ministry’s restructure initiative, ensuring effective change management that creates a culture of productivity & motivation</i></p>	
<p>Strategic Priority 2: <u>Systems & Processes</u> – <i>we have appropriate, efficient, effective, and transparent systems and processes for the work we do, enabling accountability for decision making at all levels.</i></p>	
<p>Strategic Priority 3: <u>Policy & Advice</u> – <i>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.</i></p>	
<p><u>CURRENT SITUATION (2025)</u></p>	<p><u>WHERE WE WANT TO BE IN 2027</u></p>
<p>As of 2025, the Solomon Islands National Statistics Office (SINSO) continues to focus on improving data collection, analysis, and dissemination of key socio-demographic and economic statistics to support evidence-based policy making and planning</p> <p>Two major national projects with external support funding are currently in field operation phase since last quarter of 2024 crossing over into 2025 as planned:</p> <ul style="list-style-type: none"> Household Income and Expenditure Survey (HIES 2024-2025) National Economics Establishment Census (NEEC 2024) <p>The 2024 and 2025 data collection has changed significantly from Paper base (PAPI) to digital base, Computer Assisted Personal Interviews (CAPI) and the use of Survey Solutions software in data capture. These innovations are currently being implemented in National Surveys and Economics annual surveys.</p>	<p>By 2027, 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 technical upskilling of staff, organisational restructure, and improved systems/processes.</p> <p><u>Strategic Priority 1:</u> By 2027, NSO would have:</p> <ul style="list-style-type: none"> recruited a new round of key Heads of Units and senior staff following on from retirements enhanced leadership and management capacity to design and plan, budgeting, and implementation of complex statistical surveys Unit Heads have the required skills to meet development partner project funding, budget and procurement systems and reporting. a new organisational structure and staff target to meet expanding demands for statistics including SDGs staff with the technical capacity in the application of innovative tools (CAPI) in survey design and methods, data analysis and data dissemination enhanced staff capacity in statistical processes within the statistical cycle.

NSO continues to undertake the following data collections:

- Daily and Weekly National Consumer Price collection with all outlets, market, shops and retailers in Honiara, Malaita (Auki), and Western province (Noro – Munda – and Gizo).
- Daily collection of Visitors Arrivals both in Honiara and Munda.
- Weekly collection of International Merchandise Trade (Import and Export) data mainly captured from Customs and Excise ASYCUDA System.
- Annual Business Survey (ABS) is undertaken annually by mail-in mail-out operations where data is obtained from formal enterprises. The ABS will be expanded into an Annual Economic Survey (AES) upon final completion of the NEEC Project
- Annual updating of the Statistical Business Register (SBR) is undertaken weekly (SBR system is being currently upgraded).
- The annual GDP compilation work is scheduled towards the last quarter of every year – expanding into the first quarter of the following year.
- The updating of the Supply and Use Tables (SUT) and the new Input-Output Tables (IOT) will be undertaken annually. The SUT/IOT system are currently being integrated alongside the GDP model system.

NSO will continue to release:

- Monthly National Consumer Price Index (NCPI)
- Quarterly International Merchandise Trade Statistics (IMTS)
- Quarterly Visitors Arrival Statistics
- Annual national accounts - Gross Domestic Product (GDP) and related aggregates

Current challenges and issues include:

- enhanced staff capacity as a result of attending trainings (internal and overseas) and participating in international conferences and workshops

Strategic Priority 2: By 2027, the NSO would have:

- established budgeting, and accounting management systems/processes of donor-funded systems and procurement processes.
- acquired data processing systems (Survey Solutions), data capture systems (e.g., CAPI) and software to be applied in forthcoming surveys (HIES; MICS)
- integrated an updated Statistical Business Register (SBR) that will support business data collections and inputs to the GDP/national accounts
- integrated the SUT/IOT system alongside the GDP model system to support expanded impact analysis of the product-industry on the economy.
- expanded the Annual Business Survey into an Annual Economic Survey (AES) to support expanded data for business development indicators and expanded data requirements for the national accounts system and GDP. The new NEES system will include a new System for coding (ISIC4) and with 2025-Designer & Survey Solution system used for the AES implementation.
- Strengthened data collection schedules and timeliness in field collections (daily, weekly, annually) for NCPI, IMTS, ABS, GDP, and SUT
- disseminated statistics via the dissemination platforms (e.g., NSO Website/Social Media) and the mainstream media outlets

Strategic Priority 3: By 2027, the NSO would have:

- in line with the NSDS, will have produced and published a range and quality of key socio-economic and related statistics to support MoFT's fiscal (budgetary) policy, monetary policy and the National Development Strategy, and SDG indicators. These recurrent and project outputs to be published include:
 - National Consumer Price Index (NCPI), monthly releases
 - International Merchandise Trade Statistics (IMTS), quarterly releases
 - Visitors Arrival Statistics, quarterly releases
 - Gross Domestic Product (GDP) and related aggregates, annual releases

<ul style="list-style-type: none"> • A number of Heads of Units, team leaders and senior staff are retiring creating a gap in management and leadership and affecting NSO's technical capacity and key outputs. • NSO plans to review of its organisational and staffing structure in the last quarter of 2025 • NSO is seeking assistance to complete The National Statistics Development Strategy (NSDS) 2015-16 to 2035, mid-term review • With the current NSDS, NSO should have progressively strengthened its technical leadership and management capacity and implemented all relevant statistical processes within the Statistical Cycle. 	<ul style="list-style-type: none"> ○ NEEC publication report ○ SUT/IOT publication report ○ The 2024-2025 Household Income and Expenditure Survey (HIES) Analysis Report ○ The 2024-2025 National Poverty Report ○ SBR frame • reviewed the NSDS 2015-2035 with subsequent implementation • reviewed the Statistics and Census Acts to strengthen the official mandate of the NSO in line with other SIG changes in regulations to ensure data sharing and protection of confidential unit record data. • progressed work on the rebase of weights of the NCPI with technical support from development partner • progressed work on the rebase of GDP with technical support from development partner
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Strategic Priority 1 - Structure & People	
1.1	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. And fill all retired vacant positions and vacant positions that staff have left for other careers.
1.2	Strengthen NSO's annual Budget & Planning Capacity
1.3	Effective PMP cycle completion for individual work plan that align to job descriptions. Prepare and update staff development plan for BOTH short- and long-term training
1.4	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. A review of the NSDS will also be undertaken in 2025
1.5	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 2024/2025 HIES and the 2026 MICS
1.6	Align staff participation in international trainings and conferences with staff training plans and job descriptions
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/processes.
2.2	Identify and procure relevant statistical software (e.g., CPro/STATA etc.) for complex data processing and innovative data capture systems (e.g., CAPI/Survey Solutions) for surveys/censuses.

2.3	Assess on-going improvements for recently introduced data compilation systems (using Excel etc..) for NCPI, GDP compilation systems, SUT & IOT Compilation Processes, SBR processes/system, NEEC compilation processes
2.4	Internet restriction to be discussed with ICT-to allow NSO to have open permission to access major international stakeholders' websites like ABS, IMF/PFTAC, World Bank etc. and access to Facebook and social media platforms for official statistics release to wider community.
2.5	Review and strengthen data collection schedules and timeliness in field collections (daily, weekly, annually) for NCPI, IMTS, ABS
2.6	Review current statistical dissemination platforms and communication mediums to ensure effective stakeholder and community outreach
Strategic Priority 3 - Policy & Advice	
3.1	Publish new data/indicators and findings to support policy and planning. These include: NCPI, IMTS, Visitor Arrivals, GDP, and NEEC, HIES 2024-5, SUT/IOT
3.2	Collaborate with stakeholders and technical partners (e.g., ABS, PFTAC/IMF, ADB, UNICEF, UNFPA, WB) 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).
3.3	NSO to seek technical policy-analysis support to analyse 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 2024/2025 HIES, 2025 MICS
3.4	NSO through the NSDS implementation 2025-2027) will collaborate with all stakeholders and key SIG ministries in identifying new and on-going data requirements to meet specific policy aims and objectives.
3.5	NSO to discuss policy needs to be captured in 2025 MICS, Nat. Agriculture Census, 2024-2025 HIES 2024. Technical Working Committees and the Users Committees where the questionnaire can also be discussed to include policy questions.
3.6	NSO to progress efforts in the rebase of the weights of the NCPI and the rebase of the GDP

9 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, Inland Revenue Department (IRD) and Customs, Excise and Duty (CED); processing all payments and the processing of payroll on behalf of all SIG Ministries.

In terms of its **control responsibilities, public procurement and overall fiscal management**, Treasury manages central revenue coordination, the consolidated fund (official) bank accounts; and cash flow.

The Accountant General's office also ensures that the Public Finance and Management (PFM) Act 2013 and subordinate PFM regulations and instructions are **complied** with across SIG ministries.

Treasury also has responsibility for SIGAS (Solomon Island Government Accountant Services) and associated **training and professional development** activities.

MISSION *Our mission is to provide effective leadership and good governance when advising and influencing government policy choices relating to economic progress, sound financial management, that improve the lives of our people.*

VISION *Our vision is to be a recognised lead Ministry that through transformation provides credible and reliable economic and financial leadership for a stable fiscal situation, financial and economic reforms, and security control initiatives that improves the lives of all Solomon Islanders*

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 (2025)</u>	<u>WHERE WE WANT TO BE IN 2027</u>
<p>Treasury has recently emerged from a 2-year period of intensive workload with operational workflow commitments arising from activities related to post-Covid recovery and two of the biggest undertakings ever by any Solomon Islands Government i.e. the preparation and delivery of the 2023 Pacific Games and the 2024 National Joint Provincial and Local Government Elections</p> <p>During this period, a new Accountant General came into office and a new FMIS system was implemented. There was also a turnover of long-term advisors and</p>	<p>A Treasury Division that is properly structured and resourced to deliver its responsibilities through effective leadership and provide harmonized working environment that encourage capacity development for each employee.</p> <p>Providing opportunities for financial graduates and financial aficionados to actively seek out and join</p> <p>A fit for purpose Treasury that delivers on its core services and responsibilities efficiently and effectively, and in an accountable and transparent manner.</p>

several key senior management positions in Treasury remain unfilled.

Enterprise Resource Planning

- Successful rollout of new FMIS (D365) to all ministries and departments:
- Follow up on the Procurement and accounts payable modules and Budget modules in 2025-26
- Modifications being implemented in D365 and Power Bi for Treasury's reporting requirements
- Resourcing of revamped Systems Management function within FMIS Unit in Treasury to be dedicated to manage D365 and Aurion.

Procurement and Payments

- Following up on the effectiveness of Procurement Regulations
- Enforcing the Annual Procurement Plan in the procurement process.

Payroll

- Cleansing and purging of redundant data in Aurion payroll system
- Scoping of sequenced actions to stabilize Payroll system
- Securing technical resources to manage and execute upgrading of Aurion to current version
- Payroll cost of living adjustment processing

Revenue

- Daily revenue collection end of day processes implemented across SIG
- The issues in relation to D365 implementation resolved and revenue reconciled.

Reporting

- The issues in relation to D365 implementation resolved and 2021 revenue reconciled enabling 2021 National account preparation.
- Improvement in frequency and effectiveness of cash reporting with the incorporation of daily payments reports.

Policies and Procedures

- Draft Regulations prepared by PFTAC TA on:
 - PFMA - Chapter 2 – Purpose and Principles
 - PFMA - Chapter 3 – Roles and Responsibilities
- PFTAC TA Report on Cashflow Management
- Year-end procedures implemented across SIG for Payments and Revenue processes.

With the progress made on the systems and policy side of Treasury's strategic priorities, it will strive towards:

Enterprise Resource Planning

- An optimally functioning FMIS (D365) that:
 - smoothly interfaces with all other sub-systems i.e. Asycuda, RMS, TMS, Zephyr and Aurion
 - successfully makes all reporting and workflow modifications in D365 and the Power BI tool according to Treasury's specifications
 - is supported by a well-resourced systems management functional capability in FMIS Unit

Procurement and Payments

- Strengthen the procurement process through training and compliance review by the procurement and payment section
- All procurement and payment done must be in line with the budget provision and according to the Annual Procurement Plan submission and improvement payment turn-around attributed to National Payment system

Payroll

- Payroll upgrade is completed, and data cleaning completed in collaboration with MPS
- Payroll processes documented and implemented

Revenue

- Revenue reconciliations are up to date with well documented revised revenue processes implemented across SIG
- Collaboration between all revenue sources enhanced.
- Ability to analyze and forecast revenues for cashflow management

Reporting

- Annual Financial Statements are up to date and submitted in line with the requirements of Section 77 of the PFM Act.
- Monthly management reports are customized to cater for the needs of all users (SIG and Donors) and incorporate statutory and other international guidelines (e.g. IPSAS) to enable standardization, comparability and improved usefulness

Policies and Procedures

- Regulations and Financial Instructions updated.
- Review of PFM Act completed with proposed amendments to legislation.
- Implementation of process changes and well documented finance manual and SOPs.

Clearing of Backlog (Bank Rec, Payroll Upgrade, Imprest, Revenue Posting)

<p>Clearing of Backlog</p> <ul style="list-style-type: none"> - Bank Reconciliation, Payroll Upgrade, Imprest, Revenue Posting - Backlog of Annual Financial Statements to be submitted for audit by Office of the Auditor General are being cleared up to 2021 - FMSS bank reconciliations cleared (with exception to revenue accounts) and advanced to current period with resolution of significant data migration issues in 2021, correction of data entry and erroneous accounting in prior years and process simplification 	<ul style="list-style-type: none"> • Backlogs of Imprest are all cleared, and retirements are all current with salary recovery effectively executed in Aurion payroll system.
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Strategic Priority 1 - Structure & People

1.1	Organizational restructure across Treasury Division and specifically a restructure of Payroll, Central Revenue and Imprest (PRI) section and FMSS.
1.2	Graduate recruitment program (in conjunction with HR)
1.3	Upskill staff using programs to meet ISIA accreditation and registration – increase enrolment by Treasury middle management into Graduate Diploma in Accounting (GDA)

Strategic Priority 2 - Systems & Processes

2.1	A well-functioning FMIS (D365) that seamlessly integrates with all other sub-systems, including Asycuda, RMS, TMS, Zephyr, Aurion, and improved reporting, workflow in D365 and PowerBI in accordance with Treasury’s specifications, all underpinned by a robust system management functional capability within FMIS Unit.
2.2	Cleared backlogs in critical functional areas, Imprest, National Accounts, Revenue posting, Aged Receivables and Payroll.
2.3	Redevelopment of month end management financial reporting for SIG and individual Ministries.

Strategic Priority 3 - Policy & Advice

3.1	Complete review of the current PFM Act 2013,
3.2	Cash flow management reporting templates are fully operational
3.3	The establishment and implementation of risk management assessments and reporting, along with business continuity planning and data preservation, within the Treasury, Ministry of Finance and Treasury (MoFT), and the Solomon Islands Government (SIG).
3.4	Non-tax revenue collection systems review
3.5	Issuing SIG Banking tender document to allow improved 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
3.7	Improve SIG imprest and payment processes and establish priority and utility business units to give effect to this.