

Solomon Islands Government



Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM)

Corporate Plan 2015 – 2017

Annexes

Table of Contents

1. Background of MECDM	11
2. Organisation Structure	13
3. Linkage to Government Plans	23
4. The Environment/Context over the Planning Period.....	33
5. Strategies.....	37
6. Performance Indicators.....	46
7. International Treaties & Conventions.....	52
8. Requirements of Laws	55
9. Views of MECDM's Stakeholders.....	57
10. Strengths, Weaknesses, Opportunities and Threats	71
11. Processes for Developing and Reviewing the Strategic/Corporate Plan.....	74

Abbreviations

Abbreviation	What it stands for
ADRA	Adventist Development & Relief Agency
CCD	Climate Change Division, MECDM
CITES	Convention on International Trade in Endangered Species of Wild Flora and Fauna
CSO	Civil Society Organisation
DM	Disaster Management
DRM	Disaster Risk Management
DSE	Development Services Exchange
EIA	Environmental Impact Assessment
ENSO	El Niño Southern Oscillation
GEF	Global Environment Facility
GEO	Group on Earth Observations
GEOSS	Global Earth Observation System of Systems
GFCs	Global Framework for Climate Services
IMO	International Meteorological Organization, replaced by the WMO
IOC	Intergovernmental Oceanographic Commission
ITCZ	Intertropical Convergence Zone
JCOMM	Joint Technical Commission for Oceanography and Marine Meteorology
KRA	Key Result Area
MDPAC	Ministry of Development Planning and Aid Coordination
MECDM	Ministry of Environment, Climate Change, Disaster Management and Meteorology
METAR	Format of weather report predominantly used by pilots
MFR	Ministry of Forestry and Research
MHEWS	Multi-Hazard Early Warning Systems
MJO	Madden-Julian Oscillation
MSG	Melanesian Spearhead Group
MTDP	Medium Term Development Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCC	National Coordinating Committee (Coral Committee)
NCCP	National Climate Change Policy
NDMO	National Disaster Management Office or the Disaster Management Division of the MECDM
NDC	National Disaster Council
NDRMP	National Disaster Risk Management Plan
NDS	National Development Strategy
NGO	Non-Governmental Organisation
OIE	World Organisation for Animal Health
PMU	Project Management Unit, MECDM
POPs	Stockholm Convention on Persistent Organic Pollutants
PRRP	Pacific Risk Resilience Programme
PTWS	Pacific Tsunami Warning & Mitigation System
SIGMET	Significant Meteorological Information

Abbreviation	What it stands for
SIMCAP	Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology Capacity Development Project
SIMS	Solomon Islands Meteorological Service or the Meteorology Division of the MECDM
SPECI	Format of weather report used
SPREP	South Pacific Regional Environment Programme
SPS	Sanitary and Phytosanitary Standards
TAF	Format of weather report
THORPEX	The Observing System Research and Predictability Experiment
THORPEX TIGGE	THORPEX Interactive Grand Global Ensemble
TNC	The Nature Conservancy
UNCDB	United Nations Convention on Biological Diversity
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries
WIGOS	World Meteorological Organization Integrated Global Observing System
WMO	World Meteorological Organization
WTO	World Trade Organisation

Foreword by the Minister

Foreword



I have the pleasure in introducing the second Corporate Plan for the Ministry of Environment, Climate Change, Disaster Management and Meteorology (2015-2017). The Corporate Plan outlines the strategic goals and plans of the ministry. The Plan was put together around the same time as the new government took office and such it has benefited from inputs from the policy directives of the new government and at the same time formed the basis of the Ministry's input to the government policy statement. Nevertheless, the Corporate Plan has been shaped towards the Vision of the ministry which is for "A safe, sustainable and resilient environment for Solomon Islands". This plan will guide the delivery of our programmes and services over the next three years.

I am reminded by the fact that any plan is only as good as it is turned into action. For this, as the Minister responsible for this ministry, I am committed to this Plan. The strategies and plans are in line with the Mission of the ministry which is "To provide an enabling environment for the sustainable socio-economic development of the Solomon Islands through the application of necessary safeguards with regard to:

- sustainable use of natural resources;
- reducing the risk and impact of climate change and other hazards to communities;
- leading and managing disaster preparedness and their consequences; and
- the provision of meteorological services.

Paramount to the implementation of this plan is the commitment of the government, officers of the ministry and all our stakeholders including development partners, Non-Government Organizations and the Public at large. This commitment must be translated into resources and collaborative partnerships.

I thank the UNDP, Technical Consultant, Permanent Secretary and Staff of the Ministry for the effort you have put into clarifying, distilling and converting the overall intentions of the ministry into this Corporate Plan. Now that we have a plan in place, let us implement it, monitor and evaluate our actions, and make adjustments as appropriate because this corporate plan has to be a living document to maintain relevance and appropriateness as we face on-going and emerging issues in the course of the next three years.

Thank You.

Hon. Samuel Manetoali, MP

Revised March 2015

Note from the Permanent Secretary

Note from the Permanent Secretary



MECDM is a relatively young ministry initially created by a Cabinet decision in December 2007 comprising of the following divisions: Environmental Management, Climate Change and Meteorology. In 2010, a second Cabinet decision added the National Disaster Management Office to create the Ministry of Environment, Climate Change, Disaster Risk Management and Meteorology. MECDM's mandate is derived from both cabinet decisions and legislations. In the development of this plan we have distilled our mandate down that of a "safeguards" ministry to enable sustainable socioeconomic development in the Solomon Islands.

This Corporate Plan is the second one to be developed since its establishment and has been made possible through an institutional strengthening project called the Solomon Islands MECDM Capacity Development Project (SIMCAP), which is funded by the UNDP. The plan was developed through a rigorous process involving staff of the ministry at all levels. It benefited from the review of the previous corporate plan, inputs and suggestions from stakeholders within government and outside of it including NGOs, multilateral agencies and development partners, and was facilitated by an international consultant through the SIMCAP project.

To all who have assisted in one way or the other, I thank you most sincerely and in particular I thank UNDP for the financial support, Mr. Gilbert Veisamasama (Consultant), SIMCAP Project Management Unit and the staff of MECDM for your commitment and active participation in the development of this plan.

This Corporate Plan summarises the strategies and plans of the ministry to implement its safeguards mandate and functions in relation to the environment, climate change, disaster risk management and meteorology within the next three years. It will guide the delivery of our programmes; therefore, I invite all our stakeholders to support us implement it.

Thank you!

Background to the MECDM

1. Background of MECDM

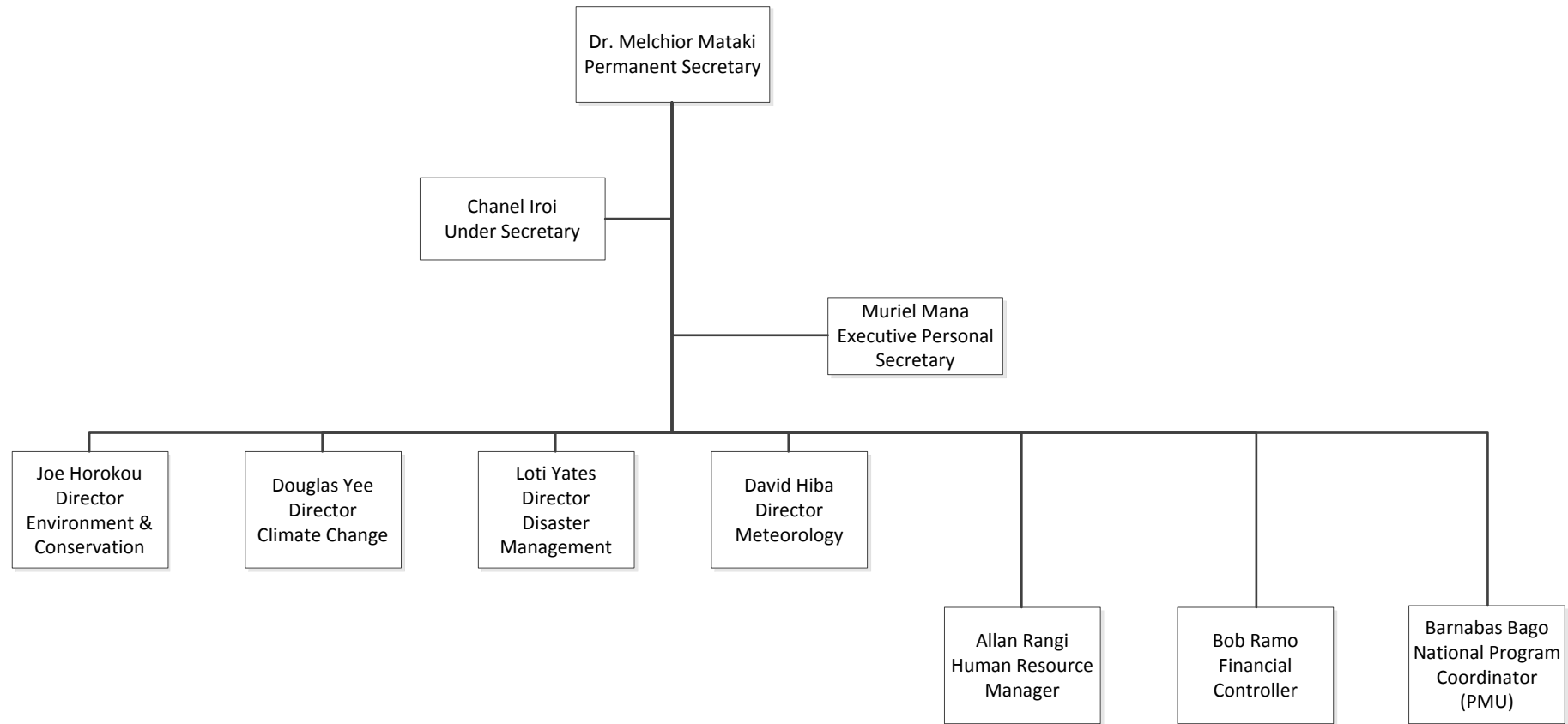
- 1.1 The Ministry for Environment, Climate Change, Disaster Management and Meteorology (MECDM) has developed a new Corporate Plan for the years 2015 to 2017 (now referred to as the “Corporate Plan 2015 – 2017” or “Corporate Plan”).
- 1.2 The Corporate Plan was developed using UNDP funded technical assistance through the Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology Capacity Development Project (SIMCAP). Work on developing the Corporate Plan was done by the SIMCAP Corporate & Human Resource Development Specialist, Gilbert Veisamasama Jr, a consultant from Fiji.
- 1.3 Development of the Corporate Plan utilised an inclusive process with participation and input from staff representing all levels within the Ministry. Two corporate planning workshops were held : the first for staff held on 16 and 17 October 2014; the second for senior management held on 4 and 5 November 2014. This is first corporate plan that has been developed involving staff other than those at the level of Deputy Director, Director, Under Secretary and Permanent Secretary. Input was also obtained from external stakeholders that the MECDM interacts with; both in the public sector and non-governmental organisations.
- 1.4 A review of the human resources capacity of the MECDM was carried out in February and March 2015, following development of the Corporate Plan. This is being used to develop a human resource development plan for the Ministry.
- 1.5 The Corporate Plan documents are presented as:
 - a) A “compact” Corporate Plan – presented in A3 format listing an introduction to the Ministry, the Ministry’s Vision, Mission and Strategic Goals;
 - b) A supplement to the Corporate Plan – which provides more detailed information to complement the compact Corporate Plan. Information included here includes a background to the MECDM, the Ministry’s organisation structure, the environment/context over the planning period, international treaties and conventions relevant to the MECDM, requirements of laws, government planning linkages and requirements, international obligations through conventions and treaties, strengths/ weaknesses/opportunities and threats, detailed strategies for the Ministry, performance indicators, and a description of the processes that were followed to review/develop the new Corporate Plan and related suggestions.

Organisation Structure

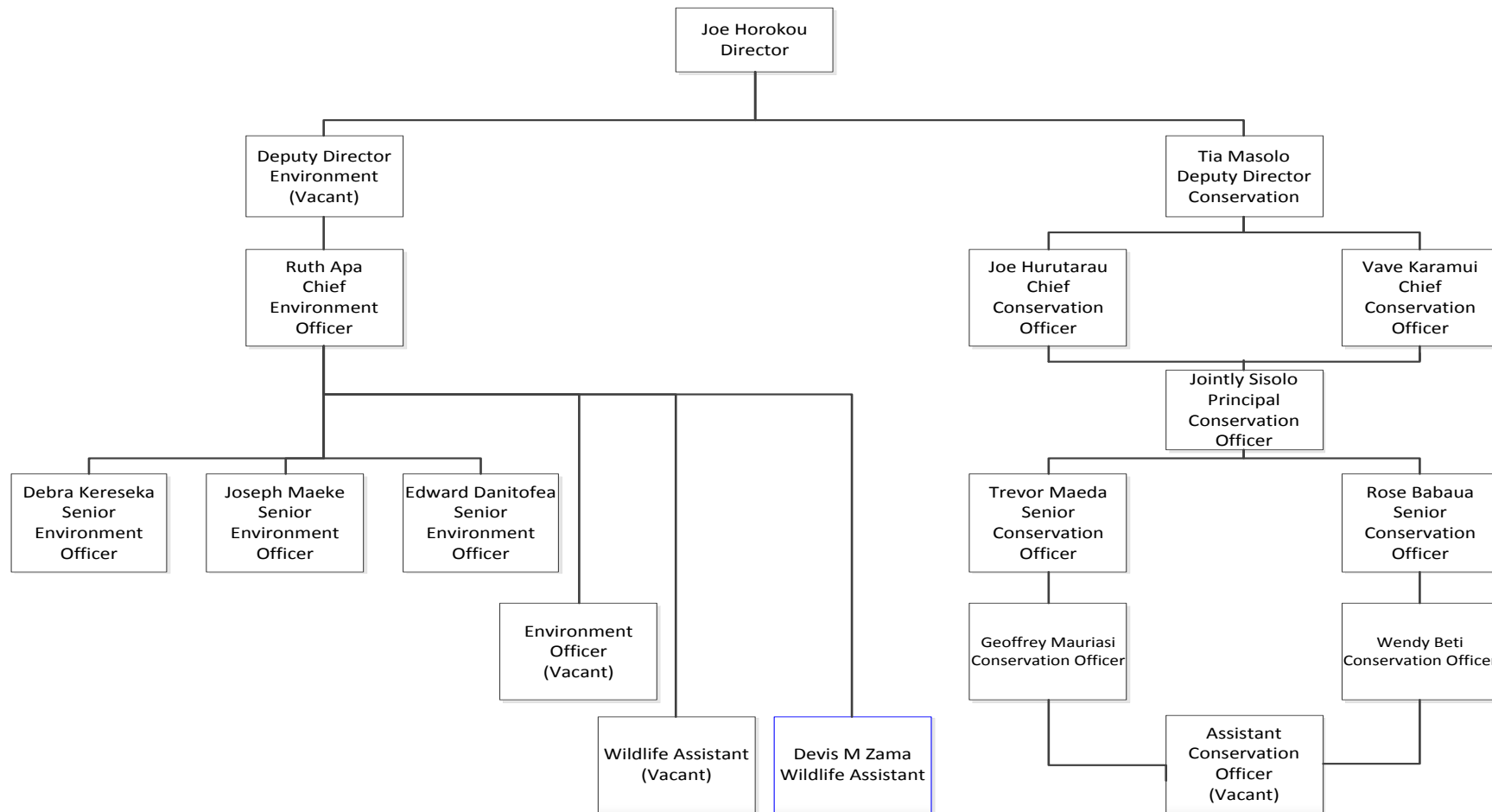
2. Organisation Structure

- 2.1 Having in place a suitable structure within an organisation is essential to facilitate delivery of strategies contained in that organisation's Corporate Plan. A review of the Ministry's human resource capacity is being carried out together with the development of a Human Resource Development Plan for the Ministry.
- 2.2 The current organisation structure and staff establishment at end January 2015 is provided below.

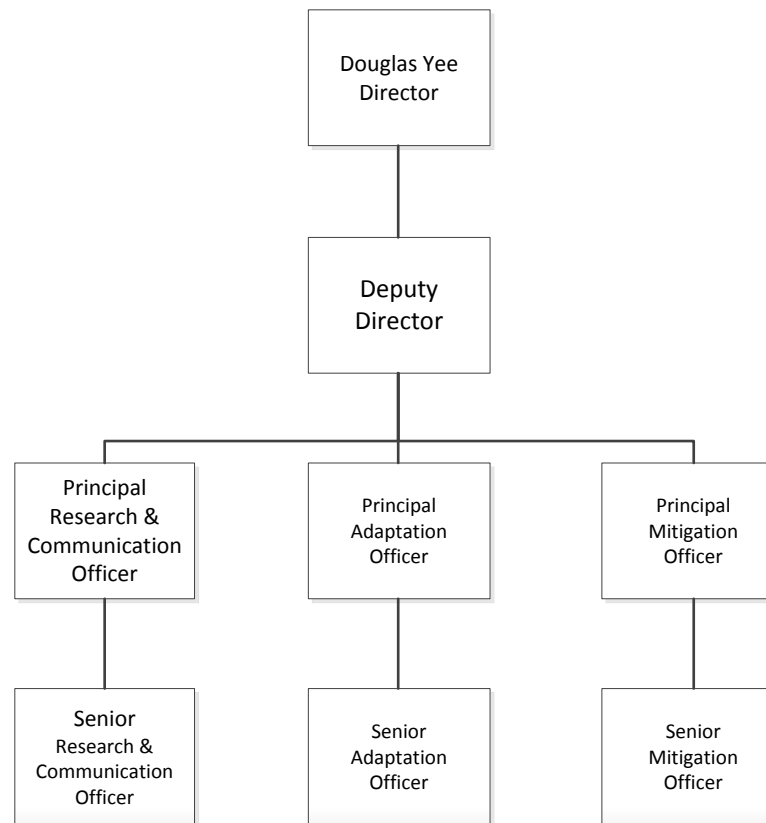
MECDM Executive Management



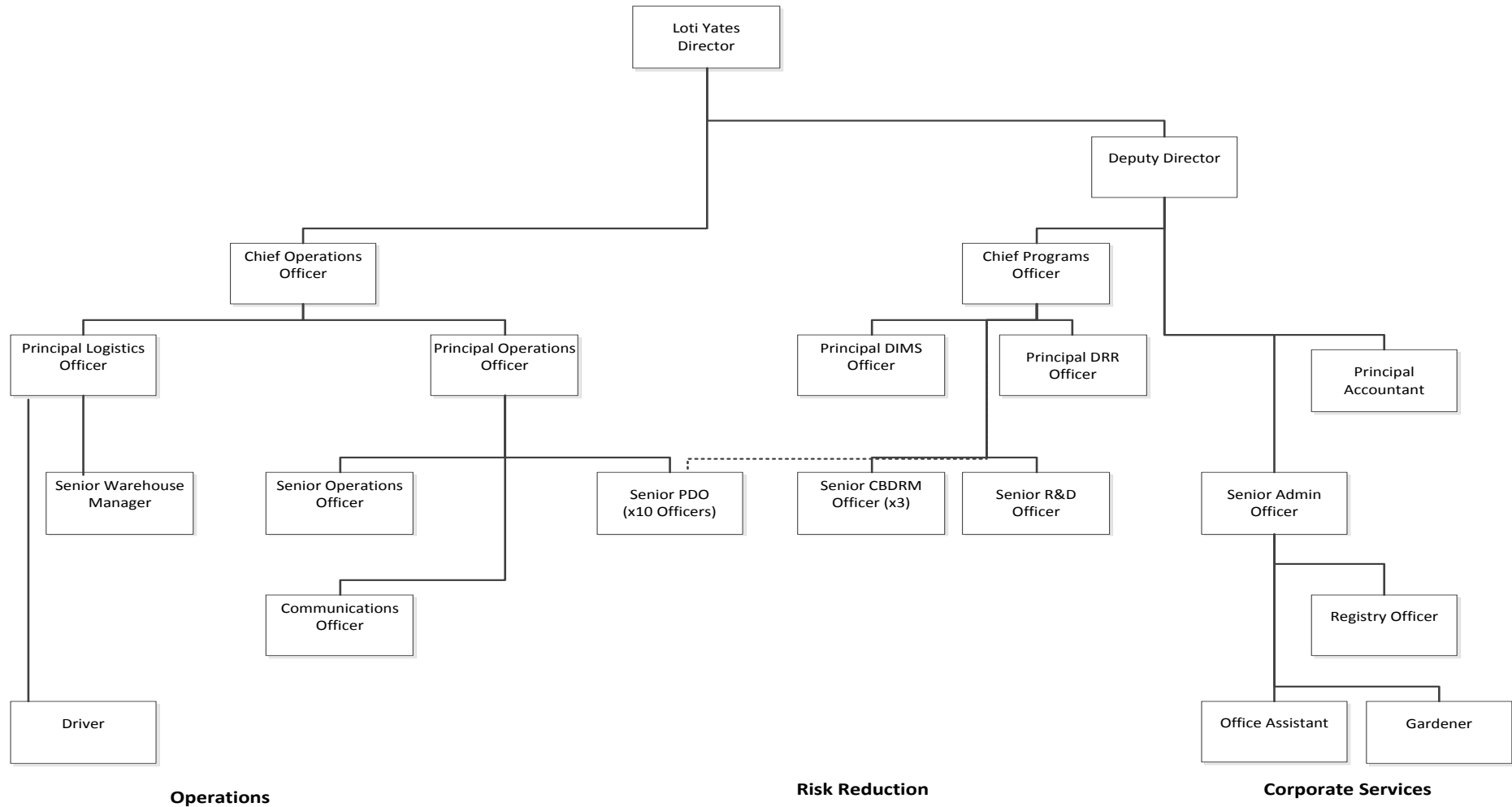
MECDM Environment & Conservation Division



MECDM Climate Change Division

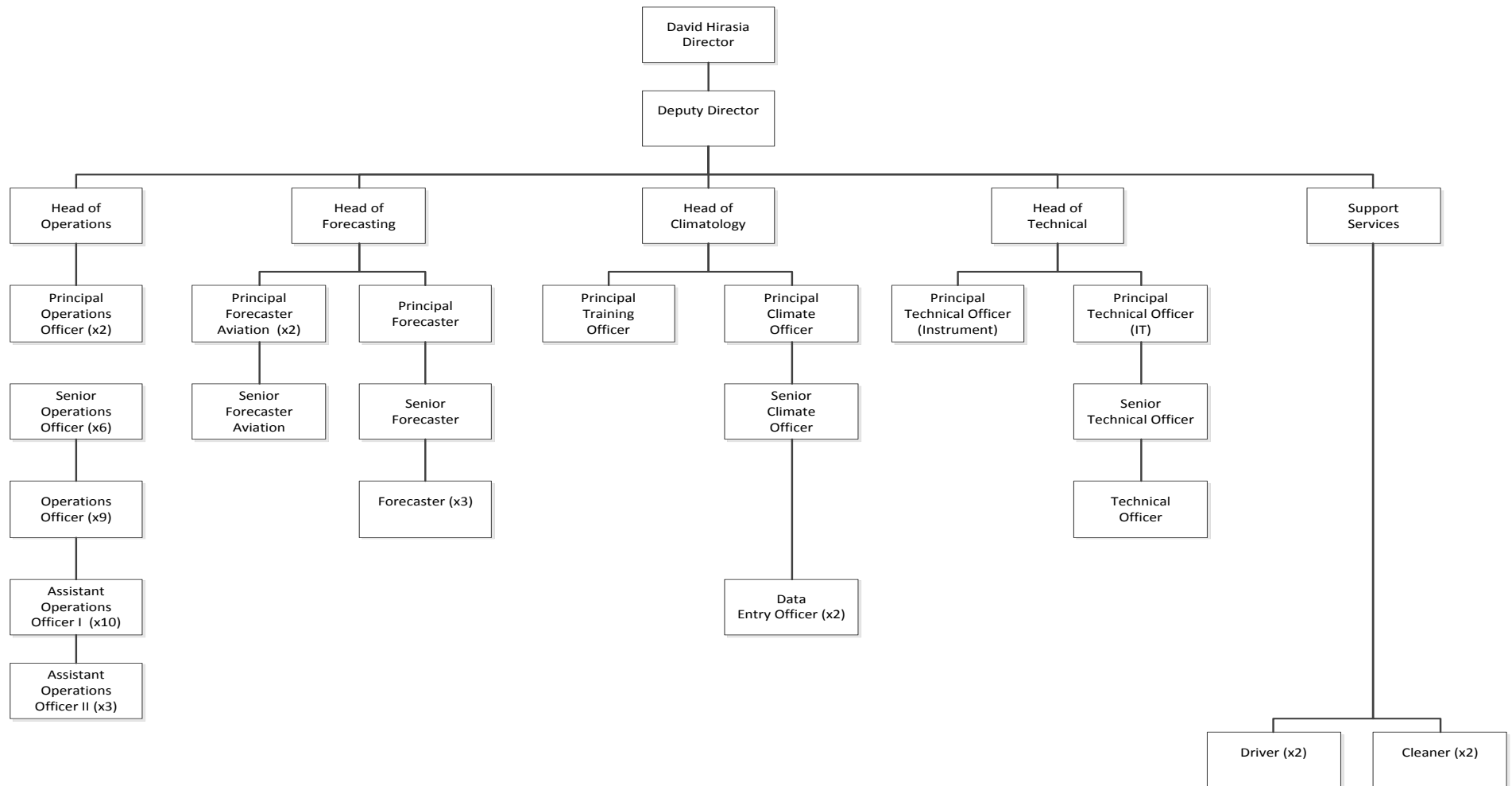


MECDM Disaster Management Division

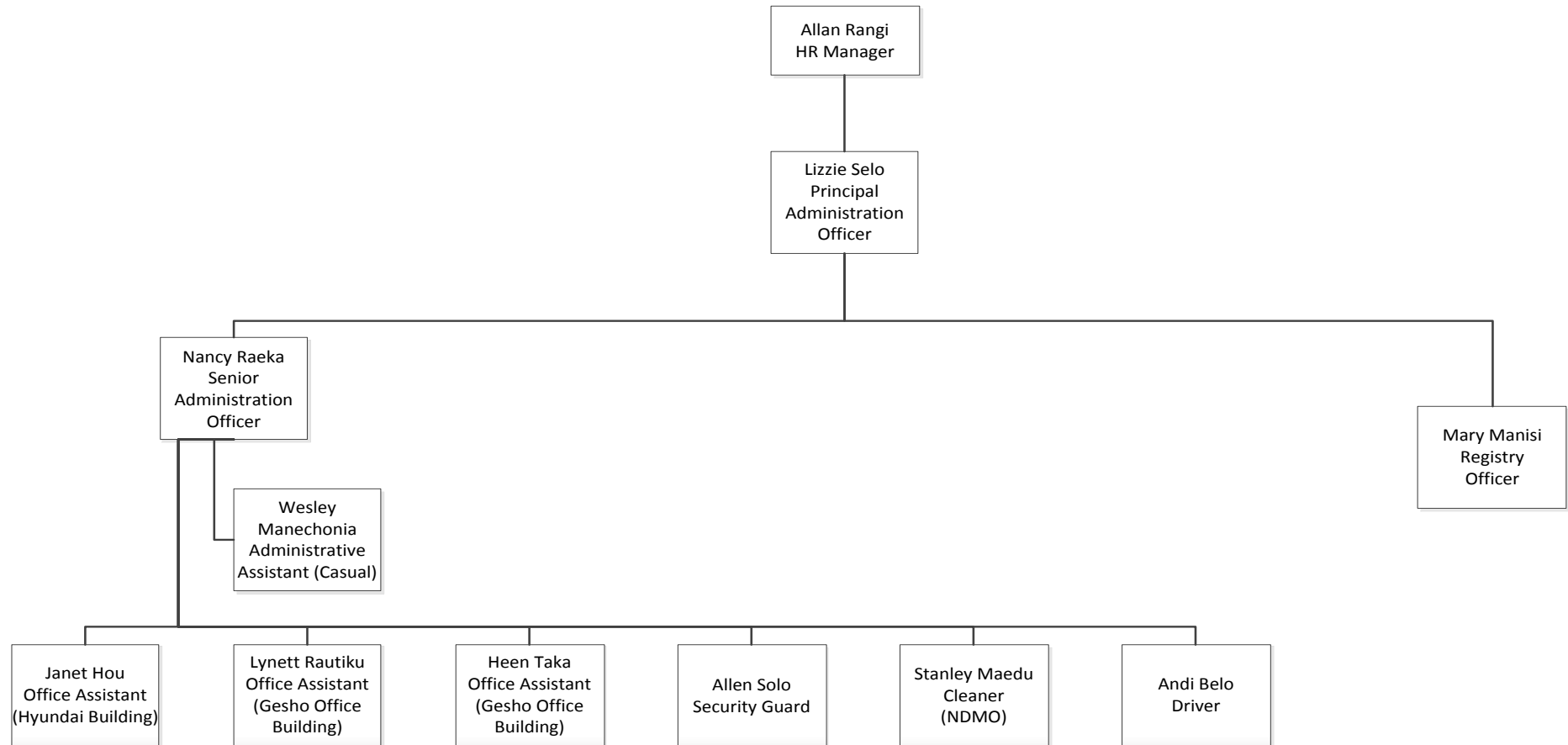


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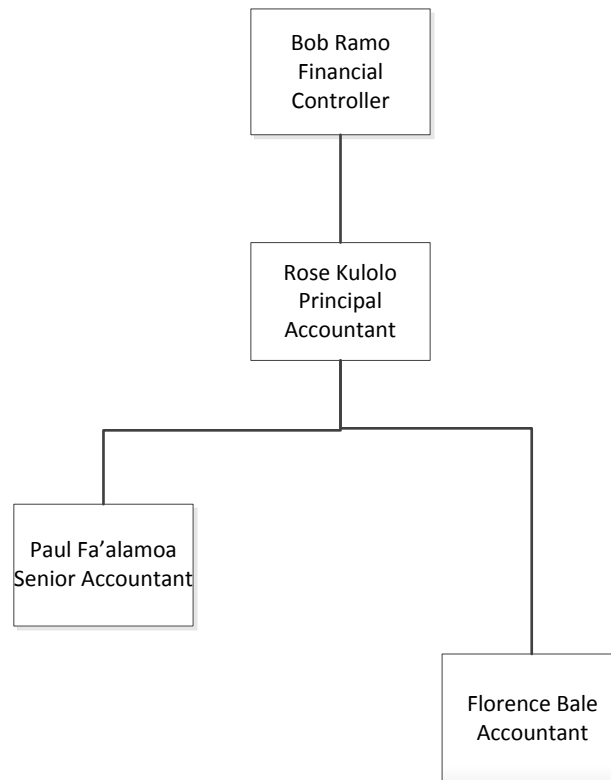
MECDM Meteorology Division



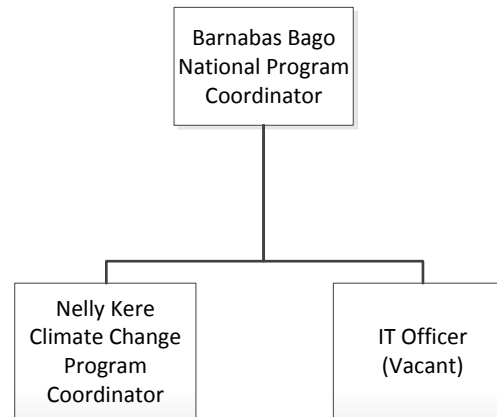
MECDM Human Resources Unit



MECDM Accounts Unit



MECDM Project Management Unit

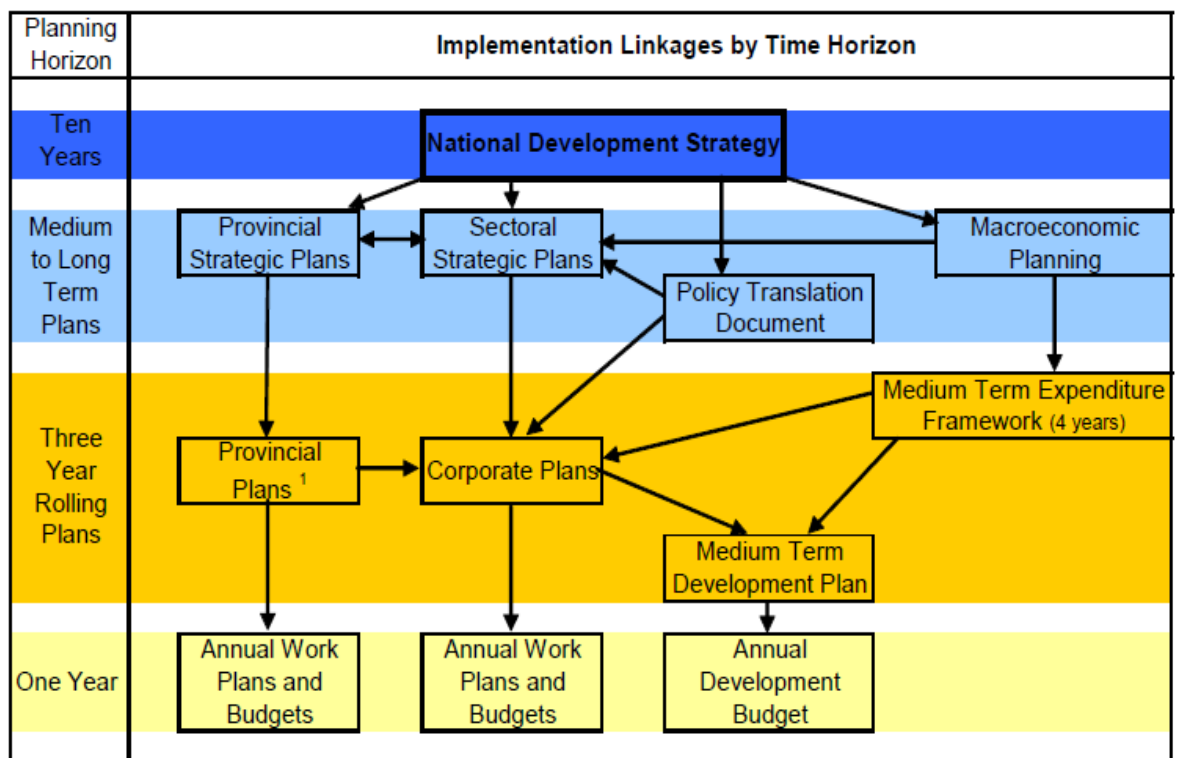


Linkage to Government Plans

3. Linkage to Government Plans

- 3.1 The MECDM Corporate Plan aligns with national development plans and priorities of Government. In the Solomon Islands, Government's national development plans are espoused in the *National Development Strategy (NDS)*, the ten year development plan of Government for the country, as well as the *Medium Term Development Plan (MTDP)*, Government's five year rolling plan.
- 3.2 To implement the NDS, Government also has *Policy Frameworks* and *Translation Documents*. The Democratic Coalition for Change Government that came into power in December 2014, issued a Policy Statement that outlines its policy directions during its term of office from 2015 to 2018.
- 3.3 Government's planning linkages are summarised in the following diagram which is taken from the NDS. This Corporate Plan is a "three year rolling plan".

Figure 1: National Development Strategy Implementation Linkages



¹ Provincial Plans are funded through the Corporate Plan of the MPGIS

- 3.4 In developing the MECDM Corporate Plan 2015-2017, all these plans, policy statements and directions and taken been taken into consideration and relevant strategies from them included.

- 3.5 Government has identified the following national Vision and Mission for the Solomon Islands in the NDS :

National Vision : “A United and Vibrant Solomon Islands”.

National Mission

“To:

- create a modern, united and vibrant Solomon Islands founded on mutual respect, trust and peaceful co-existence in a diverse yet secure and prosperous community where tolerance and gender equality are encouraged and natural resources are sustainably managed; and
- enable all Solomon Islanders to achieve better quality of life and standard of living for themselves and their families through constructive partnership for social, economic, political and spiritual development.”

- 3.6 The NDS lists an overarching theme of :

“To Build Better Lives for All Solomon Islanders”.

- 3.7 To implement the overarching theme, the NDS lists four major areas of focus. These are :

“a) To Build Better Lives for All Solomon Islanders

- Objective 1 : To Alleviate Poverty and Provide Greater Benefits and Opportunities to Improve the Lives of Solomon Islanders in a Peaceful and Stable Society.

b) Taking Better Care of all the People of the Solomon Islands

- Objective 2 : To Provide Support to the Vulnerable.
- Objective 3 : To Ensure that all Solomon Islanders have Access to Quality Health Care and to Combat Malaria, HIV, Non-communicable and Other Diseases.
- Objective 4 : To Ensure that all Solomon Islanders have Access to Quality Education and for the Country to Adequately and Sustainably Meet its Manpower Needs.

c) Improving the Livelihoods of all the People of the Solomon Islands

- Objective 5 : To Increase the Rate of Economic Growth and Equitably Distribute the Benefits of Employment and Higher Incomes Amongst all the Provinces and People of the Solomon Islands.
- Objective 6 : To Build and Upgrade Physical Infrastructure and Utilities to Ensure that all Solomon Islanders have Access to Essential Services and to Markets.

d) Creating and Maintaining the Enabling Environment

- Objective 7 : To Effectively Manage and Protect the Environment and Eco-Systems and Protect Solomon Islanders from Natural Disasters.
- Objective 8 : To Improve Governance and Order at National, Provincial and Community Levels and Strengthen Links between Them”.

- 3.8 The Objectives under the NDS that the MECDM contributes to are Objectives 5, 6, 7 and 8.

3.9 The strategies under the NDS that are relevant to the MECDM are listed in the following paragraphs, under the Objective they relate to.

3.10 Objective 5: Increase Economic Growth and Equitably Distribute Employment and Income Benefits

Development of Natural Resource Based Sectors	
Policy	Strategy
Promote sustainable use of natural resources to increase production, productivity, value added and rural incomes.	Forestry Aspects of National Population Policy Protect natural resources, environment and strive to adopt a holistic management approach for the country's forests by properly controlling the activities of the logging industry to achieve a better balance in the pecuniary and social benefits received by Government and resource owners.
	Tourism To sustainably increase tourism's contribution to economic development, replace previous focus on potentially unsustainable visitor numbers with tourism development based on higher yields through developing products and spend within the context of a thorough understanding of environmental sustainability and climate change.

3.11 Objective 6 : To Build and Upgrade Physical Infrastructure and Utilities to Ensure that all Solomon Islanders have Access to Essential Services and to Markets

Energy : Energy Sector Planning & Management	
Policy	Strategy
Ensure availability and efficient use of energy to achieve development goals of improving the livelihood and quality of life for all the people in the Solomon Islands.	Petroleum <ul style="list-style-type: none"> To reduce costs and protect the environment, ensure fuel conservation and efficiency in end use of petroleum products and that wastes are disposed of in an environmentally sound manner. Coordination of transport sector organisation, in the context of the Energy/Petroleum Act and relevant Transport Management Strategies, to maximise fuel efficiency in the transport sector and minimise detrimental environmental impacts.

3.12 Objective 7 : To Effectively Manage and Protect the Environment and Eco-Systems and Protect Solomon Islanders from Natural Disasters

Climate Change and Environmental Protection	
Policy	Strategy
<p>To integrate national environmental issues in a holistic way so as to adapt to climate change and variability, halt deterioration of the eco-systems, restore damaged ecosystems and ensure their survival in the long term to benefit Solomon Islanders.</p>	<p>Climate Change</p> <ul style="list-style-type: none"> • Mainstream climate change by raising awareness and understanding of government and non-government policymakers and the general public about climate change and its causes and consequences and build consensus to facilitate, coordinate and implement climate change enabling activities and establish a framework for integrating climate change considerations into national development planning and relevant sectoral policies. • Undertake vulnerability and adaptation assessments in identified provinces and communities and establish procedures for identifying climate change projects that meet national needs and for submitting them to potential donors to support establishment of management regimes to cater for effects of climate change, such as disaster preparedness and resettlement of small island communities. • Introduce policies and measures to establish a Designated National Authority to meet the requirements of the Kyoto Protocol for Clean Development Mechanism projects to reduce greenhouse gas emissions and secure related revenues, which may include: (i) carbon credit marketing as alternative to resource harvesting; (ii) taxation incentives to companies that meet targets of carbon emission into the air; and (iii) age limit to the importation of used vehicles to reduce carbon emission. • Conduct readiness activities for Reducing Emissions from Deforestation and forest Degradation and related conservation and sustainability measures (REDD+) and inform line ministries about the programme and carbon financing alternatives to logging, working with NGOs and CSOs on REDD+ compatible projects.

Climate Change and Environmental Protection (cont.d)	
Policy	Strategy
<p>To integrate national environmental issues in a holistic way so as to adapt to climate change and variability, halt deterioration of the ecosystems, restore damaged ecosystems and ensure their survival in the long term to benefit Solomon Islanders (cont.d).</p>	<p>Meteorology</p> <ul style="list-style-type: none"> • Improve Solomon Islands Meteorological Service capability in marine meteorological services, including forecasts and warnings, and improve capacity to forecast severe weather events, including tropical cyclones. • Enhance capacity to effectively utilise numerical weather prediction and tsunami models for prediction. • Establish and implement full operation Quality Management System for aviation weather services to improve services to domestic and international flights and meet the certification requirements of CAASI and the International Civil Aviation Organisation.
	<p>Conservation and Environmental Management</p> <ul style="list-style-type: none"> • Promote a holistic, sustainable approach to natural resources management addressing biodiversity, forestry, fisheries and marine resources and waste management, including through community governance regimes, and sensitise the population on dangers of environmental degradation through awareness campaigns in urban and rural communities concerning environmental laws, regulations and ordinances on the removing and harvesting of natural resources. • Support conservation and sustainable use of natural resources for food security and agriculture through integrated agriculture and land management strategies and the conservation and rehabilitation of agro-ecosystems. • To protect marine resources, review and draft relevant laws and regulations concerning marine resources, regulate commercial fishing in the Inner Slot of Solomon Islands and consider reduction of deep sea fishing that destroys marine resources in relation to economic returns to the country.

Climate Change and Environmental Protection (cont.d)	
Policy	Strategy
<p>To integrate national environmental issues in a holistic way so as to adapt to climate change and variability, halt deterioration of the ecosystems, restore damaged ecosystems and ensure their survival in the long term to benefit Solomon Islanders. (cont.d)</p>	<p>Conservation and Environmental Management (cont.d)</p> <ul style="list-style-type: none"> • To protect remaining forest resources and re-establish forests, sustainably manage logging extractions in the remaining forests, including through increased taxation, and emphasise reforestation to replace the depleted forest cover, with MFR leading a review of forestry acts in close consultation with provinces and resource owners. • Design regulations and enforce guiding principles on mining and other prospective mineral resources to avoid environmental degradation and potential soil erosions. • National government to prepare and enforce laws and regulations for conservation areas, national parks and sanctuaries on available customary and alienated land areas and marine reserves to manage and restore threatened flora and fauna and maintain biodiversity. • Establish research focus strategies to enable information on biodiversity to be collected and publish data on research findings. • To control solid waste disposal and protect both health and the environment, enforce existing legislation and develop and implement additional measures based on the principles of reduction, re-use and recycling of solid wastes.
	<p>Conservation and Environmental Management in National Population Policy Protect natural resources, environment and conservation by legislation to protect ecosystems and by implementing national environmental management strategies based on a holistic approach to conservation.</p>

Natural Disaster Risk Reduction and Management	
Policy	Strategy
Continually develop and maintain measures to support communities in reducing their risks and managing consequences of disasters	<ul style="list-style-type: none"> • To prepare for natural disasters, develop institutional frameworks based on the National DRM Plan and establish operational arrangements, including NDMO capacity and resources, which effectively address the impacts and operational demands of disaster events at national, provincial and village levels, including pre-location of facilities and equipment in places most at risk of natural disasters and plans to allow for related failures of communications. • Increase disaster awareness by programmes, including “risk maps” showing types of risk in each location, reaching all the people of the Solomon Islands and village disaster risk programmes leading to an expanding network of safe, sustainable, resilient villages across the provinces. • To address potential public order impacts, develop response capacity, including fire fighting and prevention, and land and marine based search and rescue, and in conjunction with other stakeholders maximise disaster risk management preparedness.

3.13 Objective 8 : To Improve Governance and Order at National, Provincial and Community Levels and Strengthen Links between Them

Border Security and Quarantine	
Policy	Strategy
Improve and sustain border integrity and security to protect the Solomon Islands	Protect Solomon Islands flora, fauna, bio-diversity and natural resource based sectors by containing and eradicating any pests, using methods based on bi-lateral and regional cooperation agreements and institutions supported by strengthened quarantine services, facilities and infrastructure to meet international standards and requirements of WTO, OIE and SPS.

3.14 Government has identified medium term priorities in its Medium Term Development Plan (MTDP) 2015-2019. MECDM also contributes indirectly to other priorities. The medium term priorities that are directly relevant to the MECDM are :

- **“Sustainable Economic and Rural Development**
 - **Productive Sectors:** through diversification, increased value added in environmentally sustainable productive activities providing a fair share of benefits for Government.
 - **Institutional Development:** to facilitate private sector activities, promote public private partnerships in utilities and infrastructure, and establish capacity and processes to mainstream environmental issues, especially climate change.

- **Governance**
 - improving quality of policies, programmes and activities and capacity of public institutions and servants to administer and implement them, including provinces and local government units;
 - increasing the efficiency and effectiveness in providing services to the people, including retaining experienced public servants, ensuring succession to senior posts and meeting training needs.

3.15 Strategies under the MTDP that directly relate to the MECDM include :

- **Sustainable Economic and Rural Development**
 - **Impacts on rural people**
 - NDMO Infrastructure Strengthening Program – program aims at providing better national coverage and more rapid and effective response to disasters.
 - This program runs from 2015 to 2018.¹
 - **Governance**
 - MECDM Office Environment Haus – program involves the construction of the new MECDM Office.
 - This program runs from 2015 to 2017.²
 - Disaster Housing Program – program aims at proposing policy and strategies for recovery and rehabilitation of housing destroyed or damaged by the earthquake, tsunami and flooding and to achieve housing reconstruction of affected people in their communities without the need for long-term temporary shelter.³

¹ Budget allocated in the MTDP 2015 to 2019 are as follows : 2015 : SBD5.418 million; 2016 : SBD8.121 million; 2017 : SBD8.121 million; and 2018 : SBD8.121 million.

² Budget allocated in the MTDP 2015 to 2019 are as follows : 2015 : SBD13.502 million; 2016 : SBD23.940 million; 2017 : SBD6.060 million.

³ Funded from SIG Development Budget as follows : 2016 : SBD30.931 million; and 2017 : SBD19.971 million.

- 3.16 From the Corporate Planning Workshops, staff and managers identified additional strategies that are to be considered during the timeframe of Government's MTDP. These are:
- a) Mainstreaming climate change with other relevant sectors;
 - b) Alignment of MECDM Sectoral Policies;
 - c) Rural development;
 - d) Water Sector Development Program;
 - e) Hydrology & Seismology to be integrated into MECDM;
 - f) Health & Medical Services :
 - In relation to early warning system;
 - Disease outbreak;
 - g) Adopt/include the minerals aspects of any relevant policy from Mines & Energy;
 - h) Disaster Risk Reduction Policy & Climate Change Policy;
 - i) Capacity building :
 - a. Individual (Staff);
 - b. Institution (MECDM);
 - c. Society (linkages to community).
 - j) Policies :
 - a. Conservation/environment;
 - b. Mainstreaming of laws, regulations and ordinances;
 - c. Review of NDC Act, SIMS Act
 - k) Advocacy
 - a. NDRMP 2010/Agreements

The Environment over the Planning Period

4. The Environment/Context over the Planning Period

- 4.1 An understanding of the context or environment in which an organisation will operate in over a planning period is critical to the development of a Corporate Plan that is realistic. Such a Corporate Plan takes into account developments in the environment – both current and that expected over the planning period.
- 4.2 The context/environment of the MECDM over the planning period has been identified to have the following features :
- Cost of doing business
 - an abundance of and changing regulations, high/inconsistent taxes and tax structures, etc;
 - high inflation rate;
 - high rental and land costs;
 - security issues in relation to doing business e.g. burning of Chinatown in the 2006 riots.
 - Costing
 - a need to be in line with Government Budget
 - Culture/Social/Other
 - cultural influence;
 - communities and community practices;
 - a need to ensure activities are in line with the local culture;
 - influence of modern culture and a loss of cultural practices;
 - diversity in culture and ethnicity;
 - increased violence;
 - a misinterpretation of human rights;
 - an increase in the population, which contributes to an expansion in the Ministry's responsibilities;
 - squatting and land issues influence on culture and social matters;
 - security;
 - occurrence of climate change, disasters and epidemics;
 - influence of laws on culture.
 - Land issues
 - legality and illegality of land used;
 - a demand for disaster free land areas;
 - location i.e. accessibility.
 - Investors access
 - into mining, fisheries, logging, local/international production.

- Political issues
 - a need to be in line with government policies;
 - the lack of political will;
 - political instability (i.e. riots and ethnic tension);
 - changes in government and their impact on policies;
 - political influence;
 - decision making.
- Technology
 - a lack of qualified personnel/equipment;
 - the high cost of technology;
 - the lack of technology experts;
 - a need for training on use of technology;
 - loss of jobs due to improvements/advancements in technology;
 - low performance;
 - a need for more effective communication;
 - green energy.
- Wider economy
 - the issue and need for sustainable development;
 - delays in service delivery;
 - shift from logging to mining;
 - an inadequate transport system and markets for goods;
 - transportation – traffic jam problem within the Honiara city area;
 - a heavy reliance on imports;
 - the need for a strong economic base;
 - a high/increasing unemployment rate;
 - a high inflation rate.
- Other
 - the influence of investors on politicians;
 - civil servants feel that they are not adequately compensated in relation to inflation, etc;
 - borrowing from moneylenders as civil service pay is not adequate (i.e. a breach of standing rules for civil servants not to borrow from any other providers apart from banks);
 - people spending money before they earn it;
 - staff cannot focus on work as they are preoccupied with trying to live/dealing with day-to-day activities/looking for money/paying off debts from moneylenders;
 - cargo cult mentality;
 - the influence of the “wantok system” – can be both positive and negative;
 - buy-in by politicians regarding things that MECDM wants to implement and changes that MECDM wants to introduce;
 - outdated government processes.

- 4.3 The environment in which an organisation operates is not static – it changes over time. It is important that the MECDM continues to review the environment in which it operates (both current and future) to see whether changes will occur. Changes to the environment/context will have an impact on the Ministry's plans.

Strategies

5. Strategies

5.1 The Ministry's strategies are divided into the following key result areas :

- Environment;
- Climate Change;
- Disaster Management;
- Meteorology; and
- Corporate Services.

The key result areas are also the functional areas through which the Ministry has been divided.

5.2 Whilst the Corporate Plan (A3 version) outlines the broad strategic goals of each of the Key Result/Functional Areas of the Ministry, this part outlines the detailed strategies that the MECDM will implement over the planning period.

5.3 The various Key Result/Functional Areas of the Ministry have specific sector plans that they need to implement. These are specific to the area that the Functional Area serves e.g. environment and conservation, disaster risk management, climate change and meteorology. The strategies contained in those plans have been taken into consideration in developing the Ministry's Corporate Plan. The specific sector plans that are in place include :

- a) National Environmental Capacity Development Action Plan;
- b) National Biodiversity Strategic Action Plan;
- c) National Waste Management Strategy;
- d) National Turtle Action Plan;
- e) National Dugong Action Plan;
- f) Coral Triangle Initiative National Plan of Action;
- g) National Disaster Risk Management Plan 2010;
- h) The National Climate Change Policy 2012 – 2017 (NCCP);
- i) The National Adaptation Programs of Action (NAPA);
- j) National communications to the UNFCCC (United Nations Framework Convention on Climate Change);
- k) National REDD+ Readiness Roadmap.

5.4 Strategies for KRA : Environment include :

- Improve collaboration and partnership between stakeholders at local, provincial, national, NGOs and CBOs;
- Promote public awareness and education through effective and accurate programs and participation of stakeholders;
- Development and implementation of national policy/legislation;
- Promote and enhance the environment and social aspects of economic development in the country;
- Address the underlying causes of biodiversity loss by effectively and efficiently delivering mandates and developing incentives and subsidies to improve and enhance biodiversity management;
- Reduce direct and indirect pressures on biodiversity through ecosystem based management;

- Conduct ongoing biodiversity research and surveys;
- Enhancing and promoting the protection and restoration of biodiversity to safeguard ecosystems, native species and genetic diversity;
- Develop and implement guidelines for Environmental Impact Assessments;
- Ensure that pressures, impacts and mitigation measures of climate change are adequately supported and addressed to conserve biodiversity;
- Identify and protect areas of high conservation value;
- Promote and protect World Heritage Sites in the country;
- Implement measures to control international trade in wildlife;
- Establish a national monitoring database;
- Improve threatened species status;
- Apply ecosystem based approach to management of fisheries and other marine resources;
- Status of marine sea turtles and their habitats understood through research and monitoring;
- Establish and manage marine protected areas;
- Designate and manage priority seascapes;
- National and provincial legislations have provisions for the protection and management of marine turtles;
- Improve capacity within the turtle network for marine turtle protection, sustainable management, population research and monitoring;
- Effectively manage wastes to minimise or prevent negative impacts of uncontrolled and on-biodegradable waste on biodiversity;
- Develop policies to improve waste management and monitor pollution levels within the country;
- Waste characterisation and segregation;
- National and provincial waste management and coordination;
- Waste minimisation and cleaner production;
- Research and development on current system of waste collection and disposal;
- Effective awareness, communication and education on good and sound waste management practices;
- Encourage and promote private and public partnership in waste management.

5.5 Strategies for KRA : Climate Change include :

- Policy, Adaptation, Mitigation
 - Promote and implement the NCCP;
 - Utilise the CCD MTDPs as approved by MDPAC;
 - Participation in regional and international commitments, including implementation of frameworks and mechanisms as maybe established under those arenas;
 - Development and implementation of annual work plans;
 - Implement item areas in the CCD policy.
- Adaptation, Mitigation
 - Coordinate and manage climate change programs and projects efficiently;
 - Implement strategies from National REDD+ Roadmap;
 - Promote and support proposals for climate change interventions.
- Adaptation
 - Fulfilling the NAPA.

5.6 Strategies for KRA : Disaster Risk Management include :

- Strengthen governance and administrative capacity of NDMO
 - Strengthen NDMO administrative processes;
 - Undertake staff capacity building/development to ensure that they are adequately skilled to carry out their work;
 - Develop an appropriate insurance coverage scheme for staff to be utilised in times of a disaster.
- Review National Disaster Council Act 1989 and National Disaster Risk Management Plan 2010;
- Carry out advocacy and awareness activities to ensure commitment and resilience
 - For parliamentarians, politicians and partners;
 - For communities.
- Support the integration of disaster risk reduction into sector plans
 - Integrate risk agenda into sector plans;
 - Integrate disaster risk planning at community level.
- Utilise established arrangements and policies to manage disasters
 - Strengthen national and provincial emergency infrastructure;
 - Strengthen national and provincial emergency operations arrangements;
 - Develop hazard specific contingency plans at national and provincial levels;
 - Strengthen communication arrangements with partners.

5.7 Strategies for KRA : Meteorology⁴ include :

Aviation weather services are improved :

- Develop and implement a quality management system (QMS) (procedures and standards for aviation weather services including TAF and verification schemes, METAR and SPECI);
- Develop long-term agreements between SIMS and relevant national aviation authorities on implementation of QMS for aviation weather services including TAF and verifications, METAR and SPECI;
- Put in place and use appropriate equipment and communication systems for aviation weather services including TAF, METAR and SPEC;
- Develop formal inter-agency agreements relating to provision of aviation weather services, including contingency measures in case of natural disasters and other disruptions to service (for example between SIMS and the Fiji Meteorological Service/RSMC Nadi);
- Coordinate with relevant national aviation authorities to ensure that national legislation related to aviation weather services are harmonised and aligned with ICAO provisions;
- Develop cost recovery policy at a national level for aviation weather services;
- Cooperate with volcanic observatories and developed countries' NMSs to develop advisory messages and test these for operational use for issuing SIGMET as necessary for the aviation industry;
- Conduct studies to evaluate and demonstrate the socio-economic benefits of aviation weather services to the development of a national economy.

Marine weather services are improved.

- Strengthen relationships between SIMS and relevant marine agencies, for example through developing agreements with port authorities about the way that SIMS will provide weather services to support shipping and inter-islands boat operations;
- Review all services and standard operating procedures that affect mariners;
- Develop products and conduct public education programmes for inter-islands boat operators and users of small craft on the delivery and use/ interpretation of weather forecasts and warnings;
- Provide relevant information for search-and rescue operations;
- Take appropriate actions to improve coordination of marine meteorology and oceanography programmes;
- Put in place systems to improve delivery of marine weather services, including:
 - meteorological and oceanographic data and products;
 - tools and techniques such as forecast of wave period and probable wave height for predicting storm surges and waves;
 - guidelines for "good-practices-approach" on methodologies for hazard data, metadata and mapping tools for storm surges and other marine meteorological hazards.
- Take appropriate actions as advised by WMO bodies such as JCOMM to improve marine weather services;
- Increase collection and dissemination of marine weather reports to and from small boats traversing between islands;

⁴ Taken from the "Pacific Islands Meteorological Strategy 2012–2021".

- Support studies on socio-economic benefits of marine weather services;
- Coordinate and support tsunami early warning system among national agencies and stakeholders, in cooperation with the IOC/ICG/PTWS.

Public weather services are improved.

- Put in place ways to improve public weather services at national levels, including :
 - Making use of new tools and technologies;
 - Providing institutional support for receiving technical assistance and capacity building.
- Implement ways to improve the presentation and usefulness of public weather services, including:
 - Dialogue with the full range of users of public weather services (including women, children, and vulnerable communities);
 - Putting in place services tailored to user/community needs;
 - Developing infrastructure to better disseminate weather information;
 - More effective public weather presentations for radio, TV and other media;
 - Communications/media training;
 - Public education and awareness programmes.

Multi-Hazard Early Warning Systems (MHEWS) for tropical cyclones, storm surges, waves and tsunami are implemented and improved.

- Establish and/or strengthen MHEWS and ensure that they are integrated into government policies at national and community levels;
- Conduct inventories and needs analyses of national MHEWS;
- Develop hazard response plans and standard operating procedures for MHEWS at national and community levels;
- Develop and implement comprehensive programme for community awareness and preparedness;
- Provide back-up systems/redundant systems for detection and warning;
- Install and/or upgrade technological processes, tools and techniques to improve capability of national MHEWS;
- Provide a national contribution towards a database for cyclones;
- Build the link between THORPEX TIGGE and the Severe Weather Forecast and Disaster risk reduction Demonstration project (SWFDDP) for the Pacific Islands region;
- Support studies on socio-economic benefits of MHEWS.

Improved early warning system for floods (EWS-Floods) :

- Joint programmes with NDMOs including conduct public awareness, education and analyses of socio-economic impacts of floods and benefits of EWS-Floods;
- Strengthen relationships between SIMS and hydrological agencies that may have responsibility for issuing flood warnings;
- Identify hydrological monitoring resources (satellite etc) that may aid in flood warnings;
- Support studies on socio-economic benefits of EWS-Floods.

Climate information and prediction services, including drought prediction are improved.

- Develop SIMS strategies for delivery of climate services at national and local community levels, reflecting implementation of GFCS;
- Establish and/or strengthen climate services and drought predictions at national level;
- Ensure climate services, including drought prediction, are integrated into government policies at national and community levels;
- Develop operating procedures for climate information and drought prediction at national and community levels;
- Install and/or upgrade technological processes, tools and techniques along with human resources, to improve capability of national climate and drought prediction schemes;
- Establish drought early warning system including end-to-end system of data collection, advisories and product dissemination;
- Utilize ENSO, Monsoons, ITCZ and MJO related products and services at the national and local levels (with appropriate training);
- Establish and organise regular dialogue between SIMS and users of climate and drought prediction services;
- Put in place processes and tools for translating requirements of users of climate and drought prediction services into information and products that are tailored to local needs;
- Conduct public education or awareness activities on climate prediction and services, including forecast confidence and uncertainty;
- Develop capacity to be able to provide information on sea level, storm surge, tropical cyclone activity, etc, and strengthen ties with sea-level monitoring projects;
- Develop national “talking points” on local effects of climate change, particularly sea level rise, precipitation changes, etc;
- Promote the benefits of GEOSS at the national level;
- Advocate among national government Ministers for membership with GEO;
- Support studies on socio-economic benefit of climate services and drought prediction schemes;
- Develop national programmes/plans for climate data rescue and preservation;
- Digitising paper records of climate data;
- Electronic digitising (with appropriate software) or key entry of climate and hydrology data;
- Develop climatology data policy.

Improved quality of observations and coverage of networks :

- Ensure that observing stations compile and transmit meteorological data / messages according to existing WMO regulations;
- Provide profiles of national observing systems for evaluation against WIGOS standards;
- Develop plan for implementation of WIGOS at the national level;
- Promote the WIS concept at the national level, including development of WIS implementation plans;
- Provide and sustain adequate observations with the required quantity and quality for all meteorological services (including climate);
- Improve quality of data and increase density of spatial data coverage (e.g. by resurrecting quiet stations in their respective networks);
- Promote investment of resources in the further development of ocean observing systems to address the increasing needs for climate applications and services;

- Provide for automated data stations;
- Coordinate with national communication administration on regulatory issues for meteorological related communications;
- RICs/RCCs to communicate with SIMS.

SIMS capacity building :

- Develop and implement operational plans for SIMS, with appropriate legislative mandate;
- Directors/PRs participate in high level national/regional/international meetings and advocate effectively for SIMS and improved services in the region;
- Participate actively in the PMC and articulate and document national mandates and requirements;
- Collect data and case study information on socio-economic impacts of weather and climate and the benefits of an effective SIMS.

Education, training and capacity development activities in the fields of meteorology, climatology are coordinated and improved.

- Promote the need for scholarships for meteorology and climatology studies at undergraduate and postgraduate level along with relevant technical training;
- Promote opportunities to include weather and climate teaching topics into primary/secondary school level curricula;
- Identify suitable qualified personnel, reflecting the principle of gender equality:
 - To join the SIMS as a career path;
 - For training to meet the minimum education and experience level for the "Secondary Level AMP Competence Description and Related Criteria" for AMO and AMF;
 - For training to qualify as meteorologists, meteorological technicians, climatologists, climatological technicians.

Enhanced strategic partnerships and collaboration with UN, regional and national organisations and agencies :

- Maintain and build national level partnerships with donor agencies;
- Maintain and build national level partnerships with technical support agencies, particularly in relation to climate change and disaster management;
- Develop national level project proposals and support regional project proposals.

5.8 Strategies for KRA : Corporate Services include :

- Oversee compliance with international treaties and conventions, including regional agreements;
- Oversee linkages with the implementation of relevant parts of Government's national development strategy, medium term development plan, and other inter- and intra-Ministry plans;
- Develop and implement a human resources development plan;
- Develop a performance management system for the Ministry;
- Develop a relationship management policy to manage relations with all stakeholders including the Minister, other Government Ministries, donors, NGOs, targeted geographical communities (including a community engagement policy) and the general public;
- Review contracts policy to counter conflicts of interest;
- Develop an ethics policy for managers and staff within the Ministry, in addition, to the public service standards applicable to all civil servants⁵;
- Implement Financial Management Act requirements;
- Maintaining financial records, budgets, preparing financial reports;
- Management of funds allocated to the Ministry from Government/Ministry of Finance;
- Develop project management capacity within the Ministry;
- Develop and implement a coordinated approach to seek funding assistance for the Ministry's programs
 - Ensure that funding is available on time;
- Put in place a good system to manage donor funding and related obligations;
- Design and establish an appropriate information management system for the Ministry covering management information, human resource information and finance-related information.

5.9 Strategies common to all functional areas include :

- Cultivate and strengthen relationships with partners and stakeholders;
- Contribute to Government and the Ministry's corporate and annual planning and budget processes;
- Comply with requirements of relevant national laws, international conventions and treaties;
- Contribute to the review and development of up-to-date laws relating to functional area;
- Develop, implement and review other specific plans relevant to functional area;
- Ensure progressive, modern and operational effectiveness and efficiency;
- Contribute to the identification of human and other resource needs and their optimal deployment;
- Carry out community awareness programs;
- Implement relevant parts of Government's national development strategy, medium term development plan, and other inter- and intra- Ministry plans.

⁵ To address bribery, corruption, conflict of interest and other ethics issues

Performance Indicators

6. Performance Indicators

6.1 Performance indicators are used to measure how an organisation has fared. In the context of a Corporate Plan, it allows an organisation, and its stakeholders, to measure how it has done against what it had planned to do.

6.2 Performance indicators developed at a macro level for an organisation will need to be cascaded down into the work of the functional area it relates to. In reality, these performance indicators can be brought down to the level of individual staff and utilised to measure their work performance. Provided below are the Performance Indicators for the MECDM listed by Key Result Area.

6.3 For Environment :

- International Treaties/Conventions and Regional Agreements
 - Strategies align with regional and international agreements on Meteorology;
 - National legislative frameworks incorporate the conventions' fundamental/important requirements.

- Institutional and administrative arrangements
 - Relevant amendments incorporated into Wildlife Protection and Management Act and Environment Act;
 - Administrative capacity of ECD enhanced.

- Biodiversity protection and conservation
 - Biodiversity surveys conducted;
 - Areas of conservation values identified.

- Waste management and pollution control
 - Waste minimised in all aspects of development;
 - Incentives provided for waste management activities.

6.4 For Climate Change :

- International Treaties/Conventions and Regional Agreements
 - Endorsement and implementation of the Strategy for Climate and Disaster Resilient Development in the Pacific (SRDP);
 - Implementation of NAPA and its revision through project developments;
 - Endorsement and Submission of Second National Communication to the UNFCCC;
 - Undertake Third National Communication to the UNFCCC and subsequent communications;
 - Participation in regional and international forums;
 - Implementation of decisions under regional and international treaties and conventions;
 - Implementation of frameworks and mechanisms as maybe established under regional and international treaties.

- Policy and legislative framework
 - Climate change legislation is developed;
 - Components and thematic areas in the National Climate Change Policy are implemented;
 - Climate change considerations treated in relevant legislations and policies administered by other line ministries and departments through reviews;
 - Annual Work Plans successfully implemented.

- Adaptation Activities
 - Number of projects worked on/implemented e.g. SWOCK, PACC, PHRD, PRRP;
 - National Vulnerability Database System established and utilized;
 - Ecosystem-based Adaptation promoted and implemented based on the REDD+ Readiness Roadmap.

- Mitigation Activities
 - GHG inventories undertaken on periodic basis;
 - Fulfillment of REDD+ Readiness Roadmap;
 - Implementation of renewable energy programs;
 - Green growth by 2017.

- Awareness
 - Production of materials;
 - Number of reach-out programs undertaken;
 - Risks mapping for communities completed;
 - School curriculum on climate change developed.

6.5 For Disaster Risk Management :

- Compliance with requirements of International Treaties/Conventions and Regional Agreements

- For strengthening governance and administrative capacity of NDMO :
 - Staff and management are adequately skilled to deliver the work required of them;
 - Administrative processes are up-to-date and suitable for NDMO's operations;
 - A good mechanism for funds accountability at Provincial level is in place;
 - Insurance package for public officers and volunteers on deployment during disasters is in place.

- On the review of the National Disaster Council Act 1989 and National Disaster Risk Management Plan 2010
 - Disaster risk management legislation is implemented;
 - Disaster risk management plan is updated and implemented.

- On carrying out advocacy and awareness activities to ensure commitment and resilience
 - Improved community awareness and engagement.

- For supporting the integration of disaster risk reduction into sector plans
 - Risk agenda are integrated into 4 sectors (health, agriculture, education and infrastructure);
 - Disaster risk reduction plans are introduced, implemented and supported by NDMO and partners at provincial and community level.

- Utilise established arrangements and policies to manage disasters
 - Deployment actions during disasters are timely and have the desired impact on communities;
 - Provinces provide leadership during emergencies;
 - National clusters' guidelines and Standard Operation Procedures (SOPs) are implemented;
 - National Emergency Operations Centre (NEOC) and Provincial Emergency Operations Centres' (PEOC) infrastructure, processes and systems are strengthened;
 - Hazard specific contingency plans are implemented at national and provincial levels.

6.6 For Meteorology :

- International Treaties/Conventions and Regional Agreements
 - Strategies align with regional and international agreements on Meteorology.

- Policy and legislative framework
 - Tsunami warning included in Meteorology Act;
 - QMS included in Meteorology Act.

- Aviation weather services are improved
 - Quality Management Systems
 - 90% reports sent on time;
 - CAASI Certification in place;
 - ISO Certification in place;
 - Data and Information Management System established and running;
 - Improved data archiving system;
 - Climate data digitised.
 - Aviation weather forecasts are provided daily.

- Marine weather services are improved
 - Marine weather forecasts and warnings are provided on time;
 - Tsunami warnings are provided on time;
 - Collaboration between various agencies regarding tsunami warnings is strengthened;
 - Oceanography services are provided.

- Public weather services are improved
 - Public weather forecasts and warnings are provided on time;
 - Public education and awareness is carried out;
 - Public weather forecasts are easily accessible.

- Hydro-meteorological Hazard services are improved
 - Standard Operating Procedures are developed and implemented;
 - Tsunami warnings are provided on time;
 - Flood warnings are provided on time;
 - Collaboration between various agencies regarding flood warnings is strengthened;
 - Appropriate technology and resources are acquired and used.
- Climate information and prediction services, including drought prediction, are improved
 - Climate and ocean services applied to Agriculture, health, water, infrastructure, energy and disaster risk reduction;
 - Climate early warning systems are strengthened;
 - Climate information is tailored to local needs;
 - Climate information and predictions are provided when needed;
 - Collaboration between SIMS and various users of climate information is strengthened;
 - Public education and awareness is carried out.
- Improved quality of observations and coverage of networks
 - Weather and ocean observation network is upgraded and expanded;
 - National observation systems is evaluated against WIGOS standards and improved;
 - WIS plan is developed and implemented;
 - Improved quality of data;
 - Automated data stations are sustained.
- Historical climatological data are preserved
 - Historical climate data is digitised and archived;
 - Climate data policy is developed and implemented.
- Enhanced strategic partnerships and collaboration with UN, regional and national organisations and agencies
 - Strategic partnerships and collaboration with the UN, regional and national organisations and agencies are strengthened.

6.7 For Corporate Services

- Corporate Planning and Monitoring
 - Corporate and project plans are up-to-date and implementation closely monitored with periodical reports sent to the Permanent Secretary, senior management and the Minister;
 - Corporate plans are realistic given resources available to the Ministry;
 - Contributions to national plans and other sector plans are done and on-time;
 - Donor support aligned with Government's national priorities and priorities of the Ministry.
- Project Planning and Management
 - Project outputs and outcomes deliver project objectives;
 - Project funds are utilised as planned.

- Human Resources
 - Ethics policy in place and implemented;
 - Human resource capacity recruited, developed and utilised in the right area given their skills/experience
 - Most suitably qualified/experienced staff recruited/filling each position;
 - Vacant positions are filled;
 - Training - Each staff to undergo technical training on their area of work each year.
 - Human resources adequately evaluated and compensated
 - 6 monthly staff appraisals done and necessary recommendations for remuneration and compensation looked into.
 - Measures to be taken against disciplinary issues;
 - Monitor staff attendance;
 - Relevant Human resource reports and information made available on time for decision making.

- Finance
 - Budgets linked to Corporate Plans prepared on time;
 - Utilisation of financial resources to be kept within budgeted levels;
 - Overshooting budgets kept to a minimum;
 - Receipts received on time;
 - Payments to be done on time;
 - Updated Asset information for the Ministry maintained;
 - Relevant financial reports and information made available on time for decision making.

International Treaties & Conventions

7. International Treaties & Conventions

- 7.1 The MECDM looks after areas subject to international treaties and conventions that the Solomon Islands Government has ratified. These treaties and conventions (including regional treaties and agreements) have commitments and obligations that a country or signatory need to meet. In terms of planning, those commitments represent strategies that need to be implemented over the planning period.
- 7.2 The international treaties and conventions that the country has ratified/signed up to include :
- a) relating to Environment
 - i. The United Nations Convention on Biological Diversity (UNCBD) – Entered into force on 29 December 1993. It has 3 main objectives:
 - the conservation of biological diversity;
 - the sustainable use of the components of biological diversity;
 - the fair and equitable sharing of the benefits arising out of the utilisation of genetic resources.
 - ii. The Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES).
 - iii. The Convention Concerning the Protection of the World Cultural and Natural Heritage (World Heritage Convention).
 - iv. The Stockholm Convention on Persistent Organic Pollutants (POPs).
 - b) relating to Climate Change
 - i. The United Nations Framework Convention on Climate Change (UNFCCC)
 - ii. The Kyoto Protocol
 - iii. The UN-REDD Programme - the United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries.
 - c) relating to Disaster Risk Management
 - i. Hyogo Framework for Action : A framework for action 2005 – 2015.
 - d) relating to Meteorology
 - i. Convention of the World Meteorological Organisation signed 11 October 1947
 - Originated from the International Meteorological Organisation (IMO) founded in 1873.
 - ii. IMO requirement to provide weather forecasts for the safety of ships.
 - iii. Annex 3 to the Convention on International Civil Aviation – Aviation Meteorology Service
 - Part 174 – Aviation Meteorological Service Organisation Certification.
 - iv. IOC/PTWS requirement to issue tsunami warnings.
 - v. International Standard ISO 9001 : 2008 – Quality Management Systems' requirements.

- 7.3 Regional treaties that the country has ratified/signed up to include :
- a) Relating to Environment
 - i. MSG requirement for environment/disaster risk management/meteorology and under humanitarian emergency response.
 - ii. Framework for Nature Conservation and Protected Areas in the Pacific Islands Region 2014 – 2020.
 - iii. The Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Trans boundary Movement of Hazardous Wastes within the South Pacific Region (Waigani Convention).
 - b) Relating to Climate Change
 - i. Strategy for Climate & Disaster Resilience Development in the Pacific (CROP).
 - c) Relating to Disaster Risk Management
 - i. Pacific DRM Framework for Action 2016(?)
 - d) Relating to Meteorology
 - i. Pacific Islands Meteorology Strategy, SPREP.
 - ii. Melanesian Volcanic & Seismic Network (Met & Disaster Risk Management).
- 7.4 The MECDM will continuously review the requirements of these international treaties and conventions, including regional treaties/agreements, to ensure any changes in commitments and obligations are ascertained with related amendments done to the Ministry's Corporate Plan.

Requirements of Laws

8. Requirements of Laws

- 8.1 The provisions of laws relevant to the MECDM will need to be met and therefore related actions/activities/obligations therein need to be included in the Ministry's Corporate Plan. Legislated provisions under laws are mandatory requirements and cannot be circumvented, except circumstances where the laws specifically allow such circumvention.
- 8.2 For the MECDM, the laws that govern the Ministry's areas of work include :
- a) Environment Act.
 - b) Civil Aviation Act 2008
 - Part 174 Civil Aviation Rules – Aviation Meteorological Service Organisation Certification.
 - c) Meteorology Act.
 - d) National Disaster Council Act.
 - e) Protected Areas Act.
 - f) Wildlife Protection and Management Act.
 - g) Essential Services Act.
- 8.3 Each manager and staff of the Ministry will need to understand the requirements of laws that their Division administers or is regulated by. Periodic roundtable discussions by each Division on relevant laws would serve to refresh each staff and managers about :
- the rationale for the law;
 - the powers provided to the Ministry by the law;
 - functions and responsibilities of the Ministry provided by the law;
 - obligations that needs to be met by the Ministry and other stakeholders under the law;
 - fines and other penal powers afforded to the Ministry by the law; and
 - regulations and other rules under each law.
- 8.4 The Ministry's Divisions will also be required to ensure that laws they administer are up-to-date to go in line with developments in the areas they regulate. Reviews of laws will be coordinated from the Permanent Secretary's office.

Views of MECDM's Stakeholders

9. Views of MECDM’s Stakeholders

[Source : SIMCAP Corporate & Human Resource Development Specialist’s individual meetings with stakeholders]

- 9.1 A good source of feedback or input on an organisation’s past performance, areas it can improve on, what should be its role including what it should focus on over a planning period, is the organisation’s stakeholders.

- 9.2 The comments/views/feedback were obtained from discussions with external stakeholders of the MECDM. Questions used to guide discussions at the meetings were :
 - What sought of services/interaction do you (i.e. the stakeholder) have with the MECDM?
 - How have things been in the past with respect to services provided by your contact area/section/Division at the MECDM? [Try to focus on strategic/corporate planning area but to leave open so that the stakeholder can raise any other issues they wish to do.]
 - We are developing a Strategic/Corporate Plan for MECDM for the next three years and would like to get feedback on :
 - Areas that MECDM should focus on over the planning period? What should be the functions/roles of the MECDM? What should it not do/focus on?
 - Are there areas of weakness or challenges that MECDM needs to be cautious about or need to improve?
 - Are there strengths to be maintained/boosted?

- 9.3 The comments/views/feedback were obtained from discussions with external stakeholders of the MECDM. Questions used to guide discussions at the meetings were :

How have things been in the past with respect to services provided by your contact area/Section/Division at the MECDM?

Stakeholder	Comments
Ministry of Agriculture, Extension Services	Just started collaboration with MECDM so it will take time to be able to comment on effectiveness of work.
Ministry of Development Planning	Planning process is still weak. Deadlines are not met by the MECDM and the MDPAC has had to shift deadlines. Need to improve planning and budget processes.
	There is a gap in technical capacity, project planning and implementation at MECDM. Last year, only 62% of its development budget was implemented. This year, only 28% has been implemented so far.
	MDPAC gets requests for virement of funds from MECDM. If planning/budgeting is good, then requests for virement will be minimised.
	Reporting of implementation of projects need to be improved.
	Aid Coordination Strategy is being drafted by MDPAC. This should improve donor/project coordination, once it is approved and implemented.

Stakeholder	Comments
Ministry of Development Planning (cont.d)	Disaster Risk Management needs to be incorporated into the Strategic Plan.
	A special fund needs to be allocated by the NDMO for disasters.
	Core function is left out while focus of the MECDM in the medium term is on infrastructure/building.
	Operations function of the NDMO needs to be improved.
Ministry of Finance, Procurement Unit	The MECDM is one of the Ministries that does not follow requirements for Procurement but is slowly learning how to do it. Procurement Unit has been conducting training for all Ministries.
Ministry of Fisheries, Fisheries	Environment Division function yet to set up in Provinces and currently utilises Fisheries officers in the Provinces. Being a new Ministry, MECDM has had to depend on Fisheries officers to do their work in the Provinces for most of the work of Environment Division. However, MECDM should work on putting resources out in the Provinces.
	Need improvement in meeting obligations with international requirements. Usually Fisheries is only told to give information/data when it is time for putting together a submission e.g. CITES, Whaling Commission. Line of communication is yet to be opened.
	The Permit Section of the MECDM is not adequately resourced as Fisheries receives complaints from companies that permits are slow to obtain. There is only one person processing permits at the MECDM. This is not good for companies that want permits quickly.
	The MECDM is carrying out EIAs hence there is a delay in getting some of these.
Ministry of Provincial Government	There are no officers in the Provinces (Environment & NDMO). They are located at Honiara. Provinces are recruiting their own staff to look at Environment/Disaster. There is a need to have disaster management staff out in the Provinces. The lack of staff in the Provinces may be a logistics issue.
	Coordination needs to be improved for disaster risk management. The role of clusters in disaster management needs to be clarified.
	No financial resources. Need to provide funds to Provinces so that they can use it in times of disasters. At present, they have to wait for funding when a disaster strikes.
	The MECDM does not have capacity/manpower to carry out its work.
	There is a need to coordinate all projects, e.g. for climate change, to avoid duplication of services between different Ministries.
	There is a need to go together as a team to approach donors for funding.

Stakeholder	Comments
Development Services Exchange (DSE)	DSE does not deal directly with the MECDM but encourages its members to work with the Ministry on environmental issues, climate change, etc. The DSE is an information sharing body – it shares information through stakeholder meetings.
	DSE is usually invited by the MECDM to attend consultations and shares information gathered from these consultations with its members. On national issues, the DSE organises its members to put together submissions necessary. During a disaster, the DSE gets information from the MECDM and sends them to its members and other stakeholders.
Adventist Development & Relief Agency (ADRA)	Established an emergency component from this year. ADRA uses NDMO materials for their DRR team going out to communities on disaster awareness/management. ADRA also works with NDMO staff. There are committees in communities to deal with disaster. Through NDMO, ADRA gets awareness and information.
Live & Learn	As far as PRRP is concerned, things are okay. The Permanent Secretary, MECDM, is well informed about the work being done by Live & Learn.
The Nature Conservancy (TNC)	MECDM is very responsive. TNC has a good relationship with MECDM who is very supportive of TNC's work.
World Fish	Contact with MECDM on the Coral Triangle project has been good.
	Environment Division deals with permits. Tried to get information on CITES. This has been possible due to support from MECDM staff.
	Stakeholders were involved in the development of the previous Corporate Plan but did not get much feedback as document was more or less put together already.
	MECDM and Ministry of Fisheries are World Fish's main partners in the Solomon Islands.
World Vision	Cannot comment on this otherwise they have a good working relationship with MECDM.
	MOU signed with MECDM on a project.
Asian Development Bank (ADB)	MECDM important for infrastructure projects, e.g. mining and disaster risk management.
	Disaster Risk Management set up is a bit too complex. Best to keep it simple.
	Most donors do their own assessments. MECDM probably does not have the capacity.
	MECDM has thin capacity with regards to resource management. This is also common across the whole of Government.
UNDP	Over the years, things have worked well. UNDP moved from giving MECDM funds to keeping them. UNDP would like to processes put in place to manage funds well.
	Government/MECDM to build capacity to be transparent with funding provided and its utilization.
	High turnover of staffing causing a need to retrain new staff.

Stakeholder	Comments
UNDP (cont.d)	Implementation of projects by MECDM has been an issue. The Ministry does not have the capacity as a result of staff turnover and inadequate resources. The UNDP has been funding some staffing positions that are then to be mainstreamed into the Government payroll.
	Need a coordination body to coordinate funds/projects. Under SIMCAP, there is a PMU to do oversight. PMU to then taken over UNDP's role.
	Sometimes project implementation is deferred/delayed as staff members are away.
	Coordination between line Ministries through MECDM is weak and needs to be strengthened.
	MECDM is very active and forthcoming but needs capacity building and to be resourced adequately.
World Bank	Need more better coordination in a disaster. People were heading off to do their own assessments during the April 2014 floods.
	Not much known about what is happening in the climate change area.
	Resource management with regard to mining and water management is a real challenge due to capacity/resource management demand.
	The capacity responsible for geo hazards is currently with the Ministry of Mines. Government is probably deciding whether it should go to MECDM.
	With regard to Meteorology, there were some issues with urban flood management – who is responsible for giving out warnings?
	All equipment for monitoring water levels of rivers have been lost.
	With present resources, MECDM has what is needed for meteorological services.

In developing its Strategic Plan, what areas should MECDM focus on over the planning period? What areas of weaknesses need to be improved? What areas of strengths can be maintained/boosted?

Stakeholder	Comments
Ministry of Agriculture, Extension Services	There are environmental issues where Extension Services wants to develop some agricultural areas. MECDM to zone out areas that is susceptible to damage.
	In the past, not much information was received from Meteorology Division but this is slowly improving.
	Could Meteorology Division reactivate meteorology centres in the Provinces who can feed data into the Met database?
	Noticed crops have started to behave in a funny way due to climate change. Extension Services could collaborate with MECDM to do required research in the area.

Stakeholder	Comments
Ministry of Agriculture, Extension Services (cont.d)	Noticed changes to traditional knowledge in terms of planting cycles/times for certain crops. If planting cycles continued as per traditional knowledge, then crops will not be good. Perhaps need to take/use new varieties of crops that are more resilient.
	Suggested that Meteorology Division collaborate with the Ministry of Agriculture for carry out basic meteorology training for Ministry of Agriculture staff on what various climate scenarios mean.
	A second workshop is to be done to clarify what areas/services MECDM can help with.
	If good weather forecasting is provided, it can help the Ministry Agriculture plan "boat" tours to the Provinces.
	If Meteorology Division can determine months of rainfall vs. dry weather to help Ministry of Agriculture draw up a planting plan for farmers.
	Need to break down data in the report (relating to the installation of automatic weather forecasting systems) so that it can be used by Extension Services and farmers.
Ministry of Development Planning	A lot of the areas MECDM is focusing on are linked to the laws they implement.
	NBSAP should be a guiding document with regard to working through some areas.
	MECDM to build capacity to be an implementing agency for GEF and Adaptation Fund.
	The MTDP has priorities for MECDM to focus on. With changes in Government/Ministries, there is usually a shift of priorities/work.
	Forestry logging licences are usually given by the Ministry of Forestry before development consent is obtained from MECDM.
	EIAs should be reviewed by a Committee and not solely by the Director of Environment.
	Only the NDMO submitted programs for the MTDP. Looks like there is weak coordination at the MECDM.
	Each Ministry should have a Budget Committee to ensure that work programs it bids for are a priority. A Ministry's submission should be a consensus from all Divisions.
	There are so many donors. Whether donor funds go to the people to affect their lives is a question.
	There is an improvement in early warning systems but there could be more. Meteorology and UNDP installing more early warning systems across Solomon Islands. Will provide important data for research.
Need to coordinate better with donors to be able to utilize funding available on national priorities of the Solomon Islands.	

Stakeholder	Comments
Ministry of Development Planning (cont.d)	MECDM is the focal point for international conventions. This comes with funding. MECDM to build capacity to be able to access funds itself.
Ministry of Finance, Procurement Unit	A lot of Ministries do not have a Procurement Plan. Procurement Unit conducting training on how to put together a Procurement Plan. MECDM did not submit a Procurement Plan. Procurement Plan needs to be linked to Corporate Plan.
	MECDM very slow in processing required tender documents. Turnaround time from MECDM is four weeks compared to a five day requirement from the Procurement Unit. Issue is a lack of capacity with other Ministries. Could be a resourcing issue - there are only three staff members in Accounts at MECDM.
	Things like record keeping and submissions are not properly done. Perhaps there is no system in place.
	Link to other technical Ministries to get information required for submissions may be an issue.
	In relation to recent disaster, no weather reports seen in Solomon Islands newspapers.
	People are not taking heed of warnings even though Meteorology has given out warnings.
	Environment is not well managed in the Solomon Islands. Still using plastic bags for grocery shopping. Other Pacific Island Countries now have in place laws the prohibiting use of plastic.
	Government not managing shores – e.g. dumping of soil to reclaim sea near Iron Bottom Sound Hotel.
	Policing/enforcement of laws need to be done?
	If there is a disaster, MECDM needs to be beefed up with resources from other Ministries to be able to deliver the work required of it. After the disaster, personnel can return to their Ministries.
	During/after disasters, people are hungry at times because payments are made late to them as a result of the Ministry not submitting the right paperwork to obtain funds from the Ministry of Finance.
	Need to have the right people who know how to do their work. MECDM needs to be resourced adequately (i.e. with the right skills) to be able to carry out its role.
	MECDM needs to control over fishing as it causes imbalances in the environment.
	Even though laws are in place, politicians also interfere with their implementation.
Need to protect things now – Environment is at the forefront of this.	

Stakeholder	Comments
Ministry of Finance, Procurement Unit (cont.d)	In future, Procurement Unit will expect submissions to acquire equipment to protect the environment rather than supplies/building of office e.g. those for weather forecasting, good researchers, testing water productivity.
	Need to carry out research to find out what flora and fauna has been made extinct due to over logging of areas.
Ministry of Fisheries, Fisheries	MECDM's role is mandated by law. They should focus on those roles but also keep resourcing in mind. National disaster risk management and climate change are important ones.
	There were complaints from the public when things were not done well in the recent disaster. MECDM should take on coordinating role in times of disaster. MECDM focuses on conservation while Fisheries looks at managing for utilisation of resources.
	There is not a clear cut division of responsibilities between Fisheries and MECDM i.e. whether Fisheries should focus on marine/fisheries while MECDM focus on terrestrial areas.
	Government has a Strategic Plan. To address areas in it through the MECDM's Strategic/Corporate Plan. Also need to observe/incorporate international organisation's requirements.
	Conflict of laws with regard to "research" permits. MECDM looks after "research" permits under the Protected Areas Act while Ministry of Education is responsible for issuing "all" research permits under the education laws.
	MECDM has a number of good projects going on in the climate change and biodiversity areas.
	MECDM can do more by focusing on certain areas only rather than doing too many things.
	MECDM attracts a lot of funding in relation to climate change, the Coral Triangle project, GEF.
Ministry of Provincial Government	Some staff should be allocated for climate change in the Provinces. Operations staff need to be out in the Provinces.
	Need to review utilisation of donor funds to ensure tangible results/outcomes in areas they were allocated to.
	Donor funds need to be properly coordinated.
	Need to see actual physical resources/infrastructure in place in the Provinces so that people can utilise them during a disaster.
	NDMO is doing okay as they have a hard task but need to coordinate things better.
	Environment has a lot of money coming in but need to properly utilise funding coming in. Is it capacity? Then it needs to obtain/build capacity.
	Work done in removing plastic – is it sustainable? Who will do it?

Stakeholder	Comments
Ministry of Provincial Government (cont.d)	Perhaps Environment Division does not have the required qualifications/experience to do the work e.g. EIAs. If they do not, then get expertise/capacity from outside.
	May need to look at dependency syndrome when trying to mainstream disaster risk management.
	"Blue and Green Environment" – what is it?
Development Services Exchange (DSE)	DSE not sure about what is in the current MECDM Strategic Plan.
	The main issues DSE deals with are climate change and disaster risk management. There was not good coordination in these areas. Previously, DSE was agreed to be the coordinating body to coordinate with NGOs. It was, however, not sure whether this was still the case. It would be better to have a good coordinating body.
	It would be good to have a good focal point. During disasters, victims were confused as to who was the contact point.
	Coordination is a very important issue during a disaster.
	Suggested that MECDM prepare a regular report so DSE's members can get an idea about what the Ministry is focusing on.
	DSE has CSO forums where Ministries can come and present their Strategic Plans so that NGOs can work along those plans.
	DSE suggested it would be good for consultants to have been organised through them so that NGOs could put together a collective response to issues.
	On the Strategic/Corporate Plan for MECDM, comments would have to come from members of the DSE through consultations.
	Suggested that DSE be kept in the loop for sharing information. For consultations/workshops, MECDM invites DSE. This should be maintained.
	For things at community/Provincial level, MECDM can work with DSE/members to assist the Ministry.
	Most NGO members of DSE are focused on conservation. If advance notice was given for Strategic Planning feedback, DSE could have contacted its members at community/Provincial level for input/comments.
	Would like to see MECDM and DSE work in partnership. Last month, DSE signed a MOA together with the Ministry of Rural Development where they will compare their strategic plans and look at areas where they can supplement/complement each other.
	Suggested that MECDM make its Strategic/Corporate Plan and Budget a public document.

Stakeholder	Comments
Development Services Exchange (DSE) (cont.d)	MECDM may have money but the CSOs have expertise that they could collaborate effectively. To map out areas (geographically) where each could provide services to avoid duplication.
ADRA	<p>Disaster Risk Management should focus on communities in the Solomon Islands that are subject to the most risk and vulnerability.</p> <p>Problem with land issues which make affected communities not able to relocate to other places.</p> <p>On awareness for schools, ADRA would like to see more emphasis coming out from MECDM in the areas of land use, deforestation and climate change. Live and Learn and World Fish are working on these areas.</p> <p>DRR is modelling programs through communities. Suggested that DRR be taught in schools, rather than working only through communities.</p> <p>MECDM not strongly backing forestry and logging work of NGOs. MECDM to promote environment for NGOs to make it easier for them to do their work.</p> <p>Remote geographic locations are the most vulnerable with regard to disaster risk management as they do not usually have any means of communication and are hard to reach in terms of logistics. Most of these places keep their traditional systems alive. This has made them survive over the years.</p> <p>MECDM should come up with a common DRR/climate change approach. Now some Government Ministries/NGOs are doing their own thing. Need a more coordinated approach to DRR.</p> <p>Government should allocate money for DRR preparedness and prioritise money for it – not only for Government but for NGOs as well.</p> <p>Government to help NGOs with accessing funds from donors/partners for projects. Some Ministries/NGOs/donors are looking at other things and not DRR.</p> <p>Government to assist NGOs with accessing renewable forms of energy for set up at communities (e.g. tariff reductions).</p> <p>There is a need for capacity building at MECDM. Funding from UNDP and EU are not accessed as MECDM did not have capacity.</p> <p>Staff need to understand procedures for accessing funds from UNDP.</p> <p>Strength : ADRA uses training capacity/tools of NDMO.</p> <p>Strength : ADRA uses human resources of NDMO for training</p> <p>Strength : MECDM assisted ADRA with getting tax exemption for a container at the wharf.</p>

Stakeholder	Comments
ADRA (cont.d)	Strength : NDMO has offices in the Provinces.
	Strength : Trying to get NGOs to help them with implementing things on climate change, etc. NGOs can source required staff if funds are available with regard to climate adaptation programs.
	There is a need to make clear the link between MDPAC and line Ministries. Some development budgets are with line Ministries e.g. climate change and agriculture in terms of food security. NGOs need to have a clear understanding of how they can source these funds. ADRA felt it was discriminated against compared to other NGOs when they assisted Government in disaster risk management using its own funds.
	A good structure to manage donor funds coming in, needs to be put in place.
	ADRA not aware about what is available at line Ministries but with Strategic/Corporate Plan, it can see areas it can tap into/assist with.
Live & Learn	There is a problem with logging. Government continues to allow logging. This is something that needs to be looked at in terms of climate change. Something needs to be done with regard to logging from a disaster point of view i.e. disaster risk management, climate change.
	MECDM should focus on risk assessment, looking at the whole of Solomon Islands. MECDM needs to look at disaster risk management plans/actions at Provincial level.
	Risk Governance needs to be looked at with the destruction of forests. This will require a big role of the MECDM over the next few years.
	Disaster Risk Management planning should have a longer term focus, particularly at Provincial areas so that at times of disaster, the person is there to do the work, rather than wait for Government.
	Governance at MECDM needs to be strengthened. Lines of responsibility at MECDM need to be clearer. There are some occasions of people not turning up to meetings saying that it is not their area of responsibility.
The Nature Conservancy (TNC)	MECDM should not focus on sites but should give directives to industries. This will help stakeholders to keep within that remit and make them accountable.
	Solomon Islands covers a very significant geographical area. If MECDM only focuses on certain geographical areas, it may neglect other areas given the limited resources it has.
	Some places in the Solomon Islands are very remote. MECDM should empower existing networks to work in those areas e.g. churches that already have a wide coverage in the country.

Stakeholder	Comments
<p>The Nature Conservancy (TNC) (cont.d)</p>	<p>Perhaps MECDM should have response centres located around the country. These should be the first point of contact during a disaster, before assistance arrives.</p>
	<p>Instead of waiting for a disaster to happen, Government should build relationship now with stakeholders and call on them during emergencies.</p>
	<p>Government should focus on national issues and the national economy rather than on geographical areas only.</p>
	<p>Government needs to empower indigenous organisations some of whose traditional values can be relied upon during disasters.</p>
	<p>Need to reduce dependency mentality to wait for aid/assistance during disasters.</p>
	<p>EIA statements are sometimes too technical. Need to make them more simple and community friendly.</p>
	<p>Perhaps need something in the pidgin language on terms/vocabulary used in climate change.</p>
	<p>More media awareness needed on disaster risk management and climate change issues.</p>
	<p>MECDM has some very good programs going on and if those programs could be sustained/continued.</p>
<p>World Fish</p>	<p>MECDM's role in the Coral Triangle Initiative should continue.</p>
	<p>Government's support to communities should be thought about and a criterion for funding for communities developed and made clear.</p>
	<p>With regard to CITES, MECDM does not have a base in some communities, while Fisheries does. Sometimes there is confusion with regard to the Coral Triangle project in terms of whether MECDM or Fisheries is responsible for certain issues. There should be more clarity in terms of community based resource management. Generally the mandate for developing an environmentally sustainable country should be with MECDM, while Fisheries should focus on developing fisheries.</p>
	<p>Need to ensure that stakeholders know what their priorities are for the future/planning period.</p>
	<p>NCC Coral Committee has been good at carrying out its role and maintaining what needs to be done. MECDM takes lead in this and it has been commended. If Coral Triangle project is phased out, something like the NCC should remain with Government taking full responsibility to lead it.</p>
	<p>As MECDM is a new Ministry, a lot of staff members are enthusiastic and make an effort to take a lead in certain areas.</p>
	<p>The previous Permanent Secretary was good at coordinating NGOs. The new Permanent Secretary has taken it on.</p>

Stakeholder	Comments
World Vision	<p>Some gaps seen in disaster risk management. Suggested that there be more staffing at Provincial level e.g. Temotu has a Disaster Risk Management office but only 1 staff manning it.</p> <p>Need to put together a plan that can be cascaded down to Provincial level and getting input from stakeholders when putting a plan for it.</p> <p>Need better coordination for disaster response – National vs Provincial. Stakeholders need to understand their roles and responsibilities under this.</p> <p>Need to get an idea about the country's plan with regard to climate change.</p>
Asian Development Bank	<p>Capacity building for project management needs to be done for MECDM to manage projects themselves and to be able to liaise with donors.</p> <p>Is MECDM fulfilling its technical role with regard to projects i.e. look at technical role on environment. If weak, then this needs to be validated from the Strategic/Corporate Planning project.</p> <p>With infrastructure projects, is the MECDM coordinating well with the Ministry of Infrastructure? The whole of Government appears to be weak in this area.</p> <p>MECDM needs to be selective about its core areas and have the necessary resources to deliver them.</p> <p>MECDM managed disaster reasonably well given the large number of key stakeholders in the area.</p> <p>MECDM has a good/capable Permanent Secretary. Although difficult, he managed the flash flood disaster well.</p>
UNDP	<p>Need to focus over the next three years on areas they are focal points of i.e. biodiversity, land degradation, climate change adaptation, and disaster risk management. The areas already exist but need to be integrated so that they do not operate in silos. Strategic/Corporate Plan needs to see integration between these areas. UNDP has had to come in to do coordination between Divisions, for certain work.</p> <p>Human resources have technical expertise in their fields but issue to manage is how to retain them. Staff usually attracted to join CROP agencies.</p> <p>Having major areas within the Ministry (e.g. climate change, environment conservation, etc), MECDM should be able to use it to leverage itself to get more resources.</p> <p>The new Protected Areas Act seen as a strength.</p> <p>Having a climate change policy in place seen as a strength.</p>

Stakeholder	Comments
UNDP (cont.d)	Current Permanent Secretary is a go-getter which will help with getting things going. An active Permanent Secretary is seen as strength by donors and development partners and makes them interested to work with a Ministry for development projects.
	Environment Act needs to be strengthened. UNDP is working with MECDM on this.
	Good networking with CROP agencies and multilateral agencies – easy to work with MECDM to mobilise resources.
World Bank	The World Bank mission coming in late October 2014 would be in a better position to comment on where MECDM should focus on going forward.
	On climate proofing/climate resilience, MECDM's role should be a technical advisory one, rather than doing infrastructure itself.
	MECDM should develop capacity to manage areas e.g. mining development and oil manufacturing, in terms of environment conservation.
	Queried whether Disaster Risk Management is located in the right place. Does it have enough autonomy and resources?
	MECDM had a policy advisor but not much was seen coming out in these areas.
	Countries have a lot of funds available for climate change but it is difficult to find good things to do with it.
	Wondered whether MECDM was doing too many things e.g. doing vs advising on infrastructure. MECDM should do technical support rather than doing infrastructure themselves.
	Government/MECDM needs to make a decision on whether it should be a policy agency or an implementing body.
	Would be good to see more advocacy role on environmental management and enforcement of laws/regulations as well as education on disaster risk management.
	In the past, there was good coordination of disaster risk management at community level. Need guidance on what disaster responses required at different levels.
	MECDM has a good/capable Permanent Secretary.
	In the context, MECDM has managed disasters reasonably well but could improve certain areas.
MECDM could do with a Communications Division/person to manage communications during a disaster, etc.	

Strengths, Weaknesses, Opportunities and Threats

10. Strengths, Weaknesses, Opportunities and Threats

10.1 The MECDM has identified Strengths, Weaknesses, Opportunities and Threats (SWOT) that may have an impact on the Ministry's ability to implement the strategies outlined in its Corporate Plan. An organisation's SWOT factors can be used to develop strategies that the organisation should consider implementing over a planning period. The MECDM's SWOT factors are listed below.

10.2 The Strengths of the MECDM include :

- having strong and influential leaders;
- the Ministry having the only technical expertise in the country in the areas it looks after;
- having laws in place that govern the work of the Ministry;
- having qualified human resources;
- more funding sources available for Ministry/Divisions;
- having an established presence in the Provinces;
- having strong partners and stakeholders;
- having established institutional arrangements and policies;
- having Divisional plans in place;
- having good relationships with external parties/stakeholders;
- good teamwork;
- loyalty of staff;
- good resources (e.g. boats, vehicles, computers, etc);
- the current institutional set-up within the Ministry.

10.3 The Ministry's Weaknesses include :

- a lack of incentives for staff (refers to both remuneration and benefits);
- staff turnover;
- conflict of interest;
- undertrained staff;
- non-availability of funds on time;
- management style bred through civil service system;
- interference with decisions;
- Ministerial Service Delivery Plan;
- not learning from lessons;
- political directives;
- insurance for public servants;
- poor community engagement;
- inadequate control over Provincial allocation of funds;
- inadequate support from counterparts;
- being too reactive and not proactive;
- inadequate/shortage of staff
 - e.g. in the Accounts Section
- lack of funding to purchase advanced equipment;
- inadequate commitment of staff causing low performance;

- staff not having access to the National Development Strategy, MECDM Corporate Plan and other relevant plans;
 - low achievement of work plans with virement and unplanned projects;
 - no proper communication between senior management and subordinates
- 10.4 The Opportunities are :
- the occurrence of disasters can be used to :
 - attract funds;
 - highlight importance of the Ministry;
 - opportunity to build back better.
 - diverse areas looked after by MECDM attracts funding by donor agencies;
 - treaties/frameworks (both regional and international) can be utilised to build capacity;
 - training opportunities available externally that can be tapped on;
 - aid from overseas;
 - support of external stakeholders;
 - affiliation with international umbrella bodies;
 - having donors' support on Government's Medium Term Development Plan;
 - linking to external institutions, donors, stakeholders.
- 10.5 The Ministry's Threats include :
- Government priorities/focus subject to movement in global prices of natural resources;
 - resource owners pressed to balance daily needs with sustainably manage their natural resources;
 - private sector (involved in mining and forestry) having a strong influence on formation of government and government priorities/strategies;
 - unsustainable use of natural resources;
 - unavailability of funds on time;
 - the division of Ministries into central vs line ministries by Government – and budgetary implications of this division;
 - changes to current institutional structure that a new government can bring in; and
 - changes to government priorities and policies.
- 10.6 These SWOT factors have been derived in light of the environment/context that the MECDM's says will feature during the planning period. They are subject to change if the features of that environment change. Where the environment changes substantially, it is important that the Ministry review these SWOT factors again as strategies which are derived from it may change.

Processes for Developing and Reviewing the Strategic/Corporate Plan

11. Processes for Developing and Reviewing the Strategic/Corporate Plan

- 11.1 The processes followed to develop this Corporate Plan are summarised in the process diagrams on the next two pages. The same processes can be followed when carrying out a review of the MECDM's Corporate Plan and related strategies on an annual basis. Note, however, that these processes are not set in stone and may be modified to suit the Ministry's objectives for review of the Corporate Plan.
- 11.2 While an internal facilitator may be used when reviewing or developing a new Corporate Plan, there are arguments for getting an independent facilitator from outside the Ministry to facilitate discussions. The independence of an external facilitator has advantages with his/her impartial input into the exercise.
- 11.3 Recommendations provided in an earlier output for the SIMCAP Consultancy, through which this Corporate Plan was developed, is provided below. They provide good guidance with regard to the review and development of a Corporate Plan for the Ministry.

“Development of the Corporate Plan

- People involved in implementing a strategic/corporate plan are to be involved in developing it to ensure that there is ownership of the Plan and also that they take responsibility for its implementation.
- A review of the “context” or “environment” in which the Ministry will be operating over the planning period should be done at the early stages of developing the Ministry's strategic/corporate plan. This review should include both the local and international contexts.
- A brief of the international obligations that the Ministry is required to meet or observe over the planning period is to be done as these obligations are mandatory requirements that the country/Government has to meet.

Linkage to Government's National Plans

- Clear linkages between the Ministry's strategic/corporate plan to the country's national planning strategies (contained in the national development plan) should be established. Strategies from the national development plan that are relevant to the Ministry are to be included in the Ministry's strategic/corporate plan.

Linkage to other Government Plans

- Strategic/corporate plans of stakeholder Ministries/agencies are to be properly linked where there are common strategies. This facilitates identification and utilisation of resources efficiently and effectively.

Linkage to Annual Work Plans

- Strategies contained in the Ministry's strategic/corporate plan for implementation in a year are to be included in the annual work plan for that year.
- Cross-referencing of strategies should be clear to make it easier to follow which strategies are being referred to and facilitate proper and efficient allocation of resources.

Availability

- The Ministry's strategic/corporate plan should be made widely available to staff to encourage awareness of the intentions, direction and strategies of the Ministry and to promote take up and ownership of the Plan.
- A similar consideration can be given to external stakeholders of the Ministry who play a role in implementation of the Ministry's strategies.

Communication of Plan to Staff

- The Ministry's strategic/corporate plan should be communicated to those that will be involved in implementing it to promote ownership of the Plan.
- Annual work plans are to be divided further into work plans for individual staff and to be communicated to them at the beginning of the year. This ensures that each staff member knows of the work that he/she is expected to do over the year. Evaluation of staff performance follows logically.

Allocation of Responsibilities

- A clear allocation of responsibilities for implementing strategies/actions is to be done to facilitate implementation of the Ministry's strategic/corporate plan. This promotes responsibility and accountability for implementation of the Plan.

Monitoring and Reporting

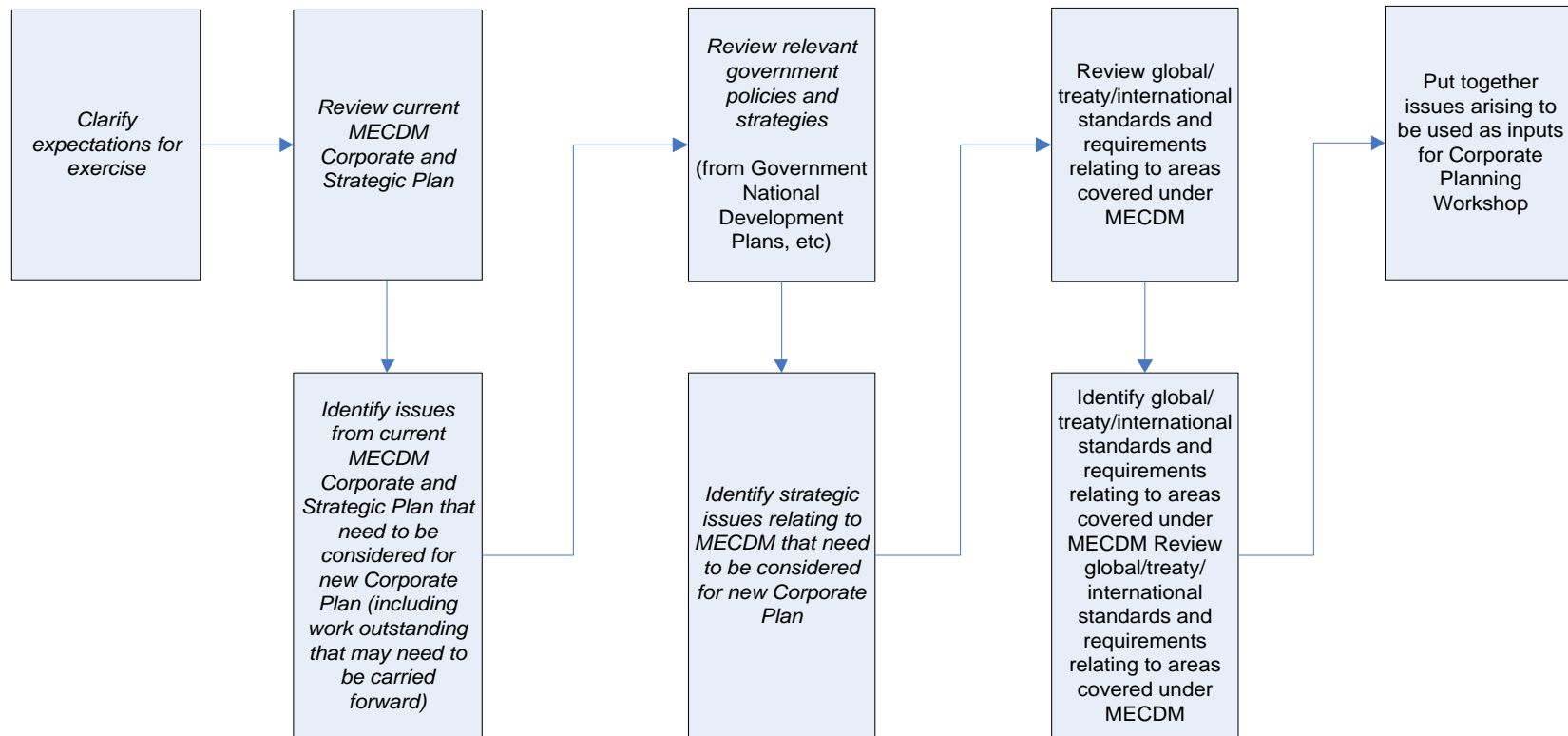
- Regular progress reporting of implementation of strategic/corporate plans should be introduced. This can be done briefly for each month end, with detailed reporting done quarterly and six monthly.
- Senior management is encouraged to utilise progress report to monitor progress of implementation of strategies and to know of the work being carried out within the Ministry over a time period. Progress reports can also be utilised to facilitate decision making on resource allocation. This enables the application of resources to optimal use during/over a time period, against competing alternatives.
- External stakeholders can use progress reports to obtain information on the work being carried out within the Ministry, compared against the Ministry's Strategic/Corporate/Annual Plans and the utilisation of funds/budget provided.

Review of the Strategic and Corporate Plan

- The Ministry's strategic/corporate plan is to be regularly reviewed, particularly, when there are major changes to the "context" or "environment" in which the organisation operates. Aside from that, at least an annual review should be carried out.
- The review is to be carried out by staff from across the Ministry, and not only senior management."

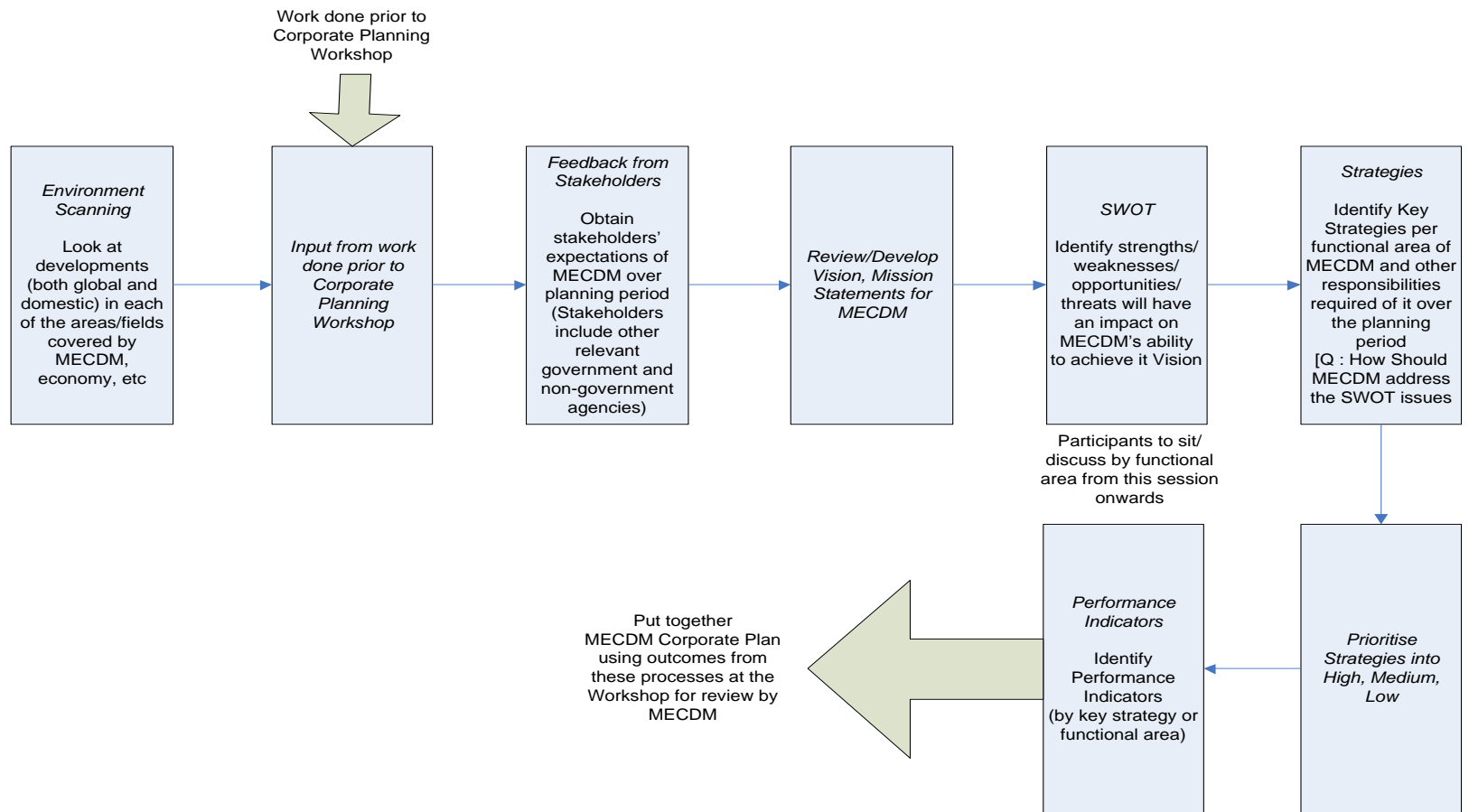
MECDM Corporate Planning Approach

Work to be done prior to Corporate Planning Workshop



MECDM Corporate Planning Approach

Work to be done during Corporate Planning Workshop



11.4 Queries on these documents/annexes are to be directed to :

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**Ministry of Environment, Climate Change, Disaster Management and Meteorology
Solomon Islands**
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