



## Ministry of Communication and Aviation



## Annual Work Plan 2021

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### REMARKS FROM THE HEAD EXECUTIVE



Permanent Secretary  
Ministry of Communication and  
Aviation

The Ministry of Communication and Aviation (MCA) continues to play an important role in the public administration of the Solomon Islands and directly responsible for communication and aviation policy development, infrastructure maintenance and development; and promote access and connectivity to services for all citizens in the aviation and telecommunications sectors.

The Ministry's work is guided by the Constitution, the National Development Strategy (NDS), DCGA Government's Policy, Aviation Strategy and the approved Medium-Term Development Strategy. In addition, MCA is responsible for the policy development and implementation and/or oversee through regulators of all requirements under the following legislation's;

- **Civil Aviation Act (c.47)**
- **Telecommunications Act 2009**
- **Solomon Islands Postal Corporation Act 1996**
- **Television Act (c.116)**

The DCGA Government's policy focuses on strong governance and rebuilding the economy and build successful communities highlighted in NDS for Solomon Islands. For this to be realised, aviation and telecommunication sector must play crucial roles to achieving such goals. The upgrade of the existing infrastructure assets and the building of new ones are essential to revitalising the economy. MCA in line with Government policy is therefore fully committed to maintain and develop

aviation infrastructures and develop policies enabling telecommunication services crucial to facilitate economic recovery and excellence.

The DCGA Government recognises that provision of an efficient, safe and affordable integrated aviation and telecommunication services for the Solomon Islands is essential and a national priority. Thus, there is a need to reformulate medium-term infrastructure development programmes. In so doing, the capacity of MCA must be further strengthened including the strategic re-organization of the MCA to be more responsive to government's development policy directives.

Since independence MCA's internal problems including inadequate funding and capacity issues has reduced the ability department's capacity for ongoing and systematic infrastructure maintenance and, as a result, much of that infrastructure is now in need of complete reconstruction. However, over the last ten years the Ministry with support of the donor partners has been able to upgrade priority airports, and that gives room for MCA to attend to maintenance of other provincial airports in the country. In 2012 the government of Solomon Islands in partnership with Zealand Government embarked on airport upgrading programmes starting with Munda and Gizo airports. This partnership continued to see 4 more provincial airports designed and work on 2 airports to start in 2021. These initiatives are also geared towards supporting the growth in the tourism sector.

New Zealand and SIG as part of the partnership are implementing airport management reforms that saw the setting up of a new SOE, Solomon Islands Airport Corporation limited (SIACL) and to be launched as soon as pandemic is over. Other traditional donors re-engaged with MCA and more aviation infrastructure developments have started including Honiara Airport Improvement project with Japanese Government and work on new terminal and runway overlay at Munda international airport with World Bank and subprojects have started. In the telecommunications sector MCA is implementing the National ICT and National Broadcasting policies and have made advances to developing the new Cyber Crime legislation to manage the use of internet by its citizens. MCA is working with Solomon Post on developing new Postcodes and working with donor partners on

Policy for Digital Economy and many more to harness the benefits this sector that is crucial for Solomon Islands development.

MCA have progressed in terms of increasing its human resources with aviation and communication divisions increasing staff since 2015 and thereby have taken on more activities and development projects. Compliance and safety have improved and showed for the first time the Honiara and Munda International Airports being certified as fully pledged international airports since 2019. The launching of SIACL as soon as the pandemic will see MCA only keeping two policy divisions namely the aviation and communication division while SIACL take over the management and development of all airport in Solomon Islands.

This Work Plan takes into account the re-direction policy recently launched by DCGA government to address the pandemic but also initiate activities and actions to raise revenue for government to maintain services delivery and same time re-energize the economy during and after COVID-19.

This Work Plan is intended to capture the major themes for DCGA policy development and implementation over the remaining two years in the context of overall government policy and describes the functions and activities that the MCA will deliver during 2021.



**Moses Virivolomo**  
Permanent Secretary

### VISION STATEMENT

Undertake the necessary processes and practices to facilitate a delivery of an integrated, safe, responsive and sustainable air transport and communication systems in Solomon Islands.

### MISSION STATEMENT

To establish a creative and innovative communication and civil aviation sector that the ability to acquire the necessary resources and the capacity to deliver an efficient and cost-effective service to achieve desired goals and aspiration that fulfil the needs of Solomon Islands as a nation.

### VALUES

- Accountability
- Efficiency
- Affectivity
- Transparency-bids and claims
- Provide value for money services-provide quality services
- Professionalism-behaviour of conducting that service
- Sense of Public Service-don't turn away customers; have grievance mechanism in place
- Sense of Ownership-participatory approach; engaging and empowering communities

### POLICY GOALS

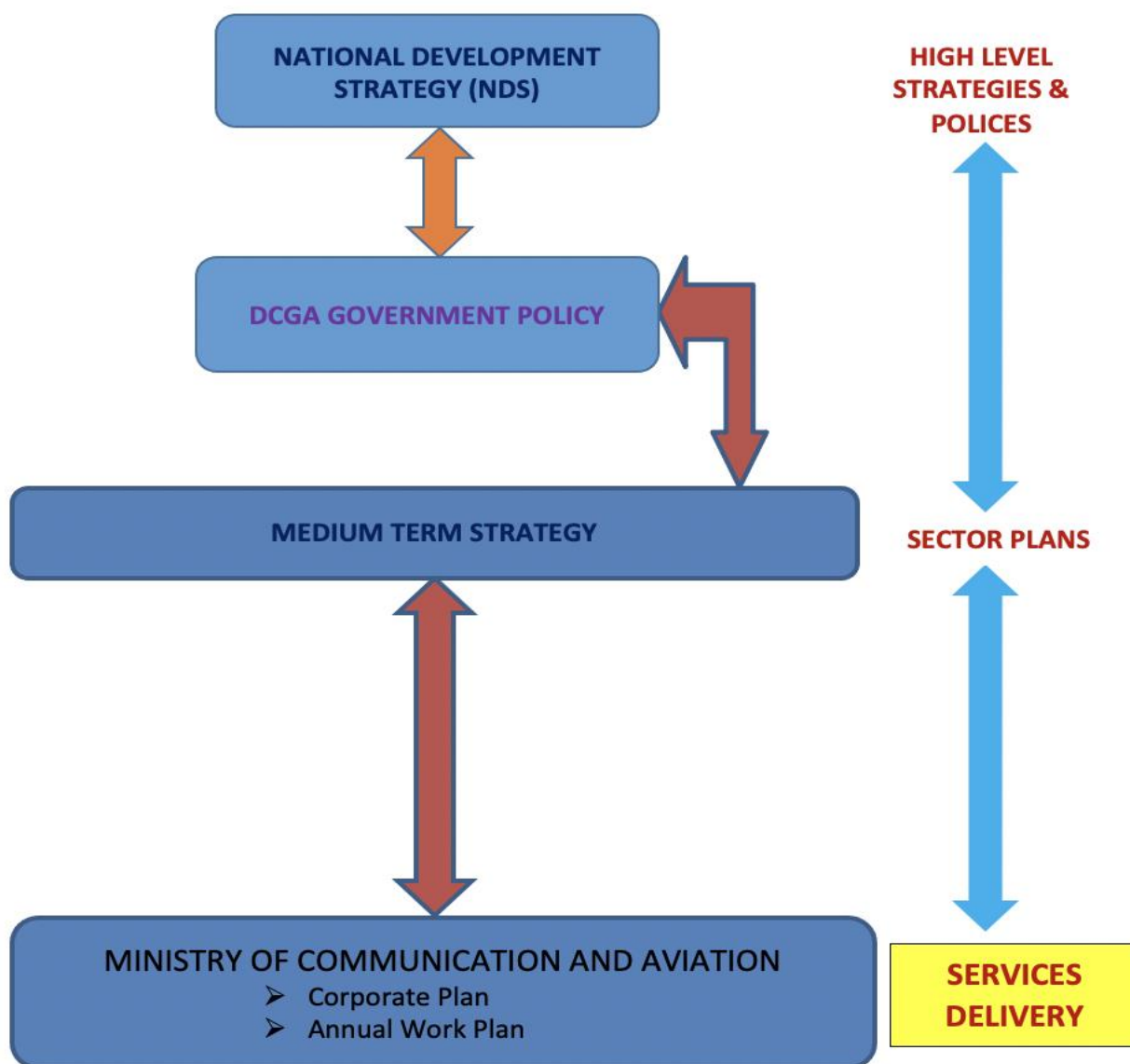
#### 1. Communication Division

*Provision of services by progressive and enlightened policies that ensure and allow the best technology to be utilized in a competitive commercial environment that enables Solomon Islanders' choices in how they use, apply and pay for communication.*

## 2. Civil Aviation Division

*Provision of rules, regulations and policies that ensure compliance in aviation industry and ensures safety for travelling public whilst; entertaining a competitively open market for international and domestic air travel.*

### LINKAGE



Safe, regular efficient air transport services, resilient infrastructure  
Transport coupled with affordable, accessible and progressive communication  
Systems.

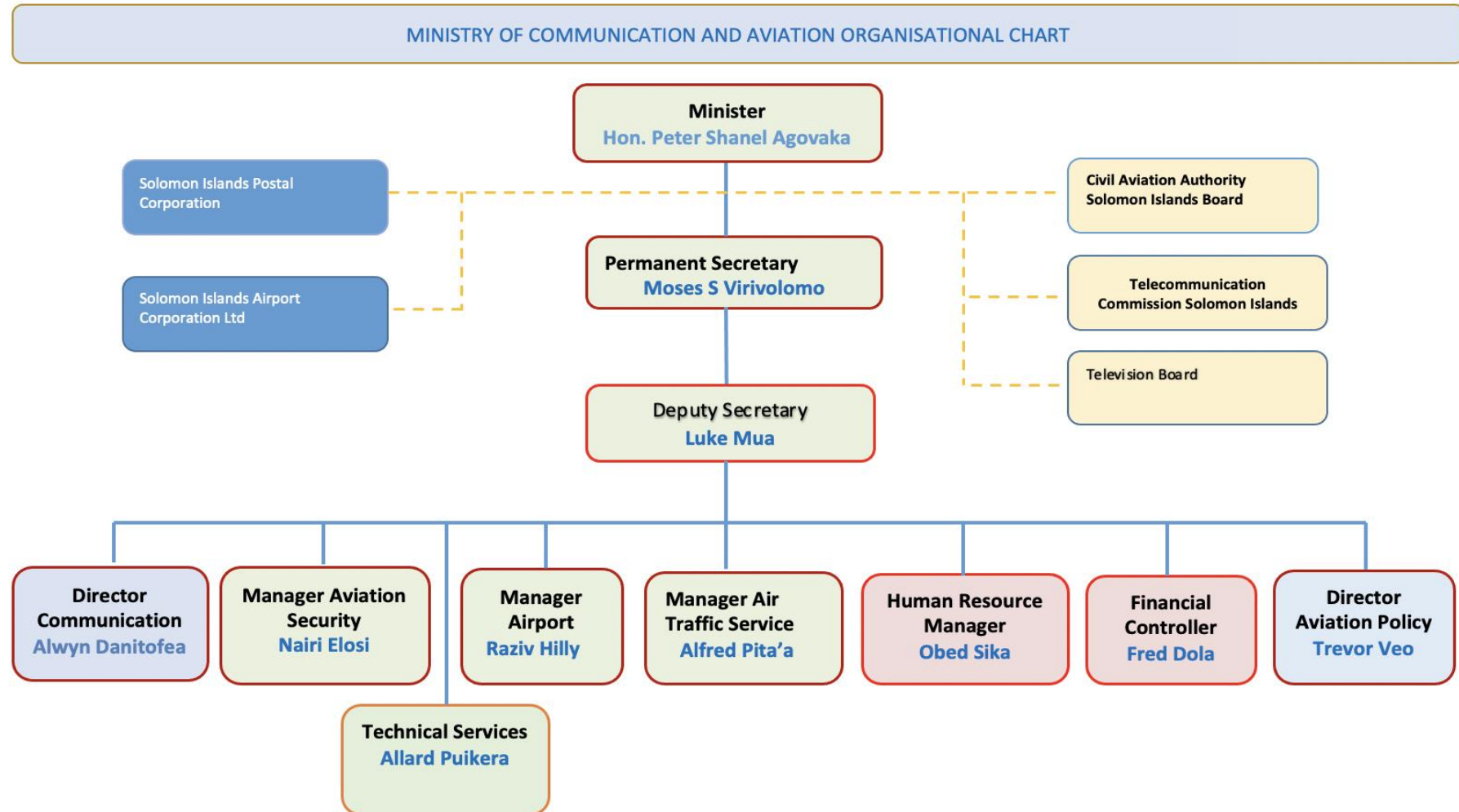
### CORE FUNCTION OF MINISTRY

The work of the Ministry of Communication and Aviation (MCA) is contributing to the progress and sustainability of rural and urban livelihoods. The challenges ahead are significant but we must strive to:

- Provide quality advice to support the Government's reforms and priority activities
- Implement Aviation reforms in line with Government policy
- Offer individuals and industry in various parts of the country a satisfactory and safe air transport system at affordable cost
- Ensure compliance and the Regulatory framework deliver safe, regular, reliable and efficient air transport services
- Implement obligations required of ministry by international bodies for safe operation of airport infrastructures and aircrafts.
- Ensure that our financial resources are targeted to best achieve our air transport system's needs
- Implement ICT policy to govern and guide communication development in the country.
- Promote and provide a conducive environment for the development of communication within and outside of the country
- Supports other sectors in the economy through an integrated transport and communication systems targeting Economic Growth Centres and vital social infrastructures
- Promote emphasis on professional, technical, proficient, able, capable and dedicated workforce.



## ORGANIZATIONAL STRUCTURE



## 2021 BUDGET & ESTABLISHMENT

### I. AIR TRAFFIC SERVICES ANNUAL WORK PLAN – 2021

#### **Our Purpose is to provide:**

- Aerodrome control service and flight information service
- Approach control service- air traffic control service for arriving or departing controlled flights
- Any alerting service - To advise and assist appropriate organizations regarding aircraft in need of search and rescue aid when required.
- Area control service- an air traffic control service provided for controlled flights in controlled airspace
- Any other air traffic service considered by the Director to be necessary or desirable for the safe and efficient operation of the civil aviation system;

#### **We are providing the following services to our clients:**

- Tower Control that facilitates a systematic and an efficient flow of air traffic movements
- Flight Services and Alert Services
- Maintenance and upkeep of air traffic control equipment and systems
- Safety performance Audit and Assessment according to required ICAO standards
- Review and Development of ATS policy, rules and regulations, procedures and standards
- Improve ATS Capacity through facilitating of the training and upskilling of ATS personnel in line with the strategic goal of the Division
- Alert and coordinate the Search and Rescue service required by civil aviation in coordination with relevant agencies in event of emergency and Disaster.
- To provide air-ground communication for the safety of air navigation and the flow of information necessary for the safety, regularity and efficiency of air navigation.

#### **For this year, our priority outputs are depicted in our work diagram:**

- Air Traffic Control Consultations for External Assistances and Support.

- Air Traffic Control Plan – introduction of Aerodrome and Approach Control Services, Henderson Airport.
- Air Traffic Control Plan – Classification of control airspace in Honiara and ATC Procedures for Controllers.
- Search and Rescue.
- ADS-B / VSAT - ADS-B surveillances, for Monitoring
- ATC Plan Implementation.

# MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021

**NATIONAL DEVELOPMENT STRATEGY VISION:** The National Vision is “Improving the Social and Economic Livelihoods of all Solomon Islanders”.

**DCGA VISION:** By the Grace of God, the Democratic Coalition Government for Advancement (DCGA) humbly pledges to empower all Solomon Islanders to attain a meaningful quality of life through social and economic reforms supported by stable and ethical leadership. With the united efforts of our leaders, we will strive to achieve the DCGA reprioritized programs and policies and as such, all Solomon Islanders can be assured to see sound political leadership, tangible and sustainable Socio-economic and Spiritual developments

**DCGA POLICY STATEMENT:** 5.2.4.1 (b) Competent Air Services Management

Strategy	Intended Outputs	Intended Activities	Timeframe				Key performance Indicators	Responsible Officer	Who to work with	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4				Source	Description	Expenditure	Progress towards
Air Services Management	VHF / HF Outages/Coverages.	Engagement of Consultant feasibility /assessment report on the VHF/HF outages.						Alfred	Messach PS & HoDs	SIG	Recurrent	\$20,000.00	Report from consultant.
	LATA Aeronautical Mobile Services / Advisory Services and Flight Information Service	FIS Operations Provision of FIS and Alerting Services.					PRIORITY	Alfred Messack	Alfred Messack	ATS	RECURRENT	50,000.00	Procurement of Radio, Computers, Fax and Telephones for office.
	Upgrading of Air Traffic Services and Aeronautical Telecommunication in Solomon Islands.	ATC Task Force Committee – Prepare Presentation Paper to Caucas and Cabinet					PRIORITY	Deputy Secretary	D/Coms D/Policy D/CAASI MATS	MCA	DB		Consultations and discussion on Policy Paper.
	ATC Implementation Plan 2018 - 2023	Consultation, with PNG Air Services for technical support and assistant					PRIORITY	DS	D/Coms D/Policy D/CAASI MATS	MCA	ATS Recurrent	1,000,000	Contract Agreements MOU/MOA, ATC trainings and implementations.
	Demarcation of AIS Office	AIS / AIM transitional Plan for AIS to fully comply with ICAO AIM Plan and CAR Part 175					PRIORITY	MATS	CATSO CAISO	ATS	ATS Recurrent	100,000	AIS Establishment, manpower, AIS Manual and AIS Certification part 175.
	Digital Barometer Installations.	Digital barometer install in the Tower and FIC, compliance with PASO Audit					80 %	MATS	MET Services	ATS	ATS Recurrent	100,000	Procurement of Digital Barometer for Tower, FIC and Munda

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												ICAO/CAASI Requirements.	
	Proficiency Checks, Ratings, Licensing	Continuous Checks with FSO /FSO Trainees Assessment.					90%	MATS CAASI	CATSO Training AMATS PATSO	ATS	ATS Recurrent	80,000	Rating Exams and Licensing of Flight Services and Trainees under CAASI Part 65, 67 and 172.
	Service Level Agreements and Letter of Agreements	SLA and LOA as per PASO Audit Report and CAASI					100%	MATS	AIS APM TECH Vanuatu Fiji Nauru	ATS	ATS Recurrent	50,000	Compliances with Rule Part 175/140/171 and 172
	PMP SUBMISSIONS	Officers’ promotions to upper segments/filled post against and trainees’ confirmations					90%	MATS	CAO HRM MPS	ATS	ATS	-	As per ATS establishment and manpower budget 2021.
	Strengthening of Aircraft Movements Data and Statistics Computer Procurements.	Monthly statistics and data for Aircraft Billing and invoices.					90%	AIS Data AIS Statistic	MATS MAIS	ATS	ATS	50,000	Timely invoicing and billing of airlines for MCA revenues.
DCGA POLICY STATEMENT: 5.2.4.1 (e, a) Airport Infrastructure Upgrade.													
Airport Infrastructure Upgrade	Installation of CCTV.	Installation of CCTV on ATS restricted Areas – DVOR/NATS/Tower/FIC and Equipment Room					PRIORITY	MATS	APM TECHS COMMS	ATS	ATS Recurrent	200,000	Specifications from IT Officer COMs, Tender Document from Manager APM
	PASO Audits	Corrective Action and Progressive Plan.					80%	MATS	CAASI ATS TECH	ATS	ATS Recurrent	100,000	On-going Compliances with PASO CAASI Audit Report
	Munda Local Unit Order.	Document of Munda LUO					PRIORITY	MATS	ATS	ATS	ATS	50,000	Manual to be ready for certification
	Upgrade of ATS [ATM] and Aeronautical Telecommunication Equipment [CNS] to meet International	Engagement of Consultant [ATC] for a feasibility study report for MCA future					ON-GOING	DS MATS	ATS	ATS	ATS / DS	TBA	Solomon Islands is the Least Develop country in Pacific Islands States and the Asian Pacific Regions in terms of

MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021

	Standards and ICAO Asia Pacific Region.	development of CNS/ATM										ATS Development and Aeronautical Telecommunications.
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I. CIVIL AVIATION AUTHORITY OF SOLOMON ISLANDS ANNUAL WORK PLAN – 2021

**Our purpose is to:**

- a) to undertake control of entry and exit of the aviation system and implement continuous monitoring activities of aviation participants;
- b) to promote civil aviation safety and security in Solomon Islands and beyond in accordance with the international obligations of Solomon Islands;
- c) to establish a service to be called the Aviation Security Service;
- d) to appoint where required a Chief Investigator to investigate and review any accident or incident in accordance with Part VIII;
- e) to maintain and preserve records and documents relating to activities within the civil aviation system, and in particular to maintain the Solomon Islands Register of Aircraft and the Civil Aviation Registry;
- f) to ensure the collection, publication, and provision of charts and aeronautical information, and to enter into arrangements with any other person or organization to collect, publish, and distribute such charts and information;
- g) to provide to the Minister, the Director or a Chief Investigator such information, advice, service or resource which may assist in the implementation of this Act and its regulations and rules;
- h) to promote safety and security in the civil aviation system by providing safety and security information and advice, and fostering safety and security information education programs;
- i) to enter into technical or operational arrangements with any civil aviation authority of another country;

**We are providing the following services to our partners and stakeholders:**

- Safety Assessment & Certification
- Policy Advice
- Safety Analysis, Information and Promotion
- Authorizations
- Security Assessment and management
- Enforcement
- Liaison
- Assistance to the Government

**For this year, our most priority outputs are:**

- Undertake scheduled audits and inspections of operator/service providers
- Support the aviation industry towards recovery from COVID-19
- Certify Solomon Airlines new re-life Twin Otter aircraft
- Move to a new office space
- Support the aviation industry with permits and approvals to assist continuing operations during COVID.
- Deliver industry seminars in collaboration with ICAO to promote YEAR OF SECURITY CULTURE



<p><b>National Development Strategy:</b> The National Vision is "Improving the Social and Economic Livelihoods of all Solomon Islanders".</p> <p><b>DCGA Vision:</b> By the Grace of God, the Democratic Coalition Government for Advancement (DCGA) humbly pledges to empower all Solomon Islanders to attain a meaningful quality of life through social and economic reforms supported by stable and ethical leadership. With the united efforts of our leaders, we will strive to achieve the DCGA reprioritized programs and policies and as such, all Solomon Islanders can be assured to see sound political leadership, tangible and sustainable Socio-economic and Spiritual developments</p> <p><b>DCGA: 5.2.1.4:</b> Competent Air Services Management</p>													
Strategies	Intended Outputs	Planned Activities	Time frame				Key Performance Indicator	Responsible Officer	Other Stakeholders	Budget		Monitoring Framework	
Extracted from CAASI Corporate Plan			Q1	Q2	Q3	Q4				Source	Descriptions	Expenditures	Progress towards Outputs
<b>Strategic Objective: A: Enhance Aviation Security and Air Transport Facilitation</b>	Aviation security providers operational approvals are current and compliant to CARs	CAR Part 109 and 140 Renewal Audits	X		X			DCA AVSECI	MAVSEC, SA RACA, COO, airline operators, ICAO	ASF	Surveillance/seminar /venue costs	200,000.00	
	Maintenance of high security culture within the aviation system.	Review of Part 108 Airline Security Programmes	X	X	X	X					Programmes Review costs		
		Review of National Civil Aviation Security Programmes		X	X	X							
		Conduct Updates SI – ICAO USAP CMA		X	X	X							
<b>Strategic Objective: B: Enhance Quality in Aerodromes and Navigation Services</b>	A vibrant and compliant aerodrome and ANS system that facilitates safe and efficient aviation operations	<b>AERODROMES</b> Audit of MCA/APM – Honiara and Munda Airports Risk-based Inspection of All other provincial airports	X					DCA/AGA Inspector	COO/PAPM	ASF	Audit/Inspection costs	200,000.00	
				X	X	X							

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	Optimum use of airspace	Undertake update of AGA PQs and CAPs on USOAP CMA		X	X	X						
		Continuous Surveillance & Monitoring of generated CANs (ROSC)		X	X	X						
		<b>AIR NAVIGATION SERVICES</b>						DCA/ANS Officer	ATS/MET/TECH Managers	ASF	Surveillance Costs	200,000.00
		Quarterly meetings with ATS/Technical Departments on the progress of 171/172/175 certification	X	X	X	X					Auditor fees	
		Grants PERMITS for aircrafts operating through SI FIR	X	X	X	X					Printing of AIP Hard Copies	
		AIP Management				X					Drafting costs	
		Audit of Part 174 MET provider				X						
		Certify Air services Australia and Aeropath NZ under CAR 172 and 174/175				X						
		Update USAOP CMA online frame work for its CAPS on ANS				X						
		Draft ATS PEL Procedures Manual	X	X								

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<b>Strategic Objective: C: Enhance Competency of Personnel engaged in Civil Aviation Activities</b>	A well-maintained personnel licensing system that sustains currency and competency of aviation personnel	Grant/Amend Pilot/Engineer licences  Grant of medical certificates  Grant validation certificates  Administer air law exams  Grant drone/RAPS registrations  Grant overflight/landing permits  Update USOAP CMA OLF Protocol Questions (PQ)	X  X  X  X  X	X  X  X  X  X	X  X  X  X  X	X  X  X  X  X		DCA/PEL Officer	Industry participants	ASF	Operational costs  Licence Hard cover Books procurement	100,000.00	
<b>Strategic Objective: D: Enhance Safety in Aircraft Operations</b>	The travelling public has confidence in safe air travel  Improved and expeditious access and mobility of people and goods;	Undertake renewal audits of AOC and Foreign AOC holders.  Undertake certification of Solomon Airline's new Twin Otter aircraft  Undertake renewal of pilot	X  X  X	X  X  X	X  X  X	X  X  X		DCA/FOI/AWI/PASO	Airline operators	ASF PASO	Inspector service fees for safety oversight work	700,000.00	

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

		recurrency/proficiency checks										
<b>Strategic Objective: E: Enhance Safety in Aircraft Engineering and Maintenance Of Aircraft</b>	The public has confidence to travel on aircrafts that are well maintained IAW airworthiness standards	Undertake audits for initial grant and renewal of AMOs  Undertake grant and renewal of Airworthiness certificates  Approve aircraft maintenance programmes  Enter into technical arrangement to govern cross-border lease of H4-Registered aircraft.	X	X	X	X		DCA/AWI/PASO	Industry participants	ASF/PASO	Inspector service fees for oversight work	700,000.00
<b>Strategic Objective: G: Alignment of National Laws with International Conventions</b>	The presence of a modern and harmonised legislation framework	Consult and Consolidate amendments that will form part of proposed amended Civil Aviation Act  Introduce RPAS and ADS-B Rules to industry			X			DCA	PSMCA/AGC	ASF	Consultation costs	\$100,000.00
<b>Strategic Objective: H: Strengthening the Corporate Culture of CAASI (HR&amp;OM)</b>	CAASI's direction and past performance is well documented and fully aligned to	Review and update CAASI Corporate Plan 2021-2022  Review and update CAASI Plan Annual Work 2021	X					DCA/CAASI Staff	FOI/AWI/FC/MCMTB/CAASI Board	ASF	Workshop costs, Printing costs	700,000.00

MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021

	the Act and CAR mandate	Re-submit to MCA/MPS request for CAASI Accountant Post	X						MCA HQ			
	Creation of proper and conducive physical office space for CAASI	Implement Authority Training Plans			X	X						
		Complete CAASI Annual Report 2020 and submit to Minister for Aviation		X								
		Complete and move into new office space for interim CAASI HQ		X					ASF/MCA/Other	Procure/Contract/Implement		
<b>Strategic Objective: I: Internal Quality Management</b>	CAASI's organisational systems are kept in check IAW best industry practice to maintain status as competent authority	Review of CAASI Manual Suite/Inspector Handbooks  Undertake internal audit of CAASI Organisational processes and procedures			X		DCA/FOI/AWI	Organisational Auditor	ASF	Auditor Service fees  Printing of CAASI Manual Suite	400,000.00	
<b>Strategic Objective: J: Enhance the CAASI's Capabilities for Investigation of aircraft accidents</b>	Solomon Islands has an established framework for accident investigation	Pursue signing of Accident Investigation MOU with AIC PNG		X			DCA	PSMCA/AGC/Minister for Aviation				

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Strategic Objective: K: Specialized Tasks for Promotion of Civil Aviation	The industry is kept abreast of latest changes to aviation standards	Facilitate safety seminars and workshops for industry Facilitate security seminars for industry IAW ICAO Theme of "Year of Security Culture"		X	X	X		DCA	SMEs/industry	ASF	Workshop/seminar/costs	100,000.00	
				AVSECI	SMEs/industry	Workshop/seminar/costs		\$100,000.00					

**II. MCA CORPORATE SERVICES DIVISION ANNUAL WORK PLAN – 2021**

**CORPORATE SERVICES DIVISION**

Our aim is to ensure:

The technical divisions have the means to implement their work programs:

- a) Human Resources
- b) Skills and Knowledge
- c) Ethical Behaviour
- d) Remunerated accordingly
- e) Financial Resources
- f) Provide financial and timely reports to HODs
- g) Procure equipment and relevant resources timely
- h) Welfare of our officers
- i) And many others.

There are two sections in the Corporate Services Division. One is the Human Resource Management, which administers services on:

Services:

- Recruitment
- Workforce Establishment
- Recurrent and Development Budget
- Workforce Skills and Development
- Procurement of goods and services
- Performance Management Process
- All forms of leaves
- Salaries and allowances and other Benefits
- Productions of Annual Work Plan and Annual Report

- Monitoring and Evaluation of the Corporate Plan and Annual Work Plan implementation
- Coordinate the Executive Management Team meeting
- Wellness and Work life programs and Employee Benefits
- Employee and Labour Relations
- Training and Development of Staff
- Human Resource Strategic Support
- Equal Employment Opportunities

Two is the Accounts, which administers services on:

- Coordination of Budgetary preparation (Recurrent, Payroll and Development)
- Monitor, evaluate and provide financial status report of the ministry on a quarterly or when is requested
- Procure resources for the ministry
- Record all Financial Transactions of the ministry
- Maintain all Financial Transactions of the Ministry
- Collect revenues
- Raise payments
- Provide information to Internal Audit.

Our key priority Outputs for this year are:

- Developing of the MCA staff development policy
- Implementation of the Performance Management process
- Consulting with HODs for Job Description (JD) review
- Preparation of the Workforce Establishment for 2021
- Preparation of the Recurrent and Development Budget for 2021.
- Conducting in house trainings for all divisional heads and supervisors.
- Revenue enhancement and collection
- We will also continue deliver our other normal duties



**National Development Strategy:** The National Vision is “Improving the Social and Economic Livelihoods of all Solomon Islanders”

**DCGA: 5.2.1.4:** Competent Air Services Management: (d) Strengthen Human Resource Capacity

**HUMAN RESOURCES UNIT**

Strategies	Intended Outputs	Planned Activities	Time frame				Responsible Officer	Other S/holders	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4			Source	Descriptions	Cost of Activities	Key Performance Indicator
Recruitment: Provide MCA Divisions with core staff to facilitate service delivery at aviation standard level.	<i>Improved effective service delivery as a result of enhanced human resources</i>	Recruitment of skilled personnel to fill 16 Core positions in the MCA Divisions.  Identify Vacant positions in the MCA Divisions  Advertise vacant posts and carry-out interviews  Make submissions to MPS for PSC deliberations and approval	✓  ✓	✓  ✓	✓  ✓	✓  ✓	HRM, FC & CAO	MPS, PSC	SIG Recurrent	Advertising  Recruitment	\$37,000	
JD Review: Reviewing the job descriptions of core members of staff in Technical Divisions and MCA	<i>Improved performance of MCA officers as a result of clear job descriptions. Reviewed JD for transition to new company</i>	Review existing job descriptions. JDs of Technical and MCA officers are completed and delivered to the executive  Assist in the smooth transition of the new company (SIACL)	✓	✓  ✓	✓  ✓	✓  ✓	HRM, CAO & HODs	MPS	SIG Recurrent		<u>No Cost</u>	
Performance Management Process: Evaluate the performance of every staff member on annual basis as per PMP guidelines	<i>Improved understanding and appreciation of PMP policy by all officers as a result of extensive sensitization on the process.</i>	Organise PMP workshop for all officers in MCA  All Divisions within MCA sensitized on PMP and report produced  Establish Performance Recognition Committee	✓  ✓	 ✓	✓  ✓	 ✓	HRM, CAO, HODs, DS & PS	MPS	SIG Recurrent	Advertising  Recruitment	\$23,000	

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

		Coordinate and monitor implementation of PM process.	✓	✓	✓	✓						
HRD Plan: Develop and implementation of human resources development plan for capacity building across the Ministry	<i>Officers going training according to the SDP with required qualification and improved performance</i>  <i>Training Plans produced.</i>	Develop a Human resource development plan including: a) Training needs analysis. b) Succession Planning  Compiling training needs assessments and consultation to determine areas of need:  Develop staff development plan: Short- and Long-Term Training programs	✓	✓	✓	✓	HRM Team & HODs	MPS, AUS, NZ, China & MEHRD	SIG Recurrent	Training	<u>\$15,000</u>	
Record Management: Improving MCA Record Management System to ensure easy retrieval of records and a better managed Filing System	<i>File Tracking System established</i>	To create s spreadsheet for tracking of incoming and outgoing correspondences.  To create a tracking system spread sheet for closed files.  Conduct Awareness program with all divisional heads and their staff about the File Tracking Systems.	✓	✓	✓	✓	Record Officer, HRM, CAO and AO	MPS & Archives (MCT)	SIG Recurrent	Publicity & Promotion	<u>\$5,000</u>	
	<i>Correspondence Managed</i>	Incoming Correspondences filed in all appropriate files.  Outgoing Correspondence copies filed in appropriate files.	✓	✓	✓	✓	Record Officer, HRM, CAO, and AO	MPS & Archives (MCT)	SIG Recurrent		<u>No Cost</u>	

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

		Conduct Training for All divisional heads.										
Corporate Support: Providing Operational Support to MCA for maximum delivery of the Corporate Objectives of the Ministry.  <i>Salaries and Benefits;</i>	<i>Salaries and benefits for officers are processed and paid with reduced queries</i>	Process staff salaries and allowances at the end of each fortnight and resolve queries on payroll.  Raise Salary Authority for new appointees and other allowances and entitlements of staff to MOFT.  New salary authorities prepared and request for allowance payments prepared and submitted to MOFT for further processing.	✓	✓	✓	✓	HRM, CAO	MPS & MOFT	SIG Recurrent		<u>No Cost</u>	
			✓	✓	✓	✓						
			✓	✓	✓							
<i>Accommodation;</i>	<i>Officer's accommodation needs provided.</i>	Organize the Ministry Housing Committee meetings.  Rental Application Forms to compile them and send to Housing Division of MLH&S.  Collect Tenancy Agreement from MLH&S	✓	✓	✓	✓	CAO & AO	MPS & MHLS	SIG Recurrent	Rental	<u>\$3,500,000</u>	
			✓	✓								
			✓	✓								
<i>Leave Management;</i>	<i>Officers took their leave on time, recuperated and eager to perform</i>	Develop Staff Annual Leave Rooster  Process Staff Annual Leave Certificate  Process Staff Sick, Compassionate and Study leave  Process leave of absent from the country	✓	✓	✓	✓	HRM, HODs, CAO & AO	MPS	SIG Recurrent	Travel & Transport	<u>\$ 780,000</u>	
			✓	✓	✓	✓						
			✓	✓	✓	✓						

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		Monitor Leave Management for officers throughout the year										
HOD Meeting: Executive and Senior and Management Team Meeting	<i>Executive and Senior Management Team monthly meetings organised and held</i>	To organize E&SMT Monthly meeting.  Minute taking during E&SMT meetings  Circulation of minutes to E&SMT members.	✓	✓	✓	✓	PS, DS, HRM & HODs	PSC	SIG Recurrent	Office Incidental	<u>\$6,000</u>	
OHS: Maintaining a clean and healthy office environment for the Ministry staff and visiting officers from various offices	<i>Safe and improved office working environment.</i>	To establish a healthy and safe workplace for the Ministry by 2022  Obtain safety guidelines Recruitment cleaners to clean properly and regularly	✓	✓		✓	HRM & CAO	MPS & MHMS	SIG Recurrent	Disaster Relief	<u>\$12,000</u>	

National Development Strategy: The National Vision is "Improving the Social and Economic Livelihoods of all Solomon Islanders"

DCGA: 5.2.1.4: Competent Air Services Management (d) Strengthen Human Resource Capacity

**FINANCE UNIT**

Strategies	Intended Outputs	Planned Activities	Time frame				Responsible Officer	Other S/holders	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4			Source	Descriptions	Cost of Activities	Key Performance Indicator
Payment Management: Provide timely and daily payment management to all Divisions to meet their annual recurrent expenditure needs.	<i>Relevant services are delivered as a result of effective use of their recurrent allocation.</i>	To process daily needs in accordance with their annual recurrent costs annually  Raise daily payments for divisions.  Process PVs and submit to MOF by the beginning of each quarter.	✓	✓	✓	✓	Finance Team, PS, DS & HODs	MOFT	SIG Recurrent & Dev		No Cost implication	

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

		Daily payments made on timely basis to different divisions.	✓									
Internal Audit: Subject the Ministry to a rigorous auditing of all internal administrative processes on a regular basis as a means of preventing mismanagement.	<i>Internal Audit function within MCA fully operational with audit opinions become more favourable and queries reduced by 80%</i>	To reduce audit disclaimer and qualified audit opinions for MCA finance division by 2021.		✓	✓		PS, FC	OAG, MOFT	SIG Recurrent		No Cost implication	
		Undertake compliance and special audits according to the audits plan.	✓	✓	✓	✓						
		Ensure that all department activities including Agencies are to comply with FI and GO.	✓	✓	✓	✓						
		Ensure there is proper accountability for all MCA Asset Register	✓									
		Continuous liaising with Auditor General's Office	✓		✓	✓						
		Continuous analysis and actions taken on recommendations										
Reporting Management: Develop mechanisms for public funds to be properly accounted and reported	<i>Improved ministerial expenditures as a result of close and effective monitoring of monthly returns by finance division.</i>	To review and give feedbacks on Divisional expenditures so that they are in line with the approved annual budgets and work plans through monthly reporting throughout the year.	✓	✓	✓	✓	FC, CA, SA	MOFT	SIG Recurrent		No Cost implication	
		Consult with MoFT for provision of monthly report on actual expenditure and revenue collection.	✓	✓	✓	✓						

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

		Monthly reports produced by MCA Finance and are reviewed and analysed	✓	✓	✓	✓						
Budgeting: Improve the quality of budget planning and preparation	<i>Sufficient budget allocation against divisional work plans. Programs implemented. A reduction in virements.</i>	Participate in the Budget Launch and consultative meetings.  Compliance with the government policy directions as stated in the Budget Strategic Outlook  Provide training on the preparation of budget bids, including how to link them to planned activity.  Strengthen the capacity of the Budget Implementation Committee.  Provide relevant financial management technical assistance to divisional heads.  Timely submission of Recurrent and Development Bids to Budget Unit/MoFT.	✓  ✓   ✓  ✓  ✓	✓   ✓    ✓	✓   ✓  ✓   ✓	✓  ✓  ✓  ✓  ✓	PS, DS, FC, HODs	MOFT	SIG Recurrent		No Cost implication	
Compliance and Control: Support divisions within the Ministry to improve execution of the budget in accordance with SIG requirements	<i>Reduced audit queries on procurement as a result of improved understanding by divisional heads and ministry staff.</i>	To ensure execution of budget activities are compliant with PFM Act 2013.  Introduce mechanisms to improve internal budget execution processes.	✓  ✓	✓  ✓	✓  ✓	✓   ✓	Finance Team	MOFT	SIG Recurrent		No Cost implication	

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

		Provide up to date financial information to Agencies (Office Managers) and quarterly reports to Executive Management Group	✓	✓	✓	✓						
		Provide basic procurement information to HODs. Procurement Manual in place	✓	✓								
Tendering Process: Capacitate members of the Ministry Tender Board and a Ministry Tender Evaluation Committee for effective tender processes	<i>Improved tender processes as a result of training of members of TEC and MTB.</i>  <i>Improved procurement processes as a result of identifying divisions' needs.</i>	To train 3 members of Ministry Tender Evaluation Committee and 3 MTB members on Tender processes by the end of Quarter 1 of 2021  To hold required meetings of the new TEC to review the 3 divisions' procurement requirements in 2021.  Organise logistics for the training  Schedule TEC meetings Review the 3 divisions' procurement requirements  The procurement requirements of 3 divisions reviewed.	✓  ✓  ✓  ✓	  ✓  ✓  ✓	  ✓    ✓	✓  ✓    ✓	FC, MTB, TEC	MOFT & MID	SIG Recurrent & Dev	Payroll	\$ 38,000	

**MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021**

Revenue: Develop Revenue enhancement strategies to improve the revenue raising capacities of the ministry.	<i>Improved revenue collections for the ministry as a result of improved revenue mobilisation skills of revenue officers.</i>	Review all current revenue enhancement strategies in order to improve capacities of the Ministry in revenue collection.  Create a Revenue Enhancement Task-Force. Consult with relevant stakeholders to identify potential revenue areas. Other logistics  Potential revenue collection points created. Training on lodgement of collected revenue to MoFT. Allocation revenue collectors.	✓	✓			FC, HODs	MOFT	SIG Recurrent	Publicity & Promotion	\$ 8,000	
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### III. COMMUNICATION DIVISION ANNUAL WORK PLAN - 2021

**Our purpose is to:**

- Implement Government Policies in relations to
  - ✓ Telecommunication
  - ✓ Information Communication Technology (ICT)
  - ✓ Postal
  - ✓ Television
  - ✓ Broadcasting

**We are providing the following services to our clients:**

- Development of Government Policies and Procedures in relation to
  - Communication
  - Broadcasting
- Coordinate the Implementation of Government policies
- Provide
- Focal point of contacts with Regional and International APT, CTO, PITA UPU
- Provide advisory roles to Different Stakeholders
- Empower Solomon Islanders with Knowledge in ICT
- Develop Legislation in relation to ICT, Broadcasting and Postal
- Review of Legislation and Policies

**For this year, our priority outputs are:**

- Developed of the Cybercrime Bill
- Developed of the National Emergency Telecommunication Plan (NETP)
- Developed of the Cyber Security Emergency Plan and Child Online Protection

- Developed of the National Computer Laboratory
- Review the Telecommunication Act, 2009

**NATIONAL DEVELOPMENT STRATEGY VISION:** The National Vision is “Improving the Social and Economic Livelihoods of all Solomon Islanders”

**DCGA Vision:** By the Grace of God, the Democratic Coalition Government for Advancement (DCGA) humbly pledges to empower all Solomon Islanders to attain a meaningful quality of life through social and economic reforms supported by stable and ethical leadership. With the united efforts of our leaders, we will strive to achieve the DCGA reprioritized programs and policies and as such, all Solomon Islanders can be assured to see sound political leadership, tangible and sustainable Socio-economic and Spiritual developments

**DCGA POLICY STATEMENT:** 5.2.4.1 (C) Telecommunication and Broadband Expansion

Strategies:

- A. Develop counter measures and establish mechanisms to safeguard and prevent cybercrime including protocols to censor and regulate access to illicit information (porno, bomb and gun making protocols, violent online games), cyber bullying and threats, social media use and dissemination of false information.
- B. Promote and Encourage participation in the industry in the area of Broadband services
- C. Relook at Solomon Submarine Cable (SSC).

Definition and initials:

WG: Working Group

Cybersecurity Working group: Working group appointed By Minister and chaired by PS to develop appropriate cyber safety mechanisms in Solomon Islands.

ITU: International Telecommunication Union

SIG: Solomon Islands Government

DC: Director Communication

Strategies	Intended Outputs	Intended Activities	Time Frame				Key Performance Indicators	Responsible Officer	Who to work with	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4				Source	Description	Expenditure	Progress towards Outputs
A	Amend Telecommunication Act 2009, (Register All SIM Cards)	1. 2 <sup>nd</sup> Round of Bill Consultation	✓				Consultation reports out of 10 provinces	Alwyn Danitofea (DC)	<ul style="list-style-type: none"> <li>○ PS MCA</li> <li>○ DS MCA</li> <li>○ COMS Staffs</li> <li>○ AG staffs</li> </ul>	SIG	Development budget on Consultation of Bill	\$210,000.00	100% done
		2. Develop 3 <sup>rd</sup> Draft of Bill	✓				Documentation of 3 <sup>rd</sup> draft of Bill	Alwyn Danitofea (DC) and AG Drafter	Cybersecurity WG	SIG	Development budget on Consultation of Bill	00.00	100% Done
		3. Submission of 3 <sup>rd</sup> Draft Bill to cabinet for approval	✓				Cabinet conclusion regarding draft Bill	PS MCA and DC	EPS	SIG	Development budget on Consultation of Bill	\$10,000.00	

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		4. Presentation of draft Bill to Bill's Committee	✓				Successful presentation draft bill to Bill's Committee.	PS and Cybersecurity Working group	Bill's Committee	SIG	Development budget on Consultation of Bill		
		5. Tabling of Bill to Parliament	✓				Enactment of Bill in Parliament	Minister MCA	Parliament	SIG	Development budget on Consultation of Bill		
Total Estimate Budget													
A	Cyber Policy and child protection Policy	1. Update edition 1 of Policy	✓				Successful compilation of Policy Edition 2	Reuben Ziru, Consultant.  DC to liaise with ITU	DC Cybersecurity Working Group	ITU	ITU funding to SIG		
		2. Public Consultation			✓		Consultation reports out of 10 provinces	Reuben Ziru	DC Cybersecurity Working Group	SIG	Recurrent Budget	\$150,000.00	
		3. Develop Edition 3 of Policy			✓		Produce Final Draft of Policy	Consultant Reuben Ziru	DC Cybersecurity Working Group	ITU	ITU Funding to SIG		
		4. Submit Draft Policy to Cabinet			✓	✓	Cabinet Adoption of Policy	PS MCA Support by DC	EPS, Cabinet Office	SIG	MCA Recurrent Budget	\$30,000.00	
Total Estimated Budget												\$180,000.00	
A	Cybercrime Bill	1. Drafting instruction	✓	✓			Revised Drafting instruction	Alwyn Danitofea (DC) Reuben Ziru	Cybersecurity Working group, DFAT	DFAT	DFAT funding to SIG		
		2. Develop 1 <sup>st</sup> draft bill		✓	✓		Produce 1 <sup>st</sup> Draft bill	Alwyn Danitofea (DC) Reuben Ziru	Cybersecurity Working group, DFAT	DFAT	DFAT funding to SIG		
		3. Consultation			✓	✓	Consultation reports out of 10 provinces	Reuben Ziru	Cybersecurity Working group, DFAT	SIG	MCA Develop Budget	\$150,000.00	
		4. Develop 2 <sup>nd</sup> Draft of Bill				✓	Produce 2 <sup>nd</sup> Draft of Bill	Alwyn Danitofea (DC)	Cybersecurity Working group, DFAT	DFAT	DFAT funding to SIG		
Total Estimated Budget												\$150,000.00	

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A	National CERT Establishment	1. Proposal to cabinet for establishment	✓				Cabinet Conclusion	Alwyn Danitofea (DC)	MPS, PS MCA, DS MCA	SIG	Recurrent Budget MCA		100%
		2. Development of OS and Resourcing of CERT	✓	✓			Endorsement of OS and Acquiring of resources	Alwyn Danitofea (DC)	MPS, PS MCA, DS MCA	SIG	Recurrent Budget MCA	\$300,000.00	20%
		3. CERT strategic plan		✓	✓		Draft plan	Alwyn Danitofea (DC)	MPS, PS MCA, DS MCA	SIG	Recurrent Budget MCA		
Total Estimated Budget												\$300,000.00	
B	National Digital Transformation Roadmap	1. Liaise with ITU Project to develop Roadmap		✓	✓		Acceptance of proposal	PS MCA Alwyn Danitofea (DC)	Working Group				
		2. Establish Steering Committee for project		✓	✓		Appointment of steering committee by Minister	Minister MCA	Working Group	SIG	Development/Recurrent Budget MCA	\$50,000.00	
		3. Source consultant for the Project		✓	✓		Signing of contract	ITU, PSMCA DC	Working Group	ITU	ITU Support to SIG		
		4. Develop Roadmap			✓	✓	Develop draft Roadmap	John Standley	Working Group, ICTSU, MPS	ITU	ITU Support to SIG		
Total Estimated Budget												\$50,000.00	
B	ICT Equipment import license	1. Development of Concept Paper		✓			Concept paper	Newton Tonawane (CCO), Supported by DC	Accounts MOFT CUSTOMS		SIG Level 10 Salary	Normal Salary	
		2. Consultation with MOFT		✓			Number of consultations done with MOFT	Newton Tonawane (CCO), Supported by DC	Inland Revenue, Customs, Town Council		SIG Level 10 Salary	Normal Salary	
		3. Develop Gazette of Fees		✓	✓		Sub mission of Gazette to Cabinet	PS MCA, Supported By DC	AG, Cabinet		SIG	Normal Salary	
		4. Establishment of Accounts			✓	✓	New Accounts for companies	FC and MOFT	Bank		SIG	Normal Salary	
Total Estimated Budget													

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B	National Emergency Telecommunication Plan (NETP)	1. Review NETP		✓			Review completion report	Reuben Ziru (CCO), Supported by DC	Alwyn Danitofea (DC) NETP WG	SIG	Recurrent Budget on consultation	6,000.00	
		2. Develop 2 <sup>nd</sup> Draft NETP		✓			Complete 2 <sup>nd</sup> Draft NETP	Consultant And Reuben Ziru	Alwyn Danitofea (DC) NETP WG	ITU	ITU funding to SI		
		3. Consultation			✓		Consultation reports out of 10 provinces	Reuben Ziru, Supported By DC	NETP WG	SIG	Recurrent Budget on consultation	\$50,000.00	
		4. Develop 3 <sup>rd</sup> Draft NETP			✓		Complete 3 <sup>rd</sup> Draft of NETP	Consultant and DC, Supported by Reuben Ziru	NETP WG	ITU	ITU funding to SI		
		5. Submit NETP to Cabinet				✓	Cabinet conclusion	PS MCA, Supported by DC MCA	EPS, Cabinet	SIG	Recurrent Budget on consultation	\$25,000.00	
Total Estimated Budget												\$81,000.00	
B	Border Telecommunication and broadband coverage	Policy Development		✓			Draft Policy	Alwyn Danitofea,	Border Security Division	SIG	Recurrent Budget, Normal Salary	0	
		Consultation		✓			Number of stakeholders consulted	Reuben Ziru, Supported Newton Tonawane	Immediate stakeholders	SIG	Recurrent Budget, Normal Salary	0	
		Policy Presentation			✓		Endorsement by Cabinet	Reuben Ziru, Supported Newton Tonawane			Recurrent Budget, Normal Salary	0	
		Implementation			✓	✓	Number of Towers Built	TCSI			Recurrent Budget, Normal Salary	0	
B	National Digital Economy Strategy (NDES)	Establish Project Steering committee	✓	✓			Establishment of TOR	PS MCA Director Communication	UNCDF Central Bank	UNCDF			
		Project Initialization		✓			Establish Project Plan	Director Communication	UNCDF Central Bank	UNCDF			
		Strategy identification and Development Strategy identification and Development		✓			Develop First Draft	Consultants John Stanley Support by Newton Tonawane	UNCDF Central Bank	UNCDF			
		Consultation					Organize first consultation in Honiara	Consultant and Coms Team	UNCDF Central Bank	UNCDF	SIG recurrent and DB	\$70,000.00	
Estimated Total DB												\$70,000.00	
B	National Digital Government Strategy	Call National ICT Policy Committee for Meeting	✓	✓			Number of meetings	John Stanley	MCA Corporate Services	SIG	SIG Recurrent	\$5,000.00	

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		Day Workshop on Digital government Strategy for Committee		✓			Number of meetings and participants	John Stanley	MCA Corporate Services	SIG	SIG Recurrent	\$50,000.00	
		Establish National Digital Government Strategy task force			✓		Appointment of Taskforce	PS MCA DC MCA	MCA Corporate Services/ National ICT Policy Committee	SIG	SIG Recurrent		
		Establishment of National digital-government strategy development plan			✓		Draft Strategy	PS National Digital Government task force Consultant		SIG	SIG Recurrent		
Estimate Total Budget												\$55,000.00	
B	Post Code Adoption	Establishment of committee	✓					Director Communication/Reuben Ziru	Solomon Islands Postal, Postal Agencies		SIG/ Postal Corporation	\$70,000.00	
		Development and Consultation on National Post Code Numbering		✓	✓			PS MCA Director Communication/Reuben Ziru	UPU				
		Application to UPU for Adoption of Numbering			✓	✓		PS MCA	UPU				
Estimated Total												\$70,000.00	
B	Computer lab Development and Telecentres	Model development	✓	✓			Identify 4 Models	John Stanley Newton Tonawane	Operators Other Ministry	SIG	Recurrent Budget		
		Final Model Publication/Presentation		✓			Final Model Report	John Stanley Newton Tonawane	Ministries	SIG	Recurrent Budget		
		Lab/ Centre Piloting		✓			Buy 20 Computers	John Stanley	Ministries Provinces	SIG	MCA Development Budget	\$660,000.00	
		Provide Training and Training Material Development			✓		Develop basic training material	Newton Tonawane		SIG	MCA recurrent/DB		
Estimated Total												\$660,000.00	
B	New Telecommunication Towers	1. Project Summitted Bilateral partner for funding assistance	✓				Response from PRC	Committee	PRC	SIG	MCA recurrent/DB		

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		2. Detail Studies, Design and identification of Tower sited		✓	✓		Number of studies done in sites	Committee	Land owners, Service Providers	SIG	MCA recurrent/DB		
		3. Contracting of Technical Experts for EIA, Financial assessment and Engineers		✓	✓	✓	Reports submitted	DC		SIG	MCA recurrent/DB	\$600,000.00	
		4. Finalisation of project Design			✓	✓	Mutual Agreement on design	Committee		SIG	MCA recurrent/DB		
Total Estimated budget												\$600,000.00	
A	Public Awareness	Radio Program	✓	✓	✓	✓	Start live Public awareness on SIBC	Newton & Rachel	MCA	SIG		\$40,000-00	
		Telecommunication and Information Society Day		✓			On SIBC						
		Provincial Tours	✓	✓	✓	✓	4 provinces	Newton & Rachel	Provincial Government	SIG		\$70,000.00	
		Develop Press Releases & News Letters (for MCA Websites)	✓	✓	✓	✓		Newton	MCA HoDs & Gov't Comms UNIT (PMO)	SIG			
		Collect and update MCA website contents	✓	✓	✓	✓		Newton Standley	MCA HoDs	SIG			
Total Estimated budget												\$110,000.00	
B	Communication Division Filing System	Creating filing system & keeping documents in a safe place and being able to find them easily & quickly. Archives other important documents.	✓	✓	✓	✓	Rachel Jagilly Logistic & Admin Officer	Operators, Other ministries & Office documents		SIG	Recurrent Budget		
Total Cumulative													



#### IV. AVSEC SECTION ANNUAL WORK PLAN - 2021

**Our purpose is to:**

- Carryout the screening and search of any of the persons and things specified in relevant sections of the Act.
- Provide support to the duties of in-flight security officers or persons with equivalent functions and duties on board an aircraft registered in a member State of ICAO other than Solomon Islands
- Provide security support services to the Police when requested
- Carry out aerodrome security patrols and patrols of navigation installations
- Capacity building of officers on security techniques, systems, devices, practices, and procedures related to the protection of civil aviation and persons employed in or using them
- Undertake, or encourage or supervise, such experimental or research work in respect of any aspect of aviation security as the Director may specify
- Exercise and perform other functional duties as may be required by other written laws.

**We are providing the following services to our clients:**

- Management of Airport Permit System
- We do screening of passengers and cabin bags
- We do screening of whole baggage and cargo
- We do foot and mobile patrolling
- We do access controlling management
- We work closely with other important stakeholders.

**For this year, our most priority outputs are:**

- Review of Airport Security Documents.

- Secure and Manageable Access Point.
- Renovation of AVSEC Building.

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**DCGA POLICY STATEMENT:** 5.2.4.1 (b) Competent Air Services Management

Strategies	Intended Outputs	Intended Activities	Time Frame				Key Performance Indicators	Responsible Officer	Who to work with	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4				Source	Description	Expenditure	Progress towards Outputs
Upgrade Access and Security Control	Re-installation of CCTV & erection of fence & automatic access-controlled gate	<ul style="list-style-type: none"> <li>Contact consultations with PS and Management Team.</li> <li>Consult Technical and APM and to progress reinstallation of CCTV and erection of fence and gate</li> </ul>	x	x	x	x	Installation of CCTV and erection of Automatic access gate completed	H Kukuti	<ul style="list-style-type: none"> <li>Technical division</li> <li>APM</li> <li>FC</li> </ul>	SIG	Recurrent	\$400,000	
Review of Programmes and Implementing them	Airport Security (ASP& PPM) reviewed, approved by CAASI and implemented	<ul style="list-style-type: none"> <li>To work with CAASI on the review of ASP &amp; PPM review)</li> <li>To work on the recommendations from CAASI review</li> <li>Submit the amended documents to CAASI for its approvals.</li> </ul>	x	x	x		Report of the review submitted to CAASI	N Elosi & S Jimmy	<ul style="list-style-type: none"> <li>CAASI AVSEC Coordinator,</li> <li>PS MCA</li> <li>FC &amp; Gang</li> </ul>	SIG	Recurrent	\$50,000	

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		<ul style="list-style-type: none"> <li>- To implement amendments approved by CAASI.</li> <li>- To print the final copies of ASP &amp; PPM</li> </ul>											
General Security Awareness Program	Public Consultations conducted and publics become aware of security risks and safety requirements.	<ul style="list-style-type: none"> <li>- To conduct consultations with relevant stakeholders on a quarterly basis</li> <li>- To procure materials for the consultations</li> <li>- Conduct trainings for stakeholders consulted.</li> </ul>	x	x	x	x	Quarterly report of consultations submitted to MCA EMT	Micah	<ul style="list-style-type: none"> <li>- Police</li> <li>- Community Leaders</li> <li>- Airport Stakeholders</li> <li>- PS MCA</li> <li>- FC &amp; Gangs</li> </ul>	SIG	Recurrent	\$60,000	
Procurement of Office Equipment and Stationery	Relevant Office equipment and stationery procured	<ul style="list-style-type: none"> <li>- Smith's detection (scanning) machine to procure for Hon domestic airport &amp; Munda Int Airport.</li> <li>- To procure Office Stationeries and accessories</li> </ul>	x	x	x	x	Machine installed at Hon domestic & Munda International Airport.	N Elosi	<ul style="list-style-type: none"> <li>- Mesach K</li> <li>- AVSEC NZ</li> <li>- PS</li> </ul>	SIG	Recurrent	\$200,000	
Maintenance of two (2) AVSEC buildings	<ul style="list-style-type: none"> <li>-Beneficial to healthy environment and workplace</li> <li>-AVSEC Admin and ACP buildings renovated</li> </ul>	<ul style="list-style-type: none"> <li>- Liaise with APM and FC for the maintenance of the two buildings</li> </ul>	x	x	x	x	AVSEC buildings renovated.	N. Elosi	APM PS FC	SIG	Recurrent	\$200,000	

## V. TECHNICAL SECTION ANNUAL WORK PLAN – 2021

### **Our purpose is to:**

- Implement Government Policies in relations to
  - ✓ Develop and sustain the competencies required for officers to perform their roles in a more efficient and effective manner
  - ✓ Facilitate upgrading of communication, navigational and surveillance systems that delivers a safe, secure and sustainable air transport services

### **We are providing the following services to our clients:**

- ✓ Maintenance and up-keeping of CNS Equipment
- ✓ Maintenance of AGL systems
- ✓ Maintenance of Airport Security Equipment
- ✓ Maintenance of Airport Equipment & Utilities

### **For this year, our priority outputs are:**

- ✓ Repair DVOR, DME and NDB
- ✓ Purchased new Runway Lights & Installation
- ✓ Purchased of Air conditions & Installation
- ✓ Purchase of new Batteries for Generators, Radiators and Maintenance of Generators
- ✓ Purchase of VHF & HF Radio
- ✓ Conveyor Belt.

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**DCGA POLICY STATEMENT:** 5.2.4.1 (b) Competent Air Services Management

Strategies	Intended Outputs	Intended Activities	Time Frame				Key Performance Indicators	Responsible Officer	Who to work with	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4				Source	Description	Expenditure	Progress towards Outputs
AGL LIGHTING	06 Lights and 24 Lights replaced.	To procure Airports Lights: - Runway Edge - Approach - Thresold/ end - Taxi way lights - Obstruction Lights - Apron Lights	x	x	x	x	50% of AGL Lighting Replaced.	Abel	Robert Douglas Airways NZ, RAZIV, FC	SIG	Recurrent	\$200,000	
NAVIGATIONAL AIDS	NDB Parts Replaced.	To Procure: - NDB Earth mat - Charger Inverter - Control Indoor & Out door Board.	x	x	x	x	45 % of Navigational Aids replaced.	Abel	Robert Douglas Airways NZ, RAZIV, FC Allan Zunia CAASI.	SIG	Recurrent	\$100,000	
DVOR	DVOR Parts Replaced.	To Procure: - 49 DVOR Antenas - DVOR Models - Cable Conduit - Marine Paint.	x	x	x	x	50% of DVOR Replaced.	Abel & Messach	Robert Douglas Airways NZ, RAZIV, FC, Allan Zunia CAASI.	SIG	Recurrent	\$200,000	
DME	DME Parts Replaced	To Procure: - DME Models - Cable Conduit	x	x	x	x	95% of DME Replaced	Abel & Messach	Robert Douglas Airways NZ, RAZIV, FC, Allan Zunia CAASI.	SIG	Recurrent	\$200,000	

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COMMUNICATION AIDS	HF Radio upgrade	To Procure: - Relocate Antennas - New HF Radio	x	x	x	x	75% of HF Radio Replace	Abel & Messach	Robert Douglas Airways NZ, ATS,Maneger RAZIV, FC, Allan Zunia CAASI.	SIG	Recurrent	\$100,000	
	VHF Radio	To Procure: - Antennas - New VHF Radio	x	x	x	x	95% of VHF Radio Replaced	Abel & Messach	Robert Douglas Airways NZ, RAZIV, FC, Allan Zunia CAASI.	SIG	Recurrent	\$100,000	
	VCCS	To Procure: - Computers - VCCS Modules - Hand sets - Speaker - UPS batteries - Cables -	x	x	x	x	65% of VCCS Replaced	Abel & Messach	Robert Douglas Airways NZ, ATS,Maneger RAZIV, FC,	SIG	Recurrent	\$200,000	
GENSET	GESET PARTS REPLACED	To Procure: - Batteries - Exhaust Pipe - Relay - Oil - Filter - Ats - Radiator - Servicing	x	x	x	x	75% of GENSET Replaced	Abel & Messach	RAZIV, FC,	SIG	Recurrent	\$200,000	
Conveyor	Replaced	Complete new replacement	x	x	x	x		Abel & Messach	Robert Douglas Airways NZ, RAZIV, FC,	SIG	Recurrent	\$200,000	
SECURITY MACHINE	X-RAY PARTS	To Procure: - New x-ray - PCB Boards - UPS - Monitors	x	x	x	x	80% of MACHINE Replace	Abel & Messach	Nairy Security manager, Athol, AVSEC NZ RAZIV, FC	SIG	Recurrent	\$200,000	

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GENERAL MENTAINANCE	ELETRICAL	To Procure: - Electrical materials - Air Con units - Safety wares	x	x	x	x	75% of Replace		RAZIV, FC	SIG	Recurrent	\$100,000	
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## VI. AIRPORT MANAGEMENT ANNUAL WORK PLAN - 2021

### **Our purpose is to:**

- **Implement Government Policies in relations to:**
  - To maintain and develop airports in compliance to international standards that enables delivery of safe, secure and reliable air transport network.
  - Ensure International Airport infrastructures and facilities meet the international standards to accommodate customers' demand and the increase international flights movements.
  - Improve institutional housing, office infrastructure and asset management
  - Improve coordination with CAASI, Airport Operators and other technical Division of the Ministry to deliver aviation infrastructures that complies with Civil Aviation Rule part 139.
  - Implementation of the civil aviation reform as part the privatisation process to establish the Solomon Islands Airport Corporation Ltd.

### **We are providing the following services to our clients:**

- **Development of Government Policies and Procedures in relation to**
  - ⇒ Aerodrome Operation and Maintenance for both international and domestic airports.
  - ⇒ Airport Terminal Operations
  - ⇒ Airport Safety and Compliance
  - ⇒ Airport Aviation Rescue and Fire Fighting Service
  - ⇒ Airport Development and Planning

For this year, our priority outputs are:

- ✓ Strengthen Safety and Compliance to CAR Part 139
- ✓ Deliver Aerodrome Developments and Upgrade
- ✓ Improve Institutional Housing
- ✓ Operationalize Solomon Islands Airport Corporation Limited.

**NATIONAL DEVELOPMENT STRATEGY VISION:** The National Vision is “Improving the Social and Economic Livelihoods of all Solomon Islanders”

**DCGA VISION:** By the Grace of God, the Democratic Coalition Government for Advancement (DCGA) humbly pledges to empower all Solomon Islanders to attain a meaningful quality of life through social and economic reforms supported by stable and ethical leadership. With the united efforts of our leaders, we will strive to achieve the DCGA reprioritized programs and policies and as such, all Solomon Islanders can be assured to see sound political leadership, tangible and sustainable Socio-economic and Spiritual developments

**DCGA POLICY STATEMENT: 5.2.4.1 (b) Competent Air Services Management**

Strategies	Intended Outputs	Intended Activities	Time Frame				Key Performance Indicators	Responsible Officer	Who to work with	Budget		Monitoring Framework	
			Q1	Q2	Q3	Q4				Source	Description	Expenditure	Progress towards Outputs
Operationalize the Solomon Islands Airport Corporation – SOE.	Clean Terminal building ops	Procure chemicals, cleaning equipment and maintain sweeping, wiping, dusting etc.					Clean and Comfortable environment for passenger processing operations	Terminal Operations officers	Suppliers	SIG	Recurrent	\$100,000.00	Bi-weekly Reports
	New installed check-in chairs	Procurement – Airport chairs					4 x rating Quality Passenger Experience.	Terminal Operations Officer	Supplier	SIG	Recurrent	\$50,000.00	Bi-weekly Reports
	Operational facilities (Domestic and International ops)	Fix doors, plumbing fixtures and building elements					4 x rating Quality Passenger and Customer Experience	Property Manager and Plumber	Suppliers	SIG	Recurrent	\$50,000.00	Bi-weekly Reports
	Renovation to Existing International Terminal Building	Relocate and Remove cosmetic items such as carvings etc.					Fully Operational and Quality International Terminal Building.	Airport Engineer	Contractor	SIG	Recurrent	\$50,000.00	Bi-weekly Reports
		Renovate areas did not cover							Kitano Construction	SIG/JICA	DB	N/A	Bi-weekly Reports

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		under JCIA Upgrade Project (International) Toilets and flooring etc.										
		Cosmetic Renovations for domestic terminal building						Contractor	SIG	Recurrent	\$100,000.00	Bi-weekly Reports
	Car Park Improvements	New Car Park				4 x rating	Airport Engineer	Contractor	SIG	Recurrent		Bi-weekly Reports
		Line markings				Quality						
		Pavement Repairs				Passenger/ Customer Experience.						
	Signage and Notices	Install signage internally and externally Terminal Area				Safety Requirements and quality customer experience	Property Manager and Terminal Ops	Supplier/Contractor	SIG	Recurrent		Bi-weekly Reports
	Functional Air-conditions	Identify faulty equipment's and replace				Cool environment and quality Customer experience	Technical Officers	Supplier/Contractor	SIG	Recurrent	\$200,000.00	Bi-weekly Reports
	Check-in Scale installed	Procure New scales and install				Efficient Check-in Passenger Processing	Technical Officers and Property Manager Technical	Supplier/Contractor	SIG	Recurrent	\$200,000.00	Bi-weekly Reports
	Conveyor Belt replacement	Inspect, identify, recommend and replace CB				Efficient baggage handling processing		Supplier/Contractor	SIG	Recurrent	\$500,000.00	Bi-weekly Reports
	Relocate Pot plants	Relocate Pot plants				Restored face in front of terminal building	Terminal Operations Officers & Property Manager	Supplier/Contractor	SIG	Recurrent	\$30,000.00	Bi-weekly Reports
	Terminal Post cover	Weaving posts						Supplier/Contractor	SIG	Recurrent	\$50,000.00	Bi-weekly Reports
	Training	Establish Workshop and Training –				Capacity Building for Hygiene Technicians	Airport Manager and Terminal	IPAM, In house trainings.	SIG	Recurrent	\$10,000.00	Bi-weekly Reports

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		Housekeeping and Cleaning.					Operations Officers.					
	Recreational Huts Restored	Procurement and repair				Fully Restored Recreational Huts	Property Manager.	Supplier/ Contractor	SIG	Recurrent	\$30,000.00	Bi-weekly Reports
	Demolition of Building beside Domestic Terminal	Procurement and Demolish.				Create Space and Room	Property Manager and Domestic Terminal Operations Officers	Supplier /Contractor	SIG	Recurrent	\$10,000.00	Bi-weekly Reports
Civil Aviation Safety and Compliance Requirements	Safe Operations	Daily Inspection				Daily Compliance check Reports	Safety Officer	Airport Management, AVSEC, and ATS.	SIG	Recurrent	n/a	Bi-weekly Reports
	Functioning Visual Aids	Procure pavement paints and supply to provincial airstrips				50 x 20litres Pavement Paints delivered	Airport Engineer	Supplier / Contractor	SIG	Recurrent	\$70,000.00	Bi-weekly Reports
		Procure Line marking machine				1x line marking machine delivered.	Property Manager	Supplier	SIG	Recurrent	\$100,000.00	Bi-weekly Reports
		Restore Line markers in Munda and Gizo Airstrip				1x signed contract with super sealing comp. ltd	Property Manager	Supplier	SIG	Recurrent	\$500,000.00	Bi-weekly Reports
	Safe and compliant facilities	Daily Inspection of all airside and landside facilities				1 x Annual Quality Control Inspection	Safety Officer	Airport Manager/ Property Manager	SIG	Recurrent		Bi-weekly Reports
	Improve Safety Perimeter	Improve fence line				6m replaced perimeter fence.	Property Manager	Supplier	SIG	Recurrent	\$10000.00	Bi-weekly Reports
	Controlled Wildlife Management	Catch and Release/poison				Significant Reduction wildlife breach	Safety Officer	Property Manager/ Suppliers/ Contractor	SIG	Recurrent	\$10,000.00	Bi-weekly Reports
	Windsock Restock	Procurement and installation				21 x windsock frame and socks installed.	Airport Civil Engineer/ Property Manager	Supplier	SIG	Recurrent	\$300,000.00	Bi-weekly Reports

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	OLS free zones	Outsource Cutting of Trees				OLS obstructions removed.	Airport Civil Engineer	Contractor	SIG	Recurrent	\$50,000.00	Bi-weekly Reports
	Workshop- Aerodrome facilities and safety management	Establish/Run workshop on safety priority areas				APM Officers well equipped on Aerodrome Safety and Compliance requirements	QA Officer / Safety Officer	Airport Manager (Ag)	SIG	Recurrent	\$2,000.00	Bi-weekly Reports
		Phraseology Workshop ( ATS)										Bi-weekly Reports
		Airside driving										Bi-weekly Reports
		Establish pavement.										Bi-weekly Reports
Operational Aerodrome Emergency Plan	Emergency operational centre Refurbished	Tender Advertisement				1 x Established Emergency Operational Centre	Airport Civil Engineer/ Property Manager	Contractor	SIG	Recurrent	\$150,000.00	Bi-weekly Reports
		Refurbish, complete										
		Setup Communications equipment/ Internet and Monitoring LCD screen										
	EMT selected	Select Appoint members				1 x EMT functional Team	QA / Terminal Ops supervisor (Eleanor)	EOC Stakeholders	SIG	Recurrent	\$2000.00	Bi-weekly Reports
		Organise inception training and workshop										Bi-weekly Reports
	Full scale Emergency exercise conducted.	Training / Workshop exercises with stakeholders.				1x First Full-Scale Exercise.					\$20,000.00	Bi-weekly Reports
	Table Top exercise	Workshop				2 x Table Top exercise					\$5000.00	Bi-weekly Reports
	ARFF Medical Support Vehicle	Procure ARFF Medical Support Vehicle				1 x Emergency Medivac	COO(Ag) / CFO (ARFF)	Supplier	SIG	DB	\$1,600,000.00	Bi-weekly Reports

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Aerodrome facilities maintenance	Grass kept at standard height					Grass kept below 2cm	Safety Officer/ Field Workers	Contractors	SIG	Recurrent	\$8,000,000.00	Bi-weekly Reports
	ARFF Station Refurbished	Scope- Tender-Evaluate-Construct				1 x Refurbished ARFF Station	Property Manager / CFO (ARFF)	Contractor / Supplier	SIG	Recurrent	\$200,000.00	Bi-weekly Reports
	Pavement repatching – International and Domestic Pavement	Scope – RFQ – Evaluate - Construct.				No Potholes or defects on Pavement	Airport Engineer	Contractor	SIG	Recurrent	\$40,000.00	Bi-weekly Reports
	DME & DVOR Maintenance	Scope – RFQ – Evaluate - Construct				Refurbished DME & DVOR	Airport Engineer/ Property Manager	Contractor	SIG	Recurrent	\$100,000.00	Bi-weekly Reports
	AVSEC BHS Screening airside room	Scope – RFQ – Evaluate - Construct				Refurbished Room	Airport Engineer/ Property Manager	Contractor	SIG	Recurrent	\$100,000.00	Bi-weekly Reports
	AVSEC Building Renovations	Scope – RFQ – Evaluate - Construct				Refurbished Building / Kitchen area	Airport Engineer/ Property Manager	Contractor	SIG	Recurrent	\$150,000.00	Bi-weekly Reports
	New access control gate	Design, establish scope of works and specification and establish tender				1x ACP high secured access control gate	Airport Engineer/ Property Manager	Contractor	SIG	Recurrent	\$100,000.00	Bi-weekly Reports
		Implement and installation										
OLS Tree Clearance	Reduced OLS level at Honiara international airport	Consult with residence and property owners.				Free of obstruction no complaints from pilot.	Safety Officer & Airport Engineer	Contractor	SIG	Recurrent	\$50,000.00	Bi-weekly Reports
	Reduced OLS Leve at Munda	Consult with residence and property owners.				Free of Obstruction no complaints from pilot.	Safety Officer & Airport Engineer	Contractor	SIG	Recurrent	\$50,000.00	Bi-weekly Reports

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	International Airport.											
<b>DCGA POLICY STATEMENT 5.2.1.4 ( c,a) AIRPORT INFRASTRUCTURE UPGRADE</b>												
Upgrade International Airports	Honiara Airport Upgraded	Heli support facilities relocation				Heli support relocated	Airport Engineer	Contractor/ HATANGA	SIG	DB	\$500,000.00	Bi-weekly Reports
		Clear Items inside Existing Terminal Building.				Terminal Building Cleared for renovation	Airport Engineer /Property Manager	Contractor Stakeholders	SIG	DB	\$30,000.00	Bi-weekly Reports
		Water Bore Hole replacement.				Contractor (Kitano) Commence excavation at	Airport Engineer & Director CA (Policy)	Contractor Stakeholders	SIG	DB	\$40,000.00	Bi-weekly Reports
		Scope-Tender-Evaluate and Relocate EX toll Hangar				Ex toll hangar relocated	Airport Engineer/ Property Manager	Contractor Stakeholders	SIG	DB	\$200,000.00	Bi-weekly Reports
		Scope- Tender-Evaluate and Re-align perimeter fence beside ACP 90m length				Perimeter fence of 90m push back into ex pacific freight area.	Airport Engineer/ Property Manager	Contractor Stakeholders	SIG	DB	\$150,000.00	Bi-weekly Reports
	Munda Airport Terminal Constructed.	Tender and Reconstruct Old Terminal Facilities and utilities				New relocated hangar facilities	Airport Engineer & Director CA (Policy)	Contractor Stakeholders	SIG	DB	\$400,000.00	Bi-weekly Reports
		Construct ATS office toilet facilities.					Airport Engineer & Director CA (Policy)	Contractor Stakeholders	SIG	DB	\$100,000.00	Bi-weekly Reports
Upgrade Provincial Airports	Seghe Airport Upgrade	OLS survey and clearance					Airport Engineer & Director CA (Policy)	Contractor Stakeholders	SIG	DB	\$200,000.00	Bi-weekly Reports
	Taro	OLS survey and clearance					Airport Engineer &	Contractor Stakeholders	SIG	DB	\$200,000.00	Bi-weekly Reports

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							Director CA (Policy)					
	Provincial Airport Maintenance Contracts	Award New Contractors					Airport Engineer & Director CA (Policy)	Contractor Stakeholders	SIG	RB	\$9,000,000.00	Bi-weekly Reports
	Airport Rehabilitation Contracts	Scope – Tender - Evaluate - Award Contract				Ramata, Ballalae and Suavanoa, Auki Rehabilitated.	Airport Engineer & Director CA (Policy)	Contractor Stakeholders	SIG	DB		Bi-weekly Reports
<b>DCGA POLICY STATEMENT 5.2.1.4 AIR STRIPS BUY OFF</b>												
Buy off Kira Kira Airport	Acquired Kira Kira Airport	Inception Consultation				1 x Government owned airports for SIACL asset	Director CA (Policy)	Stakeholder Government Agencies	SIG	DB		Bi-weekly Reports
		Survey and Value					COO(Ag)					
		2 <sup>nd</sup> Consultation										
		Signed Agreement					Deputy Secretary					



Ministry of Communication and Aviation (Priorities)

Policy Redirection	Strategy/Measures	Programs/Activities	Intended Outcome	2021DB \$24,803,000	2021RB \$47,241,323
a. 5.2.1.4 (b) Competent Air Services Management	Operationalize the Solomon Islands Airport Corporation – SOE.  Civil Aviation Safety Requirements  Air services agreement with PRC re; direct flight China-SI.	<ul style="list-style-type: none"> <li>Ensure its full operation by May 2021 to take over the management of all airports in the country</li> <li>Strengthen human resources capacity</li> <li>Establish PRC/SI regular direct flight.</li> </ul>	<ul style="list-style-type: none"> <li>Competent/reliable air services</li> <li>Professional service provider</li> <li>Regular direct flight, Guangzhou – Honiara.</li> </ul>	•	•
b. 5.2.1.4 (e, a) Airport Infrastructure Upgrade.	Facilitate the rehabilitation and development of rural infrastructure and improve enforcement of International Civil Aviation Safety requirements  Airport Contracts  Promote PPP approach to implement some of these initiatives.	<ul style="list-style-type: none"> <li>provincial airport tar-sealing and fencing</li> <li>strengthening of air rescue, navigational aid and lighting</li> <li>expansion of the Honiara International airport</li> <li>Contract awards for airport cleaning and upkeep must align with other important strategic policy objectives, like peace and stability.</li> </ul>	<ul style="list-style-type: none"> <li>tar sealed runways</li> <li>long term sustainability of aircrafts.</li> <li>Facilitate domestic and international trade.</li> <li>Boost to the domestic and international tourism market.</li> </ul>	•	•
c. 5.2.1.4 (c, g, f) Telecommunication and Broadband expansion	<ul style="list-style-type: none"> <li>Promote and encourage participation in the industry in the area of broadband services</li> <li>Develop counter measures and establish mechanisms to safeguard and prevent cybercrime including protocols to censor and regulate access to illicit information (porno, bomb and gun making protocols, violent online games), cyber bullying and threats, social media use and dissemination of false information.</li> </ul>	<ul style="list-style-type: none"> <li>Construct 200 x 4 G telecommunication towers through PPP approach.</li> <li>Legislate the compulsory registration of SIM cards</li> <li>Legislate the regulation of social media usage and misappropriation of the freedom to express.</li> <li>Cybercrime Bill</li> <li>Establishment of Computer Emergency Response Team-CERT</li> </ul>	<ul style="list-style-type: none"> <li>New telecommunication towers</li> <li>SIM card registration</li> <li>Social media use ACT (2021).</li> <li>Improved access and connectivity that is secure</li> <li>Cyber bully bill</li> </ul>	•	•

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	<ul style="list-style-type: none"> <li>• Relook at Solomon Submarine Cable (SSC).</li> </ul>	<ul style="list-style-type: none"> <li>• Telecentres in Provinces</li> <li>• Improve services provided by the SSC.</li> </ul>			
d. Airstrip buyoff	<ul style="list-style-type: none"> <li>• Outright purchase of airstrips by the SIG.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding of \$5 million every year until priority airstrips are purchased and owned by SIG.</li> </ul>	<ul style="list-style-type: none"> <li>• Priority airstrips to be owned by SIG to avoid unnecessary closures and smooth facilitation of airport upgrade.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## MINISTRY OF COMMUNICATION & AVIATION ANNUAL WORK PLAN 2021

### Appendix I

Budget Vs Actuals for the period ending 28<sup>th</sup> February 2021.

Budget / Component	Cost Center	3 months budget warrant	YTD Budget	YTD Actuals	% YTD Actuals	YTD Variance	Unspend funds	% Unspend funds
1.0 Recurrent Payroll Charges	0003 Head Quarter- Admin & Accounts	428,015	71,335.83	115,174	27	43,818	312,841	73
	0211 Communication	124,318	20,719.67	28,608	23	7,888	95,710	77
	0212 Airport Management		-	-	-	-	-	-
	0213 Air Traffic Service		-	-	-	-	-	-
	0214 Aviation Security		-	-	-	-	-	-
	0215 Technical Services		-	-	-	-	-	-
	0511 Civil Aviation	4311,054	718,509.00	851,035	20	132,526	3,460,019	80
	<b>Total Payroll Charges</b>	<b>4,863,387</b>	<b>810,565</b>	<b>994,817</b>	<b>20</b>	<b>184,253</b>	<b>3,868,570</b>	<b>80</b>
Other Charges	003 Head Quarter- Admin & Accounts	4,320,490	720,081.67	907,706	21	187,624	3,412,784	79
	0211 Communication	191,680	31,946.67	20,820.	11	11,127	170,860	89
	0212 Airport Management	4,021,931	670,321.83	1,902,508	47	1,232,186.	2,119,423	53
	0213 Air Traffic Services	322,229.	53,704.83	40,840	13	12,865	281,389	87
	0214 Aviation Security	866,751	144,458.50	166,871	19	22,413	699,880	81
	0215 Technical Services	315,943	52,657.17	-	-	52,657	315,943	100
	<b>Total other Charges</b>	<b>10,039,024</b>	<b>1,673,171</b>	<b>3,038,745</b>	<b>30</b>	<b>1,365,574</b>	<b>7,000,279</b>	<b>70</b>
	Total Ministry head 289							

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		14,902,411	2,483,735	4033,562	27	1,549,827	10,868,849	73
2.0 Development	International Airport Programme		-	-	-	-	-	-
	Provincial Airport Programme		-	-	-	-	-	-
	Communication Programme		-	-	-	-	-	-
	Total Head 489	-	-	-	-	-	-	-
	Grand total Ministry (289+489)	14,902,411	2,483,735	4033,562	27	1,549,827	10,868,849	73

## Supporting Summary Notes

The following summary notes reflects the status of the MCA budget warrant spending for period ending 28<sup>th</sup> February 2021.

### **1.0 Recurrent Budget (3 months warrant)**

#### **1.1 Payroll Charges**

Payroll charges has recorded a steady YTD spending of 20% for the period, with HQ Admin & Accounts, Comm and CAD recording 27%, 23% and 20% respectively.

#### **1.2 Other charges**

Other charges have recorded 30% YTD spending- an overspent of 5% against its YTD budget

#### **1.3 Communication**

Comm has recorded 11% execution of its YTD budget. The spending was related to travel for consultations.

#### **1.4 APM**

The strong 47% spending relates to Upkeep & Maintenance cost of HIA and Provincial Commitments. A \$1.1m in favour of SDA Mission not yet reflected in the actuals for the period was also committed against the budget.

#### **1.5 ATS**

ATS has recorded 13% YTD spending of its budget. The expenditure relates mainly to travel costs on the VHF/HF radio project.

#### **1.6 AVSEC**

AVSEC has recorded a strong 19% YTD spending for the period. Major spending related to printing, motor vehicle repairs and Ex firm Security Services payments

#### **1.7 Technical Services**

TS has not yet spent its budget warrant allocations. However, large payments relating to Genset radiator and Fire Hydrant outstanding 70% payment is on the way.

## **2.0 Concluding remarks**

Spending for the period stood at 27% which is slightly 11% higher than the YTD budget for the period of 16.6%. This slight overspent of 11% is related hugely to the overspent of 47% under the APM budget.

Expenditure against the 3 months warrant will be absorbed in the full budget when it is availed by 1<sup>st</sup> of April 2021.

## Appendix ii

### WORKFORCE ESTABLISHMENT

DEPARTMENTS	FILLED POSITIONS	MALE	FEMALE	VACANCY	TOTAL POSTS
HQ/CSD	14	8	6	1	15
CAASI	9	4	5	0	9
CIVIL AVIATION POLICY	-	-	-	-	-
APM	55	37	18	5	60
ATS	33	21	12	4	37
AVSEC	45	24	21	6	51
TECHNICAL SECTION	8	8	0	0	8
COMMUNICATION POLICY	5	4	1	1	6
<b>SUB-TOTAL</b>	<b>161</b>	<b>98</b>	<b>63</b>	<b>17</b>	<b>178</b>

### Appendix iii: Acronyms

**ADS** - Automatic Dependent Surveillance  
**AG** – Attorney General  
**AGA** –Aerodrome and Ground Aids  
**AIC** –Aeronautical Information Circular  
**AIM** –Aeronautical Information Management  
**AIP** –Aeronautical Information Publication  
**AIS** - Aeronautical Information Service  
**AMATS** – Assistant Manager Air Traffic Service  
**ANS** – Air Navigational Service  
**AOC** –Air Operator Certificate  
**APM** – AirPort Management  
**ASC**- Airport Security Committee.  
**ASF** – Aviation Special Fund  
**ASIC**- Aviation Security Identity Card  
**ATC** – Air Traffic Center  
**ATS** – Air Traffic Service  
**AUS** - Australia  
**AVSEC** – Aviation Security  
**AWI** – Air Worthiness Inspector  
**CAA**- Civil Aviation Act.  
**CAASI** – Civil Aviation Authority of Solomon Islands  
**CAO** – Chief Admin Officer  
**CAR** – Civil Aviation Regulation  
**CCTV** – Closed circuit Television  
**CERT** – Computer Emergency Response Team  
**CMA** – Continuous Monitoring Approach  
**CNS** - Communication, Navigation and Surveillance (CNS)  
**COO** – Chief Operation Officer  
**DB** – Development Budget  
**DC** – Director Communication  
**DCA** – Director Civil Aviation  
**DCGA** – Democratic Coalition Government for Advancement  
**DFAT** – Department of Foreign Affairs & Trade  
**DS** – Deputy Secretary  
**DVOR** – Doppler VHF Omni Directional Range  
**EPS** – Executive Personal Secretary



**EOC**- Emergency Operation Center  
**EOD** – Explosive Ordinance Devices  
**FC** – Financial Controller  
**FI** – Financial Instruction  
**FIC** – Flight Information Center  
**FIR** – Flight Information Region  
**FIS** –Flight Information Service  
**FOI** – Flight Operation Inspector  
**GO** – General Order  
**HIA**- Honiara International Airport  
**HF** – High Frequency  
**HOD** – Head of Department  
**HQ** – Head quarter  
**HRD** – Human resource Department  
**HRM** -Human Resource Management  
**ICAO** – International Civil Aviation Organisation  
**ICT** – Information, communication, Technology  
**ICTSU** - Information, communication, Technology  
**ITU** – International Telecommunication Union  
**IQA**- Internal Quality Advisor  
**JD** – Job Description  
**LOA** –Letter of Agreement  
**MATS** – Manager Air Traffic Services  
**MCA** – Ministry of Communication  
**MCT** – Ministry of Culture & Tourism  
**MEHRD** – Ministry of Education & Human Resources development  
**MET** – Meteorology  
**MHMS** – Ministry of Health & Medical Services  
**MID** – Ministry of Infrastructure and Development  
**MLH** – Ministry of Lands and Housing  
**MOA** –Memorandum of Agreement  
**MOFT** – Ministry of Finance and Treasury  
**MOU** – Memorandum of Understanding  
**MPS** – Ministry of Public Service  
**MTB** – Ministry Tender Board  
**NATS** – National Aeronautical Transmitting System  
**NDS** – National Development Strategy  
**NETP** – National Emergency Telecommunication Plan

**NZ** – New Zealand  
**OAG** –Office of the Auditor General  
**OHS** – Occupational Health Safety  
**OLF** –Online Framework  
**ON** – Air Nauru  
**PASO** – Pacific Aviation Safety Office  
**PEL** – Personnel Licensing Office  
**PFM** – Public Finance Management Act  
**PMP** – Performance Management Process  
**PNG** – Papua New Guinea  
**PQ** – Protocol Question  
**PS** – Permanent Secretary  
**PSC** –Public Service Commission  
**RACA** – Regulated Air Cargo Agent  
**RPAS** – Remotely Piloted Aircraft System  
**SA** – Solomon Airlines  
**ASC**- Airport Security Committee  
**SDP** – Staff Development Plan  
**SI** –Solomon Islands  
**SIACL** – Solomon Islands Airport Company Limited  
**SIG** – Solomon Islands Government  
**SLA** – Service Level Agreement  
**SOE** – State Owned Enterprise  
**TECH** – Technical  
**VIP**- Very Important Person  
**VP**- Vulnerable Point