Ministry of Communication and Aviation

Annual Work Plan 2023

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REMARKS FROM THE HEAD OF 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 started 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 this year. 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 sometime this year 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.

This Work Plan is intended to capture the major themes for DCGA policy development and implementation over the remaining year in the context of overall government policy and describes the functions and activities that the MCA will deliver during 2023.

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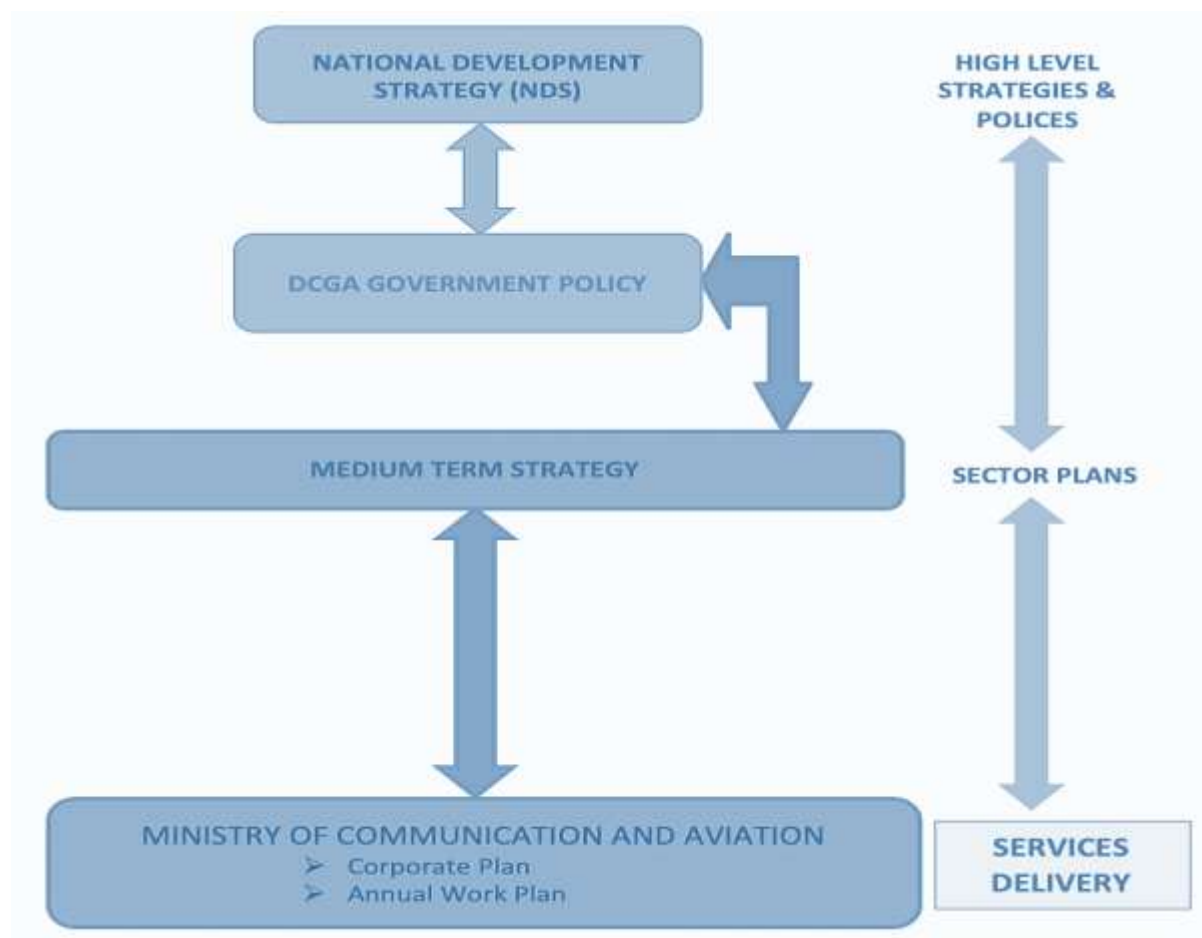
Safe, regular efficient air transport services, resilient infrastructure Transport coupled with affordable, accessible and progressive communication Systems.

LINKAGE

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
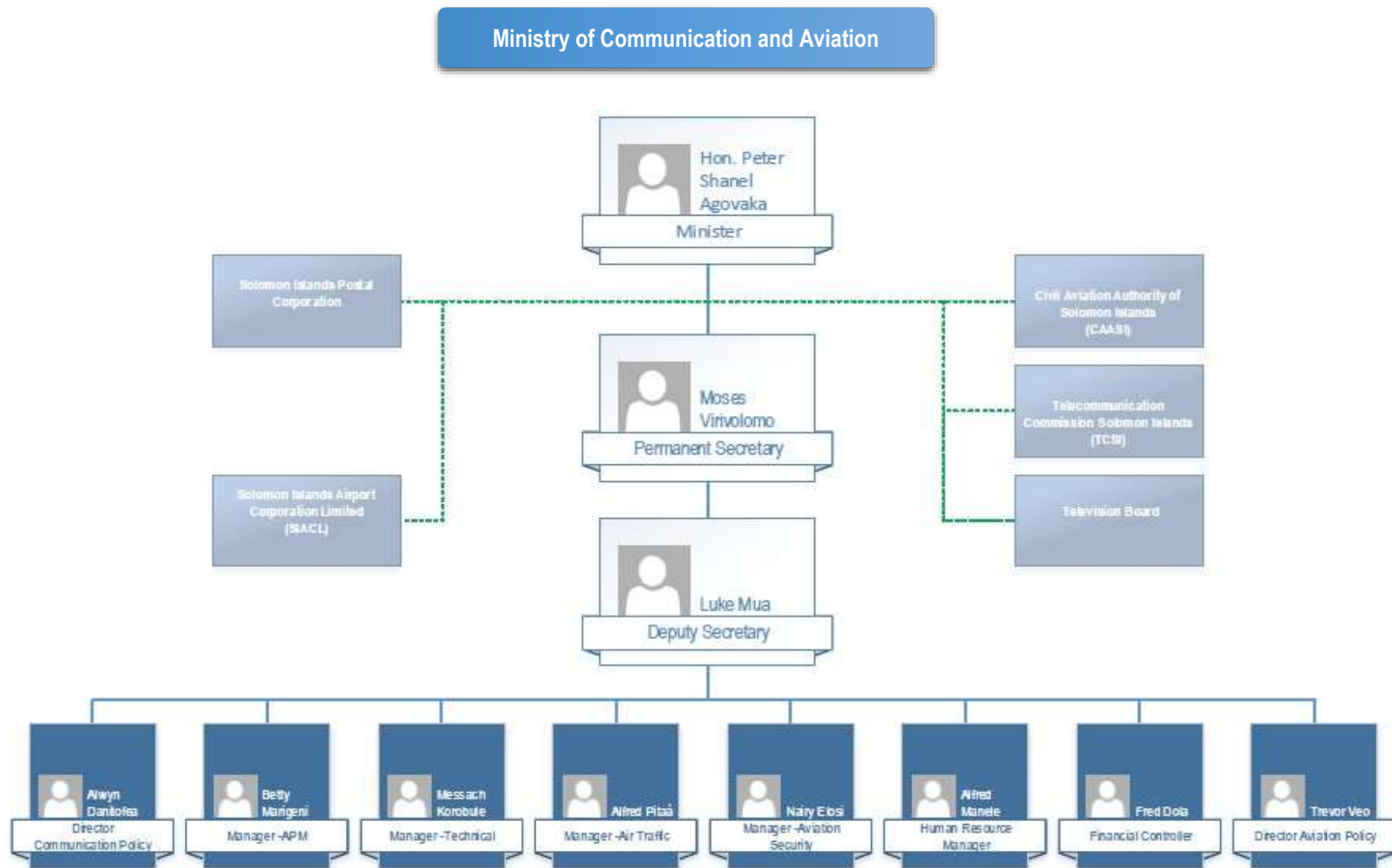
2023 BUDGET & ESTABLISHMENT

I.   AIR TRAFFIC SERVICES ANNUAL WORK PLAN – 2023

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

NATIONAL DEVELOMENT 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 of the Flight I9nformation Region improved and reliable..	1.To engage a consultant to implement the report on VHF/HF Resolution report 29th January 2021. 2.Procure equipment and install 3. Procure intercom system and install. 4. Work with Teleco companies to install CRUSH ALARM and hotline system					Consultation & Procurement of Equipment	Alfred /Messach As above	PS, DS & HoDs As above	SIG	Recurrent	$150,000	Consultant engaged. Equipment installed
	LATA Aeronautical Mobile Services / Advisory Services and Flight Information Service operated	1.Installation of.procured vhf & HF radion communication, antenna and office equipment.					Procurement of equipment components.	Alfred Messack	PS, DS & HoDs	SIG	RECURRENT	$50,000.00	Procurement of Radio, Computers, Fax and Telephones for office.
	Upgrading of Air Traffic Services and Aeronautical Telecommunication in Solomon Islands.	1.ATC Task Force Committee – Prepare Presentation Paper to Caucas and Cabinet. 2.Prepare a terms of reference of the Taskforce.					Cabinet Paper presented to Minister.	Permanent Secretary / Deouty Secretary ove As ab	D/Coms D/Policy D/CAASI MATS	MCA	DB		Consultations and discussion on Policy Paper.
	Licensing of Flight Service Officers – CAR Part 65	1.CAASI – Licensing of Air Traffic Services – OJTI Instructors / Examiners 2. Conduct training for officers to be licensed under Rule [ar 65. 3.Conduct refresh traiing for officers under ICAO 052 & O53.					4 Officers OJTI Training – Online and OJTI – Practical Completed	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					Documentation of AIS Manuals	MATS	CATSO CAISO	ATS	ATS Recurrent	100,000	AIS Establishment, manpower, AIS Manual and AIS Certification part 175.
	Digital Barometer Installations.	MAY BE NEW OUTPUTS TO INSERT.					80 %	MATS	MET Services	ATS	ATS Recurrent	100,000	Procurement of Digital Barometer for Tower, FIC and Munda 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 (Renew LOA PNG & Australia. Review LOA- Nauru & Fiji.		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.
	Data base on Air crafts movement and passengers Established..	1.Procurement of Desktop computer and installation completed. 2.Monthly statistics on aircrafts and passengers movements are completed and dessiminated to airline operators and contractors. 3.Issue invoices to airline operators and contractors		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.	1.Prepare tender documents for onward transmission to MTB deliberation. And submit to CTB for its approval. 2. nstallation of CCTV on ATS restricted Areas – DVOR/NATS/Tower/FIC and Equipment Room.		Feasibility Study Completed, Preparation of Tender documents.	MATS		APM TECHS COMMS HQ Accts.	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 Completed and adopted.	Draft Document of Munda LUO.		Workshop on LUO for Munda conducted.	MATS		ATS	ATS	ATS	50,000	Manual to be ready for certification
	Upgrade of ATS [ATM] and Aeronautical Telecommunication Equipment [CNS] to meet International Standards and ICAO Asia Pacific Region.	Engagement of Consultant [ATC] for a feasibility study report for MCA future development of CNS/ATM		Feasibility Study Report to be presented to PS MCA	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 ATS Development and Aeronautical Telecommunications.

I.   CIVIL AVIATION AUTHORITY OF SOLOMON ISLANDS ANNUAL WORK PLAN – 2023

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 as per CAASI Surveliance plan 2023.
- Support the aviation industry towards recovery from COVID-19
- Review CAASI Manuual Procedures Mannual
- Support the aviation industry with permits and approvals to assist continuing operations post COVID-19.
- Support facilitate air traffic permits in relation to SPG 2023
- intensify uploads on ICAO UOSP Online framework

National Development Strategy: 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: 5.2.1.4: Competent Air Services Management

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
Strategic Objective: A: Enhance Aviation Security and Air Transport Facilitation	Aviation security providers operational approvals are current and compliant to CARs Maintenance of high security culture within the aviation system.	CAR Part 109 and 140 Renewal Audits Review of Part 108 Airline Security Programmes Review of National Civil Aviation Security Programmes Conduct Updates SI – ICAO USAP CMA	X X	X X	X X X X	X X X		DCA AVSEC	MAVSEC, SA RACA, COO, airline operators, ICAO	ASF	Surveillance/seminar /venue costs Programmes Review costs		200,000.00	
Strategic Objective: B: Enhance Quality in Aerodromes and Navigation Services	A vibrant and compliant aerodrome and ANS system that facilitates safe and efficient aviation operations Optimum use of airspace	AERODROMES Certification Audit of SIACL – Honiara and Munda International Airports Risk-based Inspection of All other provincial airports Undertake update of AGA PQs and CAPs on USOAP CMA Continuous Surveillance & Monitoring of generated CANs (ROSC) Enhanced surveillance of Honiara Interntional Airport due influx of traffic due SPG 2023	X	X X X X	X X X X	X X X X		DCA/AC AC	CEO/COO SIACL	ASF	Audit/Inspection costs		200,000.00	

		AIR NAVIGATION SERVICES						DCA/ANS Officer	SIACL/MET/TECH Managers	ASF	Surveillance Costs External ATS Inspector fees Printing of AIP Hard Copies Drafting costs	200,000.00	
		Quarterly meetings with SIACL on the progress of 171/172/175 certification	X	X	X							
		Licensing of ATS FISO		X								
		Grants PERMITS for aircrafts operating through SI FIR	X	X	X	X						
		AIP Management										
		Audit of Part 174 MET provider, SIMS	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	X							
		Draft ATS PEL Procedures Manual	X									
Strategic Objective: C: Enhance Competency of Personnel engaged in Civil Aviation Activities	A well-maintained personnel licensing system that sustains currency and competency of aviation personnel	Grant/Amend Pilot/Engineer licences	X	X	X	X		DCA/PEL Officer	Industry participants	ASF	Operational costs Licence Hard cover Books procurement	100,000.00	
		Grant of medical certificates	X	X	X	X						
		Grant validation certificates	X	X	X	X						
		Administer air law exams	X	X	X	X						
		Grant drone/RPAS registrations	X	X	X	X						
		Grant overflight/landing permits	X	X	X	X						
		Update USOAP CMA OLF Protocol Questions (PQ)	X	X	X	X						

Strategic Objective: D: Enhance Safety in Aircraft Operations	The travelling public has confidence in safe air travel	Undertake certification/renewal audits of AOC and Foreign AOC holders.	X	X	X	X		DCA/FOI/AWI/PASO	Airline operators	ASF PASO	Inspector service fees for safety oversight work	700,000.00
	Improved and expeditious access and mobility of people and goods;	Undertake renewal of pilot recurrency/proficiency checks.	X	X	X	X						
Strategic Objective: E: Enhance Safety in Aircraft Engineering and Maintenance Of Aircraft	The public has confidence to travel on aircrafts that are well maintained IAW airworthiness standards	Undertake audits for initial grant and renewal of AMOs and Foreign AMOs	X	X	X	X		DCA/AWI/PASO	Industry participants	ASF/PASO	Inspector service fees for oversight work	700,000.00
		Undertake grant and renewal of Airworthiness certificates	X	X	X	X						
		Approve aircraft maintenance programmes	X	X	X	X						
		Enter into technical arrangement to govern cross-border lease of H4-Registered aircraft.	X	X	X	X						
Strategic Objective: G: Alignment of National Laws with International Conventions	The presence of a modern and harmonised legislation framework	Consult and Consolidate amendments that will form part of proposed amended Civil Aviation Act.			X			DCA	PSMCA/AGC	ASF	Consultation costs	$100,000.00
		-Establish a Taskforce to review the Civil Aviation Act 2008		X	X							
		Introduce/implement RPAS and ADS-B Rules to industry		X	X							
Strategic Objective: H: Strengthening the Corporate Culture of CAASI (HR&OM)	CAASI's direction and past performance is well documented and fully aligned to the Act and CAR mandate	Implement CAASI Corporate Plan 2023-2025	X	X	X			DCA/CAASI Staff	FOI/AWI/FC/MCAMTB/CAASI Board	ASF	Workshop costs, Printing costs	700,000.00
		Review and update and Implment CAASI Annual Plan Work 2023	X	X	X	X						
		Facilitat recruitment/ PMP for current and new officers Implement Authority Training Plans	X	X	X					MCA HQ		

Strategic Objective	Outcome	Activity						Lead	Partners	Funding	Budget	Amount	
	Seek donor support to build CAASI new office complex	Complete CAASI Annual Report 2023 and submit to Minister for Aviation	X	X	X								
		Organise meetings with potential donors		X	X	X				ASF/MCA/Other	Procure/Contract/Implement		
Strategic Objective: I: Internal Quality Management	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	X	X	X			DCA/FOI/AWI		ASF	Auditor Service fees	500,000.00	
											Printing of CAASI Manual Suite		
		Undertake internal audit of CAASI Organisational processes and procedures		X	X				Organisational Auditor		Launching of manual suite		
Strategic Objective: J: Enhance the CAASI's Capabilities for Investigation of aircraft accidents	Solomon Islands has an established framework for accident investigation	Pursue signing of Accident Investigation MOU with AIC PNG		X	X	X		DCA	PSMCA/AGC/Minister for Aviation/PNG AIC			300,000	
		Implement Accident investigation training for technical staff		X	X								
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 aviation industry	X	X	X			DCA/FOI/AWI	SMEs/industry	ASF	Workshop/seminar/costs	100,000.00	
								AVSEC	SMEs/industry		Workshop/seminar/costs	$100,000.00	

II.   MCA CORPORATE SERVICES DIVISION ANNUAL WORK PLAN – 2023.

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 2023
- Preparation of the Recurrent and Development Budget for 2023.
- 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 and communication standard level.	Improved effective service delivery as a result of enhanced human resources	Recruitment of skilled personnel to fill 27 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.	Improved performance of MCA officers as a result of clear job descriptions. Reviewed JD for transition to new company	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			No Cost	
Performance Management Process: Evaluate the performance of every staff member on annual basis as per PMP guidelines	Improved understanding and appreciation of PMP policy by all officers as a result of extensive sensitization on the process.	Organise PMP workshop for all officers in MCA All Divisions within MCA sensitized on PMP and report produced Establish Performance Recognition Committee Coordinate and monitor implementation of PM process.	✓ ✓ ✓ ✓	 ✓ ✓	✓ ✓ ✓	 ✓ ✓	HRM, CAO, HODs, DS & PS	MPS	SIG Recurrent	Advertising Recruitment		$23,000	
HRD Plan: Develop and implementation of human resources development plan for capacity building across the Ministry	Officers going training according to the SDP with required qualification and improved performance Training Plans produced.	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		$15,000	

Record Management: Improving MCA Record Management System to ensure easy retrieval of records and a better managed Filing System	File Tracking System established.	To create s spreadsheet for tracking of incoming and outgoing correspondences.	✔	✔	✔	✔	Record Officer, HRM, CAO and AO	MPS & Archives (MCT)	SIG Recurrent	Publicity & Promotion	$5,000	
		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.	✔	✔	✔							
	Correspondence Managed	Incoming Correspondences filed in all appropriate files.	✔	✔	✔	✔	Record Officer, HRM, CAO, and AO	MPS & Archives (MCT	SIG Recurrent		No Cost	
		Outgoing Correspondence copies filed in appropriate files.	✔	✔	✔	✔						
		Conduct Training for All divisional heads.	✔	✔								
Corporate Support: Providing Operational Support to MCA for maximum delivery of the Corporate Objectives of the Ministry. Salaries and Benefits;	Salaries and benefits for officers are processed and paid with reduced queries	Process staff salaries and allowances at the end of each fortnight and resolve queries on payroll.	✔	✔	✔	✔	HRM, CAO	MPS & MOFT	SIG Recurrent		No Cost	
		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.	✔	✔	✔	✔						
		Reconciling of the payroll forthnightly.	✔	✔	✔	✔						
Accommodation;	Officer's accommodation needs provided.	Organize the Ministry Housing Committee meetings.	✔	✔	✔	✔	CAO & AO	MPS & MHLS	SIG Recurrent	Rental	$3,500,000	
		Rental Application Forms to compile them and send to Housing Division of MLH&S.	✔	✔	✔	✔						
		Collect Tenancy Agreement from MLH&S	✔	✔	✔	✔						
Leave Management;	Officers took their leave on time, recuperated and eager to perform	Develop Staff Annual Leave Rooster	✔	✔	✔	✔	HRM, HODs, CAO & AO	MPS	SIG Recurrent	Travel & Transport	$ 780,000	
		Process Staff Annual Leave Certificate										
		Process Staff Sick, Compassionate and Study leave	✔	✔	✔	✔						
		Process leave of absent from the country	✔	✔	✔	✔						

Strategies	Intended Outputs	Planned Activities	Q1	Q2	Q3	Q4	Responsible Officer	Other S/holders	Budget		Monitoring Framework	
		Monitor Leave Management for officers throughout the year	✓	✓	✓	✓						
HOD Meeting: Executive and Senior and Management Team Meeting	Executive and Senior Management Team monthly meetings organised and held	To organize E&SMT Monthly meeting. Minute taking during E&SMT meetings Circulation of minutes to E&SMT members.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	HRM	PS, DS & HoDs	SIG Recurrent	Office Incidental	$6,000	
OHS: Maintaining a clean and healthy office environment for the Ministry staff and visiting officers from various offices	Safe and improved office working environment.	To establish a healthy and safe workplace for the Ministry by 2023 Obtain safety guidelines Recruitment cleaners to clean properly and regularly	✓ ✓	✓		✓ ✓	HRM & CAO	MPS & MHMS	SIG Recurrent	Disaster Relief	$12,000	
Honiara International Departure Terminal	Honiara International Airport Departure Completed	Establish a Taskforce with Members appointment. Organize meetings for Taskforce Members Send Invitation letters to all invited guests Handing over ceremony held	✓ ✓ ✓ ✓				DS & Taskforce	PS MCA, KITANO	SIG	Handing over Ceremony		MCA operates the Departure Terminal.
Solomon Islands Airport Corporation Ltd (SIACL)		Officers					Deputy Secretary	PS MCA, PS MPS	SIG	Transistional		SIACL operates with key staffs.

<table>
<tr><td colspan="13" style="background:blue">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</td></tr>
</table>

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. NOTE.	Relevant services are delivered as a result of effective use of their recurrent allocation.	To process daily needs in accordance with their annual recurrent costs annually Raise daily payments for divisions. Process PVs and submit to MOFT by the beginning of each quarter. Daily payments made on timely basis to different divisions.	✓ ✓ ✓ ✓	✓	✓	✓	Finance Team, PS, DS & HODs	MOFT	SIG Recurrent & Dev		No Cost implication	

			Q1	Q2	Q3	Q4						
Internal Audit: Subject the Ministry to a rigorous auditing of all internal administrative processes on a regular basis as a means of preventing mismanagement.	Internal Audit function within MCA fully operational with audit opinions become more favourable and queries reduced by 80%	To reduce audit disclaimer and qualified audit opinions for MCA finance division by 2023. 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	✔ ✔ ✔ ✔ ✔	✔ ✔ ✔ ✔	✔ ✔ ✔ ✔ ✔	✔ ✔ ✔ ✔	PS, FC	OAG, MOFT	SIG Recurrent		No Cost implication	
Reporting Management: Develop mechanisms for public funds to be properly accounted and reported .	Improved ministerial expenditures as a result of close and effective monitoring of monthly returns by finance division.	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. Consult with MoFT for provision of monthly report on actual expenditure and revenue collection. Monthly reports produced by MCA Finance and are reviewed and analysed	✔ ✔ ✔	✔ ✔ ✔	✔ ✔ ✔	✔ ✔ ✔	FC, CA, SA	MOFT	SIG Recurrent		No Cost implication	
Budgeting: Improve the quality of budget planning and preparation	Sufficient budget allocation against divisional work plans. Programs implemented. A reduction in virements.	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	

Objective	Outcome	Activities	Q1	Q2	Q3	Q4	Responsibility	Partners	Funding	Budget	Cost	
Compliance and Control: Support divisions within the Ministry to improve execution of the budget in accordance with SIG requirements.	Reduced audit queries on procurement as a result of improved understanding by divisional heads and ministry staff.	To ensure execution of budget activities are compliant with PFM Act 2013.	✓	✓	✓	✓	Finance Team	MOFT	SIG Recurrent		No Cost implication	
		Introduce mechanisms to improve internal budget execution processes.	✓	✓	✓							
		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	Improved tender processes as a result of training of members of TEC and MTB. Improved procurement processes as a result of identifying divisions' needs.	To train 3 members of Ministry Tender Evaluation Committee and 3 MTB members on Tender processes by the end of Quarter 1 of 2021	✓			✓	FC, MTB, TEC	MOFT & MID	SIG Recurrent & Dev	Payroll	$ 38,000	
		To hold required meetings of the new TEC to review the 3 divisions' procurement requirements in 2023. Organise logistics for the training	✓	✓	✓	✓						
		Schedule TEC meetings Review the 3 divisions' procurement requirements	✓	✓								
		The procurement requirements of 3 divisions reviewed.	✓		✓	✓						
Revenue: Develop Revenue enhancement strategies to improve the revenue raising capacities of the ministry	Improved revenue collections for the ministry as a result of improved revenue mobilisation skills of revenue officers.	Review all current revenue enhancement strategies in order to improve capacities of the Ministry in revenue collection.	✓	✓			FC, HODs	MOFT	SIG Recurrent	Publicity & Promotion	$ 8,000	
		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.	✓	✓	✓	✓						

III.   COMMUNICATION DIVISION ANNUAL WORK PLAN - 2023

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

DCGA POLICY REDIRECTION STATEMENT 5.2.1.4(C, G, F): TELECOMMUNICATION AND BROADBAND EXPANSION

Policy Intended Outcome: SIM Card Registration

Strategies	Intended Output:	Planned Activities	Timeframe				Performance Indicator	Responsible officer	Other stakeholders	Budget			Monitoring Framework
			Q1	Q2	Q3	Q4				Funding Source	Budget Description	Expenditure	Progress towards outputs
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 bulling and threats, social media use and dissemination of false information.	SIM Card registered	Dialog with TCSI on implementation	✓				Report	Permanent Secretary Supported by Director Communication	TCSI, Operators	SIG	Funding from Recurrent budget	SIG Remuneration	
		Develop support mechanism for operators	✓				Establishment of support mechanism for SIM card Registration	Director Communication	Our Telekom, BeMobile, and TCSI	SIG	Funding from Recurrent budget	SIG Remuneration	
		Initiation of support to service providers.	✓	✓	✓		SIM Registration SIM card registration report	Director Communication	TCSI	SIG		$500,000.00	
		Start SIM Card Registration	✓	✓	✓	✓	Establish SIM Card Registration DB and register SIM Cards	TCSI	MCA, Operators				
Total Cost for Output												**$500,000.00**	

Policy Intended Outcome: Improve Access and connectivity that is secure

Promote and Encourage participation in the industry in the area of Broadband services	Public Awareness	Radio Program	✓	✓	✓	✓	Start live public awareness on SIBC	Chief PR and Research	MCA	SIG	Recurrent Budget	$40,000.00	
		CERT/Cybersecurity	✓	✓	✓	✓	Public awareness on SIBC	Chief PR	MCA	SIG	Recurrent Budget	$10,000.00	
		Tele-center	✓	✓	✓	✓	Public awareness on SIBC	Chief PR	MCA	SIG	Recurrent Budget	$10,000.00	
		SINBIP	✓	✓	✓	✓	Public awareness on SIBC	Chief PR	MCA	SIG	Recurrent Budget	$10,000.00	
Total												**$70,000.00**	

Policy Intended Outcome: Improve Access and connectivity that is secure

A	Telecentre Program (Malaita Province (Malu'u School) and	Malu'u procurement	✓				Signed delivery docket	CTIO		SIG	DB	$300,000.00	

	Choiseul Province (Choiseul Bay School))	Choiseul procurement	✓	✓			Signed delivery docket	CTIO		SIG	DB	$700,000.00	
		Malu'u installation/training	✓				Installation report	CTIO/CCO	ISP/Schools/Committee/Solar provider	SIG	Recurrent Budget	$30,000.00	
		Choiseul installation/ training		✓			Installation report	CTIO/CCO	ISP/Schools/Committee/Solar provider	SIG	Recurrent Budget	$30,000.00	
		Malu'u launch		✓			Launch	MCA/Schools		SIG	DB	$30,000.00	
		Choiseul launch		✓			Launch	MCA/Schools		SIG	DB	$30,000.00	
Total												**$1, 100,000.00**	
Policy Intended Outcome: Improve Access and connectivity that is secure													
Promote and Encourage participation in the industry in the area of Broadband services	SINBIP	Site survey	✓	✓			Remaining 106 sites	CCO/SINBIP Sec.	SINBIP Technical Committee / CDO/ Communities/STCL	SIG	DB	$100,000/site x 106 sites	$10.6M
		PMU Establishment	✓	✓	✓	✓	Recruitment of Project Manager	CCO/SINBIP Sec./Director Comms	MCA-CS/PMO/MPS/MoFT	SIG	DB	$50M	
		Registration of SOE		✓			Registration at Company Haus	CCO/SINBIP Sec.	SINBIP Steering Committee/Supported by Legal Officer	SIG	DB	$50,000	
		Project commencement		✓	✓		Ground breaking	MCA/ SINBIP	SINBIP PMU/SOE/LO	SIG/PRC Project	Concessional Loan	CNY $449,851,978.48	
		Land acquisition /Lease	✓	✓	✓	✓	Agreement signed	SINBIP Sec./MLHS	MLHS/MCA	SIG	DB		
Total												**$66,050,000.00**	
Policy Intended Outcome: Improve Access and connectivity that is secure													
Promote and Encourage participation in the industry in the area of Broadband services	National Electronic Government Strategy	Appointment of Committee	✓				Delivery of Appointment	PS MCA/Director Communication		SIG	Recurrent Budget	SIG Remuneration	
		First Meeting of Committee And introduction of Initiative and TOR	✓				Meeting Minutes	Director Communication	MCA	SIG	Recurrent Budget	25,000.00	
		Development of NEGS development plan with time line	✓				Development plan for strategy	Steering Committee	MCA		UNDP	UNDP Funding /Allowance	
		Establishment of a Technical Committee	✓				Endorsement of appointment	Permanent Secretary	Committee	SIG	Recurrent Budget	25,000.00	
		Development of Strategy		✓	✓		First Draft of strategy	Steering Committee	All identified stakeholders	UNDP	UNDP	UNDP Funding /Allowance	
		Public Consultation		✓			Schedule of consultation	Steering Committee	All identified stakeholders		MCA/UNDP	UNDP Funding /Allowance	
		Endorsement by Cabinet		✓	✓		Approval by Cabinet	PS MCA					
Total												**$50,000.00**	
Policy Intended Outcome: Improve Access and connectivity that is secure													
Promote and Encourage participation in the industry in the area	National Digital Transformation Roadmap	Appointment of Committee		✓			Delivery of Appointment	PS MCA/Director Communication		SIG	Recurrent Budget		
		First Meeting of Committee		✓								25,000.00	

			Q1	Q2	Q3	Q4							
of Broadband services		And introduction of Initiative and TOR		✔			Meeting Minutes	Director Communication	MCA			Recurrent Budget	25,000.00	
		Development of NEGS development plan with time line		✔	✔	✔	Development plan for strategy	Steering Committee	MCA	ITU	ITU	ITU/Allowance		
Total													**$50,000.00**	

Policy Intended Outcome: Cyber safe environment (Social Media Act and Cyber bullying Bill)

			Q1	Q2	Q3	Q4							
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 bulling and threats, social media use and dissemination of false information.	Cyber Security	Policy Presentation to Cabinet	✔				Cabinet Approval	Cabinet	Steering Committee	SIG	Recurrent		
		Policy Launch	✔				Official Launch	MCA	All stakeholders	SIG	DB	$100,000.00	
Total													**$100,000.00**

Policy Intended Outcome: Cybercrime Bill

			Q1	Q2	Q3	Q4							
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 bulling and threats, social media use and dissemination of false information.	Cybercrime safe Environment	Policy Development	✔				completion of draft Policy	Director Communication	Cybersecurity working group	SIG	Recurrent Budget	SIG annual remuneration	
		Bill Development		✔	✔		1st copy of Draft Bill	Director Communication	Cybersecurity working group	SIG	Development Budget	$100,000.00	
		Public Consultation		✔	✔	✔	Completion of Public consultation in Honiara, 3 Provinces	Director Communication	Cybersecurity working group	SIG	Development Budget	$250,000.00	
Total													**$350,000.00**

Policy Intended Outcome: Improve Access and connectivity that is secure

			Q1	Q2	Q3	Q4							
Develop counter measures and establish mechanisms to	National CERT Establishment	Engagement of Cybersecurity Consultant	✔	✔			Operational structure and framework/3 years capacity	Dep. Director Cyber Security	APNIC Foundation	APNIC	Donor fund		

			Q1	Q2	Q3	Q4							
safeguard and prevent cybercrime including protocols to censor and regulate access to illicit information (porno, bomb and gun making protocols, violent online games), cyber bulling and threats, social media use and dissemination of false information.							building roadmap						
		Network and server equipment	✓	✓			Firewall and server installed	Dep. Director Cyber Security	Vendor	APNIC	Donor fund	USD$40,000	
		Internet connection	✓	✓			Separate internet connection	Dep. Director Cyber Security	Vendor	SIG	Recurrent budget	SBD$245,000	
		Training-Industry certification	✓	✓	✓	✓	Enrollment of staff into training	MCA-Comms./ MCA-CS	Training provider	SIG/APNIC	Recurrent budget/Donor fund	USD$30,000	
		Online presence		✓	✓		Website/Social media content available	Dep. Director Cyber Security	Vendor	APNIC	Donor fund	USD$20,000	
		Familiarization trip to Vanuatu and Tonga CERT's	✓				Familiarization Report	DS MCA	CERT Vanuatu/CERT Tonga	SIG	Recurrent budget/DB	SBD$200,000	
		Subscription to APNIC	✓				Membership	PS MCA	APNIC	SIG	DB	USD$1000	
Total													
Policy Intended Outcome: Improve Access and connectivity that is secure													
Review and strengthen Solomon Islands Postal Act to improve and strengthen delivery of Postal services													
Promote and Encourage participation in the industry in the area of Broadband services	Post Code Adoption	Development and Consultation on National Post Code Numbering concept	✓					Director Communication	Solomon Islands Postal, Postal Agencies, MID, MLH, SIWA, SIEA,		SIG/ Postal Corporation	$70,000.00	
		Establishment of taskforce	✓					Permanent Secretary	Solomon Islands Postal, Postal Agencies				
		Workshop on Post Code		✓	✓		Workshops	Director Communication	Taskforce, Important stakeholders				
		Submission of Post Code for cabinet approval							SIPC, OPMC				
		Application to UPU for Adoption of Numbering		✓				PS MCA Director Communication	UPU				
Total												$70,000.00	
Cumulative Total													

IV.   AVSEC SECTION ANNUAL WORK PLAN - 2023

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.
- General Awareness Security Programme

NATIONAL DEVELOMENT 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
Upgrade Access and Security Control	Re-installation of CCTV & erection of fence & automatic access-controlled gate	- Organise consultation meetings with PS and Management Team. - Consult Technical, APM and Communication Sections to progress reinstallation of CCTV and erection of fence and gate to go under annual report 2023 - Erection of Automatic gate and fence 2023	x	x	x	x	Installation of CCTV and erection of Automatic access gate completed	H Kukuti	- PS - DS - Technical division - APM - FC - Communication	SIG	Recurrent	$400,000	
Review of Programmes and Implementing them	Airport Security (ASP& PPM) reviewed, approved by CAASI and implemented	- To work with CAASI on the review of ASP & PPM review) - To work on the recommendations from CAASI review - Submit the amended documents to CAASI for its approvals. - To implement amendments approved by CAASI. - To print the final copies of ASP & PPM - Establish ASP Committee.	x	x	x		Report of the review submitted to CAASI	N Elosi & S Jimmy	- CAASI AVSEC Coordinator, - PS MCA - FC & team - Police	SIG	Recurrent	$50,000	
General Security Awareness Program	Public Consultations conducted and publics become aware of security risks and safety requirements.	- To conduct consultations with relevant stakeholders on a quarterly basis - To procure materials for the consultations - Conduct trainings for stakeholders consulted.	x	x	x	x	Quaterly report of consultations submitted to MCA EMT	Micah	- Police - Community Leaders - Airport Stakeholders - PS MCA - FC & team	SIG	Recurrent	$60,000	

Procurement of: - Office Equipment - Stationery - Land Cruiser for Patrol	Relevant Office equipment and stationery procured	- Smith's detection (scanning) machine to procure for Hon domestic airport & Munda Int Airport. - To procure Office Stationeries and accessories	x	x	x	x	Machine installed at Hon domestic & Munda International Airport.	N Elosi	- Mesach K - AVSEC NZ - PS	SIG	Recurrent	$250,000	
Maintenance of two (2) AVSEC buildings	-Beneficial to healthy environment and workplace -AVSEC Admin and ACP buildings renovated	- Liaise with APM and FC for the maintenance of the two buildings. - Install zooming equipment in AVSEC Conference room.	x	x	x	x	AVSEC buildings renovated. Zomming equipment.	N. Elosi	APM PS FC	SIG	Recurrent	$200,000	

V. TECHNICAL SECTION ANNUAL WORK PLAN – 2023

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.

NATIONAL DEVELEMENT 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
AGL LIGHTING	06 Lights and 24 Lights replaced.	To procure Airports Lights: - Runway Edge - Approach - Thresold/ end - Taxi way lights - Obstruction Lights	x		x	x x	100% of AGL Lighting Replaced.	Abel	Robert Douglas Airways NZ, Raymond, 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, Raymond, FC Allan Zunia CAASI.	SIG	Recurrent	$100,000	
DVOR	DVOR Parts Replaced.	To Procure: - 49 DVOR Antenas - DVOR Models - Marine Paint.	x	x	x	x	50% of DVOR Replaced.	Abel & Messach	Robert Douglas Airways NZ, Raymond, FC, Allan Zunia CAASI.	SIG	Recurrent	$200,000	
DME	DME Parts Replaced	To Procure: - DME Models -	x	x	x	x	95% of DME Replaced	Abel & Messach	Robert Douglas Airways NZ, Raymond, FC, Allan Zunia CAASI.	SIG	Recurrent	$200,000	
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 Raymond, 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, Raymond, 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. Raymond APM FC,	SIG	Recurrent	$200,000	
GENSET	GENSET PARTS REPLACED	To Procure: - Batteries - Exhaust Pipe - Relay - Oil - Filter - Ats - Radiator - Servicing	x	x	x	x	75% of GENSET Replaced	Abel & Messach	Raymond, FC,	SIG	Recurrent	$300,000	
CONVEYOR	Replaced	Complete new replacement	x	x	x	x		Abel & Messach	Pablo- Glide Path- Australia, Raymond, FC,	SIG	Recurrent	$300,000	
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 Raymond, FC	SIG	Recurrent	$200,000	
GENERAL MENTAINANCE	ELETRICAL	To Procure: - Electrical materials - Air Con units - Safety wares	x	x	x	x	75% of Replace		Raymond, FC	SIG	Recurrent	$100,000	

VI.   AIRPORT MANAGEMENT ANNUAL WORK PLAN - 2023

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.

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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
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 **REMAIN**	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) **REMAIN**	Fix doors, plumbing fixtures and building elements					4 x rating Quality Passenger and Customer Experience	Airport Engineer	Suppliers	SIG	Recurrent	$50,000.00	Bi-weekly Reports
	Renovation to Existing International Terminal Building **REMAIN**	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 under JCIA Upgrade Project (International) Toilets and flooring etc.							Kitano Construction	SIG/JICA	DB	N/A	Bi-weekly Reports
		Cosmetic Renovations for domestic terminal building							Contractor	SIG	Recurrent	$100,000.00	Bi-weekly Reports
	Car Park Improvements R**EMAIN**	New Car Park					4 x rating Quality Passenger/ Customer Experience.	Airport Engineer	Contractor	SIG	Recurrent		Bi-weekly Reports
		Line markings											
		Pavement Repairs											
	Signage and Notices **REMAIN**	Install signage internally and externally Terminal Area					Safety Requirements and quality customer experience	Airport Engineer	Supplier/Contractor	SIG	Recurrent		Bi-weekly Reports
	Functional Air-conditions	Identify faulty equipment's and replace					Cool environment and quality	Technical Officers	Supplier/Contractor	SIG	Recurrent	$200,000.00	Bi-weekly Reports

Category	Output	Activity	Q1	Q2	Q3	Q4	Target/Indicator	Responsible	Partners	Funding	Type	Budget	Reporting
	REMAIN TO CHECK WITH KOROBUKE		■	■	■		Customer experience						
	Check-in Scale installed **REMAIN**	Procure New scales and install		■	■		Efficient Check-in Passenger Processing	Technical Officers and Airport Engineer	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 **REMAIN**	Weaving posts				■			Supplier/Contractor	SIG	Recurrent	$50,000.00	Bi-weekly Reports
	Training **REMAIN**	Establish Workshop and Training – Housekeeping and Cleaning.		■			Capacity Building for Hygiene Technicians	Airport Manager and Terminal Operations Officers.	IPAM, In house trainings.	SIG	Recurrent	$10,000.00	Bi-weekly Reports
	Recreational Huts Restored	Procurement and repair				■	Fully Restored Recreational Huts	Airport Engineer	Supplier/ Contractor	SIG	Recurrent	$30,000.00	Bi-weekly Reports
	Demolition of Building beside Domestic Terminal **REMAIN**	Procurement and Demolish.			■		Create Space and Room	Airport Engineer	Supplier /Contractor	SIG	Recurrent	$10,000.00	Bi-weekly Reports
Civil Aviation Safety and Compliance Requirements	Safe Operations **REMAIN**	Daily Inspection	■	■	■	■	Daily Compliance check Reports	Safety Officer	Airport Management, AVSEC, and ATS.	SIG	Recurrent	n/a	Bi-weekly Reports
	Functioning Visual Aids **REMAIN**	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.	AIRPORT ENGINEER	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	AIRPORT ENGINEER	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 Engineer	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	Airport Engineer / 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
	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	Establish/Run workshop on safety priority areas		■			APM Officers well equipped on Aerodrome Safety	QA Officer / Safety Officer	Airport Engineer	SIG	Recurrent	$2,000.00	Bi-weekly Reports

Programme	Output	Activity	Q1	Q2	Q3	Q4	Performance Indicator	Responsible	Partner	Fund	Type	Budget	Reporting
	safety management **Remain**	Phraseology Workshop (ATS)		■			and Compliance requirements						Bi-weekly Reports
		Airside driving		■									Bi-weekly Reports
		Establish pavement.		■									Bi-weekly Reports
Operational Aerodrome Emergency Plan **Remain**	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
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 **REMAIN**	Scope- Tender- Evaluate- Construct		■	■		1 x Refurbished ARFF Station	Airport Engineer / CFO (ARFF)	Contractor / Supplier	SIG	Recurrent	$200,000.00	Bi-weekly Reports
	Pavement repatching – International and Domestic Pavement **REMAIN**	Scope – RFQ – Evaluate - Construct.		■	■		No Potholes or defects on Pavement	Airport Engineer	Contactor	SIG	Recurrent	$40,000.00	Bi-weekly Reports
	DME & DVOR Maintenance **REMAIN**	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 **REMAIN**	Scope – RFQ – Evaluate - Construct		■	■		Refurbished Room	Airport Engineer/ Property Manager	Contractor	SIG	Recurrent	$100,000.00	Bi-weekly Reports
	AVSEC Building Renovations REMAIN	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 **REMAIN**	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 **REMAIN**	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 International Airport. **REMAIN**	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
DCGA POLICY STATEMENT 5.2.1.4 (c,a) AIRPORT INFRASTRUCTURE UPGRADE													
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 & Director CA (Policy)	Contractor Stakeholders	SIG	DB	$200,000.00	Bi-weekly Reports
	LATA Airport Upgrade	Scoping and tender awards						Aiport Engineer	Contractros & Stakeholders				
	Provincial Airport Maintenance Contracts & OLS	Award New Contractors OLS Survey & Clearance						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
DCGA POLICY STATEMENT 5.2.1.4 AIR STRIPS BUY OFF													
Buy off Kira Kira Airport	Acquired Kira Kira Airport	Inception Consultation						Director CA (Policy)	Stakeholder Government Agencies	SIG	DB		Bi-weekly Reports

	REMAIN	Survey and Value			🟥		1 x Government owned airports for SIACL asset	COO(Ag)					
		2nd 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.	• Ensure its full operation by May 2023 to take over the management of all airports in the country • Strengthen human resources capacity • Establish PRC/SI regular direct flight.	• Competent/reliable air services • Professional service provider • Regular direct flight, Guangzhou – Honiara.	•	•
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.	• provincial airport tar-sealing and fencing • strengthening of air rescue, navigational aid and lighting • expansion of the Honiara International airport • Contract awards for airport cleaning and upkeep must align with other important strategic policy objectives, like peace and stability.	• Tar-sealed runways • long term sustainability of aircrafts. • Facilitate domestic and international trade. • Boost to the domestic and international tourism market.	•	•
c. 5.2.1.4 (c, g, f) Telecommunication and Broadband expansion	• Promote and encourage participation in the industry in the area of broadband services • 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 bulling and threats, social media use and dissemination of false information. • Relook at Solomon Submarine Cable (SSC). • Launching of Solomon Islamnds national E-Commerce Strategy	• Construct 161 x 3/4 G telecommunication towers through PPP approach. • Legislate the compulsory registration of SIM cards • Legislate the regulation of social media usage and misappropriation of the freedom to express. • Cybercrime and child online protection Bill • Cybersecurity policy • Establishment of Computer Emergency Response Team-CERT • Establishment of Telecentres in Provinces • Improve services provided by the SSC.	• New broadband telecommunication towers • SIM card registration • Improved access and connectivity that is secure • Cybercrime and child online protection Bill	•	•
d. Airstrip buyoff	• Outright purchase of airstrips by the SIG.	• Provide funding of $5 million every year until priority airstrips are purchased and owned by SIG.	• Priority airstrips to be owned by SIG to avoid unnecessary closures and smooth facilitation of airport upgrade.	•	•

Appendix I

Budget Vs Actuals for the period ending 31st March, 2023

Budget / Component	Cost Centre	3 months budget warrant	YTD Budget	YTD Actuals	% YTD Actuals	YTD Variance	Unspent funds	% Unspent funds
1.0 Recurrent **Payroll Charges**	0001 Head Quarter-Admin & Accounts	637,811.00	1,913,433.00	225,511.34	35%	412,299.66	1,687,921.66	88%
	0211 Communication	329,585.67	988,757.00	28,608.00	9%	300,977.67	960,149.00	97%
	0212 Airport Management	-			-	-	-	-
	0213 Air Traffic Service	-	-		-	-	-	-
	0214 Aviation Security	-	-		-	-	-	-
	0215 Technical Services	-	-		-	-	-	-
	0511 Civil Aviation	3,252,249.67	9,756,749.00	851,035.00	26%	2,401,214.67	8,905,714.00	91%
	Total Payroll Charges	**4,219,646.33**	**12,658,939.00**	**1,105,154.34**	**26%**	**3,114,491.99**	**11,553,784.66**	**91%**
Other Charges	003 Head Quarter-Admin & Accounts	5,785,304.00	17,355,912.00	3,032,245.57	52%	2,753,058.43	14,323,666.43	83%
	0211 Communication	224,324.00	672,972.00	83,234.65	37%	141,089.35	589,737.35	88%
	0212 Airport Management	3,089,082.00	9,267,246.00	7,134,312.53	231%	-4,045,230.53	2,132,933.47	23%
	0213 Air Traffic Services	514,109.33	1,542,328.00	79,595.00	15%	434,514.33	1,462,733.00	95%
	0214 Aviation Security	625,859.33	1,877,578.00	562,181.00	90%	63,678.33	1,315,397.00	70%
	0215 Technical Services	592,581.33	1,777,744.00	84,818.00	14%	507,763.33	1,692,926.00	95%
	Total Ministry head 101-22	**10,831,260.00**	**32,493,780.00**	**10,976,386.75**	**101%**	**- 145,126.75**	**21,517,393.25**	**66%**
2.0 Development	International Airport Program	5,888,000.00	17,664,000.00	971,314.28	16%	4,916,685.72	16,692,685.72	95%
	Provincial Airport Program	3,231,000.00	9,693,000.00	3,214,932.47	100%	16,067.53	6,478,067.53	67%
	Communication Program	1,000,000.00	3,000,000.00	763,961.00	76%	236,039.00	2,236,039.00	75%
	Total Head 102-22	**10,119,000.00**	**30,357,000.00**	**4,950,207.75**	**49%**	**5,168,792.25**	**25,406,792.25**	**84%**
	Grand total Ministry (101-22 & 102-22)	**25,169,906.33**	**75,509,719.00**	**17,031,748.84**	**68%**	**8,138,157.49**	**58,477,970.16**	**77%**

Appendix ii

WORKFORCE ESTABLISHMENT

DEPARTMENT	FILLED POSITIONS	MALE	FEMALE	VACANCY	TOTAL POST
HQ/CSD	14	8	6	1	15
CAASI	8	3	5	1	9
CIVIL AVIATION POLICY	1	1	0	0	1
APM	38	25	11	8	46
ATS	34	21	12	4	39
AVSEC	45	23	20	7	52
TECHNICAL SECTION	8	8	0	2	10
COMMUNICATION POLICY	7	6	1	5	12
TOTAL	155	95	55	28	184

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