



SOLOMON ISLANDS MARITIME AUTHORITY CORPORATE PLAN 2024- 2027

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Contents

Foreword from the Chairperson of the Board of SIMA	1
Introduction	2
Purpose of the Plan.....	2
Review of previous plans implementation	2
Policy and legal context	2
Operational environment and trends.....	3
Purpose and vision.....	6
Purpose	6
Our Vision.....	6
Our Mission.....	6
What We Value	6
Overview of the SIMA Corporate Plan 2024-2027.....	7
Strategic actions.....	8
Improved Maritime Safety & Pollution Prevention	8
Improved Safety of Navigation, Environment Protection and Response	13
Effective International and Regional Maritime Cooperation.....	17
Good Governance and Quality Services.....	19
Climate Action and Gender & Youth Mainstreaming	23
Implementation of the SIMA Corporate Plan 2024-2027	25
Resources and budget management	25
Risk management.....	27
Monitoring and evaluation	29

Table of figures

Figure 1 - SIMA's overarching goals	6
Figure 2 - Overview of SIMA SIMA Corporate Plan 2024-2027	7
Figure 3 - Age of registered vessels	8
Figure 4 - Efforts to review the Vessel Registry and inspect vessels	8
Figure 5 - Number of masters and engineers compared to the demand	9
Figure 6 - Number of individual vessels by type	9
Figure 7 - Foreign vessels visits in 2022	9
Figure 8 - SAR operations by type of vessel	13
Figure 9 - Progress on marine pollution preparedness and response	14
Figure 10 - Status of III Code obligations in Solomon Islands and progress over the period 2020-2022	19
Figure 11 - Budget Forecast for the period 2024-2027	26
Figure 12 - Monitoring and evaluation process	29

Foreword from the Chairperson of the Board of SIMA

I am very happy to present our second Corporate Plan covering the period 2024-2027. It has been a long way since my colleagues directors of the Board of the Solomon Islands Maritime Authority (SIMA) and the Director prepared the first corporate plan with the aim to establish a financially self-sufficient maritime authority assuming all maritime obligations on behalf of Solomon Islands Government and recognised as the maritime administration at the national, regional and international levels.

In approving this plan, we have reviewed our achievements and are proud to report that the SIMA is now financially self-sufficient, is at full capacity and has in position to administer the maritime sector of Solomon Islands as it is required by the SIMA Act 2018.

The Corporate Plan 2024-2027 is pursuing the same vision of making these ten years *a transformative decade of safety at sea, resilient and clean maritime transport services and mobility in Solomon Islands*. We are resolved to keep our organisation financially self-sufficient and continue to develop into a modern maritime administration able to contribute to international and regional meetings and leading in the Pacific way of building a maritime future serving our islands communities.

We know our ambition is high, but our strategy is clear, and our vision is achievable if we continue to build our future on good governance, effective partnerships, technology and capacity. The celebration of our Second Anniversary in 2023 was the opportunity to agree with our ship operators, partners and government officials on the *Maritime Future We Want for Solomon Islands*. We further developed our strategic thinking and advocated at the regional ministerial meeting in Vanuatu our strategy to achieve a Safe, Green and Digital Maritime future in Solomon Islands.

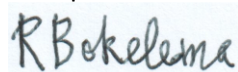
At SIMA, we also learn from lessons and assess our capabilities when strategizing our action. We are mindful of the challenges we and the maritime industry face. This plan is about addressing these challenges and continue to bring change to improve the safety management on board domestic ships and the capacity of our seafarers, to prevent all pollutions from ships and protect our marine environment, to make navigation in Solomon Islands waters safe for all, to work with our development partners and maximise opportunities of funding and technical cooperation and to provide quality services, apply the rule of law and deliver our mandate transparently.

We also fully understand that an equitable transition to a decarbonised international shipping and our contribution to maintain Solomon Islands' net-zero-emission status in the future, requires us to walk the talk, act now and deliver on reducing maritime greenhouse gas emissions in Solomon Islands. This is also part of our plan.

Solomon Islands is maritime nation. Our population is projected to pass 1 million people in 2030 and 1.3 million in 2050. The need for a vibrant and modern maritime industry is shaping our future and has the potential to unlock promising development opportunities, create new jobs and contribute to connect and increase resilience of our islands communities to an ever-changing environment.

We are committed to make our vision a reality. This plan will guide us in our endeavour.

Robert Bokelema
Chairperson



Introduction

Purpose of the Plan

The purpose of the SIMA Corporate Plan is to share our vision of safe, resilient and clean maritime services in Solomon Islands building the foundations for a green maritime future.

This Corporate Plan covers the period 2024-2027.

The Plan is designed according to Part 2 Division 6 of the SIMA Act 2018 that prescribes the preparation, submission and reporting of a Corporate Plan covering a period of at least 3 years, technical, operational and administrative strategies of SIMA, and budget forecast for the period.

The Plan adopts vision, mission and values of SIMA and 4 main goals broken down in strategic actions integrating indicators to measure performance over the implementation period. The plan also integrate resources and budget management, risk management and monitoring and evaluation.

The plan has been adopted upon approval by the Minister for Infrastructure Development on 7 December 2023 and is published on the SIMA website at <https://www.sima.gov.sb/>.

Review of previous plans implementation

The SIMA Corporate Plan 2024-2027 is the second since the enactment of the SIMA Act 2018. It builds on the previous Corporate Plan and underpinning strategies and plans allowing SIMA to develop in the Solomon Islands self-sufficient and independent maritime authority since 1 January 2022. This plan integrates lessons learned and achievements over the period 2020-2023 and its result framework.

Policy and legal context

The SIMA Corporate Plan 2024-2027 aligns and contribute to existing national policies:

National Development Strategy 2016-2035

Objective 1	<i>Sustained and inclusive economic growth</i>
Medium Term Strategy 3 Goal 9	<i>Build resilient infrastructure (promote inclusive and sustainable industrialization and foster innovation).</i>

National Ocean Policy 2018

Ocean Use Theme Strategy	<i>Encourage and ensure safety and security in all sector activities in compliance with national laws and international treaties by cross-sectoral compliance, coordination and use of remote technologies where appropriate.</i>
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National Transport Plan 2011-2030

Shipping services priority	<i>Development of regular, reliable and cost-effective shipping services throughout the country.</i>
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Operational environment and trends

Global context and trends

The period preceding this plan has been dominated by the COVID-19 crisis and the slowdown of the economy worldwide and all international borders closed. The decrease of international vessel calls was significant in 2020 around 3% and bounced back in 2021. The container freight rates increased on profitable routes while some region in the world were neglected by shipping lines.

In this context, the major shipping lines are committing to invest in technologies to increase their profitability and respond to new standards that will be adopted by the International Maritime Organization (IMO) to reduce greenhouse gas (GHG) emissions from ships. There will be a ripple effect on other shipping sub-sectors and have implications on developing countries both in terms of access to shipping services and uptake of new ship, technologies and operations in the future.

The IMO's Marine Protection Environment Committee (MEPC) adopted the revised IMO Strategy to reduce GHG emissions from ships that includes the vision to reduce GHG emissions from ships, the levels of ambition and the candidate mid- and long-term measures.

The Pacific Islands Countries have been active at IMO including Solomon Islands as member of the 6PAC+ group calling for high ambition in the reduction of GHG emissions from international shipping and for an equitable transition of international shipping to a sustainable and zero-GHG emission future. The principle of an equitable transition and no country left behind should place a focus on Least Developed Countries (LDC) and Small Islands Developing States (SIDS) like Solomon Islands.

At the same time, the international regime of maritime law gives extended rights and responsibilities to Solomon Islands as contracting government of various international maritime conventions and agreements in maritime safety, security, pollution prevention and liability and compensation. As a member of the International Maritime Organization (IMO), it is essential to raise the status of Solomon Islands at the international level and have in place the domestic laws and systems to implement its responsibilities as Flag, Port and Coastal State.

Solomon Islands face huge challenges in this context but these global trends also present unprecedented development opportunities if the country is able develop in the following areas:

- *Adopting a policy and legal regime supporting a transition to sustainable mobility at sea*
It requires dedicated capacity and resources to develop and maintain a comprehensive set of policies and laws to give full effect to international maritime instruments, fully exercise membership of international and regional organisations.
- *Uptaking technology and innovation for sustainable mobility at sea*
Maximising international and regional technical cooperation to ensure technology and innovation is at the core of Solomon Islands Maritime development.

National context

As a maritime nation made of 98% of ocean with a population of around 750,000 people living on more than 300 islands, Solomon Islands heavily relies on mobility at sea, the maritime industry (port, shipping) and the maritime workforce. With a growing population projected to reach 1.3 million in 2050, the Solomon Islands maritime sector has the potential to unlock development opportunities, support productive sectors, create new jobs, contribute to economic growth and benefit from an

equitable transition to a decarbonised maritime sector if it is allowed to play its role in connecting islands communities, infrastructures and businesses.

Since the full establishment and operation of SIMA on 1 January 2021, reforms have improved some of the issues related to domestic shipping services, maritime law observance and enforcement and Safety at Sea Culture and Environmental Stewardship. Building on this change and considering the need to decarbonise shipping in the future, wide consultation in Solomon Islands resulted in a call for a Safe, Green, Clean and Digital Solomon Maritime aligned to the Low Emission Development Strategy (LEDS) and the Climate Change Policy 2023-2033 adopted in 2023.

To harness the potential of decarbonisation of the maritime sector and uptake emerging technologies, the strategy is consider a consistent approach across the maritime sector as follows:

- *Maritime Governance and Partnerships*
Implement governance, coordination and partnerships to oversee, regulate and control international and domestic ports, and shipping development and operations.
- *Safe, Green & Clean Mobility at Sea*
Implement systems and processes, and pilot projects to prepare the full transition to safe, green and clean mobility at sea.
- *Digital Navigation & Security*
Develop capacity and systems to facilitate the tracking of vessels and ensure safety of navigation and security in Solomon Islands waters.
- *Maritime Capacity and Gender*
Strengthen maritime education through a well-resourced and independent maritime training institute able to train maritime professionals required to transition to safe, green and clean mobility at sea.

Role of SIMA

On 7 September 2018, the SIMA Act established SIMA:

4 Objects of this Act

The objects of this Act are to:

- (a) establish the Solomon Islands Maritime Authority as a financially self-sufficient organisation with sufficient resources to carry out its functions; and
- (b) facilitate the implementation of international and regional maritime agreements; and
- (c) facilitate the implementation of applicable maritime laws.

The authority given to SIMA and its authorised officers by act of parliament to exercise powers and perform its functions, places SIMA as the centrepiece of the maritime administration of Solomon Islands to:

- Implement and enforce applicable maritime laws and applicable maritime conventions and agreements
- Ensure the efficient and effective administration of the Solomon Islands maritime sector
- Inspect and control vessels, in port and at sea
- Coordinate maritime search and rescue operations
- prevent marine pollution originating from vessels, and to coordinate the response to marine pollution incidents

- Set and enforce standards of construction for vessels constructed in Solomon Islands and operating within Solomon Islands waters
- Set and enforce standards applying to the repair or salvage of vessels
- Prepare hydrographic charts and surveys for maritime use
- Monitor and provide support and economic analysis for the management and administration of franchise shipping schemes
- Monitor commercial matters concerning the maritime industry.

This Corporate Plan is designed to strengthen SIMA's delivery of its mandate under the SIMA Act since it reached financial self-sufficiency in 2022 and progressed major reforms to improve ship safety standards, seafarer certification and employment. The plan also build the foundation for further reforms in the maritime industry and increased SIMA capacity to facilitate the equitable transition to decarbonised maritime transport and the operation of safe, green, clean, resilient and gender-just maritime transport as stated in the outcome of the 5th Pacific Regional Energy and Transport Ministers' Meeting held in 2023 in Vanuatu.

Purpose and vision

Purpose

The purpose of the SIMA Corporate Plan 2024-2027 is to strengthen good governance and administration of the maritime sector in Solomon Islands and build the foundations for a safe, green, clean and digital maritime sector contributing to the resilience of islands communities and inclusive sustainable development.

Our Vision

A transformative decade of safety at sea, resilient and clean maritime services and mobility in Solomon Islands.

Our Mission

A financially self-sufficient and independent maritime authority implementing good governance and delivering quality services to Solomon Islands' people and maritime industry.

What We Value

Rule of Law — we endeavour to implement maritime laws applicable in Solomon Islands and promote those laws across our stakeholders to achieve maritime safety and pollution prevention goals.

Effectiveness & Efficiency — we strive to provide quality maritime services at the most effective cost to the people and the maritime industry in Solomon Islands.

Transparency & Responsiveness — we respond to our stakeholders' needs and requests in a timely manner and make transparent decisions in the interest of maritime safety and pollution prevention.

Participation & Inclusion — we are committed to implement inclusive processes of consultation ensuring maritime laws and systems are adapted to Solomon Islands circumstances.

Maritime Solomon Islands 2020

- Solomon Islands is a **large ocean State** with an area of **1.6 million km²** and **only 2% of land**
- There are **124 vessels** carrying passengers and goods to **740,000 people** spread over **~350 inhabited islands**
- An average of **600 foreign vessels visits** and **31,000+ containers** annually
- There are **thousands of small crafts** used by communities for fishing, island mobility and leisure
- There are **778 international maritime obligations** Solomon Islands must respond to and is audited for
- Solomon Islands is responsible for **Search and Rescue over 1.2 million km² of ocean**

***Safe, Green, Clean and Digital
Solomon Maritime for our
Islands Communities***

SIMA OVERARCHING STRATEGIC GOALS



Figure 1 - SIMA's overarching goals

Overview of the SIMA Corporate Plan 2024-2027

VISION

A transformative decade of safety at sea, resilient and clean maritime transport services and mobility in Solomon Islands

MISSION

A financially self-sufficient and independent maritime authority implementing good governance and delivering quality services to Solomon Islands' people and maritime industry

GOALS

I. Improved Maritime Safety & Pollution Prevention

Maritime safety, security, pollution prevention and energy is regulated and enforced on registered vessels and by all maritime operators in Solomon

II. Improved Safety of Navigation, Environment Protection & Response

All people and maritime operators benefit safe navigation, clean seas and efficient response to all marine incidents in Solomon Islands waters

III. Effective International & Regional Maritime Cooperation

Solomon Islands is recognised as a large ocean state championing and maximising international and regional maritime cooperation

IV. Good Governance & Quality Services

Institutional reforms achieve good governance and quality maritime services in Solomon Islands by a financially self-sufficient and independent maritime authority

- 1 Implement a robust Flag State Inspection regime in Solomon Islands
- 2 Training, assessment, certification and employment of seafarers meet the Solomon Islands maritime industry's need
- 3 Maintain and verify implementation of security measures compliant with applicable laws in all Solomon Islands port facilities and vessels subject to security laws
- 4 Establish and implement a robust Port State Control regime in Solomon Islands

- 5 Deliver effective and compliant safety of navigation services to people and maritime operators in Solomon Islands
- 6 Improve capacity and systems in Solomon Islands to prevent, prepare and respond to air and marine pollution in Solomon Islands waters

- 7 Implement innovative partnerships and major projects
- 8 Maximise benefits from regional technical assistance and expertise

- 9 Build and retain SIMA capacity and expertise to coordinate and implement Solomon Islands maritime obligations
- 10 Conduct periodic performance reviews on how Solomon Islands Maritime Administration exercises its rights and meet its obligations under the applicable international maritime instruments
- 11 Maintain an updated maritime legislative and regulatory system
- 12 Maintain a financially healthy and self-sufficient organisation complying to international standards and best practices.
- 13 Implement good governance through transparency, responsiveness and inclusive participation of all maritime stakeholders to achieve together a common vision

- 14 Advocate and progress gender equality & youth involvement within SIMA and the Solomon Islands maritime sector
- 15 Support and advocate for climate action in maritime through SIMA services

CROSS-CUTTING

VALUES

RULE OF LAW EFFECTIVENESS & EFFICIENCY TRANSPARENCY & RESPONSIVENESS PARTICIPATION & INCLUSION

SUPPORTING STRATEGIES & PLANS

STRATEGY TO IMPLEMENT INTERNATIONAL MARITIME INSTRUMENTS: strategic actions 1, 2, 3, 4, 5, 6, 9, 10, 11

STRATEGY TO ACCOMMODATE TECHNOLOGICAL CHANGE & ADVANCES IN REGULATORY SYSTEMS: strategic actions 7, 8, 15

CAPACITY DEVELOPMENT AND SUSTAINABILITY PLAN: 9, 14, 2 RESOURCE MOBILISATION AND FINANCIAL SUSTAINABILITY PLAN: 15

Figure 2 - Overview of SIMA SIMA Corporate Plan 2024-2027

Strategic actions

Improved Maritime Safety & Pollution Prevention

Maritime safety, security, and energy is regulated and enforced on registered vessels and by maritime operators in Solomon Islands

The *Strategy to implement the relevant international maritime instruments* is the tool to guide SIMA's actions toward improved maritime safety completed by the *Strategy to accommodate technological change and advances in regulatory systems* focusing on upgrading the maritime legal framework.

Context and challenges

As of 30 June 2023, the domestic fleet comprises 161 vessels which includes 37 barges. There are 124 ships (excludes barges) including 36 cargo ships, 32 ships carrying passengers and cargo, 15 fishing vessels (purse-seiners, longliners) and 41 tugboats serving the logging and mining industries.

The average age of the domestic fleet is 24 years old, with 34% of less than 20 years, 28% of an age between 20 and 30 years and 38% over 30 years of age. Other vessels increasing safety risk are small crafts of less than 10 meters used by communities for fishing and inter-islands mobility and requiring safety prevention campaigns. A project funded by New Zealand allowed SIMA to start identifying small crafts and consult with provincial authorities the licencing and monitoring of small crafts.

Ship safety

Since 2020, SIMA reviewed its registry to terminate registration of non-operational and not certified vessels. The result is that there is better overview of the domestic shipping fleet and the activities of ships.

Despite improvements in safety standards of domestic vessels due to improved capacity and systems to conduct vessel inspection at SIMA and better coordination and consultation with ship

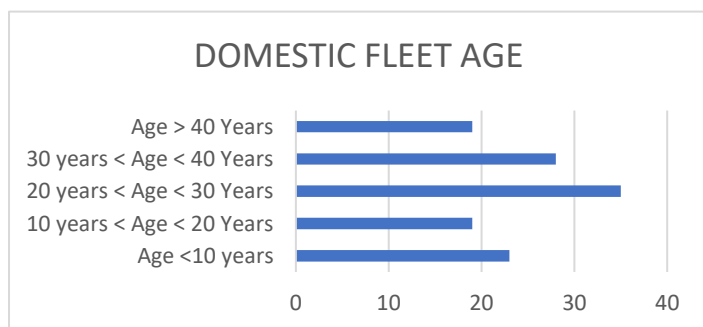


Figure 3 - Age of registered vessels

operators through the Solomon Islands Transport Association (SIMTA), there are regularly incidents and detention of vessels showing the need to strengthen safety management and continue to investigate those incidents.

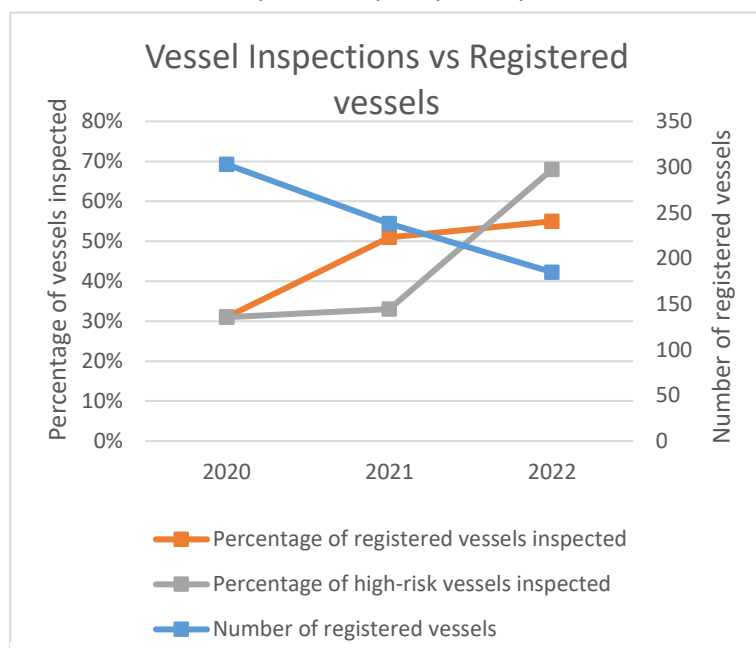


Figure 4 - Efforts to review the Vessel Registry and inspect vessels

Safe manning

Since 2020, all ships have been issued a Safe Manning Certificate stating the number and qualification of crew members in accordance the Shipping (STCW Convention) Regulations 2010. SIMA is now in better position to monitor the number of seafarers against the demand of the maritime industry which shows a deficit in master and engineer class 5.

The objective is to maintain safe manning of domestic vessels and work in collaboration with the Ministry of infrastructure Development (MID), the Solomon Islands National University (SINU), The Solomon Islands Ports Authority (SIPA) and SIMTA under the Partnership Agreement on Governance, Oversight and Advisory Services of the Solomon Islands Maritime College (SIMC) to ensure the number of seafarers with a valid certificate respond to the maritime industry's demand and SIMC delivers quality and compliant training courses.

SIMA will concentrate more efforts on maritime employment ensuring all seafarers employed on vessels registered in Solomon Islands have signed a Seafarer Employment Agreement approved by Director SIMA.

Port and ship security

Since 2020, SIMA is conducting the review of port facility security assessments and plans of Honiara, Noro and Lero Wharf Port facilities, convene meetings of the Maritime Security Committee and deliver on its mandate as Designated Authority. Since 2022, a process is in place to ensure registered vessels undertaking international voyages have a ship security plan and are audited. The objective is to concentrate efforts on this process and raise security awareness among a wide range of stakeholders and communities.

Port State Control

It is an obligation and a right of Solomon Islands to conduct Port State Control (PSC) on board foreign vessels as per the conventions the country is a party to. In 2022, 240 individual vessels called 622 times in

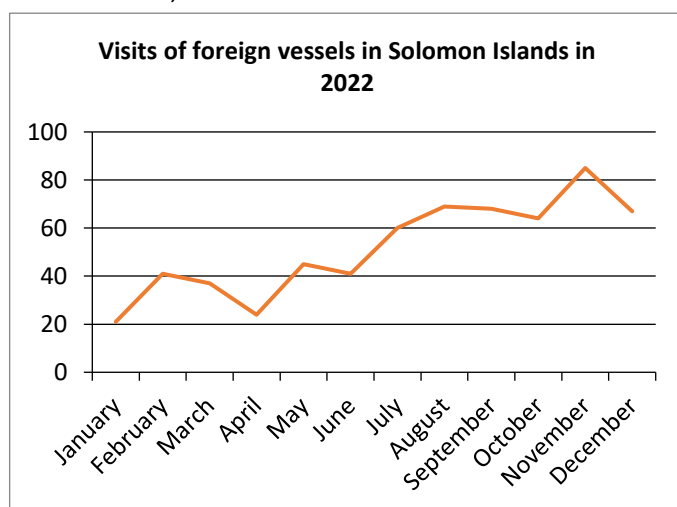


Figure 7 - Foreign vessels visits in 2022

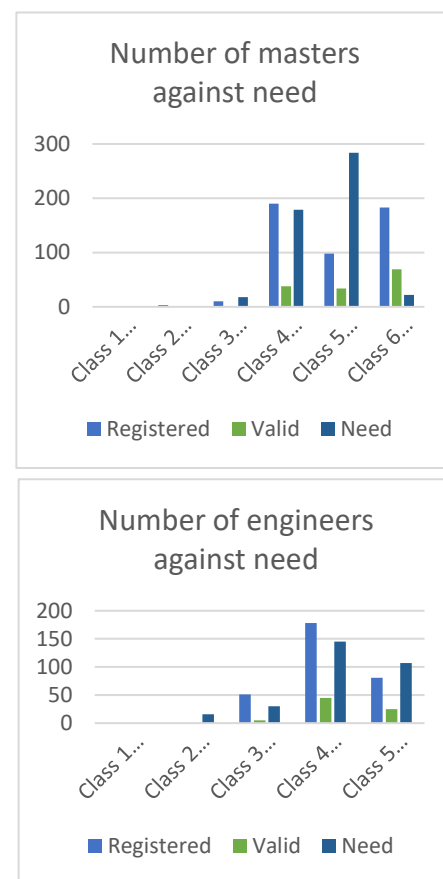


Figure 5 - Number of masters and engineers compared to the demand

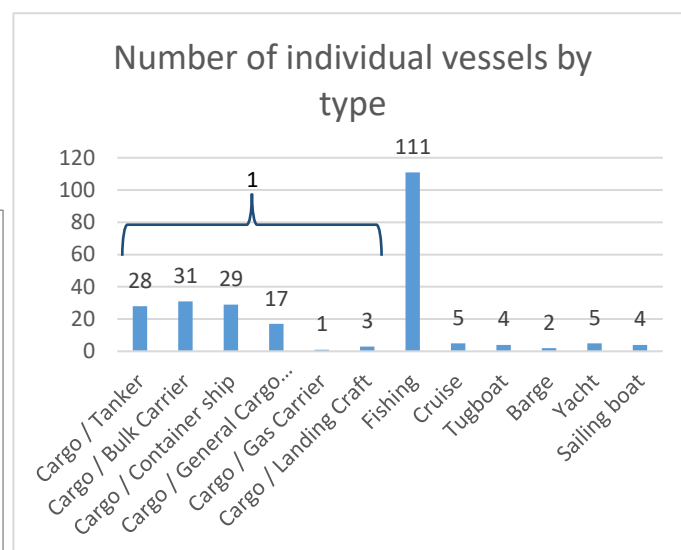


Figure 6 - Number of individual vessels by type

Honiara, Noro and LWP. Solomon Islands has signed the Memorandum of Understanding on Port State Control in the Asia-Pacific region (Tokyo MoU) on 1 December 1993.

However, the Tokyo MoU has not been accepted by Solomon Islands, which has the Observer status as per Annex 1 section 5 of the MoU.

Since 2020, SIMA is building its capacity to conduct Port State Control and exercise its observer status under the Tokyo MoU. There is capacity to conduct PSC inspections on board vessels up to 80 meters which corresponds to the size of the larger Solomon Islands registered vessels. The objective under this plan is to strengthen capacity of conducting PSC inspections on all types and sizes of vessels and work toward full membership of the Tokyo MOU.

During the implementation period, the objective is to:

- implement a robust and risk-based Flag State Inspection regime responding to international, regional and national obligations, and safety inspections, surveys, audits of ships and marine safety investigations are carried out by the designated authority in accordance with applicable laws in Solomon Islands.
 - review and analyse needs for certified seafarers in collaboration with vessels' operators and implement plans and procedures to progress training, assessment, certification and employment of seafarers meeting the Solomon Islands maritime industry's need and compliant to applicable laws.
 - develop, implement and regularly review security measures of all port facilities receiving vessels engaged in international voyages and onboard registered vessels engaged in international voyages overseen by a functional DA and Maritime Security Committee.
 - establish a robust Port State Control regime in accordance with applicable laws in Solomon Islands on all types of vessels calling or anchoring off Solomon Islands ports exercising Solomon Islands Tokyo MoU observer status.
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Performance

No	Strategic Action	Indicator	Target
1	Implement a robust Flag State Inspection regime in Solomon Islands	<p>I.1 Evidence of robust and risk-based Flag State Inspection regime implemented</p> <p>I.1.1 percentage of high-risk and medium-risk registered vessels inspected and surveyed</p> <p>I.1.2 percentage of marine safety investigations or/and inquiries carried out into very serious marine casualty and marine casualties (other than very serious) and marine incidents</p> <p>I.1.3 percentage of registered vessels carrying passengers trained on Safety Management Systems</p> <p>I.1.4 percentage of vessels carrying more than 100 passengers with an audited Safety Management System</p>	<p>each year, 100% of high-risk registered vessels are inspected by SIMA</p> <p>by 2027, 100% of high-risk and medium-risk vessels are inspected by SIMA</p> <p>each year, 100% of very serious marine incidents (marine casualty) are investigated (marine inquiry and/or preliminary investigation) and by 2027, 100% of other marine incidents are investigated</p> <p>by 2025, 100% of registered vessels carrying passengers are trained on Safety Management System</p> <p>by 2027, 100% of vessels of more than 100 passengers have an audited Safety Management System</p>
2	Training, assessment, certification and	I.2 Evidence of progress on Solomon Islands' vessels safe manning as per applicable laws	

	employment of seafarers meet the Solomon Islands maritime industry's need and are compliant to applicable laws	<p>I.2.1 percentage of masters and engineers class 3 to 5 against needs as per applicable laws</p> <p>I.2.2 percentage of masters and engineers with a valid certificate of competency against the total number of registered seafarers</p> <p>I.2.3 percentage of seafarers employed onboard registered vessels who have signed a Seafarer Employment Agreement approved by Director SIMA</p>	<p>each year, increased percentage of marine officers with a valid certificate of competency against the total number of registered seafarers to reach more than 80% by 2027</p> <p>by 2024, the need of the maritime industry against the number of seafarers (officers and ratings) with a valid certificate is known.</p> <p>by 2024, the need of the maritime industry against the number of seafarers (officers and ratings) with a valid certificate is known.</p> <p>by 2027, the number of seafarer training courses delivered by the Solomon Islands Maritime College is adjusted to the maritime industry's need</p> <p>by 2027, 100% of seafarers employed on registered vessels have signed a Seafarer Employment Agreement</p>
3	Maintain and verify implementation of security measures compliant with applicable laws in all Solomon Islands port facilities and vessels subject to security laws	<p>I.3 Evidence of implementation of security measures in all Solomon Islands port facilities</p> <p>I.3.1 percentage of registered vessels of more than 500 gross tonnage engaged in international voyages have their crew and shore personnel trained and their Ship Security Plan is audited by SIMA</p> <p>I.3.2 evidence of training of officers on vessel monitoring and tracking systems and effective tracking of high-risk foreign vessels</p> <p>I.3.3 evidence of security training and awareness sessions conducted with shipping companies, government agencies and communities</p> <p>I.3.4 evidence of the Maritime Security Committee contribution to the National Maritime Security strategy</p>	<p>by 2027, 100% of registered vessels of more than 500 gross tonnage engaged in international voyages have a Ship Security Plan audited by SIMA</p> <p>by 2025, officers responsible for monitoring international vessels are trained on vessel tracking systems at SIMA and by 2027 all high-risk foreign vessels are tracked in Solomon Islands waters</p> <p>by 2027, deliver at least one maritime security awareness workshop in communities each year in collaboration with officers responsible for vessel tracking</p> <p>by 2025, the Maritime Security Committee have action plans, guidelines and procedures aligned and contributing to the National Maritime Security Strategy</p>
4	Establish and implement a robust Port State Control regime in Solomon Islands	<p>I.4 evidence of robust Port State Control regime implemented in Solomon Islands</p> <p>I.4.1 number of vessels calling or anchoring off Solomon Islands ports subject to Port State Control according to SIMA procedures</p> <p>I.4.2 evidence of Port State Control on the Job training</p>	<p>By June 2024, SIMA's procedure on Port State Control is implemented, and each year at least one (1) Port State Control inspection is conducted monthly</p> <p>By 2024, two (2) Port State Control officers have been trained through</p>

		I.4.3 evidence of full exercise of observer status under the Tokyo MoU	<p>attachment or on-the-job training in Solomon Islands or overseas</p> <p>By 2027, each year, SIMA attends the Committee's meeting and submit at least one document, participate to at least one technical cooperation programme and participate to at least one working group online or by correspondence or face-to-face if budget available</p>
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Improved Safety of Navigation, Environment Protection and Response

All people and maritime operators benefit safe navigation, clean seas and efficient response to all marine incidents in Solomon Islands waters

The *Strategy to implement the relevant international maritime instruments* is the tool to guide SIMA's actions toward efficient safety of navigation services, environment protection and response.

Context and challenges

Safety of Navigation

Under the SOLAS Convention Chapter V, Solomon Islands as Contracting Government must provide adequate services related to radiocommunication, meteorological services and warnings, search and rescue services, hydrographic and Aids to Navigation (AtoN).

Radiocommunication

In 2023, SIMA is upgrading its radiocommunication equipment at the Maritime Rescue Coordination Centre (MRCC) which will allow declaring sea area A3 Global Maritime Distress and Safety System (GMDSS) service. In addition SIMA conducted a review of radiocommunication equipment of domestic vessels that must be upgraded to comply to the Shipping (Non Convention Vessel Safety) Regulations 2006. The objective is to complete the upgrade and ensure MRCC duty officers have all the capacity to use the equipment and association vessel tracking systems with the long-term goal to tracking small crafts, domestic and international vessels in Solomon Islands waters (Automatic Identification System, Long Range Identification and Tracking system).

Marine meteorological services

Collaboration has started with the Solomon Islands Meteorological Services (SIMS) with the aim to sign a memorandum of understanding between SIMA and SIMS including the broadcasting of Maritime Safety Information (MSI) and meteorological information.

Search and Rescue

Solomon Islands has legal responsibilities over its Search and Rescue Region (SRR) and as signatory of the Maritime SAR Technical Arrangement for Cooperation (SAR TAfC) among Pacific Islands Countries and Territories that support international lifesaving in the Pacific Ocean. The objective is still to strengthen the capacity to use systems and procedures and deliver SAR services as required by the SOLAS Convention which include reducing the time of immediate action and improving vessel tracking.

Hydrographic services

Hydrography which was an area neglected by the Solomon Islands Government in the past is now being developed at SIMA with the objective to move from single beam to multibeam hydrographic

SAR operations by type of vessel

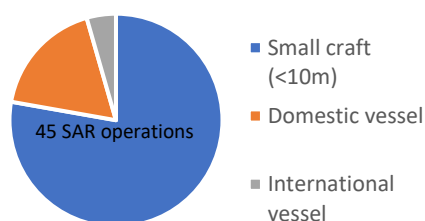


Figure 8 - SAR operations by type of vessel

surveying and build on the SIMA-Japan International Cooperation Agency (JICA) Project for Development Support of Electronic Navigational Charts for Honiara and Noro Ports in Solomon Islands. At the end of this plan, the aim is to have the capacity and resources to conduct 3 hydrographic surveys in priority areas and produce quality data to the Australian Hydrographic Office (AHO) designated as the Primary Charting Authority (PCA).

Aids to Navigation

SIMA has now the capacity to deliver AtoN services which includes conducting risk assessment as required by the SOLAS Convention and installing, inspecting and maintaining AtoNs. However, due to the size of the sea area to cover, complementary resources are required either by delivering these services against remuneration or engaging in major projects with development partners. The goal is to reach the International Hydrographic Organization (IHO) Maturity Level 2, continue the deployment of the AtoN remote monitoring system and monitor the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) required level of services.

Environment Protection

Marine Pollution

Solomon Islands is not a party to all relevant conventions related to prevention of marine pollution and covering liability and compensation. The Shipping (Marine Pollution) Regulations 2011 regulates prevention, preparedness and response to marine pollutions establishing a Marine Pollution Advisory Committee, a Pollution Fund (POLFUND) and a National Marine Spill Contingency Plan (NATPLAN). Building from the grounding and oil spill of the MV Solomon Trader in 2019, SIMA has developed its procedures, collaboration with the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) to respond to all marine pollution incidents. The Maritime Pollution Advisory Committee is active and oversee the National Pollution Fund for which SIMA collects pollution levies since 1 January 2023.

The objective is to fully implement the Shipping (Marine Pollution) Regulations 2011 and partner with development partners such as IMO and Secretariat of the Pacific Environment Programme (SPREP) to implement strategic actions under the *Strategy to implement the relevant international maritime instruments* and the *Strategy to accommodate Technological Change & Advances in Regulatory Systems*. The ultimate goal is to strengthen the existing system, cooperative arrangements and technical assistance to ensure SIMA is ready to coordinate the response to a Tier 3 marine pollution incident as required in the National Marine Spill Contingency Plan (NATPLAN).

Air Pollution

Solomon Islands has not ratified the annex VI of MARPOL Convention that regulates the emissions of ozone-depleting substances (refrigerant used on ships), Nitrogen Oxides (NOx), Sulphur Oxides (SOx), Volatile Organic Compound (VOC) from the oil tankers, shipboard incineration, and energy efficiency of ships. Under the Paris Agreement, Solomon Islands has made unconditional commitments in its Nationally Determined Contribution (NDC) and has adopted a Low Emission

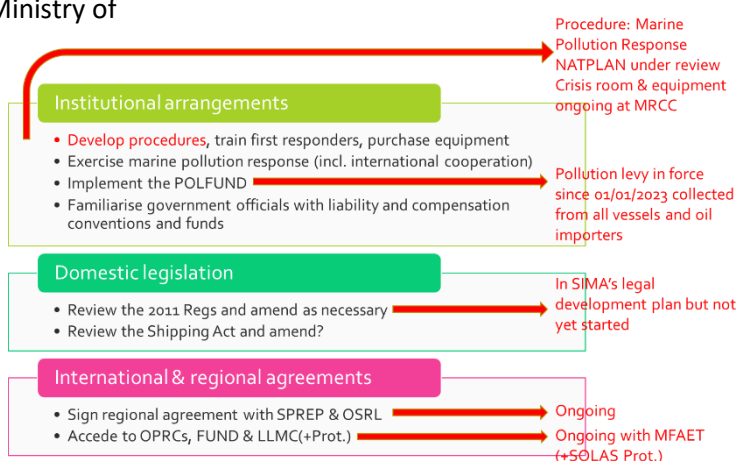


Figure 9 - Progress on marine pollution preparedness and response

Development Strategy (LEDS) that include actions in the transport sector related to domestic ships energy efficiency. Solomon Islands is a partner to the GreenVoyage2050 project which will assist in implementing the National Action Plan (NAP) on reducing maritime GHG emissions. Solomon Islands is also a partner country of the Pacific Blue Shipping Partnership (PBSP) and committed to a fossil fuel free Pacific and safe, green, clean, digital, resilient and gender-just maritime transport at the 5th Pacific Regional Transport Ministers in 2023. The NAP is at the core of strategic actions to build capacity and build the foundation to reduce GHG emissions from the maritime sector.

During the implementation period, the objective is to:

- develop and implement capacity and systems for effective delivery compliant safety of navigation services related to radiocommunications, vessel tracking, maritime safety information, marine meteorology, aids to navigation, hydrography and search and rescue.
- implement actions to prevent and respond to air and marine pollution from ships under the *Strategy to implement the relevant international maritime instruments* and *Strategy to accommodate Technological Change & Advances in Regulatory Systems*.
- Develop partnerships, implement project and maximise opportunities from international and regional cooperation to address marine and air pollution and reduce maritime GHG emissions.

Performance

No	Strategic Action	Indicator	Target
5	Deliver effective and compliant safety of navigation services to people and maritime operators in Solomon Islands waters	<p>I.5 Evidence of improved delivery of effective and compliant safety of navigation services</p> <p>I.5.1 evidence of an effective SARPLAN and cooperative arrangements and systems in place for effective radiocommunications and marine meteorology services, vessel tracking and search and rescue</p> <p>I.5.2 percentage of SAR incident receive an immediate response in less than 10 minutes</p> <p>I.5.3 percentage of lit AtoN under telecommunication coverage monitored remotely and evidence of defective AtoN report from domestic vessels' masters</p> <p>I.5.4 percentage of AtoN that have been inspected and maintained annually and evidence of ring-fence budget for rapid deployment on defective AtoN</p> <p>I.5.5 number of hydrographic surveys carried out in priority areas annually</p>	<p>by 2024, SARPLAN and associated procedure, equipment and systems are revised and a formal agreement between SIMA and ship operators is signed</p> <p>by 2027, MRCC duty officers are familiar with the vessel tracking system that is effectively implemented through LRIT, AIS and radiocommunication</p> <p>by 2024, 100% of SAR incidents receive an immediate response in less than 10 minutes</p> <p>by 2025, all lit AtoN under telecommunication coverage are monitored remotely, a system is in place for domestic vessels' masters to report defective AtoNs to SIMA and the AtoN level of service is monitored</p> <p>each year, 30% of AtoN are inspected and maintained and by 2024 SIMA has the capacity to deploy on a defective AtoN within 5 working days</p> <p>by 2027, SIMA has the capacity to conduct at least 3 hydrographic</p>

		I.5.6. evidence of multibeam hydrography capacity, equipment and systems	surveys in priority areas every year, to deliver multi-beam surveys and to produce quality data to the primary charting authority
6	Improve capacity and systems in Solomon Islands to prevent, prepare and respond to air and marine pollution in Solomon Islands waters	<p>I.6 Evidence of actions to prevent, prepare and respond to air and marine pollution in Solomon Islands waters</p> <p>I.6.1. Evidence of capacity and systems at SIMA to respond to a Tier 3 marine pollution incident</p> <p>I.6.2. Evidence of priority actions of the <i>Strategy to accommodate Technological Change & Advances in Regulatory Systems</i> completed for the reduction of GHG emissions and pollution from ships</p>	<p>by 2027, SIMA response to a Tier 3 marine pollution incident is undertaken as required by the NATPLAN and the procedure</p> <p>by 2027, all priority 1 and 2 actions of the <i>Strategy to accommodate Technological Change & Advances in Regulatory Systems</i> are completed</p>

Effective International and Regional Maritime Cooperation

Solomon Islands is recognised as a large ocean state championing and maximising international and regional maritime cooperation

The *Strategy to accommodate technological change and advances in regulatory systems* is the tool to guide SIMA's actions to engage international and regional cooperation.

Context and challenges

The international shipping sector is engaging in a revolutionary shift toward decarbonisation and requiring the development and uptake of new technologies on board ships and ports. The impact of climate change, the resilience to disasters and the protection of the marine environment are also shaping the future of sustainable and resilient shipping infrastructure and operations. In the context of an equitable transition where no country is left behind, leaders have called for ambition and partnerships that translated in regional outcomes and the development of national action plans.

In the Pacific Island region, the sustainability and affordability of maritime transport services have been a concern and subject to regional cooperation and national initiatives since 1990s. Pacific leaders recognised the need for ambition by all Pacific countries to develop roadmaps and secure investment for, a transition to a high quality, resilient and 100% carbon free maritime transport sector with the support of international development partners.

Despite challenges, it is an imperative for Solomon Islands to seize the unique opportunities to operate a shift in the way maritime transport services are delivered and how ships are operated. In 2023, Solomon Islands adopted its Climate Change Policy covering the period 2023-2033 and a long-term Low Emission Develop Strategy (LEDS).

Under this plan, SIMA will strengthen and continue to develop existing and new partnerships, implement projects and contribute to national actions plans as detailed in the *Strategy to accommodate Technological Change & Advances in Regulatory Systems*.

During the implementation period, the objective is to:

- apply and implement new partnership and project assisting Solomon Islands in developing capacity and systems to address major issues using innovative technologies and expertise
 - develop proposals and work plans with regional partners to support capacity and systems development for the use of technologies and contribute to the regional agenda on technology advances and uptake in the Pacific.
-

Performance

No	Strategic Action	Indicator	Target
7	Implement innovative partnerships and major projects	I.7 Evidence of progress on implementing projects and partnerships SIMA is involved in	By December 2024, proposals are submitted to international partners under the Maritime Development and Resilience Strategy By December 2027, activities and workplans agreed in partnerships and projects are completed

8	Maximise benefits from regional technical assistance and expertise	I.8 evidence of integration of regional technical assistance and expertise in SIMA work	<p>By December 2025, funding and projects from regional partners are supporting SIMA and are aligned to the Maritime Development and Resilience Strategy</p> <p>Each year, submit documents and participate to regional meetings</p>
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Good Governance and Quality Services

Institutional reforms achieve good governance and quality maritime services in Solomon Islands by a financially self-sufficient and independent maritime authority

The *Strategy to implement the relevant international maritime instruments* integrates the monitoring of IMO instruments implementation and implementation of strategic actions under the *Strategy to accommodate Technological Change & Advances in Regulatory Systems* that includes the legal development plan.

Context and challenges

Capacity

SIMA is 47 staff members in 2023 delivering functions and having expertise in various technical areas of maritime affairs, finance and administration. The capacity of the maritime administration to deliver its obligations must be developed to ensure functions and expertise comply to the IMO Instruments



Implementation Code (III Code) and allow the maritime administration giving full effect to applicable international and national instruments. The *Capacity Development and Sustainability Plan* identifies competency need and guide capacity development translated in an annual training register.

Performance monitoring

The III Code prescribes that Flag, Port and Coastal States “shall, on a periodic basis, evaluate its performance with respect to the implementation of administrative processes, procedures and resources necessary to meet its obligations as required by the international instruments to which it is a party” and “periodically evaluate its performance in respect of exercising its rights and meeting its obligations under the applicable instruments of the Organization.” The *Strategy to implement the relevant international maritime instruments* include a strategic action related to organisational performance monitoring that is part of monitoring and evaluation on how SIMA

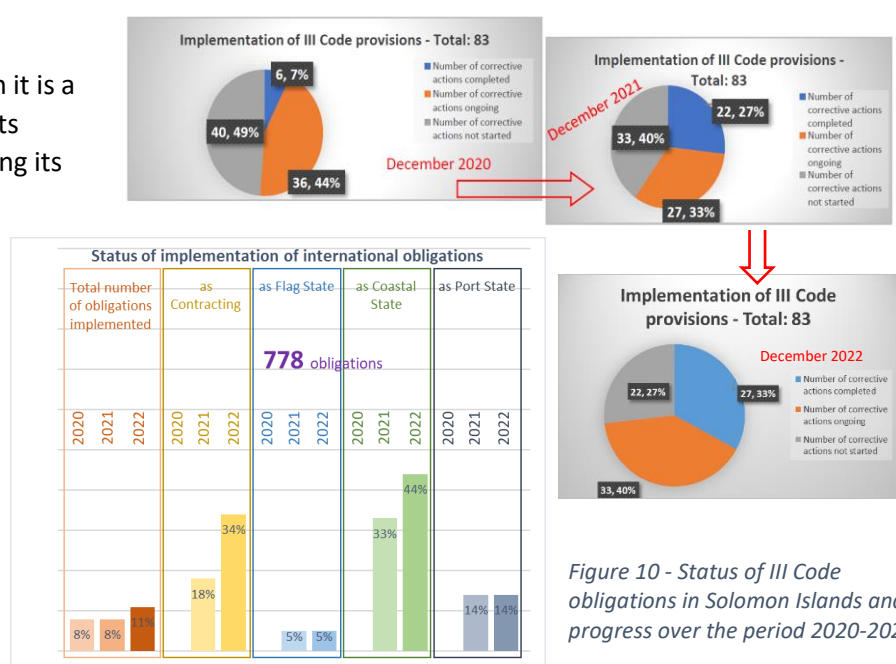


Figure 10 - Status of III Code obligations in Solomon Islands and progress over the period 2020-2022

assumes its obligations under the III Code.

Legal

A legal development plan is included in the *Strategy to accommodate Technological Change & Advances in Regulatory Systems*. It is a long-term plan started in 2020 to facilitate SIMA's transition and full operation and will continue over the next five years to upgrade the legislative and regulatory framework and accede to relevant international conventions.

Management

Quality management

Since 2020, quality procedures have been developed to cover operations and ensure SIMA deliver its functions as required by the III Code. Quality management including continual improvement still requires developing into a comprehensive system complying to recognised international standards.

Financial management

SIMA's Financial, Accounting and Administration Manual covers all processes related to budgeting, accounting and reporting against the International Financial Reporting Standards (IFRS). Year 2020, 2021 and 2022 have been audited by the Office of the Auditor General and have an internal audit function reporting to the Audit Committee.

Since 1 January 2023, SIMA is financially self-sufficient as required by the SIMA Act 2018 and is working toward maintaining a financially healthy and self-sufficient organisation complying to international standards and best practices.

Governance

Implementing good governance is essential for SIMA given the number of reforms engaged and the need to ensure all maritime stakeholders share the same vision for the future of the shipping in Solomon Islands. Good governance is first values underpinning this plan:

- (i) **Rule of Law** – strict implementation of maritime laws applicable in Solomon Islands and promotion of this across our stakeholders to achieve maritime safety and pollution prevention goals.
- (ii) **Effectiveness & Efficiency** – quality maritime services at the most effective cost to the people and the maritime industry in Solomon Islands.
- (iii) **Transparency & Responsiveness** – timely response to our stakeholders' needs and requests in and transparent decision-making in the interest of maritime safety and pollution prevention.
- (iv) **Participation & Inclusion** – implementation of inclusive processes of consultation ensuring maritime laws and systems are adapted to Solomon Islands circumstances.

SIMA established its governance structure under the SIMA Act 2018 and the Shipping Act 1998 as amended as follow:

- 1 **Board of SIMA** is the governing body of SIMA and determines policies and strategies and monitor achievement of corporate objectives.
- 2 **SIMA Advisory Committee** which provides technical and policy advice to the Board of SIMA related to maritime development issues and opportunities to be addressed by SIMA policies, strategies, and laws. It is made of public and private stakeholders and has a Technical Working Groups advising the Director on technical issues related to ship safety.

- 3 **Technical Committees:** the Marine Pollution Advisory Committee which oversees response to marine pollution and the National Pollution Fund (POLFUND) and the Maritime Security Committee which oversees security issues and response to security incidents.

The objective is now to maintain governance mechanism and strengthen participation and continual improvement to progress reforms and effectively respond to SIMA stakeholders' need.

During the implementation period, the objective is to:

- based on a capacity needs assessment and SIMA organisational structure, conduct inclusive open and transparent recruitment and develop capacity of SIMA staff to deliver SIMA functions and Solomon Islands maritime obligations
- collect data and information through quality management systems processes and various strategies and plans to measure performance against this Strategy's performance indicators and incorporate improvements into plans
- upgrade and maintain the maritime legislative and regulatory system enforcing international, regional and national instruments applicable in Solomon Islands and ensuring amendments are timely incorporated
- implement the SIMA's Financial, Accounting and Administration Manual and associated procedures to perform excellent financial management and report in accordance with international standards and best practices maintaining SIMA financially self-sufficient and healthy
- Implement good governance through transparency, responsiveness and inclusive participation of all maritime stakeholders to achieve together a common vision

Performance

No	Strategic Action	Indicator	Target
9	Build and retain SIMA capacity and expertise to coordinate and implement Solomon Islands maritime obligations	I.9 Evidence of capacity development at SIMA to implement SIMA functions and Solomon Islands maritime obligations I.9.1 evidence of education, qualification and experience of SIMA staff as per their Job Description to fulfil SIMA organisational structure I.9.2 percentage of priority 1 capacity building activities completed I.9.3 evidence of female employees involved in capacity development activities in technical areas I.9.4 evidence of recruitment or internship of candidates of less than 25 years of age	By December 2025, all SIMA staff have completed priority 1 capacity building activities of the Training Register By December 2027, all functions at SIMA are performed by personnel at the level of education, qualification and experience required by their Job Descriptions By December 2027, female officers are recruited and trained in hydrography, aids to navigation or search and rescue By December 2027, recruitment at officer level and internship targets candidates of less than 25 years of age
10	Conduct periodic performance reviews on how Solomon Islands Maritime Administration	I.10 percentage of total number of obligations fully implemented under instruments relevant to the III Code I.10.1 percentage of III Code provisions actions completed	

	exercises its rights and meet its obligations under the applicable international maritime instruments	<p>I.10.2 percentage of obligations as Contracting Government, Flag, Port and Coastal States implemented</p> <p>I.10.3 evidence of reports to IMO and update of GISIS</p> <p>I.10.4 evidence of implementation of a quality management system</p>	<p>Each year, an increased percentage of fully implemented obligations and III Code provisions is evidenced by performance reviews and result framework</p> <p>By 2027, every year GISIS is up-to-date and reports are submitted to IMO as required</p> <p>by 2025, a comprehensive quality management system is developed</p>
11	Maintain an updated maritime legislative and regulatory system	I.11 evidence of implementation of the legal development plan in the <i>Strategy to accommodate Technological Change & Advances in Regulatory Systems</i>	<p>By December 2024, a procedure is effectively implemented for the maintenance and update of the maritime legislative and regulatory system</p> <p>By December 2027, all priority P1 and P2 activities of the <i>Strategy to accommodate Technological Change & Advances in Regulatory Systems</i> are completed</p>
12	Maintain a financially healthy and self-sufficient organisation complying to international standards and best practices.	<p>I.12 Evidence of financially healthy and self-sufficient organisation</p> <p>I.12.1 Percentage of annual expenses covered by SIMA's revenues under the SIMA Act</p> <p>I.12.2 Evidence of annual surplus from operations</p> <p>I.12.3 Result of SIMA's annual financial statement audits</p>	<p>Revenues generated by SIMA under the SIMA Act covers more than 85% of its annual expenses</p> <p>Each year, SIMA generates a surplus from operations</p> <p>Each year, SIMA's financial statement is audited and has no qualified opinion</p>
13	Implement good governance through transparency, responsiveness and inclusive participation of all maritime stakeholders to achieve together a common vision	<p>I.13 Evidence of regular communication to all maritime stakeholders through meeting minutes, briefs, policy and technical papers, media release and stories on various platforms</p> <p>I.13.1 Evidence of access to SIMA updated website and E-gate</p> <p>I.13.2 Evidence of convening of meetings and implementation of action points by SIMA</p>	<p>By 2025, SIMA website content has been updated including forms for applications and SIMA E-gate is accessible to all ship operators</p> <p>By 2027, the number of hits of SIMA Website and E-gate have increased each year</p> <p>Each year, meetings of committees and other consultative groups are convened as per ToRs and action points implemented</p>

Climate Action and Gender & Youth Mainstreaming

Context and challenges

Progressing gender equality and providing opportunities to youth

Since 2014, there has been a momentum to advance gender equality in maritime in the Pacific Islands. IMO and SPC have provided support to Pacific Islands Countries to establish the Pacific Women in Maritime Association (PacWIMA) and national chapter including in Solomon Islands (Solomon Islands WIMA).

Since 2020, SIMA has been active to try and support SIWIMA and walk the talk using the opportunity of SIMA's establishment to promote maritime careers. As a result, there are now 23 women working with SIMA representing 49% of the staff. Women are represented at all levels of the organisation including 3 out of 5 positions at the leadership level. There are technical areas that have proved to not be attractive to women. Also, despite efforts to elect a private sector driven executive team, SIWIMA has not been able to produce plans and deliver on-the-ground activities requiring more director intervention.

It has proved difficult to recruit youth even at the lowest level of the organisation. SIMA has now an internship programme which will be used to opportunity work opportunities to youth.

During the implementation period, the objective is to:

- Advocate and progress gender equality & youth involvement within SIMA and the Solomon Islands maritime sector
-

Climate change mitigation in maritime

Solomon Islands has not ratified the annex VI of MARPOL Convention that regulates the emissions from ships but, under the Paris Agreement, Solomon Islands has made unconditional commitments in its Nationally Determined Contribution (NDC) to reduce GHG emissions which includes maritime transport in its revised NDC. Solomon Islands is also a partner country of the IMO-Norway GreenVoyage2050 project, a member of the Pacific Blue Shipping Partnership (PBSP) and a member of the 6PAC+ at IMO.

The objective is to continue to promote the equitable transition to decarbonized shipping under the IMO Revised Strategy to reduce GHG emissions from ships and to implement a National Action Plan to reduce maritime GHG emissions in Solomon Islands through legal development, pilot project and capacity development. These strategic actions under the National Action Plan and a Maritime Development and Resilience Strategy.

During the implementation period, the objective is to:

- Support and advocate for climate action in maritime through SIMA services
-

Performance

No	Strategic Action	Indicator	Target
14	Advocate and progress gender equality & youth involvement within SIMA and the Solomon Islands maritime sector	<p>I.14 Evidence of proactive approach towards gender and youth mainstreaming</p> <p>I.14.1 evidence of promotion and support to gender through SIWIMA</p> <p>I.14.2 Evidence of female employees involved in capacity development activities in technical areas</p> <p>I.14.3 Evidence of recruitment or internship of candidates of less than 25 years of age</p>	<p>Each year, support is provided to SIWIMA to promote gender and implement on-the-ground activities within the shipping industry</p> <p>See I.9.3</p> <p>See I.9.4</p>
15	Support and advocate for climate action in maritime through SIMA services	See the <i>Strategy to Accommodate Technological Change & Advances in Regulatory Systems</i> Part 2 and Strategic Actions 7 & 8 and associated indicators	See I.7 & I.8

Implementation of the SIMA Corporate Plan 2024-2027

Resources and budget management

Given that this Plan covers the operationalization period of SIMA, a *Financial Sustainability Plan* has been updated to assess the level of certainty of SIMA legal and operational capacity to leverage revenues from regulated levies and other potential sources of funds and develop a budget forecast for the period 2024-2027.

Revenues

During the period, the regulated fees and levies will not increase beyond the regulated increase of not more than 7.5% per year without seeking the approval of the Minister.

From 1 January 2022, SIMA is self-sufficient. In 2022, all expenses related to personnel and day-to-day operations are funded by SIMA revenues from regulated fees, charges and levies which represents 84% of total expenses. 16% of expenses are from partners for specific projects such as Australia DFAT, New Zealand MFAT and IMO. The Solomon Islands Government do not contribute to SIMA since 1 January 2022. From 1 January 2023, pollution levies are collected from international and domestic vessels and oil importers to resource the National Pollution Fund (POLFUND) and improve the marine pollution response capacity. A Maritime Development Fund will be established with a new Maritime Development Levy and increase of fees for certain types of vessels and services to support development projects with a priority on maritime training. Fees, charges and levies to be imposed by SIMA during the period of the plan are shown in the table below:

Law	Reference in laws	Provisions
SIMA Act 2018	The SIMA Act 2018 is fully in force since 1 January 2021 and provides for fees, charges and levies	
	Part 2 Division 5 Section 25 (a) to (g)	Defines the funds of SIMA.
	Part 2 Division 5 Section 27 (1) (a) to (c)	Provides for SIMA to adopt maritime order prescribing fees, charges and levies.
	Section 27 (1) (a) (iii)	Prescribe fees, charges or dues payable in relation to the exercise of SIMA's regulatory functions under the SIMA Act or any other law.
Shipping Act 1998 as amended	Prescribes fees that can be levied by SIMA as per the SIMA Act 2018 Section 27 (1) (a) (ii) such as fees related to registration of vessels, surveys and inspections of vessels, certification and employment of seafarers and aids to navigation.	
Solomon Islands Maritime Authority (Fees, Charges and Levies) Maritime Order (No. 2) 2022	Section 4	Marine aids to navigation dues payable by Solomon Islands vessels
	Section 5	Marine aids to navigation dues payable by foreign vessels
	Section 6	Fees for applications related registration of vessels
	Section 7	Levies for regulatory functions
	Section 8	Pollution levies for Solomon Islands vessels, foreign vessels and oil imported (National Pollution Fund (POLFUND))
	Section 9	Fees for seafarers' assessments and certification
	Section 10	Fees for pilotage certification
	Section 11	Fees for security certification and verification
	Section 12	Fees for use of vessel for scientific research
	Section 13	Fees for SIMA services and facilities not otherwise prescribed
	Section 14	Expenses incurred by SIMA
	Section 15	Annual increase
Amendment	New section	Maritime development levies payable by all foreign and Solomon Islands vessels

Budget

The Budget forecast for 2024-2027 builds on the period 2022-2023 and support:

- revenues from regulated fees based on the same number of international and domestic vessels over the period as it is not foreseen a significant increase of international traffic or requests for registrations under the Solomon Islands flag,
- staffing as per the *Capacity Development and Sustainability Plan* in 2021 taking into account annual salary increments and increases of payscale,
- capital investment in refurbishment of apartments in Tulagi (\$700K) and head office building expansion (\$1M),
- other expenses related to administration and operations focussing on:
 - conduct of hydrographic surveys and aids to navigation inspection and maintenance,
 - international and regional cooperation,
 - vessel tracking systems,
 - governance and consultation mechanism,
 - training of staff.

Income and expenses and income to support this Plan are detailed below:

BUDGET FORECAST FOR THE PERIOD 2024-2027

	SIMA 2024 Budget Est.	SIMA 2025 Budget Est.	SIMA 2026 Budget Est.	SIMA 2027 Budget Est.
REVENUE	27,350,000	26,902,500	28,571,438	30,365,545
PERSONNEL EXPENSES	8,743,949	9,134,621	9,544,825	9,975,540
ADMINISTRATIVE EXPENSES	9,519,493	9,704,843	9,995,475	10,303,902
OPERATIONAL EXPENSES	9,025,966	7,629,494	7,858,379	8,094,131
SURPLUS FROM OPERATIONS	60,592	433,542	1,172,757	1,991,972
ASSETS	66,613,555	66,313,555	67,486,312	68,305,527
LIABILITIES	2,550,000	2,250,000	2,250,000	2,250,000
NET ASSETS	64,063,555	64,063,555	65,236,312	66,055,527
EQUITY	64,063,555	64,063,555	65,236,312	66,055,527
TOTAL NO. EMPLOYEES	50	50	50	50

Figure 11 - Budget Forecast for the period 2024-2027

Risk management

Risk management is at the core of this Corporate Plan and in developing/implementing the SIMA's Quality Management System. Risk is inherent to the administration of an industry and in certifying entities exposed to risk in the conduct of maritime operations thus requiring risk identification and mitigation to:

- i) increase the likelihood of achieving objectives of maritime safety and pollution prevention;
- ii) develop/maintain trust with all stakeholders;
- iii) ensure sound financial management; and
- iv) ensure safety, effectiveness and efficiency of day-to-day operations.

The key risk areas and risks are identified in the table below and a detailed risk evaluation has been developed and will be reviewed on a regular basis.

Risk area	Identified risks	Comment
STRATEGIC	SIMA does not achieve its overall goal of self-sufficiency and independence	It is the main strategic risk given the long-term efforts made by the Government to adopt an act of parliament establishing a maritime authority Mitigation – adopted as a Overarching Strategic Goal of this Corporate including a specific <i>Financial Sustainability Plan</i>
	Maritime safety and pollution prevention do not improve	The direct measurable impact of SIMA as a independent authority should be improved maritime safety and pollution prevention Mitigation – also adopted as Overarching Strategic Goals and sectoral strategy focussing on fulfilling international obligations
REPUTATIONA L	SIMA is not recognised as delivery quality maritime services	Quality services to all its stakeholder is underpinning the work of modern maritime administration that serve people, the maritime industry and the aspiration of safety at sea and clean seas Mitigation – the development and implementation of a quality management system and quality services culture is embedded in the Corporate Plan
HEALTH, SAFETY AND WELL-BEING	SIMA does not provide a safe work environment for its staff and the public	There are risks inherent to the work with a maritime industry and on-the-ground on board ships, in addition to office work and public welcome that must be managed Mitigation – policies & procedures and Personnel Protective Equipment are implemented/used on a day-to-day basis
FINANCIAL	SIMA does not maintain financial sustainability	As a self-sufficient authority relying on revenues from levies on the industry, economics play a major role and bring risks in the capacity of SIMA to leverage sufficient operational funds Mitigation – the <i>Financial Sustainability Plan</i> is the tool guide SIMA in maintaining healthy finances and evaluating the risk
	SIMA systems do not prevent fraud or other financial risks	There is a higher risk of fraud and other financial issues when the organisation generate revenues by collecting levies for its services that must be controlled, traceable and transparent Mitigation – SIMA financial management must be sound served by dedicated staff and effective systems including internal controls
OPERATIONAL	Ship safety does not improve	The risk of not improving ship safety, environment protection and safety of navigation is high given the issues related to the operation of an aging fleet of vessels and the lack of laws observance and enforcement
	Environment protection and marine pollution and response are inadequate	

	Safety of navigation is not provided to maritime operators	Mitigation – these operational areas are the main Overarching Strategic Goals that is served by clear strategies and actions based on the best practises and recommendations from development partners and previous projects
COMPLIANCE	The rule of law is not at the core of SIMA's work	<p>Given the lack of laws observance and enforcement and the gaps in the existing maritime legal system, it is highly to not achieve the Overarching Strategic Goals if the rule of law is not embedded in SIMA's day-to-day management</p> <p>Mitigation – the <i>Strategy to accommodate Technological Change & Advances in Regulatory Systems</i> is implemented to guide the development of the maritime legal framework and the Rule of Law is adopted as one of SIMA values</p>
EXTERNAL FACTORS	SIMA is subject to external interference (political, financial, etc.)	<p>It is the main risk identified that is mitigated by establishing SIMA as a self-sufficient and independent authority but may not be sufficient to prevent external interference</p> <p>Mitigation – it is essential that SIMA through its Board and staff engage closely with the Government and the maritime industry for major changes and decision-making</p>
	Maritime industry and community are not engaged and supportive to SIMA's role and goals	<p>Without support of the maritime industry and communities, interference could happen and undermine SIMA overall achievement</p> <p>Mitigation – close communication is maintained with the maritime industry and communities through media, community engagement and committees with adequate representation of the maritime industry</p>

Monitoring and evaluation

A Result Framework is developed and reported along with the SIMA Corporate Plan 2020-2023 integrating all strategic actions' indicators, baseline and targets in section 'Strategic Actions' above.

Monitoring and evaluation (M&E) processes within SIMA will collect information and inform sectoral objectives and indicators and feed up into the SIMA Corporate Plan. These processes will include:

- *Monitoring* – use the various sectoral strategies and plans and day-to-day operations to collect relevant M&E information,
- *Evaluation* – conduct internal mid-term and end-of-cycle reviews to report against the SIMA Corporate Plan Result Framework.

The below diagram shows the hierarchy and interconnection between plans and responsibilities along with the M&E process to measure and report progress and performance.

Good governance will be achieved through internal meetings and the Board of SIMA and its committee(s) meetings which play their respective role as a consultation and advisory platform on laws and shipping matters, and for oversight and informed decision-making.

At the core of SIMA management is its Documented System and the expected continual improvement on how SIMA deliver its services. M&E will allow to:

- review and amend as necessary the SIMA Corporate Plan 2020-2023 as per SIMA Act Part 2 Division 6 Section 34 and submit an Annual Report to the Minister as per SIMA Act Part 2 Division 6 Section 35,
- develop and submit the next SIMA Corporate Plans,
- review and integrate in the SIMA Result Framework the achievements in terms of financial sustainability, implementation of IMO instruments and legislative changes,
- conduct Annual Management Reviews and Internal Audits as per SIMA QMS.

In sectors, the implementation phase will include the yearly:

- conduct of staff performance review and training plans,
- report of budget execution and submission of Y+1 budget,
- review of sectoral work plans execution and development of Y+1 sectoral Annual Work Plan,
- conduct of sectoral QMS meetings and reviews of QMS sectoral policies and procedures.

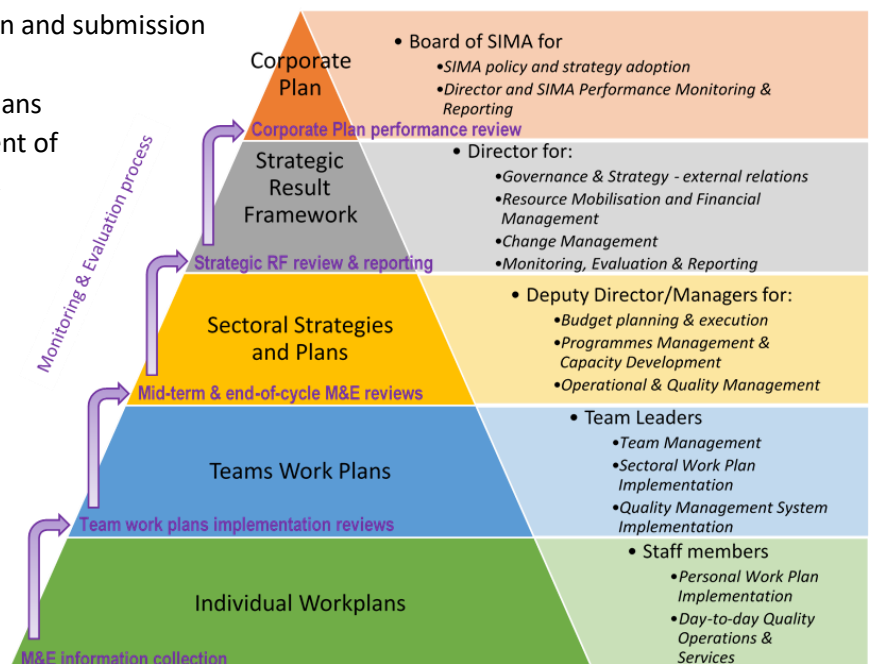


Figure 12 - Monitoring and evaluation process



contact@sima.gov.sb | P (677) 21 535 |
PO Box 1932, Honiara, Solomon Islands



www.sima.gov.sb