IMMIGRATION DIVISION

STRATEGIC PLAN 2025 – 2035

Solomon Islands Immigration Division, Ministry of Commerce, Industry, Labour and Immigration P.O G 26 Honiara

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Hon Minister Harry Kuma
MP, Minister for Commerce, Industry,
Labor and Immigration

STATEMENT FROM THE MINISTER

FOR COMMERCE, INDUSTRY, LABOUR AND IMMIGRATION

It is with great pride and responsibility that I present the Solomon Islands Immigration Strategic Plan 2025–2035. This plan is a cornerstone of our national efforts to safeguard the sovereignty, prosperity, and security of the Solomon Islands while fostering sustainable development through modernized immigration systems. The Immigration Division has crafted this comprehensive plan to address the evolving challenges and opportunities of the next decade, ensuring that we remain resilient and forward-thinking in the face of an ever-changing global landscape.

Our borders are the frontlines of national security, economic prosperity, and social cohesion. The threats to these borders are manifold—ranging from irregular migration, transnational organized crime, and health security risks to climate change and cyber threats. Through this strategic plan, the Immigration Division has articulated clear goals to strengthen our security governance architecture, enhance our operational resilience, and align our infrastructure with international standards.

As we modernize, we will emphasize robust internal reforms, technological advancements, and the development of a workforce equipped to handle the complexities of contemporary border management.

THE SOLOMON ISLANDS IS COMMITTED TO ADOPTING PROACTIVE MEASURES, SUCH AS DEPLOYING ADVANCED DETECTION SYSTEMS, STREAMLINING IMMIGRATION PROCESSES, AND ENHANCING COLLABORATION WITH REGIONAL AND INTERNATIONAL PARTNERS.

The Immigration Division also plays a pivotal role in facilitating trade, investment, and the movement of people, which are critical to the economic growth of our nation. By modernizing our visa and permit systems, streamlining processes, and embracing digitization, we aim to make the Solomon Islands a more accessible and attractive destination for investors, tourists, and skilled professionals.

The Strategic Plan 2025–2035 is more than a vision; it is a roadmap with clearly defined objectives, key performance indicators, and an actionable implementation framework. Each goal is supported by specific strategies, and progress will be monitored and evaluated through an action matrix. This ensures accountability and transparency as we work toward achieving our objectives.

As we embark on this transformative journey, I call on all stakeholders—government agencies, private sector partners, civil society, and our international allies—to join us in realizing the vision of this strategic plan. The challenges ahead are complex, but they are not insurmountable. With collaboration, innovation, and determination, we can create an immigration system that protects our borders, promotes economic growth, and upholds the values of the Solomon Islands.

I extend my heartfelt gratitude to the Immigration Division for their dedication in crafting this plan, and to all those who have contributed to its development. Your hard work and commitment have laid the foundation for a secure and prosperous future.

Christopher Akosawa,
Director of Immigration

FOREWORD

FROM THE DIRECTOR IMMIGRATION DIVISION

It is with great humility that I present the Solomon Islands Immigration Strategic Plan for the fiscal period 2025 – 2035. This document is a result of the dedication and hard work of our executive team to build on the Division's commitment to securing our national borders against all threats. It further unpacks our vision for attaining immigration excellence into manageable, realistic and measurable targets, which we intend to meet over the ten-year period.

THIS DOCUMENT IS A CONSOLIDATED RESPONSE TO THE NATIONAL BORDER STRATEGY, THE NATIONAL SECURITY STRATEGY AND DIRECTIVES FROM THE MINISTRY OF COMMERCE, INDUSTRY, LABOUR AND IMMIGRATION.

It further reflects consultations with local, regional and international stakeholders, while also depicting informed and carefully considered approaches to adapt to the changing global (in)security landscape, which directly affects Solomon Islands.

Threats to our borders along with continued technological and international best-practices advancements drive the Division to continually reflect on how we do what we do. It is for this reason that our Strategic Plan 2025 – 2035 is heavily focused on adaptation and

future-driven approaches to immigration operations. The past three years have not only tested our resilience but also highlighted the criticality of having the necessary frameworks and operational plans in place if the Division is to keep-up with national, regional and international demands and expectations.

As threats to our national borders continue to evolve and increase in complexity, so too must the Division. We recognize that the evolving criminal landscape along with technological advancements require a degree of operational preparedness, agility and flexibility underscored by strong foundational frameworks to facilitate how we do what we do for Solomon Islands. Strong partnerships continue to be vital to our operations. Regional and international support have also been vital to the Division's continued operations and expansions.

The 2025 – 2035 Immigration Strategic Plan presents a range of strategically developed initiatives intended to reinforce and modernize our Division, standardize and formalize operations, streamline procedures and practices, develop staff competencies, build and strengthen relationships with stakeholders, and align our operations with regional and international best practice standards well adapted for our local immigration context.

THE PLAN FURTHER REFLECTS THE DIVISION'S AWARENESS OF THE NEED TO BE CONSTANTLY VIGILANT OF EMERGING THREATS, DIGITAL ADVANCEMENTS AND CONTINUED SECTORAL SHIFTS, WHICH HAVE DIRECT IMPLICATIONS FOR THE WAY THE DIVISION OPERATES.

I am grateful to the individuals who contributed to the development of the plan. I am also very confident in the capacity and commitment of the members of the immigration team to achieve the goals outlined within the plan.

ACRONYMS

AMLC	Anti-Money Laundering Commission
BC	Before Christ
DFAT	Department of Foreign Affairs and Trade
GDP	Gross Domestic Product
FFA	Forum Fisheries Agency
ICT	Information Communication Technology.
MCILI	Ministry of Commerce, Industries, Labour and Immigration
MPNS&CS	Ministry of Police, National Security and Correctional Services
MCILI	Ministry of Commerce, Industries, Labour and Immigration
MOU	Memorandum of Understanding
NBS	National Border Strategy
NSS	National Security Strategy
OCO	Oceania Customs Organization
PCIP	Pacific Chief of Police
PIDC	Pacific Immigration Development Community
PIF	Pacific Islands Forum
PTCCC	Pacific Transnational Organized Crime
PFF	Participating Police Force
RAMSI	Regional Assistance Mission to Solomon Islands
SIFIU	Solomon Islands Financial Intelligence Unit
SIID	Solomon Islands Immigration Division
SPC	South Pacific Commission

IMMIGRATION STAKEHOLDERS

THE IMMIGRATION DIVISION WORKS WITH THE FOLLOWING NATIONAL, REGIONAL AND INTERNATIONAL STAKEHOLDERS TO PROTECT SOLOMON ISLANDS BORDERS:

DOMESTIC PARTNERS

Bio Security Division
Civil Aviation
Customs Division
Fisheries Division
Foreign Investment Division
Forestry Division
Health Environment Division
Hope Trust (SI)
ICT service Unit
Inland Revenue Division
Labour Division
Mines and Mineral Division
Public Prosecution
Royal Solomon Islands Police Force
SINU
Social Welfare Division
Solomon Islands Financial Intelligent Unit
Solomon Islands Maritime Authority
Solomon Islands Ports Authority
Solomon Islands Red Cross
World Vision Solomon Islands

REGIONAL AND INTERNATIONAL PARTNERS

ABF
APG
Bali Process Regional Support Office
Citizens Service Authority
EU
FFA
High Commissions
IOM
MSG
OCO
PICP
PIDC
PIF
PNG Immigration
PTCCC
SPC
UNHCR
UNODC
UNICEF
UNDP
US States Department
USP

NATIONAL BORDER SECURITY

STRATEGIC DIRECTION

Solomon Islands has several entities engaged in varied aspects of securing the country's national borders. These entities work together to protect the country's sovereignty, facilitate legitimate trade, travel, migration, traditional border crossing and the protection of the nation from security threats. Border related duties and responsibilities are shared by the following entities:

- Biosecurity Solomon Islands
- Ministry of Communication and Aviation
- Public Health Emergency and Surveillance Unit and Environmental Health Division
- Royal Solomon Islands Police Force, National Security, Planning and Border Security Divisions
- Solomon Islands Customs and Excise Division and ICT Unit
- Solomon Islands Maritime Safety Authority
- The Attorney General's ChambersThe Ministry of Foreign Affairs and External Trade
- The Immigration Division
- The Ministry of Home Affairs
- The Ministry of Provincial Government and Institutional Strengthening
- The Ministry of Traditional Governance, Peace and Ecclesiastical Affairs
- The Ministry of Finance and Treasury
- The National Disaster Management Office,
- The Office of the Prime Minister and Cabinet

The national border security strategic direction charted within the National Security Strategy and National Border Strategy sets the stage for a comprehensive national effort to secure the country's borders, while also facilitating legitimate trade and movement of persons and products. It articulates an acknowledgment of the need to consolidate resources to perform functions necessary for a whole-of-country approach to accomplish the desired border fortification and protection goals and objectives. The national approach taken to border security provides a solid foundation for all stakeholders to work together effectively and efficiently within their varied sectoral remits towards accomplishing the same overarching goals of strengthening frameworks for border efforts, utilizing intelligence to drive border efforts, protecting the nation's sovereignty, safeguarding and promoting lawful travel and trade, and increasing border communities safety and resilience. It is against this backdrop the strategic direction for the Immigration Division is developed and presented in the 2025 – 2035 Immigration Strategic Plan.

IMMIGRATION STRATEGY

CONTEXTUAL OVERVIEW

Migration is a global security challenge caused by pursuit of economic advancements, instability, conflicts, environmental crisis, social and economic displacement of population along with other push factors. Solomon Islands has experienced an influx of foreign investors along with increased flows of inbound and outbound travelers. The Division has also witnessed increases in cases of irregular migration. The Division continues to strengthen its internal and external controls to deal with increasing pressures at the borders. The Strategic Plan demonstrates the Division's commitment to improving border controls to be able to better manage migration at the borders.

Transnational Organized Crime – The operations of crime syndicates have direct impacts on a country's economy, security, society, and integrity. Solomon Islands has documented cases of human trafficking, child sexual exploitation, money laundering, fraud, drugs and arms smuggling, corruption and environmental crimes. The volume and severity of transnational organized crimes is expanding with severe impacts on the society. The Division continues to review and improve the way stakeholder engagement is conducted to respond to these threats. The establishment of collaborative networks and units facilitate joint efforts to monitor and evaluate threats and to mount appropriate preventative and counter-measures. Solomon Islands is an attractive destination for maritime crimes such as illegal, unregulated and unlicensed fishing as well as transiting routes for drugs and arm smuggling. The Division continues to work closely with stakeholders nationally and regionally to combat these threats.

THE DIVISION RECOGNIZES FIVE PRIMARY BORDER RISKS THAT ARE DYNAMICS, COMPLEX AND WARRANT STRATEGIC PREPAREDNESS. THESE ARE ELABORATED UPON AS FOLLOWS:

- **MIGRATION**
- **TRANSNATIONAL ORGANIZED CRIME**
- **HEALTH SECURITY THREATS**
- **CLIMATE CHANGE**
- **CYBER SECURITY**

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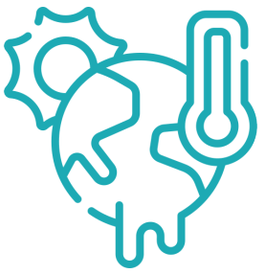
HEALTH SECURITY THREATS – The movement of people continues to present health security risks for Solomon Islands. The global COVID-19 pandemic has taught us vital lessons about the need to be able to adapt responses to health security threats. COVID-19 provided vital lessons on the requirement for strengthened national, regional and international partnerships. The Division continues to collaborate with other health and security departments to establish proactive and reactive measures for known and anticipated health threats.



CLIMATE CHANGE – The global impact of climate change is evidenced primarily in the Pacific region through the loss of inhabitable landmasses and community displacement. Further impacts include intense drought, heat waves, rising sea level, and warming oceans, which directly harm animals and destroy the environment that many living things depend on for livelihood. The Division will continue to support government initiatives to address climate change impacts through further dialogue and partnerships with cross-government agencies and stakeholders working towards reducing the direct impacts of climate change nationally and regionally.

CYBER SECURITY – Digital attacks on identity and communication products are growing global concerns. Cyber security remains the most challenging border risks faced by the Division. The Division continues to strategize on how to digitize operations and products, while maintaining current and seeking new partnerships to support the development of digital resilience of our borders. Collaborative efforts are ongoing to protect our peoples against cyber- crimes.

IMMIGRATION FUNCTIONS

THE IMMIGRATION MANDATE

Solomon Islands Immigration is mandated under the Immigration Act 2012 to protect the people, society, and the economy promoting safe, secure and orderly migration. Immigration is further tasked with the responsibility of promoting human security, and strengthening social and economic developments that are deemed beneficial to the people and society. Immigration is at the forefront of migration and border security. Over the past years, Immigration has responded to complex border security issues related to migration, international trade and governance.

THE ROLE OF THE IMMIGRATION DIVISION IS TO:

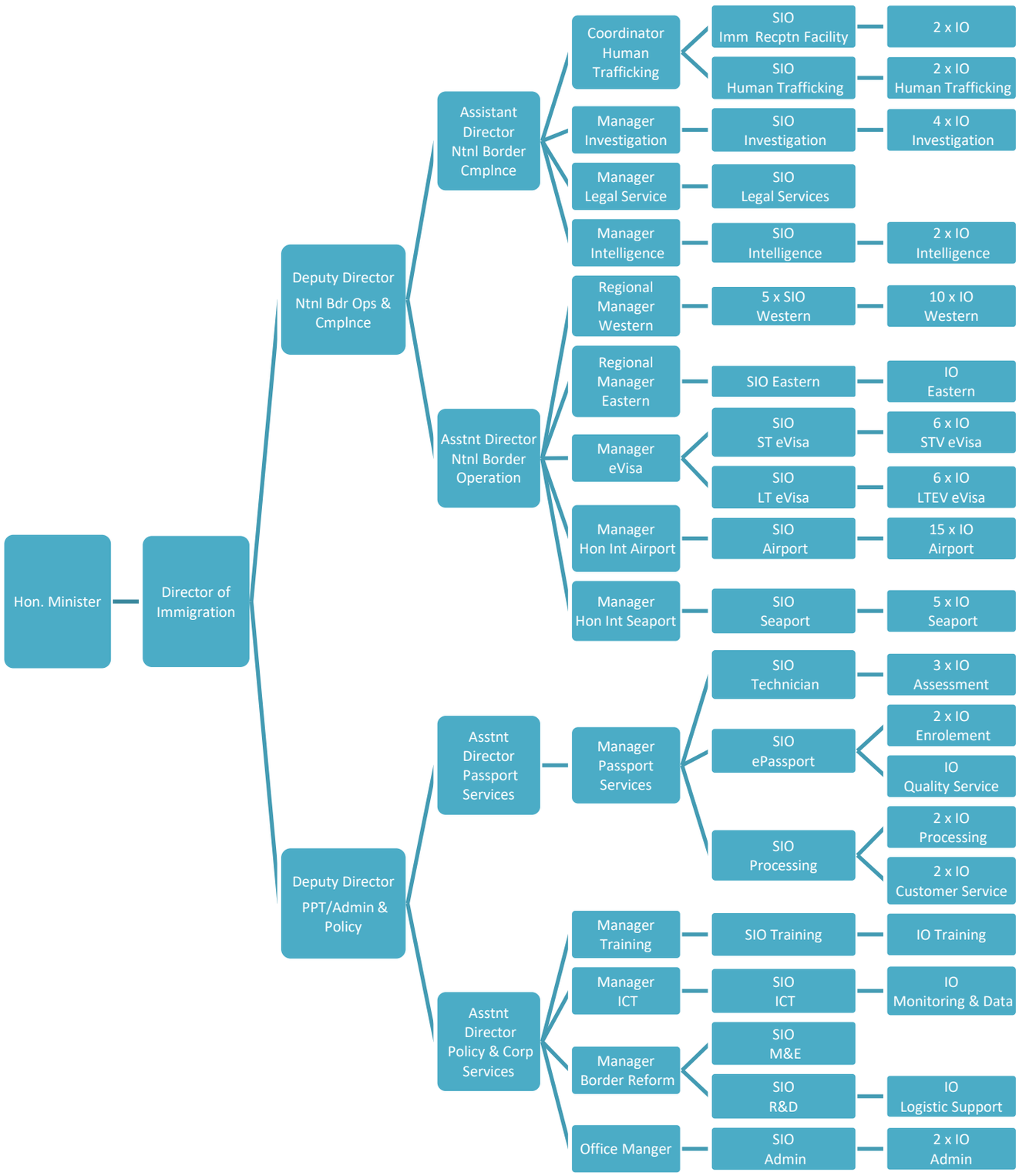
- Coordinate the strategic framework implementation with law enforcement, national and regional stakeholders;
- Foster and promote peace, and prosperity of Solomon Islands;
- Protect Solomon Islands' borders against external threats, such as organized crimes, health and global pandemics;
- Promote border integrity, rule of law and good governance; and Manage all aspects of legitimate inbound and outbound travel.

IN ORDER TO DELIVER ON THE IMMIGRATION MANDATE, THE DIVISION SHARES RESPONSIBILITIES AMONG 4 UNITS AS FOLLOWS:

Passport Services Unit	National Border Control Unit	National Border Compliance Unit	Policy and Admin Unit
Issuance of passports and travel documents	National Border Operation Business visas	Investigation and prosecution	Corporate Service Finance
Passport processing	Border visas	Law enforcement Intelligence	Logistics HR
Managing e-passport system	National border control and security	Deportation, detention and removals	ICT
Responsible for SIHC Mission passport processing and enrolment	Clearances of aircrafts and vessels	Human trafficking and people smuggling	Research Policy
Maintenance and repair of e-passport system	Facilitation of trade and long- term visas	Compliance	Training and learning development
Collecting revenues for passport fees	National border outer posts Boarding of vessels	Monitoring and surveillance Data System	Communication and public awareness
	Facilitation of traditional border crossing	Information collection and sharing	Infrastructure
	Revenue collection for visa fees	Detaining of vessels under approval of Director	
		Enforcement of penalties and fines under the act	

IMMIGRATION DIVISION

ORGANIZATIONAL HIERARCHY



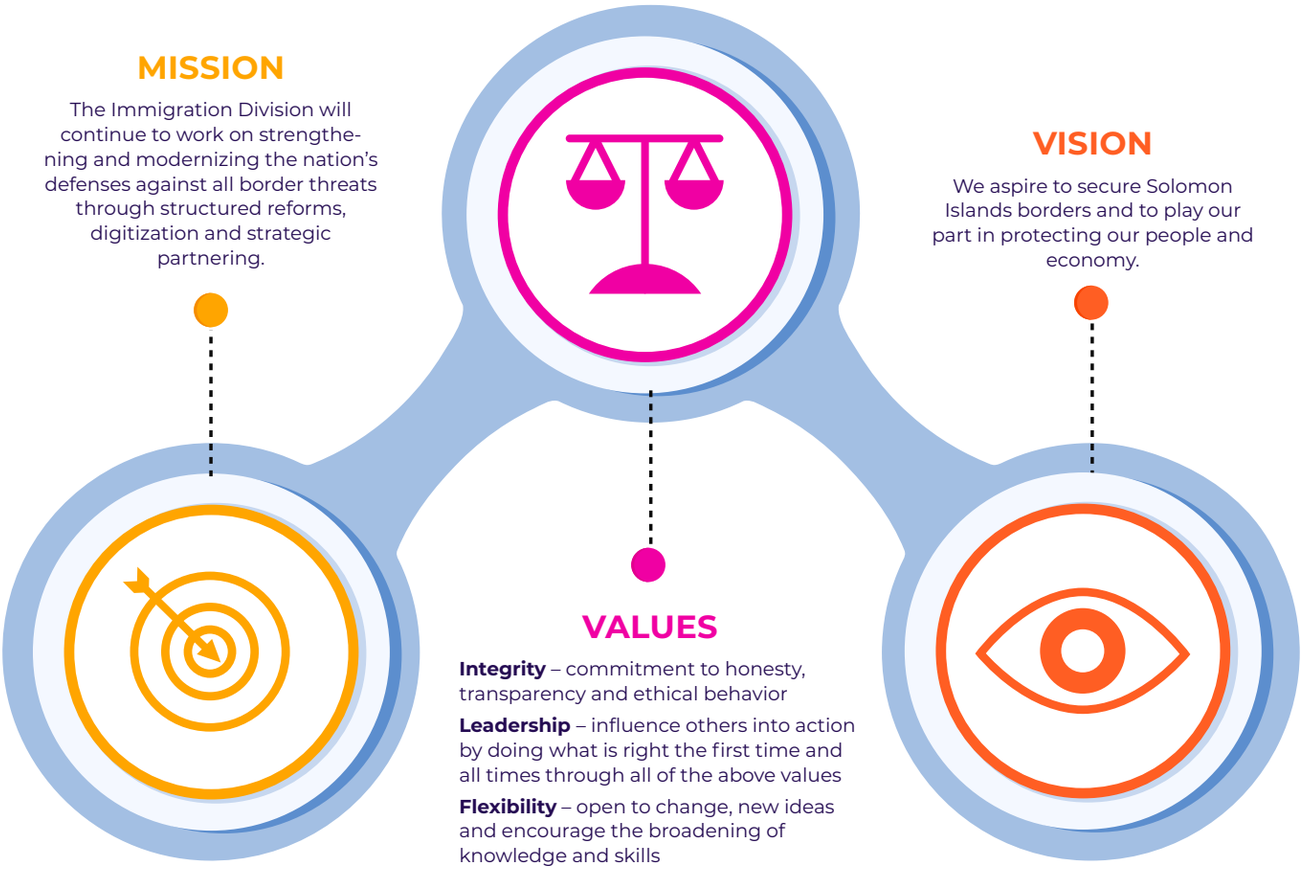
IMMIGRATION'S VISION, MISSION AND CORE VALUES

MISSION

The Immigration Division will continue to work on strengthening and modernizing the nation's defenses against all border threats through structured reforms, digitization and strategic partnering.

VISION

We aspire to secure Solomon Islands borders and to play our part in protecting our people and economy.



VALUES

Integrity – commitment to honesty, transparency and ethical behavior

Leadership – influence others into action by doing what is right the first time and all times through all of the above values

Flexibility – open to change, new ideas and encourage the broadening of knowledge and skills

Good Governance – commitment to enhancing and maintaining the rule of law in an environment of transparency and accountable decision-making

Commitment – obligation to the division and what it stands for

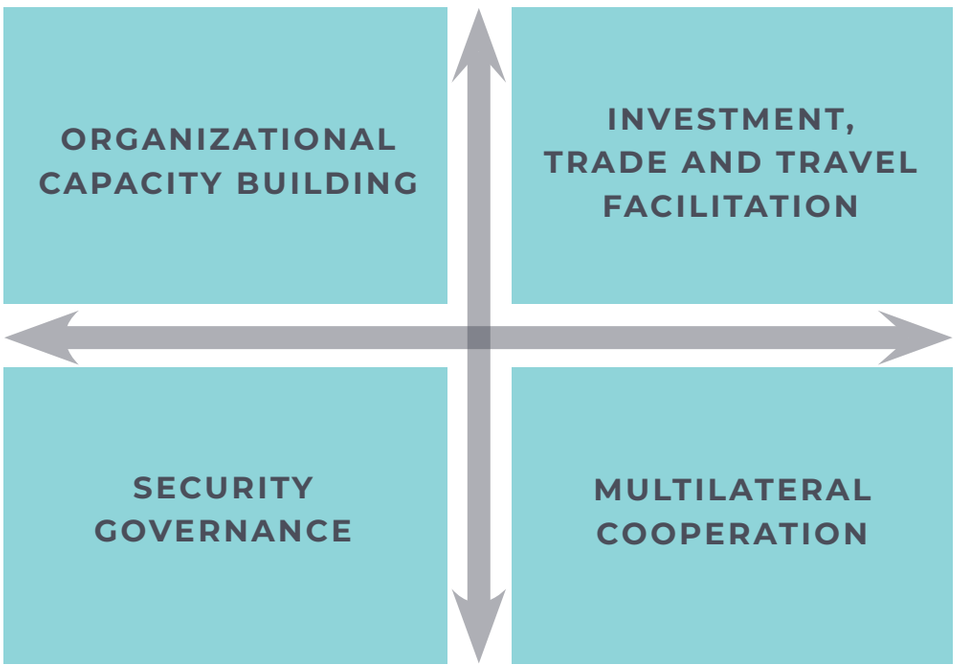
Trust & Respect – confidence in officers' sense of unity and dignity

Professionalism – to demonstrate competence and skills suited to our roles and responsibilities

IMMIGRATION'S STRATEGIC DIRECTION

PILLARSOF EXCELLENCE

The Immigration Strategic Plan 2025 – 2035: Irregular migration, transnational organized crimes, health security, maritime, cyber security and environmental crimes require a direct and integrated border security approach. The Immigration Strategic Plan 2025 – 2035 maps the Division's multi-layered approach to securing Solomon Islands' borders. It presents the thematic focal areas that inform the Division's approach to border management and security, as well as targeted areas specific to enhancing the Division's capacity to respond to current and emerging threats. It further articulates the Division's commitment to working with national, regional and international stakeholders, and outlines a pathway for cooperation among law enforcement, civil society and community partners.



The Immigration Division will prioritize four key areas during the 2025 – 2035 period. In addition to these priorities, daily operations as set by our Ministerial mandate will continue. Our Strategic Pillars informs our multi-year plan of action to be delivered in collaboration with local, regional and international stakeholders.

1

STRATEGIC GOAL 1

STRENGTHEN SECURITY GOVERNANCE ARCHITECTURE

Strengthening the security governance architecture is a priority for the Solomon Islands Immigration Division. This is critical to the Division's operations as it allows us to base our approaches to border security on our security drivers and our operational mandate.

In order to meet this goal, the Division will undergo a process of restructuring and alignment to ensure our strategies translate to actionablesecurityrequirementsthatareclearly focused on employing the best approaches to keeping our borders safe. Consultations have revealed internal and external dissatisfaction with the current immigration structure, which has been described as dated and in need of urgent reform. Issues have also been identified around the lack or required frameworks and documentation to guide processes, which complicated transparency, replicability, and compliance in operations.

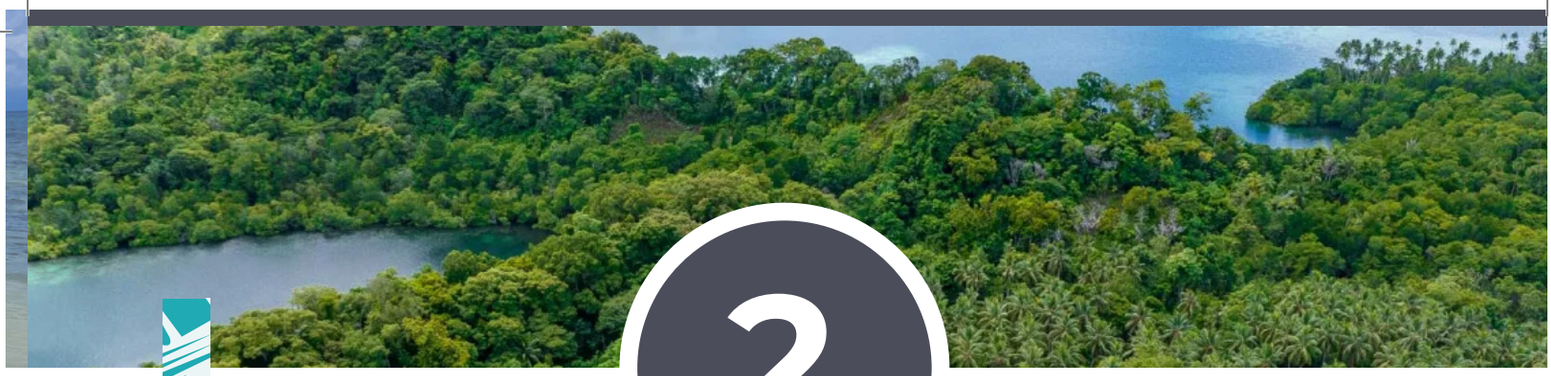
The Division will prioritize the development of its intelligence mechanism to support border protection operations and to strengthen its capacity to identify and respond to real and perceived threats. Anticipated legislative reforms necessitate review, revision and realignment of all guiding documents and the way business is done. The strengthening of the Division's security architecture further requires the enhancement of compliance and control processes to extend operational possibilities, strengthen response capabilities, and enhance the proficiency and success of enforcement manoeuvres in such a manner that maximizes resources. Four objectives will be prioritized for the 2025-2035 strategic period.

OBJECTIVE 1.1
Undertake robust internal reform, modernization and alignment

OBJECTIVE 1.2
Establish resilient and future-focused infrastructure to align with international standards

OBJECTIVE 1.3
Implement technological advancements aimed at operational improvements

OBJECTIVE 1.4
Strengthen prevention, detection and deterrence capacities across the division



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STRATEGIC GOAL 2

INTERNATIONALIZE INVESTMENT, TRADE AND TRAVEL FACILITATION

The Immigration Division is one of the government's primary revenue generators through the issuance of travel documents and fines associated with noncompliance to border security measures.

Revenue generation through permits and other related fees associated with travel to and from the Solomon Islands are specific to immigration operations. Internal and external consultations identify current immigration systems as heavily reliant on manual processing, storage and exchange of data. Stakeholders have flagged this as a major hinderance to timely and efficient intelligence gathering and sharing.

The Division is currently upgrading its systems to facilitate smoother travel flows and to simplify end-to-end travel processes. Strategies are being actioned to improve traveler experiences and to transition operations for manual paper-based

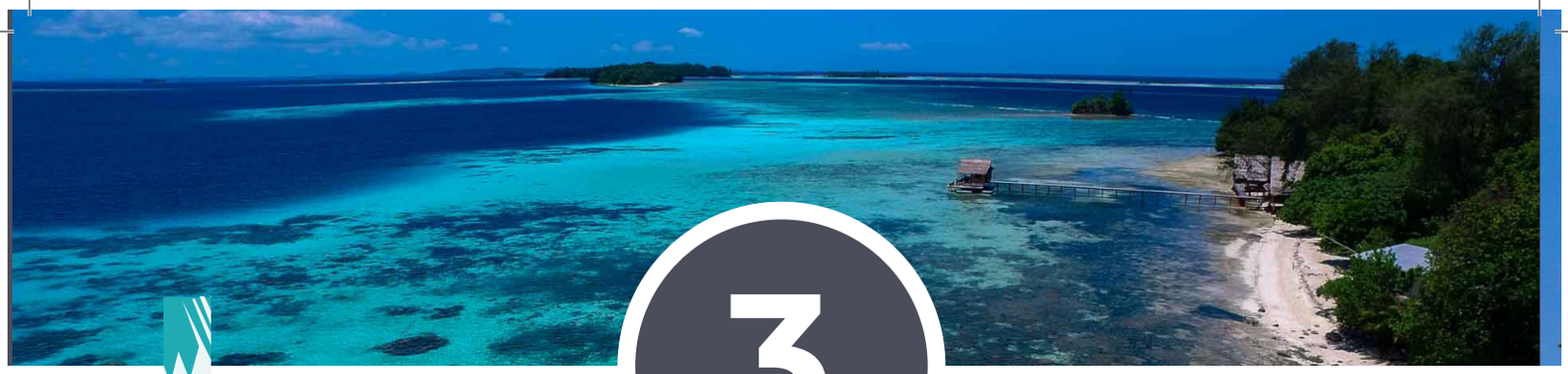
process to digitized immigration products. The Divisions compliance with required operational standards is also being prioritized for modernization. Existing fee structures and enforcement processes related to the prevention of revenue leakages are prioritized for review and revision. Four objectives will be prioritized for the 2025– 2035 strategic period.

OBJECTIVE 2.1
Advance customer engagement portfolios

OBJECTIVE 2.2
Improve products and services visibility and accessibility

OBJECTIVE 2.3
Simplify, streamline and standardize border crossing processes

OBJECTIVE 2.4
Modernize processing and issuance of travel identity documentation



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STRATEGIC GOAL 3

BOLSTER ORGANIZATIONAL CAPACITY

Prioritization of growth and modernization of the Division warrants significant expansion of organizational capacity. Adaptation to the evolving global landscape and emerging threats, changes to operational systems, anticipated increases in human and physical resources and increased engagement with external stakeholders require a shift in how the Division operates and the required levels of preparedness to deliver on the border security mandate. Despite significant increases in human and physical resources, the evolving immigration landscape requires strategic resource allocation and upskilling of staff to perform in a modernized environment.

Stakeholders have identified insufficient and inadequate resources as hindrances to efficient and effective immigration operations. Internal stakeholders have also advocated for opportunities for upskilling, reduction in workloads or load sharing.

The Division recognizes that the anticipated operational transformations necessitate strategic focus on its people and processes in a way that ensures sustainability and contextual suitability. Four objectives will be prioritized for the 2025-2035 strategic period.

OBJECTIVE 3.1
Create and formalize internal and external training arrangements

OBJECTIVE 3.2
Establish and action human resource capital alignment processes

OBJECTIVE 3.3
Build succession planning pathways to create long-term professional opportunities

OBJECTIVE 3.4
Advance division's research capacity

4

STRATEGIC GOAL 4

ADVANCE MULTILATERAL COOPERATION

As evidenced in the extensive list of stakeholders mentioned previously in this document, many of the border security functions performed by the Division are reliant on working with partners. Consultations with key stakeholders identify complex and sometimes cumbersome processes as hinderances to immigration operations. Lacking formal arrangements and uncertainty about processes also complicate engagement with regional and international stakeholders.

The Division acknowledge the need to improve the way engagements are conducted if its vision is to be realized. Strategies to improve and modernize engagement will be prioritized. These include revisiting existing partnership agreements and exploring new agreements. Attention will also be given to improving relationships that are beneficial to the Division's border security agenda. Two objectives will be prioritized for the 2025-2035 strategic period.

OBJECTIVE 4.1
Develop interoperable and interconnected information systems

OBJECTIVE 4.2
Manage, promote and build effective relations with stakeholders

IMPLEMENTATION PROCESS

An Action Matrix was developed as part of the strategic planning process to support the attainment of each strategic goal. All tasks necessary to meet each identified strategic goal are explicitly identified along with the strategies related to each identified objective and related determined key performance indicators. The following activities are key to the Action Matrix implementation process:

- Attaining the necessary financial resources to aid in the execution of tasks not directly related to daily division operations and not included in the financial budgeting for the proposed period.
- Assigning and training a team of in-house personnel to lead and report on the implementation of strategies and sourcing external expertise necessary to provide required support.
- Identifying and preparing a specialized team to perform a bi-annual review of the progress of the plan.
- Acquainting all staff with the Strategic Plan 2025 – 2035.
- Conducting annual monitoring, evaluation and assessment of the Strategic Plan's goals and objectives and having the assigned implementation team generate annual progress reports to be reported to the executive.

ACTION MATRIX

GOAL 1: STRENGTHEN SECURITY GOVERNANCE ARCHITECTURE			
Strategy	**Responsible Units**	**KPI**	**Timeframe**
Objective 1.1: Undertake robust internal reform, modernization and alignment			
Embed integrity measures into aspects or immigration security governance	Executive, National Border Compliance and Policy Units	· Established new and strengthened existing internal accountability mechanisms	2030
		· Created public information dissemination plan	2026
		· Developed counter-corruption action plan	2027
Develop division specific Action Plans to capture responses to current, new and emerging national security threats	Executive, National Border Operation Unit & National Border Compliance Unit	· Developed BOE Declaration action plan aligned with 2050 Strategy for Blue Pacific	2028
		· Revised ATHAC Victim engagement protocol and related SOP's	2027
		· Developed Maritime Surveillance action plan aligned with updated Immigration Act	2025
Establish border security policies and procedures specific to standardising the division's operations	Immigration Policy Unit	· Established system for policy and procedure creation, revision and review	2028
		· Reviewed and revised immigration policies aligned with new Immigration Act	2025
		· Developed communication policy	2025
		· Developed anti-human trafficking legislation and policy	2028
		· Developed division-specific code of conduct	2027
		· Developed immigration bio-metric passport policy	2025

Objective 1.2 Establish resilient and future-focused infrastructure to align with international standards			
Upgrade existing infrastructure	Executive and Policy Unit	· Automated processing capabilities at points of entry and departure	2029
		· Developed asset management portfolio	2027
		· Advanced physical resources at provincial points of entry and departure	2033
		· Established detention facilities and Safe-housing for detainees and trafficking victims	2033
		· Expand office spaces and accommodation at out-posts	2033
		· Increased and maintained logistical supplies	Ongoing
		· Established protocols to promote a safe, healthy, and environmentally friendly spaces	2026
Establish virtual immigration document repository	IT Unit	· Developed and furnished administrative document repository	2029
		· Developed and furnished internal operations document repository	2029
		· Developed and furnished stakeholder engagement document repository	2029
		· Developed and furnished customer engagement document repository	2029
Objective 1.3 Implement technological advancements aimed at operational improvements			
Develop passenger information attainment, analysis and storage capabilities	IT, National Border Control and Passport Units	· Reviewed and assessed IT systems and capabilities for BMS	2029
		· Implemented and integrated APIS system	2029
		· Integrated PNR system	2029
		· Executed carrier initiative requirements to obtain Advance Passenger Information System (APIS) and Passenger Name Record (PNR) to be transmitted electronically	2029
		· Operationalized digitized biometric processing at all ports of entry	2029
		· Strengthened procedures for passenger information collection, analysis and dissemination	

Improve IT and information security	IT Unit	· Established and staffed in-house IT Unit	2025
		· Developed information security guidelines	2025
		· Developed data portal plan	2025
		· Established intermediary systems upgrade plan	2025
		· Implemented information security products across all areas of digitization	2029
		· Established in-house IT framework and maintenance protocol	2025
		· Integrate new BMS system into IRIS	2025
Objective 1.4 Strengthen prevention, detection and deterrence capacities across the division			
Strengthen compliance capabilities across all units in the division	National Border Compliance, National Border Control and Policy Units	· Established compliance framework specific to all division functions: administrative and operational	2031
		· Developed compliance documentation specific to all areas of operations	2031
		· Strengthened compliance around penalty issuance and fine collection	Ongoing
		· Improved seaport clearance processes	Ongoing
Advance Risk Management Mechanisms	National Border Control and National Border Compliance Units	· Developed documentation to guide internal and external risk management procedures	2027
		· Established law enforcement security intelligence sharing framework	2028
		· Instituted backup operating system to avoid disruptions to providing immigration services during primary system outages	2025
		· Strengthened seaports information gathering processes	2029
Reinforce crime disruption tactics	National Border Compliance Unit	· Advanced anti-people smuggling and human trafficking framework	Ongoing
		· Implemented upstream illegal migration countermeasures	2028
		· Actioned awareness campaigns in partnership with stakeholders on human trafficking, people smuggling and other trans-border crimes	Ongoing
		· Strengthened research and monitoring capabilities on evolving crime trends	Ongoing

GOAL 2: INTERNATIONALISE INVESTMENT, TRADE AND TRAVEL FACILITATION			
Objective 2.1 Advance customer engagement portfolios			
Expand division's virtual reach	IT Unit	· Modernised and internally managed web presence	2029
		· Expanding connections with external SI overseas missions	2029
Transform customer experience	Policy Unit	· Established customer service delivery protocol	2030
		· Advanced facilities and customer service delivery	2033
		· Improved API policies and procedures to address standards of services for passengers and crew	2029
		· Modernised arrival and departure mechanisms to provide more efficient and effective service for genuine travellers	2029
		· Streamlined visa system for investor trade facilitation	2029
Objective 2.2 Modernize products and services visibility and accessibility			
Automate processing and issuance of travel identity documentation	Passports, VISA and IT Unit	· Implemented range of e-products: e-visas and e-permits	2029
		· End-to-end online service capability	2029
		· Digitized revenue tracking processes	2029
Decentralize and further internationalize service delivery	Executive, Passports, VISA and IT Unit	· Increased capacity for international processing of travel documents	2029
		· Improved capacity for pre-arrival visa application processing	2029
2.3 Simplify, streamline and standardize border crossing processes			
Enhance transparency of communications products and processes	Policy Unit	· Streamlined stakeholder communication products	2030
		· Established communication product for traditional border crossing documentation	2026
		· Established and implemented stakeholder awareness products	2026
		· Formalised and publicized appeals pathway	2026
Simplify procedures intended to reduce vulnerabilities at the border	National Border Unit	· Implemented advanced detection technologies to identify threats	2029
		· Improved queue management processes	Ongoing
		· Developed expatriate and returning deportee monitoring mechanism	2026
		· Developed traveller identification products for traditional borders	2026

GOAL 3: BOLSTER ORGANISATIONAL CAPACITY

Objective 3.1 Create and formalize internal training arrangements			
Formulate localized human resource capacity building programme to improve the agility and expertise of frontline staff	Management Team, Training Unit	· Created training capability framework and schedule for induction and upskilling	2025
		· Established team of in-house training champions	2025
		· Developed recruit training suite including formalised on-the-job training arrangements	2028
		· Developed leadership and management training suite	2025
Objective 3.2 Establish and action human resource capital alignment processes			
Strengthen and align human capacity to shifting security environments	Executive, Policy and Training Unit	· Targeted human capacity and training needs assessment	2025
		· Developed and implemented action plan to respond to identified capacity and training needs	2025
		· Established staff portfolio assessment and redeployment plan	2025
		· Developed capacity to manage new portfolios and assets	2025
		· Strengthened outreach and engagement capabilities	Ongoing
Develop external human capital enhancement pathways	Training Unit	· Formalised secondment and staff exchange arrangements	Ongoing
		· Formalised staff engagement and outreach plan	Ongoing
		· Established train-the-trainer framework	2025
		· Established joint training arrangements with regional partners	Ongoing
		· Increased opportunities for upskilling and refresher training	Ongoing
		· Formalised tertiary training pathway	2025
		· Implemented training evaluation plan to support professionalization of the workforce	2025
Objective 3.3 Build succession planning pathways to create long-term professional opportunities			
Establish a system of performance recognition	Executive, Training Unit	· Developed and implemented performance and achievement-oriented framework	2025
		· Implemented staff performance appraisal/ measurement scheme with links to staff promotion, rotation and career path	2025

Advance divisional professional progression pathway	Training Unit	· Revised staff rotation and promotion framework	2025
		· Established skill recognition and mentorship programme	2025
		· Instituted internship programme	2025
Objective 3.4 Advance division's research capacity			
Adapt to division's research needs based on changing immigration environment	Executive, Policy and Training Unit	· Enhanced internal researching capacity	2025
		· Developed responsive research framework	2027
		· Commissioned and conducted research local border development and international best-practices	Ongoing
GOAL 4: ADVANCE MULTILATERAL COOPERATION			
Objective 4.1 Develop interoperable and interconnected information systems			
Strengthen current information sharing practices	Executive, Policy, National Border Compliance and IT Unit	· Reinforced information sharing capabilities: processes, platforms, priorities	2029
		· Revised information sharing action plan to align with bolstered data identification, storage, analysis capabilities	2025
Oblective 4.2 Manage, promote and build effective relations with local and international stakeholders			
Expand stakeholder engagement design authority	Executive and Policy Unit	· Modernized framework for stakeholder engagement to align with evolving security landscape	2027
		· Modernized, contextualized and streamlined partnership agreements aligned with immigration strategic direction	Ongoing
		· Strengthened capacity building partnerships with developmental partner at the regional and international level	Ongoing
Advance multi-agency law enforcement agreements	Executive, National Border Compliance Unit	· Evaluation and assessment of current law enforcement agreements	2026
		· Renewed and established law enforcement agreements	Ongoing
		· Formalised joint operations agreements on mutual assistance with regional and international partners	2029
		· Maintained partnerships with regional partners	Ongoing

REPORTING MATRIX

NB. (Each team leader or assigned personnel will be responsible for completing one of these. The document may be modified as necessary)

STRATEGY (To be imported from Strategic Plan Implementation Document)	KPIS (To be imported from Strategic Plan Implementation Document)	RESULTS/ ACHIEVEMENT (Here, the action that reflects a result will be documented)	COMMENTS (All factors related to the achievement of the KPI should be documented here)

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Concept Note on Immigration Division Reform

Framework Treaty Guiding Relations between The Independent State of Papua New Guinea and The Government of Solomon Islands

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Memorandum of Understanding on Immigration Border Security Between Solomon Islands Immigration Division and PNG Immigration and Citizenship Authority

Solomon Islands Immigration Division Business Requirement Document Solomon Islands Immigration Intelligence Framework 2023

Solomon Islands National Border Strategy Solomon Islands National Security Strategy

UTOC and TIP Protocol Situational Compliance and Gap Analysis: Solomon Islands

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