

Capacity Development Strategy

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Acronyms

ACN	Activity Concept Note
AIFFP	Australia Infrastructure Finance Fund for the Pacific
AMCD	Asset Management Capacity Development Rubric
AMSP	Asset Management Strategy and Plan
APCP	Australia Pacific Climate Partnership
APTC	Australia Pacific Training Coalition
CBO	Community based organisation
CCDR	Climate Change and Disaster Resilience
CD	Capacity development
CDS	Capacity Development Strategy
DBTI	Don Bosco Training Institute
DFAT	(Australian) Department of Foreign Affairs and Trade
DPP	Developing Professionals Program
EOPD	End of program outcome
ESSP	Education Sector Support Program
GEDSI	Gender Equity, Disability and Social Inclusion
GFDRR	Global Facility for Disaster Reduction and Recovery
IAM	Institute for Infrastructure Asset Management
IIMM	International Infrastructure Management Manual
ILR	Infrastructure Lifecycle Rubric
IPAM	Institute of Public Administration and Management
IPWEA	Institute of Public Works Engineering Australasia
MCA	Ministry of Communication and Aviation
MCILI	Ministry of Commerce, Industry, Labour and Immigration
MEL	Monitoring Evaluation and Learning
MID	Ministry of Infrastructure Development
MMERE	Ministry of Mines, Energy and Rural Electrification
MNPDC	Ministry of National Planning and Development Coordination
MOFT	Ministry of Finance and Treasury
NGO	Non-government organisation
OJT	On the job training
PMP	Project Management Plan
PRIF	Pacific Region Infrastructure Facility
PWD	People with disabilities
RTC	Rural training centres
RT SIDS	Resilient Transport in Small Island Developing States
SIACL	Solomon Islands Airports Corporation Limited
SICCI	Solomon Islands Chamber of Commerce and Industry
SIEA	Solomon Islands Electricity Authority
SIG	Solomon Islands Government
SIIP	Solomon Islands Infrastructure Program
SINU	Solomon Islands National University
SIPA	Solomon Islands Ports Authority
SITESA	Solomon Islands Tertiary Education Skills Authority
SIWA	Solomon Islands Water Authority
SOE	State Owned Enterprise
TVET	Technical and Vocational Education Training
USP	University of the South Pacific

1 Introduction

1.1 Solomon Islands Infrastructure Program

The Solomon Islands Infrastructure Program (SIIP) is Australia's SBD1.5 billion (AUD \$250 million) flagship development partnership with Solomon Islands. It reinforces the ongoing relations of both countries in economic and people-to-people business links through a spirit of cooperation. For Australia, SIIP is a central pillar in underpinning the deep and longstanding relationship with Solomon Islands.

SIIP's overarching goal is 'to improve the quality and accessibility of economic infrastructure to contribute to broad based, inclusive and sustainable economic growth in Solomon Islands'.

SIIP will broadly support the Solomon Islands Government (SIG) to develop sustainable capacity to plan, manage, finance, construct and maintain infrastructure, and deliver specific infrastructure assets that will demonstrate a whole of lifecycle asset management approach.

The program will work on improving transport (land, sea, and air), information and communication technology, electricity, water and sanitation, and infrastructure that supports rural development, which will underpin growth and assist with economic diversification.

SIIP's two end of investment outcomes are:

- SIG and industry have enhanced sustainable capacities to plan, manage, finance, construct and maintain critical economic infrastructure
- There is a legacy of high profile, resilient and accessible infrastructure assets in a range of sectors across the country that supports inclusive economic growth.

1.2 About the Strategy

The CDS outlines:

- target stakeholders and their capacity gaps;
- types of capacity development delivery modalities (including leveraging other Australian development programs and an internal Development Professional Program); and
- an implementation plan.

1.3 Capacity development

Capacity development is 'the process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time'.¹

Capacity development can occur at three points: in the enabling environment; in organisations; and within individuals. These three levels influence each other and the strength of each depends on, and determines, the strength of the others (see Figure 1). SIIP will seek to engage with, and build capacity, in all three points to

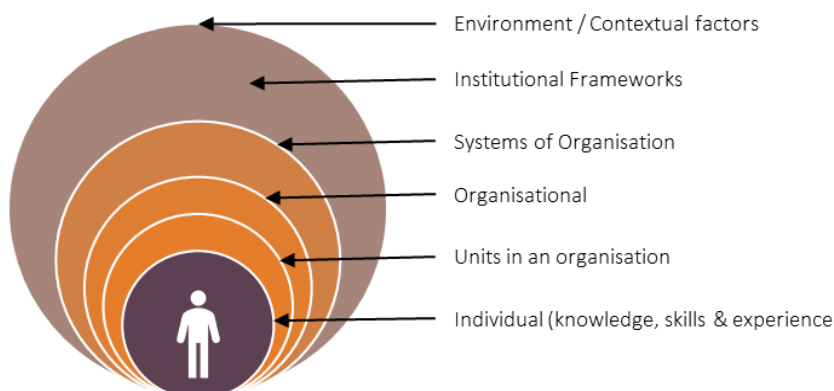
ASSET MANAGEMENT

Refers to integrating decision-making over the whole lifecycle of assets through a coordinated approach to asset acquisition and management in order to realise sustained value from infrastructure delivered by SIIP.

¹ United Nations Development Program, 2009, p5

influence improvements in the planning, designing, building, operation and maintenance of economic infrastructure assets in Solomon Islands.

Figure 1 Capacity development in a holistic perspective



The three points of capacity development align with SIIP’s outcomes as presented in the program logic (see **Table 1**, and Annex 1 for SIIP Program Logic). SIIP will support improved infrastructure policy, planning and regulations, work with key SIG agencies to improve their organisational systems, and improve the knowledge and skills of key individuals. SIIP will also engage with the private and civil society sector to build their organisational and individual capacity where relevant to deliver quality, inclusive and sustainable infrastructure.

Table 1 Alignment of CDS to program outcomes

Capacity Development Points	Alignment with SIIP Program Logic	
	Intermediate Outcome	Outputs
Enabling environment: the system within which people and organisations function. It includes the rules, laws, policies, power relations and social norms that govern engagement. It is the enabling environment that sets the overall scope for capacity development.	Improved infrastructure policies, plans, regulations, safeguards and institutional arrangements that integrate Climate Change and Disaster Resilience (CCDR) and Gender Equity, Disability and Social Inclusion (GEDSI) are in place.	High quality policy, technical, legal, economic and investment analysis, research and advice delivered by the program in partnership with SIG agencies. High quality technical advice provided for infrastructure governance.
Organisational level: refers to the internal structure, policies and procedures that determine an organisation’s effective. It is here that the benefits of the enabling environment and put into action and a collection of individuals come together. The better resourced and aligned these elements are, the greater the potential for growing capacity.	Program partners apply knowledge, skills, partnerships and systems required to deliver quality, life-cycle informed, and inclusive infrastructure.	Capacity development, training and skills development analyses conducted, and programs delivered for government, industry and other stakeholders.
Individual level: are the skills, experience and knowledge that allow each person to perform. Some of these are acquired formally, through education and training, while others come informally, through doing and observing. Access to resources and experiences that can develop	Program partners apply knowledge, skills, partnerships and systems required to deliver quality, life-cycle informed, and inclusive infrastructure. SIIP delivers or contributes to high priority, inclusive and sustainable infrastructure projects.	Capacity development, training and skills development analyses conducted and programs delivered for government, industry and other stakeholders. Economic infrastructure design and construction, project preparation for co-financing, as well as technical

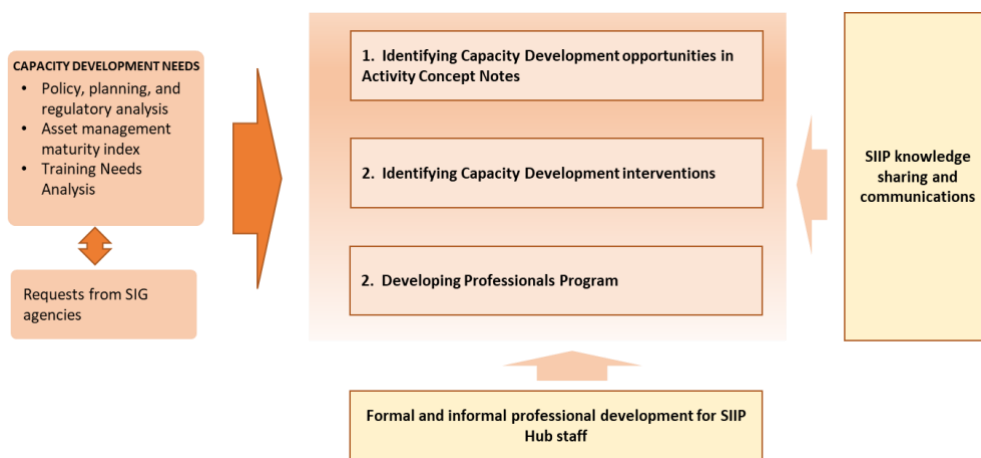
Alignment with SIIP Program Logic

Capacity Development Points	Intermediate Outcome	Outputs
individual capacity are largely shaped by the organisational and environmental factors, which in turn are influenced by the degree of capacity development in each individual.		advice and support for different modes of delivery are prioritised by the Steering Committee and implemented by Program Hub, or funded through SIIP, for counterparts in government and industry.

2 Approach

SIIP will use a three-pronged approach to deliver capacity development (see Figure 2).

Figure 2 SIIP CDS approach



Each Activity Concept Note (ACN) for infrastructure projects identifies capacity development opportunities that can be integrated into the activity, to support the successful delivery of the activity as well as to support the achievement of SIIP outcomes. This is particularly relevant for SIIP infrastructure activities aligned to Intermediate Outcome 4.

SIIP will identify specific capacity development interventions that need to be delivered to achieve SIIP’s outcomes. These will be prioritised based on baseline assessments, including situational analyses of policy, planning gaps etc., an assessment of key SIG agencies against a customised asset management maturity index, and training needs analyses. Additionally, SIG agencies (ministries, departments, and state-owned enterprises (SOEs)) may request capacity development support from SIIP which would be assessed on a case-by-case basis. This will inform SIIP support and capacity development activities aligned to Intermediate Outcomes 1 and 2.

SIIP will implement a Developing Professionals Program (DPP – see Annex 2). Solomon Islands professionals recruited to work in the SIIP Hub will be eligible to enrol in the DPP for a period of two years, where they will receive training and mentoring to build their knowledge and skills.

The CDS will be supported through other SIIP activities:

- The program’s knowledge sharing and communications, which will be used to support targeted capacity development as well as reach a wider audience.²

² For example, the SIIP website may present resources such as case studies from SIIP activities, good practice guidelines, and link to other websites such as APCP and PRIF.

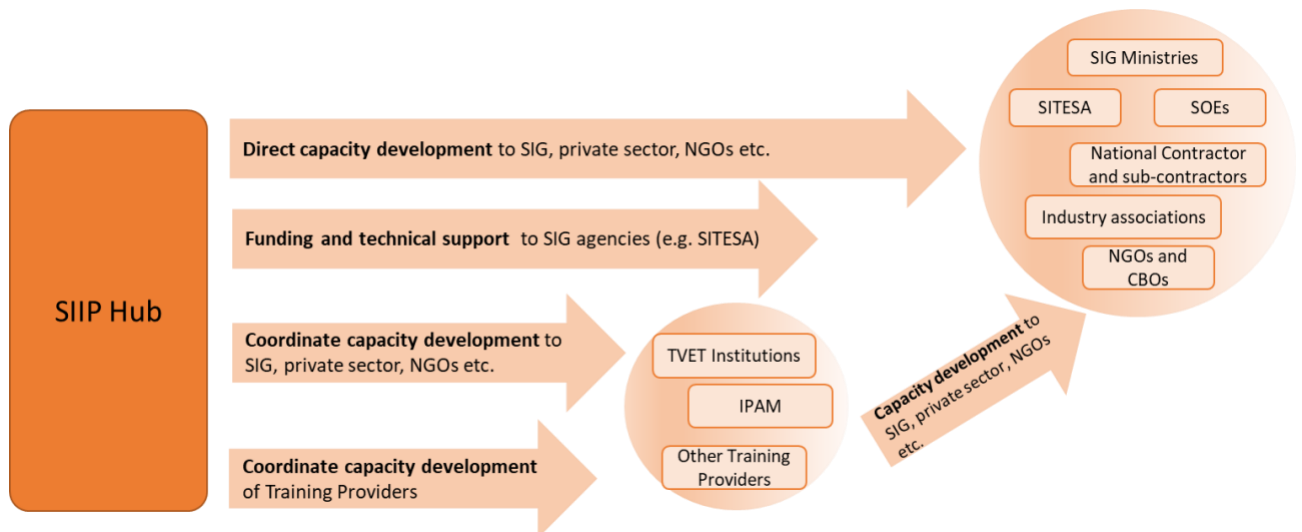
- SIIP Hub staff formal and informal professional development (e.g. in GEDSI competency), that will support SIIP Hub staff to transfer knowledge when engaging with external stakeholders.

3 Interventions

SIIP will deliver capacity development across a range of topics/areas and stakeholders, through a range of modalities. The SIIP Hub may deliver capacity development directly (e.g. deliver workshops, exhibitions, establish a knowledge hub), or coordinate the delivery of capacity development through training providers (e.g. contract trainers, or fund individuals to undertake training). The SIIP Hub may also coordinate the capacity development of local training providers so that they are able to deliver more demand-based training that meets the infrastructure sector needs (see Figure 3). SIIP may also support SIG engagement with industry, for example working with the recently established Solomon Islands Tertiary Education Skills Authority (SITESA) to help it implement its mandate.

The DPP is separate from the above – see Annex 2.

Figure 3 SIIP Hub role in capacity development interventions



3.1 Needs

The SIIP design identified a range of capacity gaps in SIG agencies and private sector across the infrastructure lifecycle that contribute to the challenge of providing quality, inclusive and sustainable infrastructure that supports the needs of Solomon Islands. Capacity gaps were further identified in early stakeholder consultations, and these were documented in SIIP’s situational analyses and other strategy documents.

Capacity development needs will be further identified through consultations with industry, in the context of SIIP’s Local Content Strategy, and with SIG agencies that SIIP is (or will be) partnering with.

SIIP will apply a customise asset maturity index to SIG agencies that have a critical role in the planning, management, finance, construction and maintenance of infrastructure (see section 5.1 and Annex 3) to identify capacity development opportunities to achieve the SIIP end-of-program outcomes. SIIP will use this to engage with SIG agencies to work with them to identify capacity development opportunities that they may seek to engage in as part of a structured and coordinated approach to progressing the SIIP EOPOs.

SIG will also work with other stakeholders to identify specific needs, through specific organisational assessment or Training Needs analyses for cohorts of individuals.

The capacity development opportunities presented in this section will be used as a foundation for planning specific capacity development activities as well as identifying capacity development tasks within infrastructure ACNs.

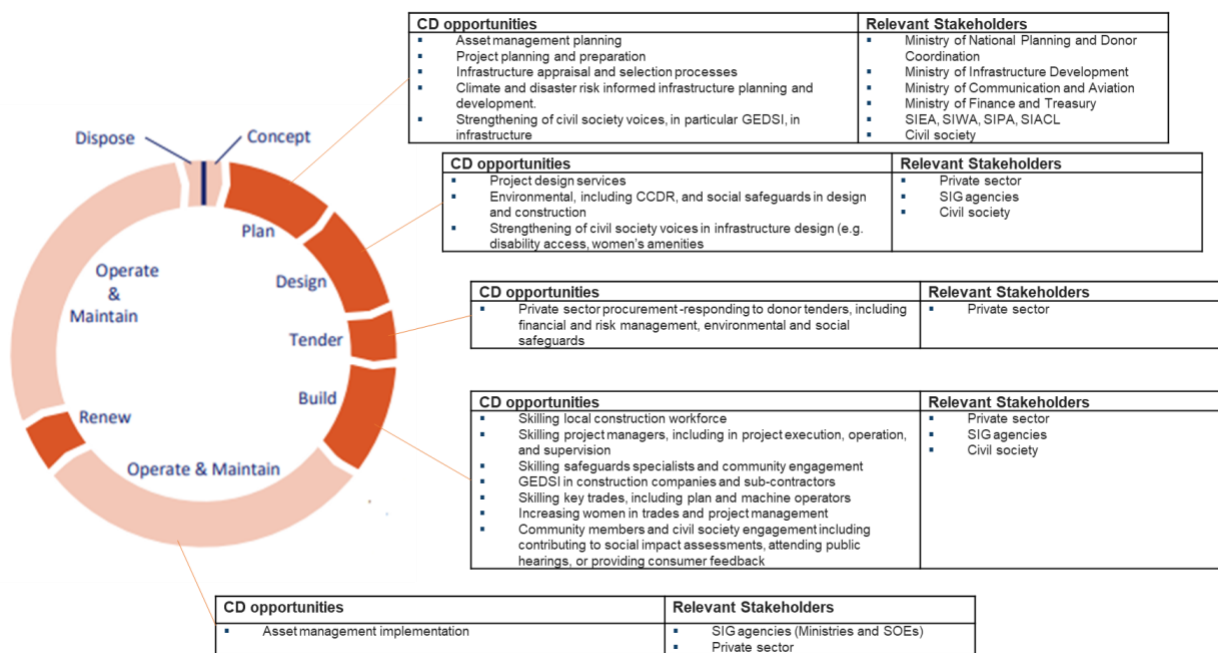
The SIIP Asset Management Strategy and Plan (AMSP) identified four broad areas for capacity development, presented in Table 2, with the relevant alignment to capacity development points from Section 2.

Table 2 Capacity development needs identified in AMSP

AMSP capacity development areas of action	Relevant capacity development points
Support better role clarity and collaboration to improve collaboration across the infrastructure sector. Once there is broad understanding of roles in the development and management of SIIP infrastructure, it will be possible to build a culture of collaborative working towards common goals and more sustainable outcomes	Enabling environment Organisational level
Measure and monitor asset management capacity and practice by Government to be able to monitor improvements in infrastructure governance and the implementation of asset management practices. SIIP will engage with asset managers in these agencies from the inception of the project to develop a clear understanding of the capacity and resource challenges which will affect the ability to implement asset management plans.	Organisational level Individual level
Build a culture of competent lifecycle asset management to empower asset managers with the capability, information and knowledge to be able to secure funding through various channels and implement Asset Management Plans.	Organisational level Individual level
Build capacity in asset management as part of transitioning asset management responsibilities from SIIP to the Solomon Island asset managers. SIIP will use the asset management maturity assessment of the managing agency to identify and tailor appropriate handover support measures. SIIP will seek to engage infrastructure asset managers from the earliest stages in the project to ensure that asset management challenges and risks are properly identified and addressed during planning and design phases.	Individual level

Examples of specific capacity development opportunities and relevant stakeholders from the situational analyses and other strategies are presented in Figure 4, aligned with the infrastructure lifecycle.

Figure 4 Examples of capacity development (CD) opportunities across infrastructure lifecycle



3.1.1 GEDSI

The GEDSI Strategy identified the following capacity development needs:

- Paucity of women and people with disabilities (PWD) in leadership and decision-making positions in Solomon Islands generally – and particularly in infrastructure planning and implementation.
- Under-representation of women in the technical and vocational education training (TVET) and infrastructure sector.
- Lack of capacity to implement GEDSI policies within SIG agencies.
- Lack of understanding about disability access and challenges with accessing infrastructure.
- Lack of cohesion among civil society groups working in infrastructure.
- Poor engagement of communities and civil society groups by infrastructure developers.

Please refer to the GEDSI Strategy for more detail.

3.1.2 Climate change and disaster risk reduction (CCDR)

The CCDR Strategy identified the following capacity development needs:

- CCDR-informed infrastructure planning.
- CCDR considerations in infrastructure design and construction.
- Private sector capability to respond to CCDR requirements in tenders.

Please refer to the CCDR Strategy for more detail.

3.1.3 Local content

SIIP’s Local Content Policy highlights the importance of developing the capacity of local businesses and workers directly involved in, and supporting, the Solomon Islands construction industry. The Policy tackles local content from two sides:

1. the supply of local content opportunities through the offer of contracts and employment; and
2. the capacity of local businesses and workers to take-up those opportunities.

SIIP is now preparing a detailed Local Content Strategy. The Strategy will outline the areas and types of capacity development support SIIP will likely be involved in. For instance, tender response training, women’s entrepreneurship, contract administration, specific construction skills, and so on.

SIIP is unlikely to deliver a broad-based, standalone capacity development program specifically targeting local content outcomes. Rather, SIIP’s local content capacity development will target specific capacity needs at the individual investment project level. All SIIP infrastructure investments will have a corresponding Local Content Plan that will identify and address local capacity gaps relevant to that investment.

Refer to the Local Content Policy and the upcoming Strategy for more detail.

3.2 Target groups

The CDS will develop capacity within individuals, within organisations, and among organisations (coordination and collaboration) to improve the enabling environment.

SIIP is expected to deliver capacity development interventions to a range of stakeholders including SIG agencies, the private sector, non-government organisations and community-based organisations, and training providers themselves. Examples of target groups are presented in Table 3 below, including their role in the infrastructure lifecycle or sector. Capacity development may be delivered at the organisational level (e.g. improving systems) or individual level (e.g. specific technical or soft skills). In all cases, capacity development requires engaging with individuals.

Table 3 Potential capacity development target groups and opportunities

Target Group		Role	Examples of capacity development
SIG Central Ministries	<ul style="list-style-type: none"> Ministry of National Planning and Development Coordination (MNPDC) Ministry of Finance and Treasury (MOFT) 	Key role in the overall infrastructure system, and strategic sphere, in particular lifecycle informed planning with coordinated funding packages.	<ul style="list-style-type: none"> Asset management planning Asset management implementation Infrastructure appraisal and selection processes Project planning and preparation
SIG Line Ministries	<ul style="list-style-type: none"> Ministry of Communication and Aviation (MCA) Ministry of Infrastructure Development (MID) Ministry of Mines, Energy and Rural Electrification (MMERE) 	Key role in the in the strategic and operational spheres of the infrastructure lifecycle.	<ul style="list-style-type: none"> Infrastructure appraisal and selection processes Climate and disaster risk informed infrastructure planning and development
SOEs	<ul style="list-style-type: none"> Solomon Islands Port Authority (SIPA) Solomon Islands Water Authority (SIWA) Solomon Islands Electricity Authority (SIEA) Solomon Islands Airports Corporation Limited (SIACL) 	Key role in the strategic and operations spheres of the infrastructure lifecycle. Asset owners and managers, and in some instances training providers for internal capacity development.	<ul style="list-style-type: none"> GEDSI informed planning and development
Private sector	<ul style="list-style-type: none"> National construction contractors and subcontractors Engineering and design consultancies Industry organisations/associations (e.g. Solomon Islands Chamber of Commerce and Industry) 	Key role in the operational sphere of the infrastructure lifecycle, in particular the design, build and operate/maintain phases. Includes the	<ul style="list-style-type: none"> Project design, including CCDR and GEDSI informed design Responding to donor procurement requirements, including

Target Group		Role	Examples of capacity development
		setting of standards. In some instances, training providers for internal capacity development.	safeguards and local content
NGOs and CBOs	<ul style="list-style-type: none"> • Women’s groups • People living with disability groups • Community representative groups • Environment groups 	Key role in the operational sphere, in particular advocating for needs in planning and design, and opportunities for involvement (e.g. employment, oversight) during building and operation and maintenance.	<ul style="list-style-type: none"> • Strengthening of civil society voices in infrastructure design
Training organisations	<ul style="list-style-type: none"> • Government (e.g. Solomon Islands National University), Mission (e.g. Don Bosco) and private TVET providers • Institute of Public Administration and Management (IPAM) • Private unaffiliated training providers 	Key role in delivering infrastructure lifecycle training to different stakeholders.	<ul style="list-style-type: none"> • Improve training quality and curriculum to meet industry needs
Media	<ul style="list-style-type: none"> • Solomon Islands Broadcasting Corporation (SIBC) • Island Sun • Solomon Star 	Key role in collection and analysing stories to fit the purpose, delivery of information at the appropriate pitch, computer literacy in word and excel skills	<ul style="list-style-type: none"> • Improved media product that is prepared and presented at a good quality, professional journalism that is not biased and instead based on true and accurate stories

3.3 Modalities

Capacity development may be delivered through a range of modalities, from formal to non-formal training. Examples of different modalities that may be used are presented in Table 4. SIIP will have different roles or entry points with regards to the different modalities, and these will be identified through the annual planning process, as well as in specific interventions (see approaches, Section 2).

Table 4 Examples of capacity development modalities

	Type of modality	Description	Potential SIIP roles or entry points
Employer/Industry-led Training	On the Job Training (OJT)	OJT refers to training in the public or private sector that is given to a paid employee while they are employed, and provides knowledge and skills essential to the full and adequate performance on the job. This can include in-house training (e.g. formal learning modules) and mentoring. OJT can lead to an internally-recognised certification, an externally-recognised certification, or be uncertified.	<ul style="list-style-type: none"> • Developing Professional Program in SIIP (see Annex 2) • Funding / co-investment with private sector for OJT to support SIIP infrastructure projects • Engaging with APTC alumni and Pacific Labour Mobility scheme to provide employment and training opportunities for graduates and returned workers.
	Apprenticeships	A mix of provider-led training and OJT for specific trade skills, such as electricians, plumbers etc. The Ministry	<ul style="list-style-type: none"> • Funding / co-investment to support apprenticeships, for

Type of modality	Description	Potential SIIP roles or entry points
	of Commerce, Industry, Labour and Immigration (MCILL) is responsible for the implementation of the requirements related to apprentices	<ul style="list-style-type: none"> example increasing women and PWDs in trades Allocating apprenticeship positions as part of SIIP procurement for infrastructure projects
Sponsor employee to study externally	An employer may pay for an employee to gain specific knowledge and skills overseas as they are not available locally (due to availability or quality). For example, sending electricians to Australia to obtain an Australian license.	<ul style="list-style-type: none"> Funding / co-investment to support external training in specific skills or trades, with focus on opportunities to increase in infrastructure sector (opportunity to work with Australia Awards – see 4.1.2)
Provider-led training	TVET – modules, micro-credentials, full certificates	<ul style="list-style-type: none"> Funding / co-investment to support targeted Solomon Islanders, in particular women, to complete courses. Providing work experience to students on SIIP infrastructure projects Engaging with TVET institutions and RTCs in curriculum development and delivery to provide pipeline of skilled workers for SIIP infrastructure projects Engaging with APTC (see 4.1.1) in capacity development and support to TVET providers to improve quality training aligned to industry needs.
University	Refers to higher education (degrees and above) training instructions in the Solomon Islands, namely SINU and USP	<ul style="list-style-type: none"> Funding / co-investment to support Solomon Islanders attain specific degrees, for example increasing women and PWDs in engineering or similar infrastructure skills Engaging with universities to provide infrastructure project experience to students Engaging with students and private sector to provide pathway to employment
Private training providers – courses	International, e.g. Institute of Public Works Engineering Australasia (IPWEA) and national private training providers not affiliated with SITESA, e.g. Solomon Islands Chamber of Commerce and Industry (SICCI)	<ul style="list-style-type: none"> Funding / co-investment to support Solomon Islanders complete specific courses³ Funding / co-investment of private training providers to delivery training to key stakeholders

³ For example, IPWEA provides courses in an Asset Management Pathway that leads to recognition under the WPiAM Global Certification Scheme – <https://www.ipwea.org/educationandevents/ampathway>. The Institute for Infrastructure Asset Management (IIAM) also has a training body – <https://iiamasiasia.weebly.com/infrastructure-university.html>

	Type of modality	Description	Potential SIIP roles or entry points
	Supporting SIG tertiary education	Solomon Islands Tertiary Education Skills Authority (SITESA) provides leadership and facilitates tertiary education and vocational skills. ⁴	<ul style="list-style-type: none"> • Funding and technical support to support SITESA meet its mandate, for example by supporting greater industry linkage in TVET.
Non-formal capacity development	Technical advisory / support	Refers to tailored, strategic and responsive support to individuals, teams or organisations over a short or longer timeframe. Includes mentoring and coaching.	<ul style="list-style-type: none"> • SIIP personnel providing technical advice and support to SIG agencies and other stakeholders on infrastructure and cross-cutting areas like GEDSI, CCDR, safeguards • SIIP funding technical advisors to support SIG or other stakeholders in infrastructure or cross-cutting areas
	Workshops / presentations	Means to share knowledge from SIIP (e.g. lessons from infrastructure projects) or provide information to get greater engagement (e.g. tender preparedness or GEDSI, safeguards training for contractors). Audience can be targeted or wide ranging. May include excursions or site visits, exhibitions, networking events, webinars.	<ul style="list-style-type: none"> • Workshops on SIIP project lessons etc to SIG, private sector • Workshops on engaging in planning and design process to NGOs, CBOs, community • Training to private sector ahead or as part of procurement • Presentations to contractors on cross-cutting issue • Site visits to SIIP projects for SIG and other stakeholders • Webinars with SIIP and others (e.g. Australian private sector) on specific infrastructure technical areas
	Exchanges and visits	Workplace attachments, job shadowing	<ul style="list-style-type: none"> • Funding / co-investment for SIG personnel to have workplace attachments with counterpart agencies in Australia
	Knowledge hub / portal	An online library of materials for specific audience(s), and/or publicly available, to house SIIP and/or other documents, videos etc	<ul style="list-style-type: none"> • SIIP will develop a knowledge hub for SIG agencies to support asset management across the infrastructure lifecycle⁵ • SIIP will develop a publicly accessible online portal with case studies and good practice guides

4 Coordinated Approach

SIIP's CDS will engage with other Australian bilateral and regional development programs, and other development partners, to complement or leverage CD opportunities.

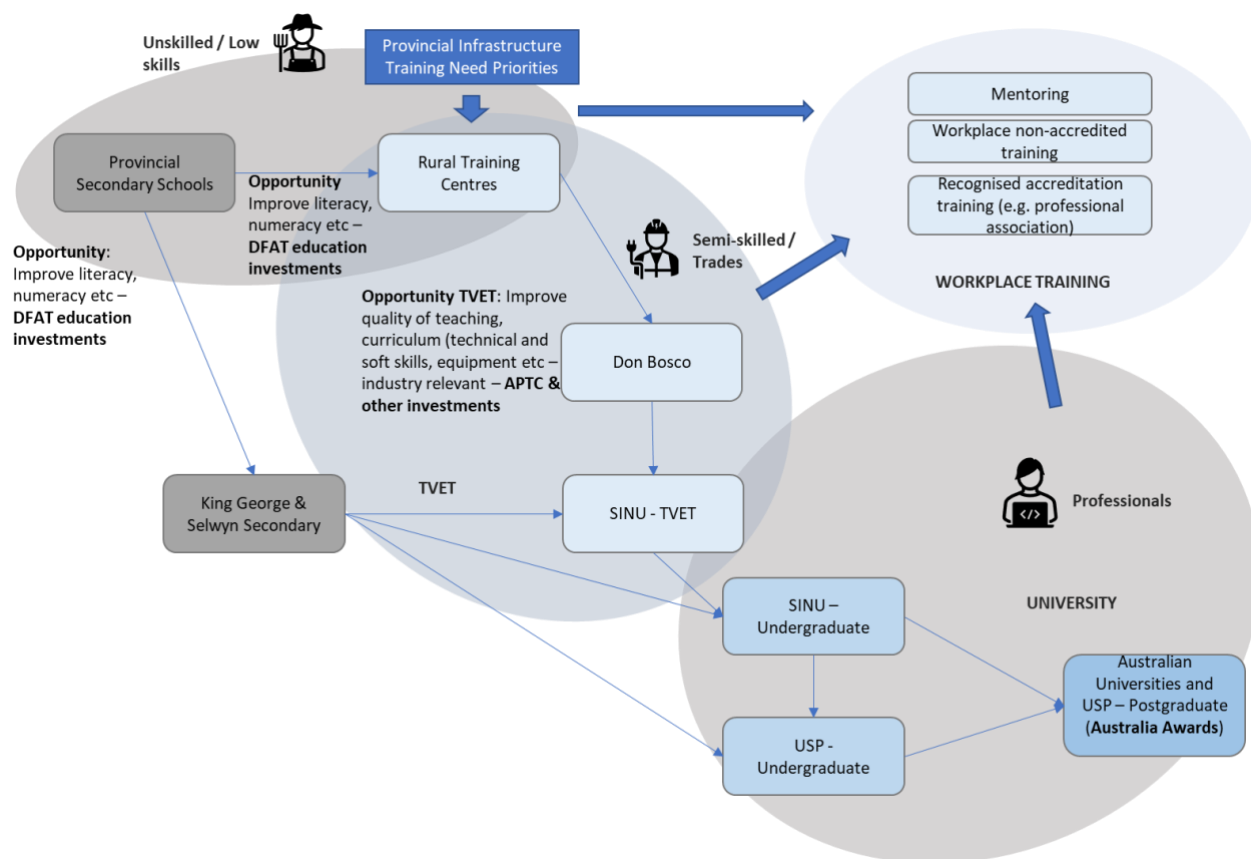
⁴ Solomon Islands Tertiary Education Skills Development Authority (SITESA) is in its infancy and is only just starting its work on agreed competency standards, curriculum and TVET qualifications (national or provider based), TVET standards and regulations.

⁵ The knowledge hub may include proprietary documentation in asset management (e.g. IIAM publications) that SIG agencies do not have access to.

4.1 Australian Aid programs

The Australian Aid program has a number of bilateral and regional education and training programs that could support SIIP’s capacity development objectives directly, as well as indirectly by strengthening the wider Solomon Islands education and training ecosystem (Figure 5).

Figure 5 Solomon Islands education and training ecosystem



4.1.1 Australia Pacific Training Coalition

The Australia Pacific Training Coalition (APTC) delivers Australian and regionally accredited TVET training from its campus in the Solomon Islands.⁶ APTC also works closely with industry representatives around the region to ensure its training programs are relevant and aligned with current and future career opportunities for graduates. APTC also supports the development of the national qualifications framework and quality standards in partnership with SITESA and is strengthening selected TVET training providers (SINU, Don Bosco Training Institute (DBTI) and various rural training centres (RTCs)) (stakeholder meeting, November 2021).

SIIP and APTC could collaborate on:

- Work placements on SIIP activities including working together with provincial RTCs supported by APTC.
- Design and delivery of OJT opportunities including skills development opportunities for rural youths on SIIP activities.

⁶ APTC offers Australian qualifications from Certificate II to Diploma level in various vocational areas.

- Employment opportunities for APTC alumni, especially for those with trade qualifications who are not currently employed. Also, may be employment opportunities for returned Labour mobility participants.
- Formal training including ready for work skills, occupational health and safety, small business, micro-credentials (such as COVID-19 safe practices).
- Improving the quality of trainers in the Solomon Islands TVET sector, to reflect industry skills and standards.
- Providing Australian qualifications in SIIP priority skills
- Providing opportunities on SIIP projects for APTC-supported disability centres (Bethesda and San Isidro)

4.1.2 Australia Awards

The Australia Awards Scholarships and Australia Awards Pacific Scholarships contribute to human resource development in the Solomon Islands by providing opportunities for Solomon Islanders to undertake vocational, graduate and postgraduate study in Australia and the Pacific.

SIIP can look to align the selection process for Award candidates with priority infrastructure skill needs, noting the high number of internationals providing higher level professional skills in the infrastructure sector.

SIIP can also explore opportunities with the Solomon Islands Australia Alumni Association for employment pathways or opportunities to gain workplace experience through SIIP projects.

4.1.3 Education Program

Australia delivers education support in partnership with New Zealand through the Australia and New Zealand Joint Solomon Islands Education Sector Support Program (ESSP) 2020–2023. This investment supports the Solomon Islands Government to implement its Education Strategic Framework 2016–2030. The combined investment aims to improve outcomes in basic education (Years 1-9).

SIIP could support ESSP outcomes through support to building infrastructure that helps provide a better learning environment, leading to improved educational outcomes particularly in literacy and numeracy.

There is an opportunity for SIIP to work with the technical adviser in Ministry of Education, Human Resource Development Asset Management Division.

4.1.4 Australia Pacific Climate Partnership

The Australia Pacific Climate Partnership (APCP) Support Unit works with implementing partners to address disaster risks and deliver climate informed outcomes across all sectors of the aid program in the Pacific.⁷ The Support Unit's work includes commissioning targeted analysis to address critical knowledge gaps and other barriers.

SIIP can work with the APCP Support Unit to access climate change and disaster risk information to address knowledge gaps in SIG agencies. The APCP also offers training on climate-related topics and has developed a guide to delivering resilient infrastructure.

⁷ <https://apclimatepartnership.com.au/index.html>

4.2 Other Development Partners

4.2.1 New Zealand

The New Zealand aid program in Solomon Islands is supporting the Ministry of Communication and Aviation to improve airport infrastructure and airport management, specifically through supporting Solomon Islands Airports Corporation Limited. SIIP is already working with MFAT on the upgrade and maintenance of provincial runways.

4.2.2 Resilient Transport in Small Island Developing States

The Resilient Transport in Small Island Developing States (RT SIDS) Program aims to strengthen the capacity of SIDS, including Solomon Islands, to enhance the climate and disaster resilience of transport systems through the provision of guidance and the development of strategies to establish resilient transport asset management systems against climate and natural disasters.⁸ RT SIDS is financed by the Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries of the Global Facility for Disaster Reduction and Recovery (GFDRR).

4.2.3 Solomon Islands Roads and Aviation Project

The World Bank-funded Roads and Aviation Project for Solomon⁹ Islands aims to improve operational safety and oversight of air transport and associated infrastructure and strengthen the sustainability and climate resilience of the project roads. It includes institutional strengthening through capacity development and master planning in the aviation sector.

4.2.4 Pacific Region Infrastructure Facility

The Pacific Region Infrastructure Facility (PRIF)¹⁰ is a multi-agency coordination mechanism aimed at improving the delivery of development assistance from donors and development partners to the infrastructure sector in the Pacific region. PRIF works with member countries to help identify priority infrastructure needs, coordinate finance among donors and development partners, identify gaps and help build capacity in infrastructure planning and management, and identify best practice and technological solutions to common infrastructure issues and acts as a knowledge hub.

5 Operationalising the CDS

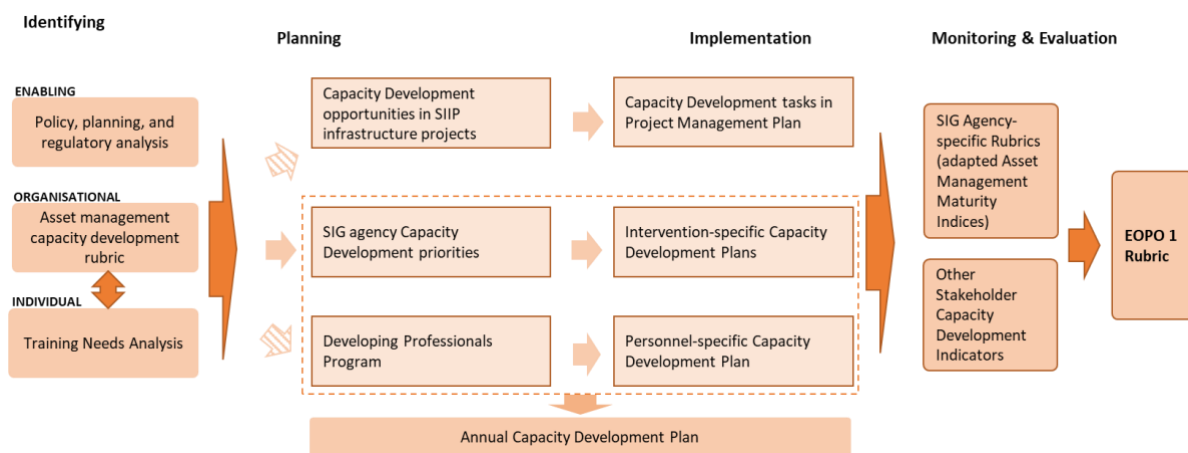
SIIP will operationalise the CDS through a sequential process of identification of potential entry points, planning and implement capacity development interventions through the three-pronged approach, and monitoring and evaluation of capacity development interventions (see Figure 6). The SIIP Hub's role and responsibilities across the sequence of steps is outlined further in this section.

⁸ <https://www.gfdr.org/en/resilient-transport-sids>

⁹ <https://projects.worldbank.org/en/projects-operations/project-detail/P166622>

¹⁰ <https://www.theprif.org/>

Figure 6 Flow map for operationalising the CDS



5.1 Identification

Capacity development opportunities will be identified through evidence-based needs, from sources such as situational analyses, baseline assessments of organisational capacity, and individual training needs analyses.

SIIP will undertake a baseline assessment of organisational capacity for SIG agencies that are key to achieving the SIIP EOPOs (see 5.1.1). SIIP will use this to engage with SIG agencies to work with them to identify capacity development opportunities that they may seek to engage in as part of a structured and coordinated approach to progressing the SIIP EOPOs (note that SIIP will work with SIG agencies to identify capacity development opportunities but will only deliver capacity development when there is interest by SIG agencies).

SIIP may also coordinate/contract out some tasks, such as training needs analysis, to training providers.

5.1.1 Baseline assessment of organisational capacity

SIIP has developed an Asset Management Capacity Development (AMCD) Rubric for assessing the capability and capacity status and areas for improvements in SIG agencies that have a role in infrastructure planning, management, finance, construction and maintenance (see Annex 3).

The rubric is adapted from other indices such as the ‘asset management maturity index’ and will be customised for each SIG agency. The index consists of several infrastructure lifecycle criteria that SIG agencies must have across three broad areas (system, strategic, operational) that align to the EOPO 1 rubric.

The AMCD rubric informs the baseline and monitoring and evaluation for selected stakeholders against intermediate outcome 2.

5.2 Planning

5.2.1 Annual planning

The SIIP Hub will develop an annual capacity development implementation plan that will outline specific capacity development activities and interventions for the 12-month period ahead. This will be based on prioritising capacity development needs to support the achievement of SIIP’s annual work plan and outcomes for the year.

5.2.2 Specific plans

Specific capacity development interventions will develop capacity development plans that will outline the target stakeholder and capacity development objective (based on the needs analysis and baseline), capacity development modality(ies), timeframe and budget. The plans will also identify how the interventions will be monitored and evaluated. The monitoring and evaluation of capacity development interventions will have clear performance measures and align with the SIIP program logic outcomes, and SIIP MEL Plan (see Annex 4). The SIIP Hub will be responsible for developing intervention-specific capacity development plans, or will be responsible for contracting these out for specific interventions, ensuring that they are in line with SIIP's outcomes.

Capacity development tasks as part of an ACN will be articulated in the Project Management Plan (PMP) for the infrastructure project, and will be monitored and evaluated as part of the ACN.

5.3 Implementation

Capacity development interventions will take one of the three types of approaches (see [Figure 2](#)). SIIP may have a role depending on the types of interventions, within the three approaches. For example:

- full control and responsibility e.g. delivering workshops on GEDSI and safeguards to local contractors, or site visits to SIIP infrastructure projects
- contracting training providers to deliver training, with SIIP maintaining oversight, e.g. contracting an IPAM to develop and/or deliver a specific course

The roles and responsibilities of the SIIP Hub and contractors may differ, and need to be clearly outlined in plans.

5.4 Monitoring, evaluation and learning

Each capacity development intervention will need to be monitored and evaluated. It is important for lessons for improvement of the intervention itself be identified in a timely manner, and lessons for future interventions to be captured to inform future planning.

Monitoring and evaluation of capacity development interventions will be outlined in capacity development plans or ACNs, or in personnel performance plans for DPP.

Each capacity development intervention will identify relevant quantitative and/or qualitative performance measures and targets. This may be selected criteria within the ILR for selected SIG agencies or other selected measures.

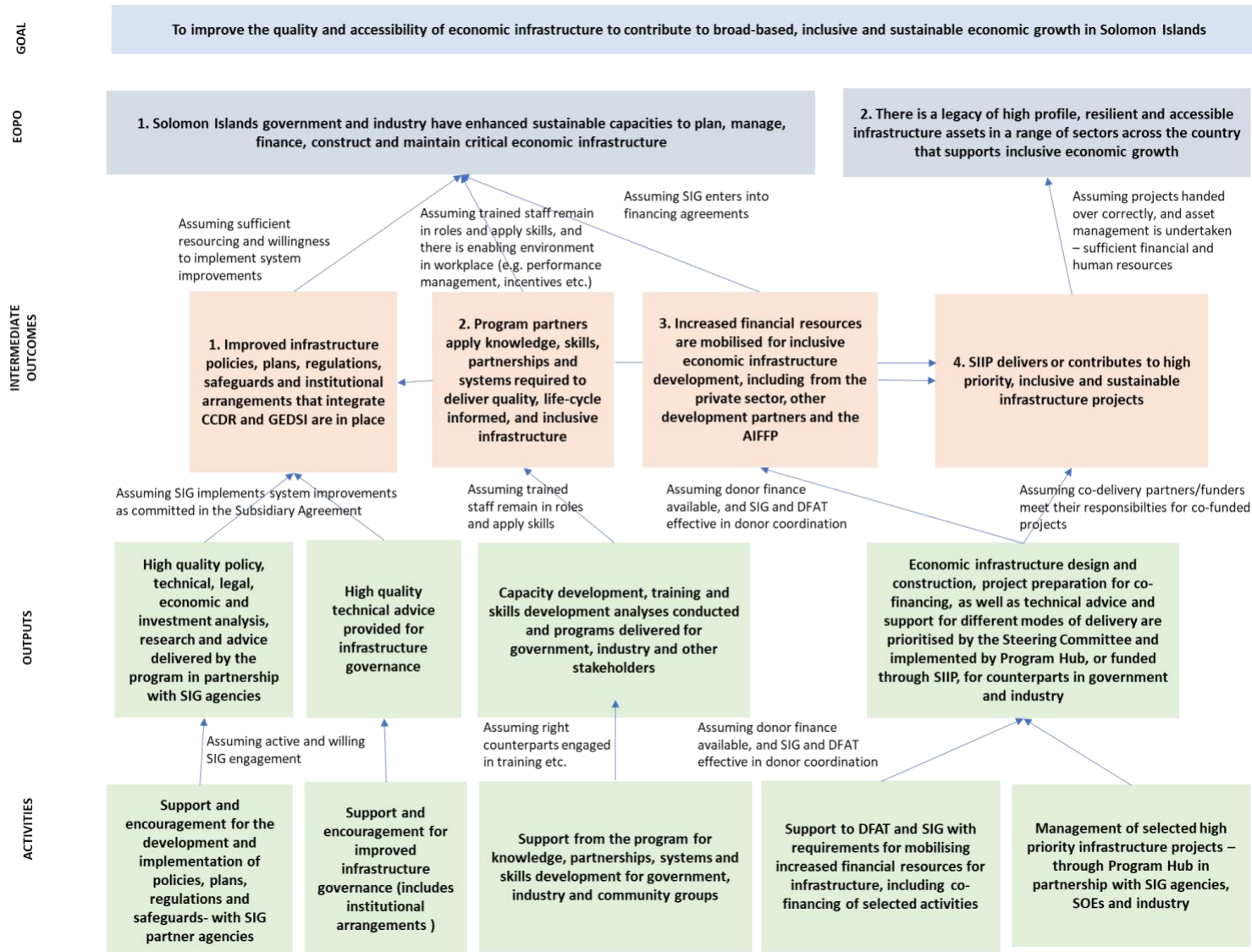
5.5 Resourcing

The operationalisation of this CDS will be overseen by a Capacity Development and Training Coordinator within the SIIP Hub. The Capacity Development and Training Coordinator will ideally have experience in TVET. The Coordinator's role will be to:

- oversee the implementation and review of the CDS
- develop and deliver the annual capacity development implementation plan
- develop intervention specific capacity development plans or overseeing external parties to develop them
- identify capacity development tasks within infrastructure project ACNs
- support the baseline assessment of organisations, and individuals
- support the implementation of the DPP
- support the monitoring and evaluation specific interventions and aggregating results to inform program-level reporting

- identify lessons for improvement during capacity development interventions and at the end of interventions, and integrating these into future annual plans and future intervention-specific capacity development plans.

Annex 1 Program Logic



Annex 2 Developing Professionals Program

Objective

The Developing Professionals Program (DPP) will provide the foundation for a career in the international development and infrastructure sector through a structured professional development program. Eligible new starters will be invited to enroll in the program.

Eligibility

SIIP will designate positions for Developing Professionals in the following areas:

- Infrastructure-related fields (for example engineering, project management, construction supervision)
- Cross-cutting (GEDSI, safeguards, CCDR)
- MEL
- Capacity development
- Program management – international development projects

To be enrolled in the DPP personnel must meet the following minimum criteria:

- Minimum of two years of professional experience relevant to the job role
- Not more than 40 years old upon joining SIIP
- Be a national of Solomon Islands
- Qualification and proven academic track record in a field relevant to the job role
- Excellent oral and written skills in English

Eligible personnel will be enrolled in the DPP upon commencement of their two-year contract, with a competitive salary package. The first six months of the Program is probationary. Upon successful completion of the full two-years, based on performance, career aspirations and program needs, high-performing personnel may be offered future employment opportunities candidates will be offered a professional development experience (such as visiting another program or DT Global office, or attendance at a conference).

Diversity and Inclusion

SIIP Hub will actively seek to hire, support and retain personnel to participate in the DPP from underrepresented groups in Solomon Islands including women and people with disability. All aspects of the program – from recruitment to onboarding and training – will be designed to ensure that all personnel are given an equal opportunity to succeed in the program.

Program Features

Professional Experience: Personnel participating in the DPP are full-time employees and expected to deliver in accordance with their terms of reference and make effective contributions to their respective workstream's workplan, while building knowledge and capacity through the DPP. Participating Personnel are expected to participate in program activities, and learn appropriate technical and leadership skills designed to support career progression.

Learning: A structured professional development plan will be developed by their manager in consultation with each participating staff member in accordance with their career goals and required competencies. Personnel will be offered a variety of development opportunities including on-the-job training, coaching and mentoring by technical and/ or management-level mentors and networking. Personnel participating in the program will also have the opportunity to participate in formal training, both in-house and external, in relevant areas. The DPP will also offer opportunities to assist those seeking to gain the required experience for professional memberships in their technical area. At the conclusion, candidates will be required to complete a final report, noting progress against their development plan and competencies.

SIIP may extend some of the training and learning opportunities afforded under to the DPP to sub-contractors.

Annex 3 Draft Asset Management Capacity Development Rubric

SIIP will undertake a baseline assessment of infrastructure asset management organisational capacity for SIG agencies that are key to achieving the SIIP EOPOs. SIIP will use this to engage with SIG agencies to work with them to identify capacity development opportunities that they may seek to engage in as part of a structured and coordinated approach to progressing the SIIP EOPOs.

The rubric will be customised for key SIG agencies so only the relevant criteria to their role in infrastructure asset management is assessed. SIIP will engage with relevant agencies where there are opportunities for improvement in specific criteria. This will form entry points for SIIP and SIG agencies to agree to work together in a coordinated capacity building approach to achieve SIIP EOPOs.

Dimension	Criteria	Minimal	Core	Advanced	Source/reference/ comment
Strategic (central gov national level)	Infrastructure development planning	Central planning agency has multi-sector medium term aspirational infrastructure pipeline without committed funding proposals		Medium and long term coordinated national infrastructure development plans linked to Government finance planning and industry capacity	Pacific Region Infrastructure Facility (PRIF) diagnostic 1.3
	Infrastructure management planning	Central planning agencies have no role in planning the maintenance and renewal of existing infrastructure		Central planning agencies have full awareness and oversight of maintenance and renewal requirements to sustain existing infrastructure	
	National project appraisal – standardised process			Full cost benefit analysis etc	PRIF diagnostic 2.1 to 2.5
	National program development and project selection	Programs devised on ad hoc basis with little adherence to any systematic processes		Programs devised and projects selected through rigorous technical and consultative processes. Proposals clearly linked to national and sector objectives. Alternative options for achievement	PRIF diagnostic 1.6

Dimension	Criteria	Minimal	Core	Advanced	Source/reference/ comment
				of objectives fully considered.	
	Lifecycle planning	Aware of the need to consider lifecycle costs and risks, but primarily focussed on delivery of infrastructure		Infrastructure lifecycle costs and risks are fully assessed and included in infrastructure planning and budget decisions. Maintenance and renewal costs fully anticipated.	
	Funding and finance	Funding agency aware of infrastructure planning and management programs but annual appropriation decisions only loosely coordinated with medium term infrastructure plans		Medium term funding and finance plans in place and linked to infrastructure development and management plans	
	Infrastructure knowledge	Central agencies aware of the need for good asset knowledge		Central agencies have direct access to good quality asset knowledge and this is used to inform planning and finance decisions	
	Infrastructure teams	No specialist infrastructure planning or strategic asset management capacity in central planning agencies		Central planning has multi sector infrastructure specialist with strategic asset management capacity	
Infrastructure Ecosystem (how well the overall system works)	Role Clarity	Functions and responsibilities loosely defined without clear understanding of accountabilities for infrastructure delivery and management		All functions and responsibilities of infrastructure lifecycle clearly defined and accountabilities clearly understood	
	Collaboration	Infrastructure sector agencies work independently of each other and central planning with minimal formal lines of communication and coordination		All sector agencies coordinate closely with each other and central planning to prepare implementable medium-	

Dimension	Criteria	Minimal	Core	Advanced	Source/reference/ comment
				term plans for developing and managing infrastructure. There is close cooperation between planning and finance agencies and regular clear lines of communication	
	SIG Capacity	Central planning and infrastructure sector agencies rely extensively on external or TA support to plan, deliver and manage infrastructure		All infrastructure planning and management functions are led by central planning and sector agencies with TA support only required to embed new technologies or practices	
	Industry engagement/ relationships	Industry is largely reactive to small scale, low technology procurements with little engagement in infrastructure planning/procurement decisions		Industry is engaged throughout the infrastructure lifecycle and has confidence to make investment decisions on the basis of committed medium term infrastructure plans	
Operational (implementation of projects, programs, operation and maintenance of line agencies)	Funding commitment for project lifecycle	Funding only on annual basis		Funding allocated for whole project with unspent allocation carried over from year to year	PRIF diagnostic 5.2 PIMA 11a
	Open, transparent & efficient procurement				PRIF diagnostic 5.3
	Central oversight of project and program delivery				PRIF diagnostic 5.4
	Effective project management				PRIF diagnostic 5.5

Dimension	Criteria	Minimal	Core	Advanced	Source/reference/ comment
	Central government knowledge of national infrastructure assets	No central register of assets	There is a central register which records some asset data	There is a maintained central register with condition, values and depreciation recorded – used for program and budget planning	PRIF diagnostic 7.1 International Infrastructure Management Manual (IIMM) 2.4
	National Asset Management Framework				
	Line agency knowledge of agency assets				
	Asset Management Policy/Strategy	None			IIMM 2.1
	Asset Management Plan	None			IIMM 4.2
	Asset Condition assessment				IIMM 2.5
	AM decision making	Largely on staff judgement or Government instruction			IIMM 3.1
	Risk management				IIMM 3.2
	Operational and maintenance planning				IIMM 3.3
	Capital works planning				IIMM 3.4
	Financial and funding strategies				IIMM 3.5
	Management systems				IIMM 4.3
	Information systems				IIMM 4.3

Annex 4 Capacity Development Plan Template

Name of organisation		Type of organisation		
		SIG		<input type="checkbox"/>
		Private Sector		<input type="checkbox"/>
		NGO, CBO		<input type="checkbox"/>
		Other _____		<input type="checkbox"/>
Contact details for capacity development client		Type of capacity development		
Name		Organisational		<input type="checkbox"/>
Phone		Individual		<input type="checkbox"/>
Email		Both		<input type="checkbox"/>
Capacity development objective [link to baseline assessment and SIIP outcomes]		Type of baseline assessment		
		Asset Management Capacity Development Rubric		<input type="checkbox"/>
		Training Needs Analysis		<input type="checkbox"/>
		Other _____		<input type="checkbox"/>
		[Annex baseline assessment]		
Additional comments				
Capacity development intervention modality and summary				
Contact details for capacity development deliverer		Organisation delivering CD		
Name		SIIP		<input type="checkbox"/>
Phone		Provider-led		<input type="checkbox"/>
Email		Employer-led		<input type="checkbox"/>
		Other _____		<input type="checkbox"/>
CD intervention details				
Type of intervention		Timeframe		Budget
Monitoring and Evaluation				
CD outcomes to be achieved	Indicator	Baseline	Target	Evidence source or method