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Greater Honiara Urban Development Strategy and Action Plan (Volume I)

The Greater Honiara Urban Development Strategy and Action Plan is an undertaking of the Solomon Islands Government's Ministry of Lands, Housing, and Survey, with support from the Asian Development Bank TA 9181-REG: Strengthening Urban Infrastructure Investment Planning in the Pacific.



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GREATER HONIARA URBAN DEVELOPMENT STRATEGY AND ACTION PLAN

VOLUME 1. MAIN REPORT
FINAL REPORT
July 2018



MINISTRY OF LANDS, HOUSING AND SURVEY

Acknowledgements

The Greater Honiara Urban Development Strategy and Action Plan (GHUDSAP) is an undertaking of the Solomon Islands Government's Ministry of Lands, Housing, and Survey (MLHS) with support from the Asian Development Bank (ADB).¹

The GHUDSAP was prepared under the active guidance of its Steering Committee, chaired by the Permanent Secretary of MLHS Mr Stanley Waleanisia and co-chaired by the Honourable Mayor of Honiara City, Hon. Andrew Mua and Premier of Guadalcanal Province, Hon. Anthony Veke. Central to the preparation of the GHUDSAP were the members of four Stakeholders Working Groups (SWG), i.e. Planning and Infrastructure, Urban Land and Housing, Economic Development and Municipal Financing, and Urban Institutional Development, who drove the strategy formulation process. The activities of the SWGs were ably coordinated and supervised by the Director Physical Planning at MLHS with support from the Pacific Community's Technical Advisor at MLHS and ADB's TA consulting team.

Valuable contributions were also provided by the participants to the Stakeholders Forums where fruitful discussions were made and consensus achieved, and by the members of the Honiara City Council and Guadalcanal Provincial Assembly who shared their insights in several meetings regarding issues and priorities in Greater Honiara. Moreover, the information and suggestions shared by the representatives of the various State Owned Enterprises and SIG's Development Partners were also instrumental to the GHUDSAP.

¹ ADB. 2016. TA 49460-001 REG: *Strengthening Urban Infrastructure Investment Planning in the Pacific*. Manila.

Executive Summary

Objectives

The GHUDSAP seeks to address the challenges that have come to the fore in light of the rapid urban growth being experienced in Honiara City and adjacent areas of Guadalcanal Province particularly Tandai and Malango Wards. Collectively, these areas of fast urbanisation are referred to as the Greater Honiara Area (GHA) which has been delineated for purposes of integrated planning and is not intended to re-define the administrative boundaries of Honiara City Council (HCC) or Guadalcanal Provincial Government (GPG).

Challenges to Growth: Development Context

The GHA has an area of approximately 133 sq.km. It comprises Honiara City and adjacent urban areas of Guadalcanal Province. The eastern boundary of the GHA is defined by the Tenaru River in Malango Ward (comprising the Henderson Local Planning Scheme area) and its western boundary by Poha River in Tandai Ward. The southern areas of GHA are defined by the boundaries of registered land up to Mt. Austen where informal settlements² have sprung up, also in Tandai Ward. GHA's population in 2015 was about 100,000 in 2015 with a significant young age group.³

The GHA is the centre of Solomon Island's urban growth and hosts the main international gateway and port of entry of the country. It is a locus of employment, public administration, education and health services, and represents the largest single market for both local and imported products.

The key development issues that have to be addressed in the GHA include the following:

- Inefficient pattern of urban growth.
- Vulnerability to natural disasters and climate change impacts.
- Constrained socio-economic growth.
- Inadequate urban infrastructure and basic services.
- Limited financial resources and weak governance mechanisms.
- Absence of mechanism for pursuing integrated development.

Greater Honiara Urban Development Strategy

GHUDSAP includes a Greater Honiara Urban Development Strategy (GHUDS) which addresses the above issues and provides a framework for guiding integrated urban development and long-term sustainable growth to 2035. It also provides guidance on what are required of the SIG, State Owned Enterprises, HCC, GPG, development partners and other stakeholders to ensure that their initiatives are well-coordinated to yield optimal results.

GHUDS considers the role of GHA within the broader contexts of the Pacific Region and the entire country as well as with policies and strategies espoused in related national, city/provincial, and sectoral plans. It was likewise contextualised within the overall planning structure and processes of SIG.

² Informal settlements are those that have no legal rights over the land on which they have built their houses.

³ The total population was based on projections of the National Statistical Office in its 2009 census report. HCC's and GPG's young age populations (less than 15 years) were estimated at 32% and 42% of their respective totals.

Vision and strategic Goals

GHUDS is anchored on a vision which sees GHA to be Peaceful, Resilient, Inclusive, Sustainable, Master planned and with Effective governance. The vision is supported by six strategic Goals, namely:

- **Goal 1:** Establish a peaceful community.
- **Goal 2:** Improve resilience to natural hazards and climate change.
- **Goal 3:** Ensure inclusive development.
- **Goal 4:** Support sustainable economic growth.
- **Goal 5:** Master planned urban development.
- **Goal 6:** Effective urban growth management.

Development Scenario

A development scenario gives the GHUDS a spatial dimension which serve as basis for planning investments. Its key features include the improvement and revitalisation of the city centre, development of housing areas in environmentally suitable locations south of GHA, and establishment of key road and utility corridors including secondary north-south feeder roads, and new east-west connecting roads.

The scenario supports the planned development of the Henderson Area by improving the airport and establishing an industrial zone. Moreover, urban-rural linkages will be strengthened, particularly with proposals to establish mixed-use neighbourhood centres in White River, Naha and Kukum wards as well as a new hospital site in Gilbert Camp.

The development of green spaces for purposes of amenity and environmental resilience is also a key feature of the scenario. These include the provision of river corridor linear parks along the White, Mataniko, Lungga, Tenaru and Poha Rivers as well as the upgrading of the Botanical Gardens, Queen Elizabeth National Park, Betikama Wetlands, and Bloody Ridge National Heritage Park.

Phases of GHA's Urban Development and Growth

The implementation of the GHUDS shall be in three phases. The first phase, from 2018-2022, is intended to prepare GHA for the Pacific Games 2023. It will lay the foundation for GHA's sustainable development by focusing on the following: i) improving its resilience to natural hazards and climate change, ii) improving the connectivity between HCC proper and Henderson, and the areas for planned housing expansion, iii) improving provision of basic urban services in the urban centres, iv) upgrading informal settlements, and v) laying the foundation for business and industrial growth.

The second phase of growth, from 2023-2027, shall emphasise the upgrading of the city centre to encourage investments in businesses, particularly tourism. This will also include the continuous upgrading of the Henderson airport as well as providing alternative east-west connectivity to alleviate traffic congestion along Kukum Highway particularly at the central business district. Actions to improve the GHA's resilience to disasters caused by climate change and natural hazards will continue along with the provision of basic urban services.

The third phase of growth, from 2028-2035, focuses on strengthening the economic potential of the city centre further, by creating a tourism hub at Point Cruz. It also emphasises well-distributed growth by further catalysing developments in Henderson, and in the planned housing expansion areas at the south.

Outline Investment Framework 2018-2035 and Capital Investment Plan and Action Plan 2018-2022

GHUDSAP also includes a long-term Outline Investment Framework (OIF) 2018-2035 which identifies the necessary programmes and actions for implementation. The OIF comprises 144 actions with an estimated total cost of SBD 4.3 billion (USD 549 million). A 5-year rolling Capital Investment Plan and Action Plan (CIP & AP) 2018-2022 defines the actions to be implemented in the first phase. The CIP & AP comprises 116 actions with an estimated cost of SBD 1.9 billion (USD 245 million).⁴

The timing of implementation of the OIF and CIP & AP coincides with the envisaged phases of urban development and growth. It is aligned with the National Development Strategy to 2035.

Financing Plan

It is expected that the core infrastructure components of the OIF and CIP & AP will be taken up by the Solomon Islands Government and community of development partners that have been supporting urban infrastructure development in GHA through concessional loans or grants. Recurrent costs will be met largely from the national budget allocations of the respective sector Ministries as well as from the tariffs of service providers. New financing mechanisms, such as tax increment financing, should also be explored during the implementation period of the strategy.

Implementation Arrangement

A proposed Executive Council, composed of representatives from key ministries as well as from HCC and GPG, will be responsible for coordinating the implementation of actions identified under GHUDSAP. The Executive Council's mandate and authority should be established through legislation. At least 30% of the members on the Executive council shall be women.

In the interim, a GHA Coordinating Committee may be constituted to be chaired by the Permanent Secretary of MLHS with the Mayor of HCC and Premier of GPG as Deputy Co-chairpersons. There shall be 15 members comprising representatives from SIG, HCC, GPG, non-government organisations, private sector, and youth. At least 30% of the members of the GHA Coordinating Committee shall be women. The GHA Coordinating Committee may be established through a Memorandum of Understanding (or its equivalent) between SIG, HCC, and GPG, and would be in effect until the Executive Council is officially created and mandated.

Results Framework and Monitoring

A results framework has been developed and will need to be further developed with indicators and data to serve as basis in monitoring and evaluating accomplishments in the implementation of GHUDSAP. The framework is anchored on GHUDSAP's intended impact and outcomes which are shown in the following table:

Table 1. GHUDSAP's intended impact and outcomes

Impact					
A peaceful, resilient, inclusive, sustainable and master planned urban centre with effective urban governance.					
Outcomes					
Improved peace and order	Improved resilience to natural hazards and climate change	Improved access to infrastructure and basic services	Sustained economic growth	Improved liveability	Strengthened institutional capacity

Source: ADB TA Consultant

⁴ The costs of some projects in the OIF and CIP & AP are not included due to need for further studies.

GHUDSAP shall be reviewed and updated on a regular basis by the GHA Coordinating Committee and ultimately by the Executive Council. The actions identified for the CIP & AP shall be reviewed annually. A full review of the CIP & AP shall be undertaken every five years to determine progress, extract lessons learned, and re-assess priorities which shall become the basis of the succeeding 5-year action plan.

Acronyms

ADB	Asian Development Bank
AP	Action Plan
CIP	Capital Investment Plan
DFAT	Department of Foreign Affairs and Trade
FTE	Fixed Term Estate
GHA	Greater Honiara Area
GHUDSAP	Greater Honiara Urban Development Strategy and Action Plan
GHUDS	Greater Honiara Urban Development Strategy
GP	Guadalcanal Province
GPG	Guadalcanal Provincial Government
HCC	Honiara City Council
JICA	Japan International Cooperation Agency
LPS	Local Planning Scheme
MECCDM	Ministry of Environment, Climate Change, Disaster Management and Meteorology
MID	Ministry of Infrastructure Development
MLHS	Ministry of Lands, Housing and Survey
NDS	National Development Strategy
NIIP	National Infrastructure Investment Plan
NTP	National Transport Plan
OIF	Outline Investment Framework
PSC	Project Steering Committee
SIEA	Solomon Islands Electrical Authority
SIG	Solomon Islands Government
SIWA	Solomon Islands Water Authority
SOE	State Owned Enterprise
SPC-CTA	Pacific Community's Chief Technical Advisor
SWG	Stakeholders' Working Group
TOL	Temporary Occupation License

Foreign currency exchange rate used:

1 Solomon Dollar (SBD) = 7.8 United States Dollar (USD)

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	Background	1
1.2	GHUDSAP Objectives	1
1.3	Planning Approach	1
2	CHALLENGES TO GROWTH: DEVELOPMENT CONTEXT	3
2.1	Description of GHA and its Economy	3
2.2	Population Growth and Urban Expansion	3
2.3	Socioeconomic Development	6
2.4	Tourism Potential	7
2.5	Migration and Informal Settlements	7
2.6	Environment, Natural Hazards, and Climate Change	8
2.7	Infrastructure and Basic Services	9
2.8	Municipal Governance and Finance	12
2.8.1	City and provincial government administration	12
2.8.2	Delivery and management of urban services	12
2.8.3	Municipal finance	13
3	PLANNING CONTEXT	15
3.1	Introduction	15
3.2	GHA in the Pacific Region	15
3.2.1	Framework for Pacific Regionalism	15
3.2.2	Regional Context	15
3.3	National Development Strategy 2016-2035	16
3.4	Honiara City and Guadalcanal Province’s Development Priorities	17
3.5	Related Sectoral Policies and Plans	19
4	DEVELOPMENT ISSUES AND NEEDS	21
4.1	Consultations and Outcomes	21
4.2	Issues and Needs Identification	22
4.2.1	Inefficient pattern of urban growth	22
4.2.2	Vulnerability to natural disasters and climate change impacts	23
4.2.3	Constrained socio-economic growth	24
4.2.4	Inadequate urban infrastructure and basic services	25
4.2.5	Limited financial resources and weak institutional mechanisms	25
4.2.6	Absence of mechanism for pursuing integrated development	26
5	GHA URBAN DEVELOPMENT STRATEGY 2018 – 2035	27
5.1	Structure of the GHUDSAP	27
5.2	GHA Vision 2035 and strategic Goals	27
5.3	Preferred Development Scenario: Structure Plan	29
5.4	Key Elements	29
5.5	Phases of Urban Development and Growth	31
6	LONG-TERM INVESTMENT FRAMEWORK AND 5-YEAR ROLLING PLAN	34
6.1	Project Identification and Prioritisation	34
6.2	Outline Investment Framework 2018-2035 and Capital Investment Plan 2018-2022	34
6.3	Financing Plan	35
7	IMPLEMENTATION ARRANGEMENTS	37
7.1	Coordinating agency	37
7.2	Communications strategy	38

8 RESULTS FRAMEWORK AND MONITORING	39
8.1 Results Framework	39
8.2 Monitoring Progress	40
REFERENCES	41

LIST OF TABLES

Table 1. GHUDSAP’s intended impact and outcomes	iii
Table 2. Selected urban services and responsible agencies	12
Table 3. Long term objectives and medium term priority strategies of the NDS	16
Table 4. Related key sectoral policies and plans	19
Table 5. Consolidated SWOT Matrix.....	21
Table 6. Strategic issues	21
Table 7. Key elements and components of the Preferred Development Scenario	30
Table 8. Funding Status for OIF (2018-2035) and Phase 1 CIP & AP (2018-2022)	35
Table 9. GHUDSAP’s intended impact and outcomes	39
Table 10. Periodic monitoring of GHUDSAP.....	40

LIST OF FIGURES

Figure 1. Planning Team in the preparation of GHUDSAP.....	2
Figure 2. Collaborative and iterative decision-making process.....	2
Figure 3. Showing GHA Boundary (in red) and HCC Boundary (in green)	3
Figure 4. Initial urban assessment for the GHA.....	5
Figure 5. Planning context	15
Figure 6. Structure of GHUDSAP	27
Figure 7. Preferred development scenario	29
Figure 8. Phase 1, 2018-2022: Preparing GHA for the Pacific Games 2023	32
Figure 9. Phase 2, 2023-2027: Upgrading the city centre to encourage investments in businesses.....	32
Figure 10. Phase 3: Further strengthening the economic potential of the city centre & emphasising well-distributed growth.....	33
Figure 11. Recommended interim implementation arrangement.....	37

1 INTRODUCTION

1.1 Background

1. The Greater Honiara Urban Development Strategy and Action Plan (GHUDSAP) has been prepared in response to the need for integrated urban planning and development caused by the rapid urban growth of Honiara City which has already reached adjacent areas of Guadalcanal Province specifically in Tandai and Malango wards.⁵ These issues include, amongst others, inefficient land utilisation, environmental degradation and inadequate provision of basic urban services and infrastructure that may be attributed to the institutional and financial resource challenges faced by the Solomon Islands Government (SIG), Honiara City Council (HCC), and Guadalcanal Provincial Government (GPG).

2. Increasing population growth, growing commercial and industrial sectors, rising car ownership, and hosting of the Pacific Games 2023 are all expected to put further pressure on the city's resources, and urban infrastructure and services. The situation becomes more challenging if factors such as difficulty of accessing land for development, institutional weakness in ensuring land tenure security, and projected climate change impacts are considered.

1.2 GHUDSAP Objectives

3. The GHUDSAP provides the framework for the sustainable growth of the abovementioned areas of fast urbanisation, which are referred to as the Greater Honiara Area (GHA). It also provides guidance on what are required of the SIG, State Owned Enterprises (SOE), development partners, and other stakeholders to ensure that their initiatives are well co-ordinated to yield optimal results.

1.3 Planning Approach

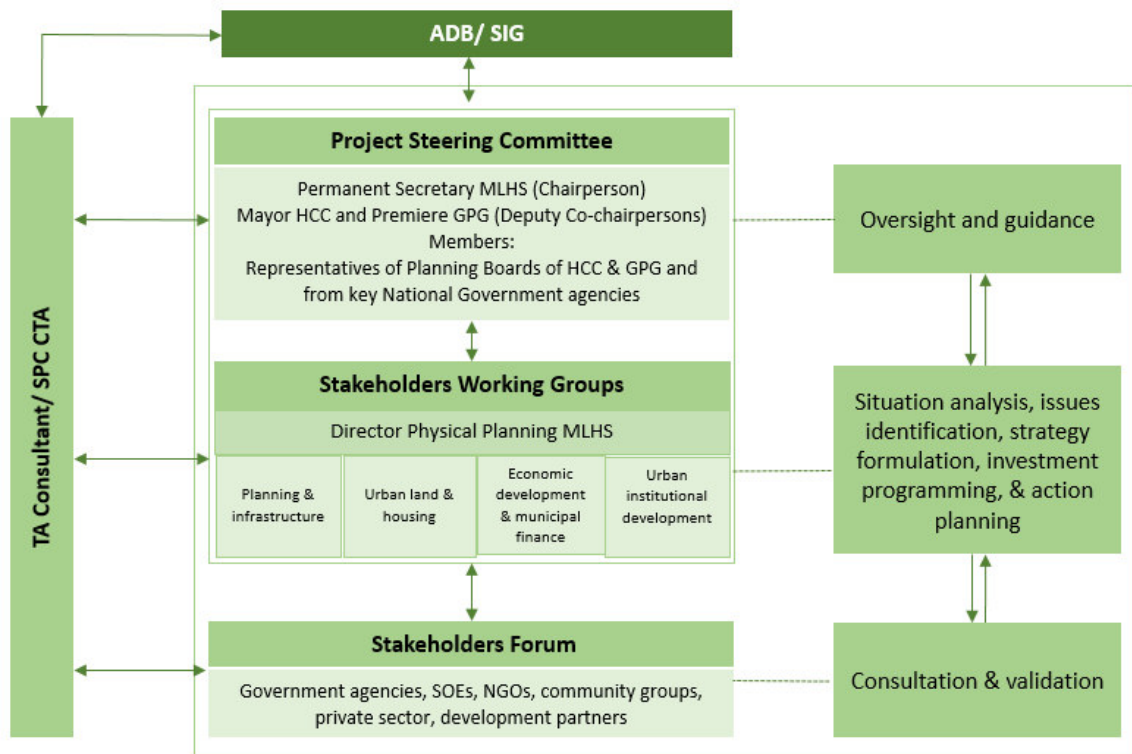
4. The GHUDSAP was prepared using a highly participatory and consultative planning approach geared towards imbuing ownership to stakeholders. This was characterised by frequent consultations and interactions between the Project Steering Committee (PSC), Stakeholders Working Groups (SWG), Stakeholders, the Pacific Community's Chief Technical Advisor (SPC CTA) to the Ministry of Lands, Housing and Survey (MLHS), Asian Development Bank's (ADB) Pacific Department and Extended Mission to the Solomon Islands, and ADB's Technical Assistance (TA) Consultant.⁶

5. Stakeholder participation was done at three layers – the first being through the PSC, the second through the SWGs, and the third through a Stakeholders Forum.

⁵ Data from the Solomon Islands Statistical Office Report on 2009 Population & Housing Census show that the rate of urbanisation in Solomon Islands, as measured through the average annual population growth rate from 1999 – 2009 of the urban population, was 4.7%. The growth of urban population was fastest in GP (16.4%). The combined urban population of HCC and GP accounted for almost 80% of the country's total urban population of nearly 102,000 in 2009.

⁶The MLHS constituted the PSC and four inter-departmental SWGs. The PSC and SWGs comprised representatives from various government agencies and SOEs, GPG, HCC, and the private sector. ADB's TA Consultant, on the other hand, comprised the consortium of Otak, Inc., Fraser-Thomas Ltd., and Pasifiki Service Ltd.

Figure 1. Planning Team in the preparation of GHUDSAP

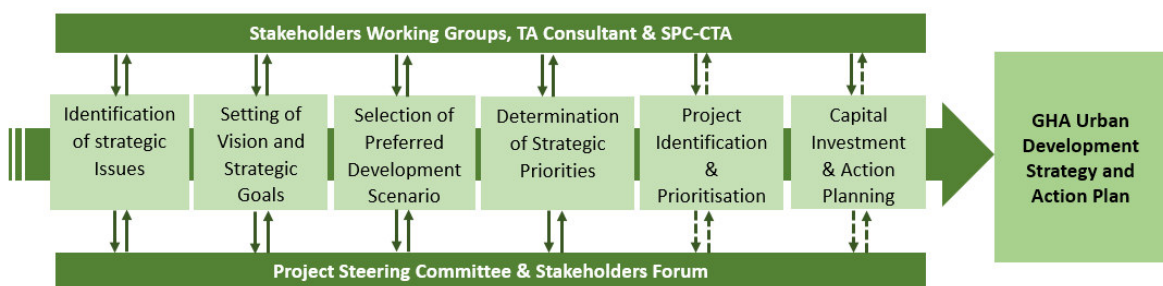


Source: ADB TA Consultant

6. The SWGs formed the core of the three layers of stakeholder involvement and they drove the strategy formulation process with support from the SPC CTA and ADB TA Consultant. The SWGs were engaged throughout the whole planning process – from inception, data collection and analysis, issues identification, strategy formulation, through to investment and action planning.

7. Decision-making was collaborative and iterative. It was triggered by the SWGs, validated with the PSC and re-validated with the larger Stakeholders Forum. The results were then reviewed by the SWGs with assistance from the SPC CTA and ADB TA Consultant. This process was repeated as strategy formulation moved forward and it provided a means to filter and validate findings and recommendations.⁷

Figure 2. Collaborative and iterative decision-making process



Source: ADB TA Consultant

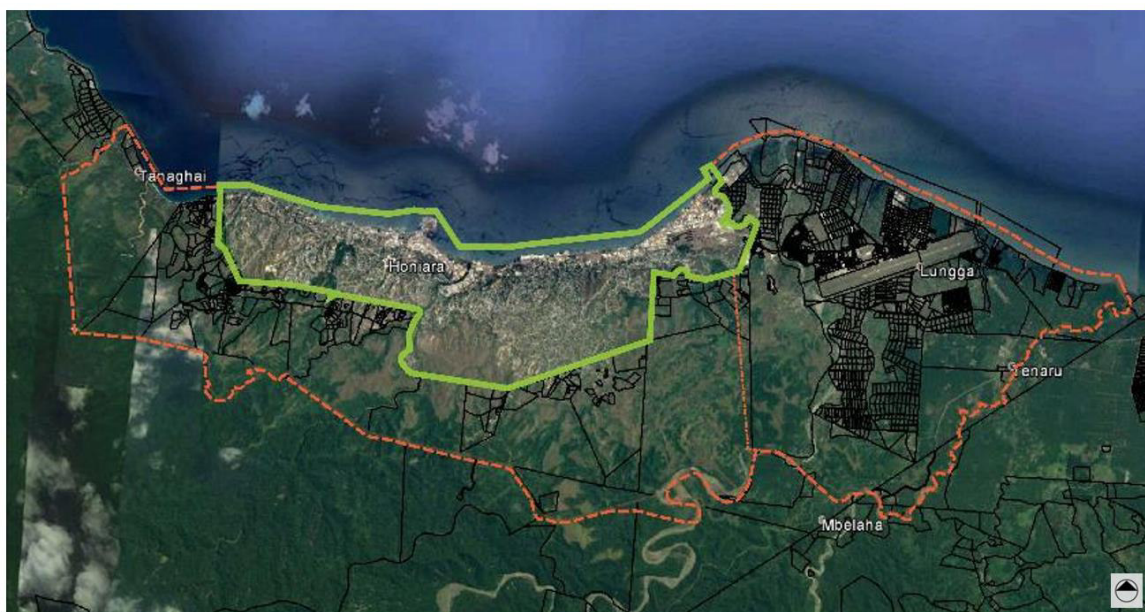
⁷ Refer to Appendix 1 for details on Stakeholders Consultations.

2 CHALLENGES TO GROWTH: DEVELOPMENT CONTEXT

2.1 Description of GHA and its Economy

8. The GHA is defined as that comprising the whole of Honiara City and parts of Guadalcanal Province (Tandai and Malango Wards).⁸ Areas within Guadalcanal Province include urban sprawl areas immediately east, west and south of Honiara City. The eastern boundary of the GHA is defined by the Tenaru River in Malango Ward (comprising the Henderson Local Planning Scheme area) and its western boundary by Poha River in Tandai Ward. The southern areas of GHA are mainly defined by the boundaries of registered land up to Mt. Austen where informal settlements have sprung up, also in Tandai Ward. The GHA has an area of approximately 133 sq.km.⁹

Figure 3. Showing GHA Boundary (in red) and HCC Boundary (in green)



Source: MLHS and ADB TA Consultant

9. The GHA is the centre of Solomon Island's urban growth and the main international gateway and port of entry of the country. It is a locus of employment, public administration, education and health services, and represents the largest single market for both local and imported products.

2.2 Population Growth and Urban Expansion

10. The GHA's population in 2015, according to data from SIG's National Statistics Office (NSO), was estimated to be around 100,000. This represents roughly 15% of the country's total population. There is a significant young age group, with those below 15 years of age accounting for 32% of HCC's and 42% of GPG's total population. Those belonging to the 15-24 years age bracket accounted for about 24% and 19% of HCC's

⁸ The boundaries of GHA were approved by the PSC in its meeting on 5 April 2017 and agreed upon during the first Stakeholders Forum on 7 April 2017.

⁹ GHA encompasses Honiara City which has an area of about 23 sq.km. and portions of Guadalcanal Province which have an area of about 111 sq.km.

and GPG's populations. Women, on the other hand, represented about 47% and 48% of HCC's and GPG's populations respectively.¹⁰

11. The growth of this urban population is expected to show increasing trends and is projected to reach 235,000 by 2035. By that year, the share of GHA's population to the country's total population is expected to rise to about 23%.¹¹

12. The development pattern of commercial areas in the GHA generally follows an east-west direction following the alignment of Kukum Highway which is the primary spine route that runs along the coast. This highway extends from the Honiara city centre (near the Mataniko River) eastwards to Henderson International Airport. The westward extension of this road, in the form of Mendana Avenue, runs from the city centre to the White River and the western HCC boundary and beyond through Guadalcanal Province (in the form of Tandai Highway), and thereafter to the Poha River.

13. There are three main commercial centres along Kukum Highway. One is on Mendana Avenue from Point Cruz port to the mouth of the Mataniko River in Vuhokesa ward, which includes the Central Market. A second is the Chinatown area in nearby Mataniko ward with a third found further eastwards around the Pacific Casino Hotel (Kukum and Naha wards), also not far from the Mataniko River.

14. Further east of the Pacific Casino Hotel are King George VI School and Solomon Islands National University (SINU) which will be the locus for accommodating the Pacific Games 2023.

15. The easternmost portion of GHA is the flatter delta land of the Lungga River up to the Tenaru River, for which the Henderson Local Planning Scheme (LPS) has been prepared. This is the location of the Henderson International Airport and currently hosts sporadic commercial developments, some scattered villages, and informal settlements. The Henderson area is envisaged in the LPS to become a major transportation, industrial, residential, and commercial hub.

16. The westernmost portion of GHA is the area of Tandai Ward and extends to the Poha River. Most of the land is forested and continues into rising hills to the south with scattered villages. Informal settlement expansion has encroached into this area of Guadalcanal Province from the White River settlement in HCC's Nggosi Ward. Much of this part of the GHA has been the subject of the MLHS Areas of Search for planned housing expansion¹².

17. The southern part of GHA, which is characterised by rising valleys and ridges, is occupied by scattered low density housing, of one or two stories in height, many constructed of wood and on stilts.¹³ Whilst there is a mixed pattern of formalised housing areas (with Fixed Term Estates or FTEs), those with Temporary Occupation Licenses (TOLs),¹⁴ and informal settlements without tenure, there is a progressive growth southwards of more recent settlements without any security of tenure. Many of these are

¹⁰ Solomon Islands National Statistical Office. *Report on 2009 Population & Housing Census for Honiara and Guadalcanal Province*.

¹¹ The figures were based on MLHS's projections for GHA and the National Statistical Office's medium population growth projection for the country.

¹² MLHS. 2015. *Honiara's Future: An Investigation to Identify Land for Urban Expansion, Main Report Version 1.1 for Land Board Meeting 25 June 2015*.

¹³ For a summary description of housing typology, see Appendix 2.

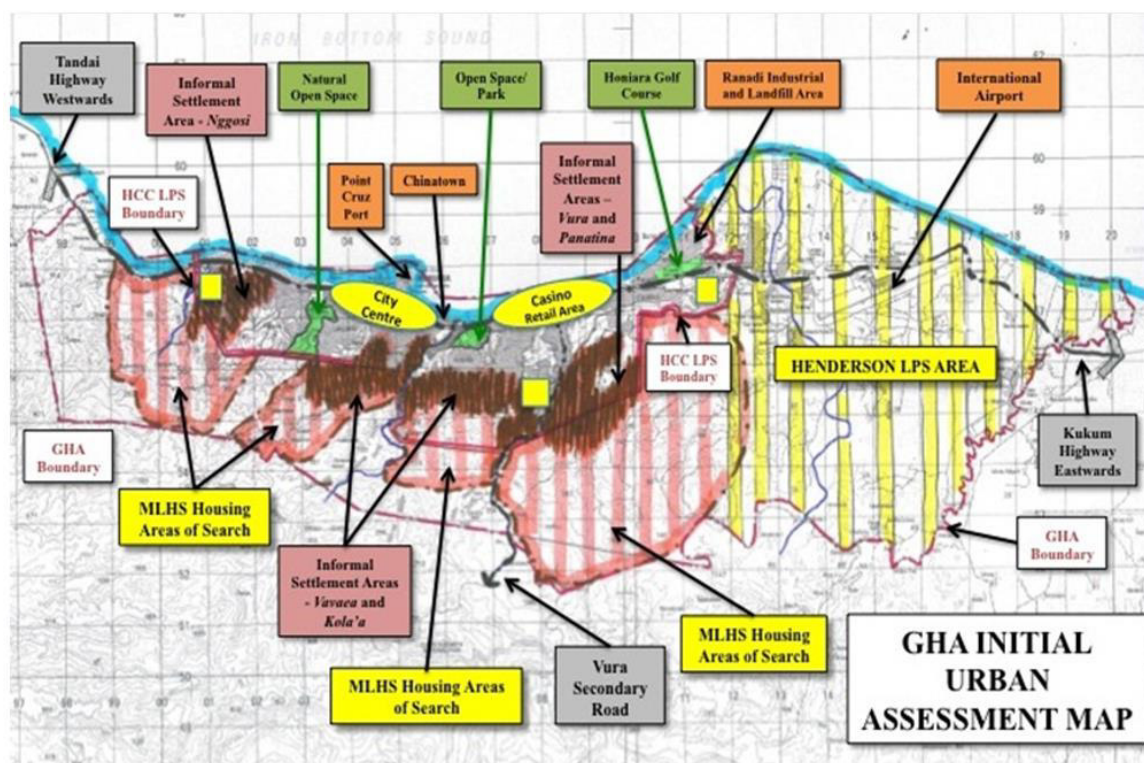
¹⁴ FTEs are allocated by SIG for a period of 75 years and can be renewed up to 99 years.

located in environmentally sensitive locations such as on steeply sloping land and riverbanks.

18. What may be observed in the overall pattern of urban development is the extremely low density of the city centre, especially in terms of the availability of commercial and apartment floorspace. Development potential is not being maximised with higher plot ratios and increased building height (even up to a modest six storeys, for example). This could be due to a number of factors, which include, amongst others, i) Honiara’s siting within an earthquake zone which is likely to place cost burdens on building construction, ii) lack of legal strata title ownership which would allow units to be sold rather than leased, iii) limited market demand for floorspace, and iv) difficulty of developers in obtaining loan finance and interest rates for borrowers are high at 14%.

19. Several cases of indiscriminate land reclamation have also been observed along the coast particularly at the area of Mendana Avenue and to the east of the National Referral Hospital. This was spurred by Customary landowner¹⁵ registrations for ‘ownership’ of the foreshore from the high water mark up to the HCC seafront boundary.¹⁶ Due to lack of regulation, these reclaimed areas have caused negative effects such as blockage of sewage and drainage outfalls and inhibition of public access to the waterfront.

Figure 4. Initial urban assessment for the GHA



Source: ADB TA Consultant

¹⁵ As defined in the Section 2 of the Land and Titles Act (Cap. 133), “customary land means any land ... lawfully owned, used or occupied by a person or community in accordance with current customary usage...” A description of the main characteristics of customary land tenure systems in the Pacific region was given in the report Making Land Work, Vol. 1 Reconciling customary land and development in the Pacific published by the (then) Australian Aid Agency for International Development in June 2008.

¹⁶ Most lands in the GHA are classified as Crown Land or in SIG ownership. Customary lands may be found in two small pockets in HCC and in the southwestern portion of the GHA, within GP. Please see Appendix 2 for a discussion on the implications of Customary land issues for development planning.

2.3 Socioeconomic Development

20. The GHA's population has a significant proportion of youth. The National Statistics Office in its 2009 census report estimated that HCC's and GPG's young age populations (less than 15 years) were estimated at 32% and 42% of their respective totals. Women, on the other hand, represent 47% and 48 % of the populations of HCC and GPG.¹⁷

21. The GHA's economy is largely based on the service sector¹⁸ and main activities include wholesaling, retailing, personal services, and restaurants, amongst others. Industries are quite limited and these include those engaged in construction, automobile repairs, and a brewery. The GHA is also a major market for rural produce (fruits, vegetables, and fish), delivered for sale in two large markets within the City and several small and informal roadside ones such as those in Fishing Village and White River.

22. There is a sizeable informal sector who are mostly engaged in vending fruits, vegetables, betel nuts, food, and cigarettes which provide substantial employment to people with little or no formal education. Many of those engaged in these activities come from informal settlements. In 2011, about 35% of Honiara city's population were reported to reside in informal settlements¹⁹ which gives an idea of the magnitude of the informal sector of GHA's economy.

23. The poverty rates in Honiara and Guadalcanal Province were placed at about 15% and 22.5% respectively which are higher than the national rate of 12.7%. This was attributed to relatively higher cost of living due to "the higher cost of both food and non-food goods" brought about by "poor infrastructure and lack of market integration."²⁰

24. The rate of unemployment amongst women and the youth in Honiara city was estimated to be about 44% and 45% respectively. These were linked to the low level of education amongst females and lack of employment opportunities for the young school dropouts.²¹

25. Although women currently holds key positions in national, city and provincial government offices as well as in the private sectors, gender inequality remains to be a concern in GHA. Traditional and cultural norms persist such that women are primarily obligated to undertake domestic tasks and have limited participation in decision-making at all levels of the society.

26. The maintenance of peace and security is a priority of Solomon Islands especially after experiencing the Tensions from 1998-2003. Being essential to the country's socio-economic development, it is one of the key objectives of the National Development Strategy (NDS) 2016-2035. The main issues that resulted to the Tensions included conflicts over land rights and access to economic opportunities that were results of rapid in-migration of people from the provinces to the Greater Honiara Area (GHA). The armed

¹⁷ National Statistical Office. *Report on 2009 Population & Housing Census, Honiara and Guadalcanal*. Solomon Islands

¹⁸ The share of Services to the country's total gross domestic product was around 57% in 2014 (www.statistics.gov.sb). This share is most likely higher at the level of GHA since there is very little output from Agriculture, Fisheries, and Forestry therein.

¹⁹ UN-Habitat, 2012. *Solomon Islands: Honiara Urban Profile*. Nairobi, Kenya.

²⁰ National Statistical Office. 2015. *Solomon Islands Poverty Profile based on the 2012/13 Household Income and Expenditure Survey*.

²¹ UN-Habitat, 2012. *Solomon Islands: Honiara Urban Profile*. Nairobi, Kenya. There is no information with regards to the portions of Tandai and Malango within GHA but it is assumed that the trend is similar.

conflict resulted to negative impacts to the country's economy and to the weakening of social trust amongst significant segments of the population. These issues need to be addressed to ensure peace within the GHA to ensure that socio-economic development goals are achieved. Concrete ways to achieve meaningful reconciliation, build social trust, ensure safety in the communities, and facilitate the equitable distribution of socio-economic opportunities shall be identified.

2.4 Tourism Potential

27. The GHA, apart from being the gateway for foreign visitors to the rest of the country, has considerable attraction to tourists on its own, primarily on account of the proximity of a large number of famous World War II battle sites, both on land and in the sea. Tour operators are already offering guided tours to sites such as Betikama (the site of a US military camp) with relic war materiel still on display, Mbonegi Beach and River (military camp and materiel dumpsite), Henderson Airfield, Tuvaruhu (Gallop Horse battle ground), American and Japanese War Memorials on the Skyline Ridge, the Vilu War Museum, the Bloody Ridge battle ground, and Alligator Creek, site of the Battle of Tenaru. Other tourist attractions include Poha Cave (site of one of the oldest settlements in the country), Mataniko Trail (trek leading to a waterfall), Kakabona (indigenous community), Lungga river (rafting), and Betikama Wetlands (bird-watching).

28. Tourism is a high-potential but nascent industry in the Solomon Islands, which has to date not attracted significant investment, either local or foreign. Constraints include a lack of international-standard accommodation or customer service, and a lack of definition of such standards or training to potential tourism providers to meet them. Importantly, high domestic airfare costs represent a serious impediment to the country's ability to attract foreign tourists, despite a large endowment of cultural and physical feature attractions throughout the country and wide availability of potential tourist activities, including trekking and diving.

29. Nonetheless, tourism is already a major contributor to SIG's economy and is seen as a sector with bright potentials. It was estimated that the industry directly contributed SBD349.5 million or 5.2% to the country's gross domestic product and this share is expected to increase.²²

2.5 Migration and Informal Settlements

30. In Solomon Islands, informal settlements are largely residential areas which have been developed without legal claims to land and/or permission from authorities.²³ The precursor of informal settlements in the GHA may be traced to the issuance of "license to occupy public land"²⁴ to Solomon Islanders by the British Protectorate after World War II. Such licenses were issued to migrants, many of whom came from the other islands, to find employment in the new capital city, Honiara. Not all occupiers of public land had valid licenses and lack of enforcement opened the floodgate for illegal settlers hence the growth of informal settlements. Because it is a temporary license the government has never been

²² South Pacific Tourism Organisation. 2015. *The Solomon Islands National Tourism Development Strategy 2015-2019*.

²³ Informal settlements are characterised by: i) having services and infrastructure below minimum levels, ii) predominance of households who are of the lower income groups, and iii) absence of parcel ownership on which they built their houses.

²⁴ It is commonly known as Temporary Occupation License (TOL) and is still being issued today under Section 248 of the Land and Titles Act. A TOL may be granted upon payment of a fee of SBD\$1,000 and is valid for a term of 3 years, reviewable and renewable. In the event that the government needs land for public purpose, it may revoke the license or opt not to renew it and the owner would not be compensated.

committed to providing basic services such as water, electricity, waste collection, and roads.

31. In the early 1980s, the government zoned the informal settlements as “Temporary Housing Areas” (THA). This was in recognition of the reality that both government and private sector could not provide housing for its employees. This zoning allowed dwellers to build non-durable houses similar to those in the rural villages without building permits as stipulated in Building Bye-laws of HCC. THAs being temporary in nature and with houses not having building permits, government has likewise not been committed to provide basic services to its residents.

32. Lack of proper administration and management of TOL allocation over the years especially at the turn of the century as well as failure to manage the incremental THA upgrading approach resulted to uncontrolled increase of unauthorised settlements. By 2004, the administration and management of the TOL by the MLHS had totally collapsed.

33. As of 2016, it was estimated that population in the informal settlements was approximately 28,000 (nearly 4,000 households) already accounting for about 40% of Honiara’s total. There are no available estimates for the population of informal settlements within Guadalcanal Province but it was observed that there may be hundreds due to their rapid physical expansion. The growth of informal settlements has been attributed to accelerated migration from the Provinces after the ethnic Tensions which is a term used in the Solomon Islands to refer to the civil unrest that occurred from 1998 to 2003.²⁵ Moreover, it was reported that even middle and high income earners are moving to the informal settlements due to lack of formal housing and high rents.²⁶

2.6 Environment, Natural Hazards, and Climate Change

34. The GHA may be divided into two general geographical zones: the coastal zone, which forms a narrow alluvial plain varying in width from 200 m in parts of the west to roughly 2 kms in the east; and, the rising grassland and forested hills to the south, which have been cut, principally by the Mataniko and White rivers and their tributaries in the western half. The Lungga River in the east, which runs through much flatter land in the Henderson area, is the primary watercourse. The hilly ground in the GHA, mainly in the southwestern and southcentral parts, is characterised by narrow valleys, steep slopes and thick vegetation cover. Much of this area is susceptible to landslips and the lower reaches of the rivers are liable to serious flooding.

35. GHA is prone to natural disasters. Cyclones, heavy rain, strong winds, flooding, landslides, storm surge, tsunamis and earthquakes or other types of hazards which are occurring now and apart from tsunamis and earthquakes will become worse in the future if climate change projections are proven to be correct.

36. Most of the coastal area is identified as a ‘storm surge risk zone’, except for some parts of the central area in Rove- Lengkiki/Cruz and Vavaea wards. These “at risk” areas may be further exposed by climate change driven sea level rise. Riverine flood risk exists along the Poha, White, Mataniko and Lungga rivers. Mataniko River experienced severe flooding during the 2014 storms. Many informal settlements on the banks of the river were lost through flooding and heavy rain which caused landslips.

²⁵ UN-Habitat. 2016. *Honiara City-Wide Informal Settlement Analysis (Final Draft)*.

²⁶ UN-Habitat. 2012. *Solomon Islands: Honiara Urban Profile*. Nairobi, Kenya.

2.7 Infrastructure and Basic Services

GHA Urban Transport

37. Rapid urbanisation, and associated increases in private vehicle ownership, as well as geographical terrain limitations, has put urban roads under stress in GHA. Kukum Highway is perceived to be at capacity and peak hour traffic congestion which spills onto secondary roads is regularly experienced. The annual congestion costs associated with the increasing number of vehicles in Honiara is estimated at SBD 3,703 million or 44% of GDP.²⁷

38. The National Transport Plan (NTP) 2011-2030 recognises that GHA's secondary and tertiary roads are neglected and refers to these roads being part of the '*build, neglect, rebuild*' paradigm. All roads, but particularly the many roads in residential and commercial areas, are poorly constructed and poorly maintained causing difficulties in accessing some parts of GHA. These roads also lack pedestrian friendly features. There are indications that although road design and construction standards are used, construction quality control and adherence to best practices of road repairs are limited.

39. Much of the same can be said for footpaths in the city centre. Damaged footpaths, for whatever reason, are poorly reinstated. These are non-existent in high foot traffic areas and many may be considered as merely walking tracks. These become waterlogged and muddy so people are forced to walk on the roads and thus are at risk from the fast moving and typically inconsiderate mini-bus drivers.

Water Supply

40. The Honiara water supply system currently supplies approximately 55% of Honiara city and the surrounding peri-urban centres in Guadalcanal with about 33 ML/day but the Levels of Service (LOS) are inconsistent. The Solomon Islands Water Authority's (SIWA) 5-Year Action Plan (5YAP) 2017-2022 target is 60-65% of GHA households connected and the 30 year objective is 90-95% households connected. This indicates the magnitude of the job to rehabilitate and upgrade existing systems and to provide new ones.

41. Despite extensive works since 2013, the Non-Revenue Water component remains stubbornly at about 60% or about 20 ML/day. The 5YAP target is <40%. Technical solutions are proposed but social issues that account for the bulk of the water loss are difficult to resolve, time consuming and only applicable in some areas.

42. The network is complex to operate and offers limited flexibility. A total of nine primary supply zones have been identified, with limited cross-connection between systems. The generally discrete operation of supply zones and insufficient reticulation storage across most systems result in frequent water outage, as there is limited ability to supply water from other systems and thus is reflected in LOS indicators. The unpredictable build up and fast growth of informal settlements in the peri-urban area creates another layer of complexity. Affordability, lack of tenure, illegal connections, and lack of pipe/source water capacity in some zones complicate an already difficult situation.

43. Because of the intermittent nature of supply, even many better-off households source their water from rainwater tanks. Less well-off households depend on private or communal water tanks or communal stand pipes for their drinking water. Communal

²⁷ Presentation by M Qaqara, L Forau and A McNeil.

standpipes, a solution for parts of informal settlements, have been trialled with only limited success. A 2006 study done under the Australian-funded Solomon Islands Institutional Strengthening of Land Administration Project (SIISLAP) showed that about 44% of households in informal settlements in Honiara are connected to SIWA. The study, however, also pointed out that there may be more households with access to SIWA's services due to the numerous illegal connections.²⁸ Affordability is a significant problem for many settlers in informal settlements.

Sanitation and Wastewater

44. The GHA's wastewater system, which is also managed by SIWA, is limited to a small part of the HCC area such as Tuvaruhu, Vara Creek, Naha, and Rove, and serves only about 10% of the city's population. Wastewater is disposed of, untreated, through 12 outfalls along the coast, and Mataniko River. Many of the outfalls are broken near the shoreline, which results in near-shore pollution.

45. GHA residents without piped wastewater may have improved on-site sanitation facilities, but mainly rely on closed tanks (often intended to be septic tanks but with inadequate or no drain fields) and pits for containment. In the informal settlements, the SIISLAP study reported that about 31.5% of households in Honiara use either pit latrines or the bush.²⁹ These are major sources of environmental pollution.

46. HCC and GPG are responsible for septage collection within their areas of jurisdiction, but coverage and quality of service is limited. No proper septage treatment facility exists, and septage is disposed at the Ranadi solid waste dumpsite. The Environmental Health Division lacks the resources to monitor and enforce installation or operating standards of these on-site facilities in urban areas.

47. There is no effective flood protection and drainage system in the GHA, as has been dramatically illustrated in the April 2014 floods that affected the area, causing significant damage and loss of life.

Solid waste management

48. Only around 36% of households in the HCC area have access to formal solid waste collection services (2009 census), whilst provision levels in the peri-urban areas of GHA are much lower. The majority of residents without service are located in informal settlement areas mainly because they do not pay collection fees.³⁰ Illegal burning and dumping of waste is common. Inadequate solid waste collection services contribute to flooding through blockage of drains and streams, and the outbreak of mosquito-borne disease. The Ranadi dumpsite, located 6 km from the city, is presently the only dumpsite to serve the GHA and until 2013, it was largely uncontrolled and not constructed to modern standards.

49. Largely as a result of work (Japan International Cooperation Agency supported) underway, the Ranadi site is better managed and the life of the landfill has been extended by about 5 years. The SIG plans to eventually close this dumpsite and a tentative site for a landfill has already been identified in the Henderson area.³¹

²⁸ SIISLAP Milestone Report, 20 February 2007.

²⁹ Ibid.

³⁰ Ibid.

³¹ A landfill site has been designated in the Henderson LPS to augment the landfill at Ranadi which is already almost full and has the potential to pollute Burns Creek being located at its western bank.

Energy/ Power

50. The Solomon Islands has one of the lowest levels of energy coverage and the highest cost in the Pacific region.³² This in part is due to its geography and part due to high dependency on imported fossil fuel. The low service coverage is more acute in the informal settlements. The earlier cited 2006 study done under SIISLAP indicated that only 18% of informal settler households are connected to SIEA.³³

51. The 2009 census indicates that population access to the grid is 64% (Honiara), 8% Guadalcanal, and 12% (nationally). The Solomon Islands Electricity Authority (SIEA) estimates the demand for power in Honiara is growing by 6% per annum and by 2020 peak demand will be around 25.5MW (a 36% increase in capacity). Meeting this target is an objective set out in SIEA's Annual Report.

Information Communications Technology

52. Access to affordable, good quality broadband internet-based services, has so far remained out of the reach of a significant proportion of the general public. The limited capacity and high cost of international bandwidth is caused by a total dependence on satellite connectivity, which is also the principal constraint to higher broadband penetration, the introduction of new telecommunications services, and new market entrants.

53. SIG supported the introduction of a second mobile operator in 2010, and competition has already resulted in a 29% reduction in mobile telephone prices and an improvement in the quality of service. However, high communication costs still leave much of the geographically isolated portion of the country and including some areas of the GHA, economically isolated from national and regional markets.

Health services

54. The Solomon Islands is increasing its population at 2.5% per annum, and many people from outlying regions are drawn to the urban attractions of Honiara, adding to the pressure on National Referral Hospital and surrounding health clinics. The country is also experiencing an epidemiological transition, and faces a double disease burden with a high prevalence of communicable diseases and at the same time, rapid growth in the rates of non-communicable diseases (NCD). Communicable diseases, such as acute respiratory infections, skin diseases, TB and malaria, persist, as demonstrated in their high rates of presentation at primary health clinics.

55. There is an increasing demand for health services at all levels. The decision to relocate the NRH is an opportunity to address a number of national health service problems, such as the limited level of provincial services resulting in many patients travelling to Honiara to seek primary and/or secondary care that ideally should be managed in their home province. Services for low-risk birthing, care for non-communicable diseases, simple surgical procedures, and other primary and secondary diagnostic and case management needs to be further developed.

³² MDPAC. 2012. *Solomon Islands National Infrastructure Investment Plan (Draft Final Report)*.

³³ SIISLAP Milestone Report, 20 February 2007.

2.8 Municipal Governance and Finance

2.8.1 City and provincial government administration

56. The GHA is governed by two entities, HCC and GPG, which operate within their respective administrative jurisdictions. The HCC was established by virtue of the Honiara City Act of 1999 and is currently “the only established local government”³⁴ in the country. GPG, on the other hand, was created under the Provincial Government Act 1997 and is one of the nine provincial governments in Solomon Islands. The Minister of Home Affairs provides oversight functions to HCC whilst the Minister of Provincial Government provides the same to GPG.

57. The Guadalcanal Provincial Assembly comprises 21 elected Members of Provincial Assembly, and is like a mini-parliament having jurisdiction over the province. Honiara City’s equivalent to this assembly is its Full Council which is made up of 23 members, including 3 Members of Parliament (representing East, Central and West Honiara), who elect the Mayor amongst themselves. The Premier of GP is one of the 8 appointed council members. The inclusion of representatives from the provincial and national governments in HCC is intended to facilitate coordination between the various levels of government in decision-making. There are no female members in Guadalcanal’s Provincial Assembly nor in the Honiara City’s Full Council.

58. Both GPG and HCC are mandated to provide a range of standard municipal infrastructure and social services such as rubbish collection, construction and maintenance of locally-administered roads, primary health care, and public education, amongst others. They are also mandated to prepare physical development plans and enact regulations for their implementation and management.³⁵

2.8.2 Delivery and management of urban services

59. Planning, investment, and O&M decisions affecting most of the essential urban services provided within the GHA (power, water supply, sanitation, and road transport) are made by a range of separate, and mainly national, entities. Most of the national entities invest and operate within GHA in the course of addressing national, rather than city-level, priorities.

60. The water supply and sanitation systems in GHA are under the SIWA; electricity is generated, distributed, sold, and the associated infrastructure (including streetlights) maintained, by the SIEA; roads and drains are constructed and maintained under the auspices of the MID. Solid waste is collected and disposed in a landfill in Ranadi by the HCC.

Table 2. Selected urban services and responsible agencies

Service	Responsible agency
Urban planning and management	Guadalcanal Provincial Government (GPG) and Honiara City Council (HCC)
Housing and settlements	Ministry of Lands, Housing and Survey
Local economic development	GPG and HCC
Roads (planning, construction, and maintenance)	Ministry of Infrastructure Development
Waste and wastewater	Solomon Islands Water Authority (SIWA)
Electricity	Solomon Islands Electrical Authority

³⁴ The local government system in Solomon Islands, www.clgf.org.uk/solomon-islands.

³⁵ The institutional structures of GPG and HCC are given in Appendix 3.

Service	Responsible agency
Drainage and flood control	SIWA
Solid waste management	GPG and HCC
Environment management, CCA and DRM	GPG, HCC, and Ministry of Environment, Climate Change, Disaster Management and Meteorology
Security including fire and rescue	Royal Solomon Islands Police Force

Source: ADB TA Consultant

61. In sum, planning, infrastructure development, and services operations are carried out in an uncoordinated way which leaves the elected officials who bear the main responsibility for making the GHA a liveable urban area with little influence or control over its development or day to day operations. The situation is exacerbated by the fact that the GHA planning area extends beyond the city boundaries and is therefore split between the HCC and GPG. There is yet no official mechanism to coordinate the deliberations of these two decision-making bodies.

2.8.3 Municipal finance

62. Municipal finance for the GHA is likewise fragmented and insufficient to meet the costs of providing essential services to its residents and businesses. The sphere of operations of either the HCC or the urban-area administrators of the GPG do not extend to all urban services (including even street maintenance), most of which are under the responsibility of national entities.

63. HCC’s revenues have historically been variable and “unpredictable”, due to collection inefficiencies from the largest sources of its revenue (business license fees, property rates, basic rates, central market fees, liquor license fees, and building permits).³⁶ According to the city’s 5-Year Strategic Plan 2014-2018, actual revenue collected often falls short of budget estimates. Shortfalls in the past have prevented the HCC from fully implementing its programmes and/or have forced temporary suspension of some services.

64. As GPG’s Budget is Province-wide, it is not possible to identify expenditures that pertain wholly or mainly to its portion of the GHA. Urban services are not clearly earmarked in the GPG budget, but it is clear from the overall budget amounts that urban-area revenue collection and spending on urban services by GPG is minimal in comparison with HCC (though HCC covers a smaller urban area).

65. Investment and operation of land and marine transport, electricity, or water supply within the GHA are provided by the Ministry of Infrastructure Development (MID) (roads), Solomon Islands Port Authority or SIPA (the port), SIEA (electricity), and SIWA (water supply), respectively; it is not known how much these entities spend each year providing their services within GHA. Most of the funding is from the SIG’s NTP which comprises support from development partners, SIG funding and funds from other sources.

66. The development partner community has also actively supported the development of essential urban services within GHA, especially transport, electricity, and water supply. Development partner-assisted infrastructure projects in the period 2010-2020 were (and are) in general implemented through the respective service providers.

³⁶ The Council is also empowered under its Act to raise revenue through a business tax, a gaming/casino tax, and a liquor tax, which have not been invoked up to now

67. The leading sector is transport, such as the port development and Kukum Highway upgrading projects financed by Japan International Cooperation Agency (JICA), and the Transport Sector Development Project supported by ADB. The second major sector is energy comprising support for the Tina hydro project (ADB, Australia's Department of Foreign Affairs and Trade, and World Bank) and grid-connected solar energy. Water supply improvements are supported by Australia's Department of Foreign Affairs and Trade (DFAT), JICA, the European Union (EU), and UNICEF. Solid waste improvements in the GHA are supported mainly by JICA and New Zealand's Ministry of Foreign Affairs and Trade. Development partner assistance to infrastructure development in the GHA in the period from about 2010 to 2020 total approximately SBD 1.2 billion.

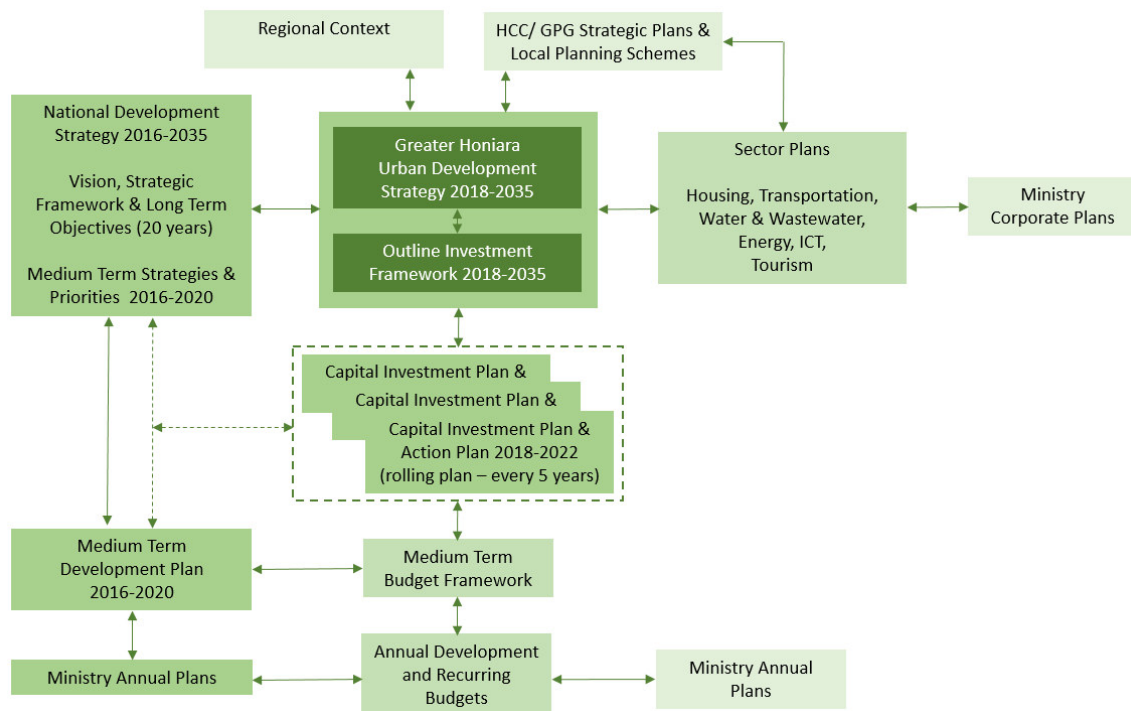
68. Aid-funded economic development support programmes have also been significant, totalling about SBD 1.9 billion over the period as above. These may be national in scope but have direct bearing on developments in the GHA by improving the climate for investments. Outstanding in this mix of development partner-assisted programmes is DFAT's contributions to continuation of funding to the National Transport Fund (SBD 0.6 billion), promotion of economic growth (SBD 0.3 billion), and economic and fiscal governance reform (SBD 0.27 billion) as well as the World Bank-supported Rapid Employment Project. The UN-Habitat has also been supporting SIG with regards to the improvement of housing and basic services such as through the Participatory Slum Upgrading Programme (PSUP) and Solomon Islands Urban Management Programme of Support (SUMPS).

3 PLANNING CONTEXT

3.1 Introduction

69. The GHUDSAP was prepared considering the role of GHA within the Pacific Region as well as to the policies and strategies espoused in the related national, city/provincial and sectoral plans. The GHUDSAP was likewise contextualised within the overall planning structure and process of SIG.

Figure 5. Planning context



Source: ADB TA Consultant as adapted from the National Development Strategy 2016-2035, Structure of the NDS and Planning Process

3.2 GHA in the Pacific Region

3.2.1 Framework for Pacific Regionalism

70. The GHUDSAP supports the Framework for Pacific Regionalism where the region is envisioned to be one of “peace, harmony, security, social inclusion, and prosperity, so that all Pacific people can lead free, healthy, and productive lives.”³⁷ It is also aligned with the said Framework’s Values and Objectives which include sustainable development, inclusive and equitable economic growth, strengthened governance and institutional systems, and having safe and secure communities.

3.2.2 Regional Context

71. The estimated population of Solomon Islands (606,800) in 2016 was ascertained to be the fourth largest amongst the 14 countries in the Pacific Region, next only to Papua New Guinea (8.3 million), Timor Leste (1.2 million), and Fiji (871,000). The country has

³⁷ Pacific Islands Secretariat. 2014. *The Framework for Pacific Regionalism, 2014-2017*.

one of the fastest rates of urban population growth in the region. Its urban population’s growth rate, estimated at about 4.7%, is highest amongst the Melanesian countries.³⁸ This growth has been attributed to Honiara alone and the rate will actually be higher if the urban population growth rates of Tandai and Malango wards are considered.

72. Within the Pacific Region, the Solomon Islands is seen to have competitive advantages in logging, mining, and fisheries. Concerns have, however, been raised regarding the sustainability of logging and mining particularly under conditions of weak implementation of government regulations. Fisheries export, particularly tuna, have good potential since the Solomon Islands is in the Western Central Pacific Ocean area, which is considered as “the world’s last major unexploited tuna fishing-ground.”³⁹

73. GHA is one of the transshipment hubs of goods and people in the Pacific region, being Solomon Island’s main international gateway and major port of entry. It serves as a jump-off point of the country’s exports, which are mainly resource based such as logs, processed and unprocessed fish, gold, cocoa, palm oil, copra, and coconut oil. These exports are mainly destined to countries such as China, Australia, Thailand and Italy.

74. The GHA is also the one of the entry points for tourism in the region serving as a jump-off point for tourists going to the outer islands of the SIG. Tourists mainly come from Australia, other Pacific countries, New Zealand, USA, Europe, and Canada. About 20 to 22 cruise ships visit the country every year.⁴⁰

75. The country’s tourism industry is, however, not as developed as those of the other countries in the region. Annual tourist arrivals from 2011-2013 ranged from only 23,000 to 24,000. Solomon Islands’ market share of holiday visitors in the Pacific is only less than one percent whilst its share amongst the South Pacific Tourism Organisation countries was only 1.5 percent in 2013. It was projected that tourist arrivals are expected to reach more than 32,000 by 2019.⁴¹

3.3 National Development Strategy 2016-2035

76. The GHUDSAP is based on the National Development Strategy (NDS) 2016-2035. It is consistent with the NDS’s vision of “Improving the social and economic livelihoods of all Solomon Islanders” and long term objectives and medium term priority strategies.

Table 3. Long term objectives and medium term priority strategies of the NDS

Long term objective	Medium Term Priority Strategies
Sustained and inclusive economic growth.	<ul style="list-style-type: none"> • Reinvigorate and increase the rate of inclusive economic growth; • Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders; • Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets and to essential services; and • Strengthen land reform and other programmes to encourage economic development in urban, rural, and customary lands.
Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of	<ul style="list-style-type: none"> • Alleviate poverty, improve provision of basic needs, and increase food security; • Increase employment and labour mobility opportunities of all Solomon Islanders; and

³⁸ Keen and Barbara. 2015. *Pacific Urbanisation: Changing Times*. Australian National University.

³⁹ Gay, Daniel. 2016. Productive capacity and trade in the Solomon Islands, CDP Background Paper No. 31.

⁴⁰ Ministry of Tourism, Solomon Islands.

⁴¹ South Pacific Tourism Organisation. 2015. *The Solomon Islands National Tourism Development Strategy 2015-2019*.

Long term objective	Medium Term Priority Strategies
development more equitably distributed.	<ul style="list-style-type: none"> • Improve gender equality and support the disadvantaged and vulnerable.
All Solomon Islanders have access to quality health and education.	<ul style="list-style-type: none"> • Ensure all Solomon Islanders have access to quality health care, combat communicable; and non-communicable diseases; and • Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met.
Resilient and environmentally sustainable development with effective disaster risk management, response and recovery.	<ul style="list-style-type: none"> • Improve disaster and climate risk management, including prevention, risk reduction, preparedness, response and recovery as well as adaptation as part of resilient development; and • Manage the environment in a sustainable resilient way and contribute to climate change mitigation.
Unified nation with stable and effective governance and public order.	<ul style="list-style-type: none"> • Efficient and effective public service with a sound corporate culture; • Reduce corruption and improve governance at national, provincial, and community levels; • Improve national unity and peace, and promote cultural heritage at all levels; and • Improve national security, law and order, and foreign relations.

Source: National Development Strategy 2016-2035, SIG

3.4 Honiara City and Guadalcanal Province's Development Priorities

77. The GHUDSAP was prepared within the framework of HCC's and GPG's priorities as provided in their key development plans. The visions contained in these plans were used as references and guides in developing the vision for GHA. Further, the GHUDSAP took into account the issues, actions, and policies provided in these plans to form a composite picture of GHA. These served as basis in harmonising the goals, programmes, and actions for GHA that affect both HCC and GPG.

Honiara City Council 5-Year Strategic Plan 2014-2018

78. HCC's Strategic Plan⁴² provides the overarching framework for urban planning across the city and formed the basis for the preparation of the Honiara Local Planning Scheme (LPS) in 2015. The HCC Vision Statement is as follows: *"The City of Honiara is acknowledged as a clean, safe, harmonious, environmentally responsible, prosperous and resilient capital city providing a high quality of life for its multi-cultural community and its visitors."*

79. The strategy includes 129 plans of action that were consolidated into flagship programmes indicating the development priorities of the city. Referred to as the HCC 8-Point Development Agenda, these programmes include i) Effective and efficient governance, ii) Enhancement of social and economic empowerment of youth and women, iii) Sustainable environmental planning and waste management, iv) Effective enforcement of law and order, v) Enhancement of inclusive quality education, vi) Upgrading of informal settlements, vii) Improvement of health services, and viii) Effective infrastructure development.

80. Some of the key projects that have direct implications to urban development include: i) building up the capacity of the (then) Town and Country Planning Board, ii) creating a City Development Coordination Committee, iii) identifying, preserving and upgrading urban landscape, iv) conducting consultations for the relocation of all fuel depots from the central business district area, v) construction of Honiara Women's Centre flea market, vi) improving the Ranadi dump site, vii) upgrading informal settlements

⁴² HCC 2013. *Honiara City's Strategic Plan 2014-2018*. Prepared with the assistance of the New Zealand Government through the Honiara Economic Development Support Programme.

(access and utilities) and continuing conversions from TOL to FTE, viii) construct mini markets at different city estates, and ix) develop infrastructure Development Plan.

Honiara Local Planning Scheme (LPS) 2015-2020

81. The LPS 2015-2020⁴³ is a development control document and was prepared to “guide and control land use and development” in response to a number of acute land use and urban planning issues. The LPS put forward six visions for the city, namely i) Cultural and economic hub, ii) Liveable city, iii) City for local and international tourists, iii) City with efficient transport, iv) City with multiple nodes and centres, and vi) City of resilience.

82. There were a number of significant aspects that shaped the preparation of the LPS, namely: i) rapid population growth around Honiara and inadequate infrastructure, ii) the scarcity of land for housing development, iii) the unaffordable private real estate market, iv) the uncontrolled growth of informal settlements, v) continuing development in areas affected by natural hazards and climate change, and vi) poor planning leading to inappropriate use of land, unsuitable building design/ construction and infrastructure that had not been integrated with development.

83. The LPs includes a Citywide Structure Plan which provides a framework for physical development and a Zoning Plan, which specifies what land uses and development would be permitted or prohibited in each zone. Overlay Plans were also included that regulates developments in sites designated as ‘heritage’, flooding and storm surge prone, neighbourhood centres or ‘public acquisition’ areas. The LPS also proposed neighbourhood centres in White River, Chinatown, Naha, Kola’a and Kukum.

Honiara Urban Resilience and Climate Action Plan (HURCAP) 2016

84. HURCAP⁴⁴ reviewed measures to reduce the impacts of earthquakes, tsunamis, major flooding, tropical cyclones and landslips, some of which have been exacerbated by climate change. It provided for an “urban resilience action plan” that integrates climate change adaptation and disaster risk reduction with goals relative to urban planning and development.

Henderson Draft Local Planning Scheme (2017-2022)

85. The Guadalcanal Planning and Development Board, with support from MLHS, prepared the Draft LPS for the Henderson/Lungga area (for 2017-2022) in April 2017. This plan is now ready for endorsement by the Guadalcanal Planning and Development Board, thereafter, the Minister of MLHS will consider the LPS for approval before gazetting. The approach and content of the LPS follows that for Honiara with a Structure Plan, Zoning Plan and Overlay Plan format.

86. The Henderson area is subject to significant demand for development. There are already some existing industrial areas (brewery, printers, gravel storage, timber yards and industrial units) to the north of the airport. The Draft LPS has outlined proposed consolidation and expansion of these areas for both heavy and light industries. A coastal promenade along the full length of the coastline is proposed, as well as a linear park through a proposed housing area to the south of the airport. Two ‘Transition Communities’ to the north of the airport, including the Burns Creek settlement, are also outlined thereby

⁴³ Honiara Town and Country Planning Board 2015. *Honiara Local Planning Scheme 2015*. Prepared with support from the Ministry of Lands, Housing and Survey.

⁴⁴ UN-Habitat. 2016. *Honiara Urban Resilience & Climate Action Plan*.

confirming the FTE land status of these settlements. To the south of the airport will be commercial and residential areas. The Bloody Ridge area has been established as a National Park to include commemorative visitor attractions for the 75th anniversary of the WWII Battle of Guadalcanal in 2017.

3.5 Related Sectoral Policies and Plans

87. The GHUDSAP is also informed by related sectoral plans particularly those which relate to infrastructure and basic services, housing, and tourism. The GHUDSAP shall serve as the organising framework to harmonise the interventions in these various plans with the objective of ensuring coordinated implementation. It is also important to ensure that the various sectoral strategies are made responsive to the development needs of GHA.

Table 4. Related key sectoral policies and plans

Policy/ Plan	Focus
National Urban Policy Framework 2035 (draft)	It is the policy foundation for managing urban growth. Its objectives include: <ul style="list-style-type: none"> • Securing FTE from Customary Land owners with the intention of facilitating urban expansion in Honiara; • Returning unused alienated land to original landowners; • Encouraging landowners to participate in urban economic development activities; • Supporting affordable housing; and • Implementing relocation/resettlement for communities affected by climate change.
Planning and Development Act 2017	Amongst others, the Act enables LPS's and other related plans to have jurisdiction over Customary Land that has been registered, whereas previous plans had no control over any Customary Land at all. Planning and Development Boards have replaced Town and Country Planning Boards and will deal with a more streamlined process of development assessment.
Strata Titles Bill 2017	Upon passage into law, this will allow legal strata title ownership and is expected to encourage higher densities and mixed use developments.
MLHS Urban Expansion Studies 2015 ⁴⁵	MLHS carried out a planned housing expansion feasibility assessment in order to identify land suitability. Land was identified around the fringes of the HCC area, as well as in adjacent parts of Guadalcanal Province, which was viewed as a beginning to stopping <i>ad hoc</i> development sprawl.
National Infrastructure Investment Plan (NIIP) 2013	Consolidates the various components of economic infrastructure and link these to the NDS.
National Transport Plan (NTP) 2017-2036 and Medium Term Transport Action Plan (MTTAP) 2017-2021	The NTP provides the strategic framework for transportation development. The MTTAP, in turn, outlines priority roads for maintenance, repair and rehabilitation and requirements to progress major projects.
Solomon Water 30-Year Strategic Plan and 5-Year Action Plan (5 YAP)	The strategy and action plan generally allow for existing customers to be serviced by the current networks with unserved customers and future development areas being serviced by new infrastructure.
Solomon Power 30-Year Development Strategy and 10-Year Action Plan (10 YAP)	One of the strategic goals of SIEA is to double the customer base by 2030 and provide power access to all citizens by 2050.
Information Communications Technology	SIG through the Ministry of Communication, Aviation and Information Technology (MCAIT) is currently negotiating (November 2017) ⁴⁶ an offer from the Australian Government to provide a submarine cable connecting Honiara to the existing Pacific Cable. The submarine cable system (SCS) will provide cost-effective broadband connectivity and access to the rest of the world.
National Disaster Risk Management Plan (NDRMP) 2010	The NDRMP provides for the establishment of institutional arrangements for disaster risk management and climate change risk reduction from national government, city/provincial, ward, and village levels.
National Tourism Development Strategy (NTDS) 2015-2019	Key recommendations are to: <ul style="list-style-type: none"> • Consolidate tourism sector management and development under a Tourism Sector Taskforce; • Focus not on mass tourism but on niche 'adventure' tourism;

⁴⁵ MLHS. 2015. *Honiara's Future: An Investigation to Identify Land for Urban Expansion - Prepared for a Land Board Meeting in June 2015 (Version 1.1 Main Report)*.

⁴⁶ Solomon Star No 6753 15.11.17.

Policy/ Plan	Focus
	<ul style="list-style-type: none"> ● Greatly intensify tourism market research and promotion of Solomon Islands' unique tourism attractions in selected markets abroad; ● Strengthen the capacity of existing government institutions that supply tourism-support services, particularly the Solomon Islands Visitors Bureau and Small Business Enterprise Centre; and ● Increase Government spending to support these activities.
National Health Strategic Plan 2016-2020	Objectives 14.1 and 15.1- reconfiguration of health services in Honiara, including the relocation of the National Referral Hospitals ensure primary, secondary and tertiary needs of the population for safe effective, efficient, and quality health service are met

Source: ADB TA Consultant

4 DEVELOPMENT ISSUES AND NEEDS

4.1 Consultations and Outcomes

88. A series of consultations involving the PSC, SWGs, Stakeholders, SPC-CTA, and ADB TA Consultants were undertaken to identify the key strategic issues that should be addressed by GHUDSAP. Informed by GHA's development and planning contexts, the issues were initially identified through the Stakeholders Forum. The SWGs then analysed these issues and moved into identifying the GHA's Strengths, Weaknesses, Opportunities, and Threats (SWOT) done through assignments and several meetings with support from the ADB TA Consultant and SPC-CTA.

Table 5. Consolidated SWOT Matrix

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • New Planning and Development Act covers all registered land. • Henderson area as a potential growth centre. • Presence of tourist attractions. 	<ul style="list-style-type: none"> • Customary land tenure system. • Unaffordability of housing. • Uncontrolled development in hazard risk areas including below high-water mark. • Inadequate basic infrastructure and services. • Local investors' lack of access to credit. • Inadequate manpower and financial resources in HCC and GPG. • Lack of institutional coordination between officials of HCC, GPG, national ministries, and SOEs. • Lack of security. 	<ul style="list-style-type: none"> • Support from development partners. • Increase in the number of tourist arrivals. • Revival of Development Bank of Solomon Islands. • Passage of Strata Title Bill. 	<ul style="list-style-type: none"> • Development partners re-prioritising funding to other sectors. • High construction and operating costs. • Lack of political will to change the status quo. • Climate change/ disaster & natural hazards.

Note: HCC = Honiara City Council; GPG = Guadalcanal Provincial Government; SOE = State Owned Enterprise.

Source: ADB TA Consultant as summarised from outputs of SWGs

89. From an appreciation of the GHA's SWOT, the SWGs proceeded to identify the most important issues to be addressed by GHUDSAP. These were thereafter validated with the PSC and Stakeholders Forum.⁴⁷

Table 6. Strategic issues

Urban Planning	Environment and Climate Change	Local Economic Development	Urban Infrastructure & Basic Services	Municipal Finance and Governance
<ul style="list-style-type: none"> • How to accommodate growing 	<ul style="list-style-type: none"> • Prone to natural disasters • Climate change vulnerability 	<ul style="list-style-type: none"> • Limited opportunities for local entrepreneurs 	<ul style="list-style-type: none"> • Uncontrolled land allocation • Infrastructure not 	<ul style="list-style-type: none"> • Limited financial depth • Uncoordinated planning and

⁴⁷ The key strategic issues were finally endorsed by the PSC and Stakeholders during the joint meeting held on 4 July 2017.

Urban Planning	Environment and Climate Change	Local Economic Development	Urban Infrastructure & Basic Services	Municipal Finance and Governance
<ul style="list-style-type: none"> population in limited area How to increase development densities Increasing number of informal settlements Customary land system creates difficulty to access land 	<ul style="list-style-type: none"> Uncontrolled developments on hazard risk areas Lack of environmental services Disaster risk mitigation 	<ul style="list-style-type: none"> Land issues Limited urban services Weak investments in tourism 	<ul style="list-style-type: none"> synchronised with development Silo mentality of infrastructure and basic services delivery agencies 	<ul style="list-style-type: none"> investment funding Inadequate institutional capacities
Absence of mechanism for pursuing integrated development				

Source: ADB TA Consultant as summarised from outputs of SWGs.

4.2 Issues and Needs Identification

4.2.1 Inefficient pattern of urban growth

90. A key strategic issue is the need to accommodate the growing population of GHA within its limited area. Even whilst there are large tracts of undeveloped and underdeveloped land in and around Honiara city, the lack of affordable inner-city housing has caused the development of low density settlements, both formal and informal, at the fringes of Honiara and onto the bordering areas of Guadalcanal province. With high in-migration rates (53.9% for Honiara and 16.7% for Guadalcanal),⁴⁸ the inevitable result is uncontrolled urban sprawl that has infringed even onto environmentally-sensitive locations.

91. Development densities are still low even within Honiara city. GHA may be said to be experiencing artificial land scarcity that is largely attributed to deficiencies of the Customary land system. Even if most of GHA are already in Crown⁴⁹ land, it was reported that there remains a climate of uncertainty of land ownership. Developers with FTE title for land are often thwarted by ‘pop-up’ squatters, long-established Crown Land title is regularly challenged on historical grounds, ransom strips are purchased in advance of development, and fractious conditions exist between many Customary landowners and squatters which threaten to lead to conflict.⁵⁰

92. The newly passed Planning and Development Act 2017⁵¹ will enable LPSs and other plans to have jurisdiction over Customary Land that has been registered, whereas previous legislation had no planning control over any Customary Land at all. Planning and

⁴⁸ National Statistical Office. 2009 Population & Housing Census, Report on Migration and Urbanisation. Solomon Islands.

⁴⁹ A term used in Solomon Islands for government-owned land.

⁵⁰ This was a constant theme in meetings with the private sector, amongst other development problems discussed, and is something everyone is fully aware of but, to date, unable to resolve. The result is that investment moves elsewhere, as has recently happened with a major company that has moved out of the Solomon Islands because of continuous unresolved land disputes. If this situation were to prevail then it would be difficult to implement the GHUDSAP.

⁵¹ The Town and Country (Amendment) Act 2017 was passed by SIG’s National Parliament on 13th February 2017. Amongst its provisions include an amendment to the title “Town and Country Planning Act” by substituting it with “Planning and Development Act.”

Development Boards (PDBs) replaced Town and Country Planning Boards and will deal with a more streamlined process of development assessments.

93. There is need to encourage mixed uses and greater densities for town centre and neighbourhood centres in order to provide more attractive places and a greater variety of facilities, to attract investment and to promote sustainable development. This would help to create a sense of place with a mix of uses to include, for example, hotels, housing and commercial development. This approach would arrest urban sprawl, help improve housing affordability, reduce utility servicing costs and generate increased revenue for the public sector. Infill and site redevelopment of outer residential areas would also help to increase densities and free up the market for accommodation.

94. The Strata Titles Bill 2017⁵² encourages increased densities and mixed uses in the central areas, and perhaps in the proposed neighbourhood centres. Certainly, developers have expressed a hope that this will herald a significant change for the better, which could help to generate demand for facilities and reduce utility and access costs, as well as lead towards the development of a modern urban environment. The Bill is currently before Parliament for debate.

95. Government should develop appropriate policies to address issues with regard to settlements located in areas considered to be hazardous (for example, landslip and flood prone sites), and where FTEs are unlikely to be issued by 2035. Following the formulation of such policies, government should then build the necessary capacity to implement these.

96. For settlements in non-hazardous locations, efforts to upgrade TOLs to FTEs should be continued. A programme to provide basic services should be put in place once the tenure status of a settlement becomes FTE.

97. The land identified by MLHS for planned housing⁵³ areas needs to be clarified in terms of the realistic availability of unencumbered sites. Similarly, vacant, derelict and underused areas throughout the GHA need to be identified in order to accommodate the doubling of population by 2035. Infill and redevelopment would also help to achieve this. This will need to be done as a matter of urgency.

4.2.2 Vulnerability to natural disasters and climate change impacts

98. GHA's vulnerability to natural disasters is expected to further be aggravated by climate change. Climate change projections to 2035 identify the possible effects of increased temperatures, more severe cyclones, and more intense rainfall. These three factors are interlinked. Increased temperatures lead to elevated sea temperatures which in turn intensify cyclones. More intense cyclones lead to higher wind strengths which can cause storm surge. Also cyclonic events are associated with lower barometric pressures which increase storm surge.

99. Developments have occurred on hazard risk areas such as those near the coast, along riverbanks, and on landslip prone areas. Many of these comprise informal settlements and their occurrence is attributed to in-migration, lack of affordable housing, weak implementation of land use regulations, and lack of political will. Another important issues is that most of the central Honiara area and many housing areas are below the 15m above mean sea level height which is considered to be the safety zone level for storm

⁵² Strata Titles Bill 2017. Draft version prepared by Christine Swift dated 10 February 2017.

⁵³ MLHS. 2015. *Honiara's Future: An Investigation to Identify Land for Urban Expansion Main Report, Version 1.1 for Land Board Meeting 25 June 2015.*

surge and tsunami risks.

100. Core infrastructures in GHA, such as the National Referral Hospital, has been identified by the World Health Organisation Hospital Safety Index as inappropriately situated due to its susceptibility to coastal hazards, liquefaction, and earthquake damage.⁵⁴ The GHA also suffers from a lack of environmental services. The main considerations for health are water supply, sanitation and solid waste. From an amenity point of view traffic congestion, air pollution (mainly dust) and lack green areas are important considerations.

101. It must be noted that the current disaster response plans place emphasis on actions after an event, not before. There needs to be more emphasis on disaster risk reduction, not recovery, by implementing avoidance measures such as emergency evacuation routes, street signs giving directions to evacuation centres, and public awareness campaigns explaining what actions should be taken in the event of an emergency and warning signals. There is a significant absence of preventative measures such as planned evacuation routes, signposts or guidance on how to minimise risk.⁵⁵

4.2.3 Constrained socio-economic growth

102. Economic opportunities, jobs and recreational centres for local people in the GHA are limited, especially for the youth. A key issue is the lack of integration between the urban and rural economies. Amongst others, this is due to the inadequacy of appropriate market facilities to accommodate the numerous vendors who sell rural produce such as fruits, vegetables, meat, and poultry. Government has to also improve urban-rural connectivity such as by improving roads and other transport infrastructure (such as wharves, storage, and shipping) that link GHA to the rural areas. Improvements in these areas will largely benefit the informal sector and provide income-generating opportunities for the women and youth.

103. The lack of access of local investors to sources of investment capital, including especially access to credit is also constraint to socio-economic growth. Since the closure of the Development Bank of Solomon Islands (DBSI) in the 1990s, local investors have had to rely on commercial bank loans for investment capital, which they mostly don't qualify for because they lack financial depth and cannot provide the required collateral. Overseas investors (it was observed) are beginning to dominate in some sectors. As a result, local investors have been largely crowded out of business development, particularly in the wholesale and retail trades, and in service sectors such as hotels and restaurants.

104. Cabinet has launched a study of the feasibility of reviving the DBSI⁵⁶. Once approved, legislation to revise the DBSI Act is required, as well as a substantial allocation of Government revenue to meet start-up costs (estimated to be "at least SBD 200 million").

105. Another issue constraining economic growth is the lack of secure access to land for investment. New businesses, whether in manufacturing or service industries, require secure access to land for building offices, hotels, restaurants, retail or warehouse floor

⁵⁴ WHO. 2014. *Screening Assessment of the National Referral Hospital, Honiara, Solomon Islands- Using the WHO Hospital Safety Index.*

⁵⁵ A table providing measures to reduce vulnerability to natural disasters and climate change is given in Appendix 4.

⁵⁶ *Revitalisation and Recapitalisation of the Development Bank of the Solomon Islands.* The study has produced several publications. The above information was taken from interviews with the Sub-Committee and *Setting the groundwork for a Business model for Development Bank of the Solomon Islands, Report*, Cabinet Sub-Committee Secretariat, 6 March 2017.

space, workshops, storage yards, etc. Access to secure land is an issue throughout the GHA, but the Henderson LPS, which allocates a sizable area of land for commercial and industrial development, encourages SWG members that the land access issue for new businesses, though still serious, is being addressed.

106. Other factors that undermine socio-economic development are high costs of building materials, and high operating costs due to poor infrastructure. Most building materials, especially reinforcing steel and other manufactured metal materials, are imported and unaffordable to local investors. The poor state of urban roads and their limited traffic capacities were cited as reasons that the operating costs of a business in GHA are higher than they should be (in the form of transport time due to poor surfaces and traffic congestion, and vehicle operating costs on rough surfaces). Lack of reliable access to electricity, water supply, and sanitation also require sometimes expensive substitutes or work-arounds that raise operating costs.

107. If these constraints could be relaxed (through institutional development, urban infrastructure investment, and other public policy changes), investor confidence in the GHA as an area in which to start a new business would be considerably raised. Potential local investors would be interested in starting businesses in a variety of sectors including construction, public transport, agricultural processing, tourism, and manufacturing.

4.2.4 Inadequate urban infrastructure and basic services

108. Land ownership and land occupancy issues have become barriers to successful infrastructure and basic urban services implementation. Given the expected increase in population and households over the next decade, it is important that new subdivisions are developed in a coherent way as defined in the LPS's because formed roads are a requirement for water supply, sanitation and power expansion.

109. The effective delivery of infrastructure and basic urban services have also been hampered by the lack of coordination between various responsible agencies. Projects have often been undertaken independently such that the benefits of combined effects have not been achieved. Decision-making processes remain top-down and formal institutional mechanisms to ensure the engagement of stakeholders in planning, implementation, and monitoring are inadequate. Service providers are national providers and thus plan investments and operations in the context of national rather than GHA priorities and selection criteria and do not include the directions of HCC and GPG.

110. Options available to the City and Provincial administrations for addressing the problems of poorly performing infrastructure are extremely limited, and poor services therefore persist for long periods. The HCC and the GPG share responsibilities for planning and municipal services within GHA, but do not jointly plan or coordinate these functions.

4.2.5 Limited financial resources and weak institutional mechanisms

111. HCC's and GPG's access to finance and role in the provision of services are extremely limited. They have had to rely on national funds which are severely constrained and urban development is not prioritised. Thus, there is heavy reliance on financial support from development partners. An option is to use Community Service Obligation⁵⁷ funds but

⁵⁷ Community Service Obligation (CSO) funds, under national policy, are available to subsidise essential services to the poor, are difficult to access and at present are not extensively applied in the GHA for such services as water supply, electricity, or waste management.

these are only available to SOEs. There are also opportunities for public-private partnerships which have not yet been fully explored.

112. HCC and GPG have no control over investments in or O&M of key municipal infrastructure and services such as roads, waste and wastewater, electricity, and drainage and flood control. City and Provincial administrators lack a means of communicating urban development priorities to national authorities for action. There are cases where the city and provincial governments have not been able to take lead roles in the planning and provision of some services.

113. HCC and GPG, as currently constituted and staffed, lack the institutional capacity to take on additional responsibilities (such as infrastructure asset monitoring) beyond their current functions, despite considerable institutional strengthening efforts.

114. Institutional strengthening efforts on behalf of HCC have been supported by New Zealand for over 10 years, first under the Commonwealth Local Government Forum (to 2011) and then under the HEDSUP, which operated to 2016.

4.2.6 Absence of mechanism for pursuing integrated development

115. The direction and shape that urban development in the GHA takes in the future is a major concerning issue, and stakeholders strongly felt that development should be controlled by a planning and coordinating agency that would effectively integrate the planning and investment functions of the several national Ministries, SOEs, and City and Provincial administrators that have direct roles in providing essential services within the GHA. Such an agency should have sufficient capacity to monitor and identify the priority needs of the GHA and communicate them to the service providers in a way that elicits a rapid response.

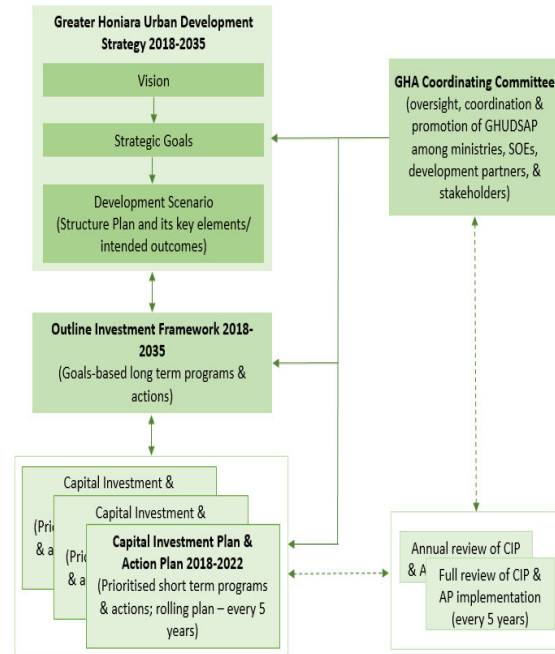
5 GHA URBAN DEVELOPMENT STRATEGY 2018 – 2035

5.1 Structure of the GHUDSAP

116. The GHUDSAP includes a Greater Honiara Urban Development Strategy (GHUDS) 2035 which provides the framework for the GHA’s urban growth. The GHUDS comprises a guiding Vision and strategic Goals which are translated into physical form through a Development Scenario.

117. The GHUDS is supported by an Outline Investment Framework 2018-2035 which provides an indicative guide for investments over the long-term. A five-year rolling Capital Investment and Action Plan (CIP & AP) 2018-2022, in turn, defines the priority programmes and actions to implement the GHUDS. The CIP & AP should be monitored and reviewed annually to determine if targets are being met. A full review of the CIP & AP should be undertaken after every five years in order to update the definition of the priorities.

Figure 6. Structure of GHUDSAP



Source: ADB TA Consultant

5.2 GHA Vision 2035 and strategic Goals

118. The GHUDS is anchored on a GHA Vision 2035 and six strategic Goals which serve as its unifying framework.⁵⁸

Goal 1: Establish a peaceful community

119. GHA shall be a peaceful community where people live in cohesive, safe, secure, and equitable neighbourhoods. Traditional institutions shall be at the forefront of achieving this with the support of all sectors of the community including women and youth. Cultural preservation shall be promoted as a means to foster stability in the communities. This may started by restoring the traditional names of settlements in GHA.

GREATER HONIARA AREA VISION 2035

Peaceful
Resilient
Inclusive
Sustainable
Master planned
Effectively managed

120. Land issues shall be resolved through policy and institutional reform, informal settlements shall be upgraded through formalisation and provision of basic services and infrastructure, and secure access to affordable housing should be provided for all residents. Equal rights between men and women as well as vulnerable groups with regard to land ownership shall be ensured.

⁵⁸ The Vision and strategic Goals were also agreed upon by the Stakeholders during the joint Steering Committee Meeting and Stakeholders Forum on 4 July 2017.

Goal 2: Improve resilience to natural hazards and climate change

121. GHA shall be resilient where developments are adaptive to changes in environmental conditions. Priorities to improve GHA's climate resiliency include the promotion of an integrated flood risk management approach to development, control of waterways anchored on a comprehensive study to reduce disaster risks, and integrating climate change considerations in the design and construction of infrastructure and facilities. The improvement of emergency response mechanisms through establishment of safe evacuation routes, installation of appropriate directional signs, public awareness campaigns, and installation of an audible flood warning system is also considered a priority. Attention will be given to developing mechanisms that integrate emergency response needs of vulnerable groups, such as physically disabled, pregnant women and the elderly.

Goal 3: Ensure inclusive growth

122. GHA shall have inclusive development such that its population are equally serviced by basic infrastructure and affordable services. Planning for infrastructure and services shall be made effective and in harmony with the GHUDS. Transportation planning should be undertaken to cover the entire GHA and the strategic plans of SOEs should be revised to consider the directions set by the GHUDS. There should be good coordination between service providers and stakeholders particularly in the latter's provision of rights-of-way to infrastructure. Access to basic infrastructure and affordable services is important for all segments of the population, irrespective of gender, income level, socioeconomic status, age, or physical well-being.

Goal 4: Support sustainable economic growth

123. GHA shall have sustainable economic growth that is diversified and robust. The GHUDS calls for the active promotion of tourism which is seen as a key economic driver of GHA. In addition, strategic investments in other priority economic sectors, such as industry, agriculture and forestry shall be supported alongside efforts to strengthen entrepreneurship in small-scale establishments. Particular attention shall be to provide enhanced economic opportunities and access to skills development opportunities to women and youth.

Goal 5: Master-planned development

124. GHA will be master planned so that development is incremental, integrated, cohesive and provides conditions for sustainable livelihoods. The city centre shall be re-developed and transformed into an attractive place for business and investments. The expansion of housing areas shall be accessible and affordable for all, and carefully planned with adequate infrastructure and provision of services. A network of green and open spaces, to include linear river parks, botanical garden, national parks, and city waterfront shall be established. A local planning scheme shall be prepared for the un-planned southern areas of GHA to ensure its proper integration into the established urban areas.

Goal 6: Effective urban growth management

125. Sustainable development shall be facilitated through the consolidated management of GHA's development by way of the establishment of an inter-agency planning and coordination agency to be created through legislation. There shall be

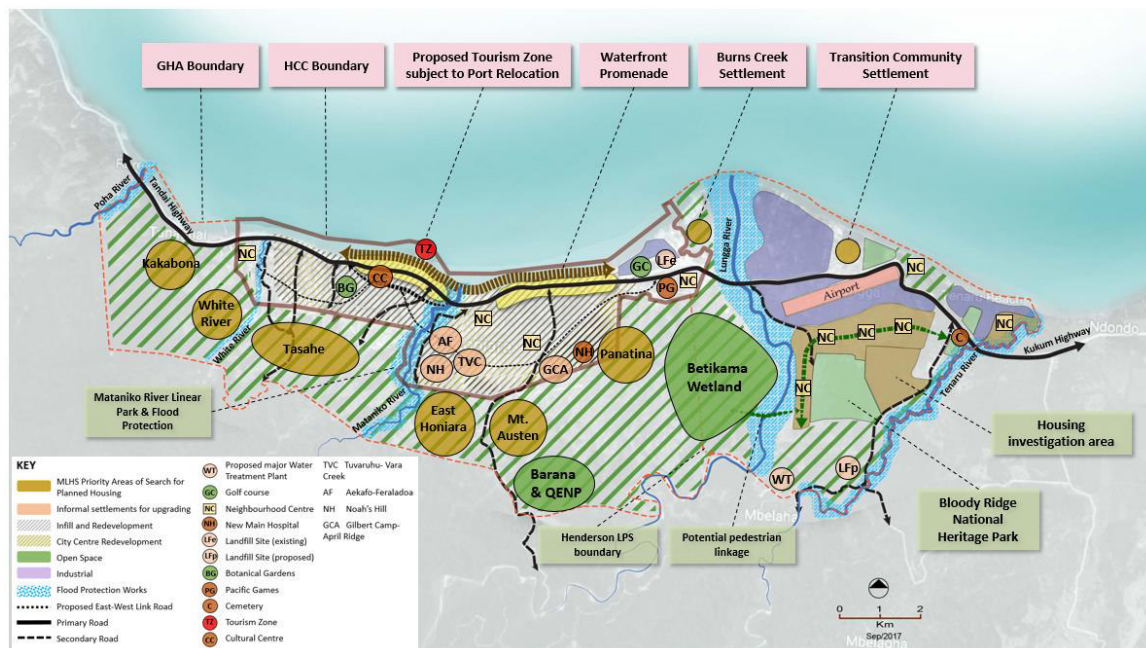
appropriate representation amongst ministries and other sectors of society including women and youth in the planning and decision making processes of this envisaged coordination agency. At least 30% of committees shall comprise of women (e.g., GHA Coordinating Committee and Executive Council).

126. The capacities of HCC and GPG to appropriately manage and control developments shall be enhanced through the preparation of coordinated local planning schemes, an integrated scheme for the whole of GHA, and institutional capacity building activities. Men and women shall have equal opportunity to participate in skills development and capacity building activities.

5.3 Preferred Development Scenario: Structure Plan

127. The Preferred Development Scenario⁵⁹ outlines the strategic planning policies to guide the identification, location, and timing of investments and actions in the GHA. It is intended to provide an integrated framework for physical development to ensure that subsequent actions are aligned with the Vision and strategic Goals for GHUDSAP.

Figure 7. Preferred development scenario



Source: ADB TA Consultant as consolidated from the outputs of the Stakeholders Forum (4 July 2017).

5.4 Key Elements

128. The Preferred Development Scenario seeks to improve the capacity of GHA to absorb future urban growth and ensure its sustainable development through: i) providing adequately planned housing expansion areas, ii) improving transportation and service infrastructure, iii) encouraging mixed uses and higher densities in the urban centre, iv) providing venues for investments in industries and tourism, and v) strengthening climate resiliency. Elements and components should integrate opportunities for women, youth,

⁵⁹ Two alternatives development scenarios (Appendix 5) were deliberated upon during the joint meeting between the PSC and Stakeholders Forum on 4 July 2017. Consensus was reached in the same meeting with regard to the Preferred Development Scenario.

vulnerable population, and persons with disabilities for enhanced social equity and inclusion.

Table 7. Key elements and components of the Preferred Development Scenario

Key elements	Components
1. Planned housing areas	<p>Provide suitable land to accommodate 135,000 people or 19,000 households:</p> <ul style="list-style-type: none"> • Use of vacant, redevelopment or infill sites in existing areas. • Mixed use and medium-density affordable housing in the city centre. • New settlement areas in Henderson with appropriate flood risk management measures in place. • Future housing expansion area to be at the end of upgraded north-south secondary roads. <p>Upgrade priority informal settlements.</p>
2. Key road and utility corridors	<p>Improve internal circulation and enhance urban-rural connectivity:</p> <ul style="list-style-type: none"> • Upgrading of Kukum Highway and construction of inner (city centre) bypass road from Heritage Hotel roundabout to new HCC roundabout (with possible extension to Rock Haven and Pacific Casino commercial area). • Upgrading of north-south roads such as White River and Tuvaruhu Roads. • Provide east-west links to enhance the urban centre's connectivity to Henderson and Poha as well as to the rural areas.
3. Henderson Airport improvements	<p>Upgrade Henderson Airport to improve capacities and climate resiliency:</p> <ul style="list-style-type: none"> • Expansion and upgrading of international and domestic terminals in time for the Pacific Games; • Provision of a second apron and additional taxiway. • Flood protection works in the area along Lungga River.
4. New major public facilities	<p>Establish the required public facilities supportive of the overall development of GHA:</p> <ul style="list-style-type: none"> • Mixed-use neighbourhood centres with shops/markets, schools, clinics, community halls, safety measures, livelihood training centres, and basic transport interchanges in White River, Naha, and Kukum wards as well as in the Henderson area. • Relocated National Referral Hospital at the Gilbert Camp area. • New landfill site on the southern edge of Henderson. • New sub-regional cemetery on the eastern edge of Henderson. • Community (or recreational) centres for young men and women. • Major water treatment plant on the southern edge of Henderson. • Expanded University of the South Pacific on part of the King George VI school grounds.
5. Sports facilities for Pacific Games 2023	<p>Provide for adequate sports facilities for Pacific Games 2023:</p> <ul style="list-style-type: none"> • Major facilities to be developed within the SINU campus and KGVI school grounds including a 12,000 to 15,000 capacity stadium. • Other facilities to be accommodated on the Cricket Ground and Town Ground. • To include appropriate facilities for men and women, and be accessible to people with disabilities.
6. Upgrading/Regeneration of central areas	<p>Improve liveability and facility provision in the central areas:</p> <ul style="list-style-type: none"> • Upgrade and regenerate Point Cruz, Chinatown and Pacific Casino retail/tourism areas. • Incorporate climate resilience and disaster risk management into planning and design. • Integrate gender considerations into the planning and design to ensure facilities are gender responsive (e.g., safety aspects, economic and job opportunities, and facilities).
7. Waterfront park/esplanade	<p>Ensure public access to the waterfront and enhance its tourism value:</p> <ul style="list-style-type: none"> • Upgrading of waterfront areas from Town Ground via Point Cruz to the eastern end of the Pacific Casino commercial strip into a major seafront esplanade. • Formulate policy and legislation to regulate developments in areas below the high-water mark.

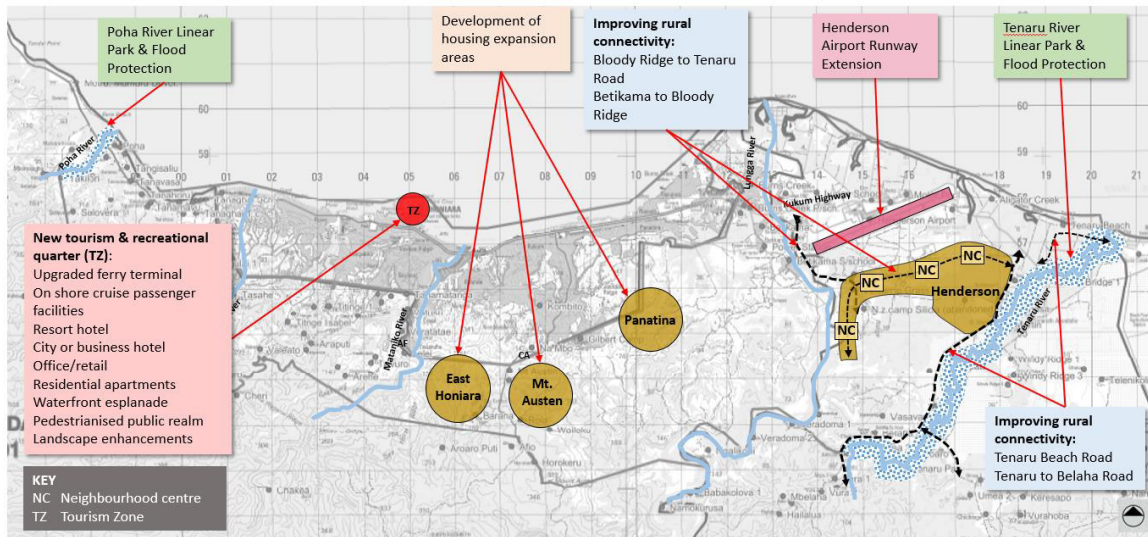
Key elements	Components
	<ul style="list-style-type: none"> • Provide public access (walkability and use) to the waterfront.
8. Point Cruz Port relocation	<p>Relocate industrial and port-related storage activities outside of GHA:</p> <ul style="list-style-type: none"> • Domestic ferry terminal to be retained and improved to include reception facilities for cruise liner passengers. • Integrate gender considerations and safety elements into the improvements of the domestic ferry terminal and facilities for cruise liners.
9. Central tourism areas	<p>Enhance tourism development in the city centre:</p> <ul style="list-style-type: none"> • New tourism and recreational quarter to be developed in the Point Cruz peninsular (following the relocation of industrial and port storage activities) with access to local commercial vendors (men and women).
10. Industrial zones	<p>Facilitate the growth of investments in industries:</p> <ul style="list-style-type: none"> • Upgrading of roads and flood protection works in the Ranadi industrial area; and • Establishment of new industrial areas in Henderson.
11. Themed heritage tourism planning	<p>Develop a heritage-based tourism circuit:</p> <ul style="list-style-type: none"> • Develop events and facilities to showcase heritage. • Ensure heritage-based tourism interventions that promote women, youth, and Solomon Island people and culture in a positive light. • Create equal job opportunities for women and youth in tourism, with skills development opportunities for all. • Development of tourism circuit linking Bloody Ridge National Heritage Park to the US and Japanese war memorials in Mt. Austen, and establishment of a thematic link with Red Beach, Betikama, and Tetere emphasising the Battle of Guadalcanal. • Development of heritage routes along Maruyama Trail and that taken by Alvaro de Mendana along the Mataniko River.
12. Bloody Ridge National Heritage Park	<p>Enhance the preservation of GHA's heritage:</p> <ul style="list-style-type: none"> • Provision of visitor centre, parking facilities, walking routes, interpretation facilities, and environmental enhancements.
13. Nature reserves and parks	<p>Sustain the GHA's natural reserves and parks:</p> <ul style="list-style-type: none"> • Development of Barana/Queen Elizabeth National Park, Betikama Wetlands, and Botanical Gardens.
14. River corridor linear parks	<p>Establish landscape corridors to provide integrated flood risk management and recreational amenities to the population:</p> <ul style="list-style-type: none"> • Development of landscape corridors along White, Mataniko, and Lungga Rivers to include embankment strengthening, dredging/canalisation, tributary improvements, linear parks, and enforcement of no-build zones (for roughly 50m-100m width).

Source: ADB TA Consultant

5.5 Phases of Urban Development and Growth

129. The implementation of the GHUDS shall be in three phases. The first phase, covering the period 2018-2022 is intended to lay the foundation for GHA's sustainable development and prepare GHA for the Pacific Games 2023 by focusing on the following: i) improving its resilience to natural hazards and climate change, ii) improving the connectivity between HCC proper and Henderson, and the areas for planned housing expansion, iii) improving provision of basic urban services in the urban centres, iv) upgrading of informal settlements, and v) laying the foundation for business and industrial growth.

Figure 10. Phase 3: Further strengthening the economic potential of the city centre & emphasising well-distributed growth



Source: ADB TA Consultant

6 LONG-TERM INVESTMENT FRAMEWORK AND 5-YEAR ROLLING PLAN

6.1 Project Identification and Prioritisation

132. A long list of potential projects supportive of the GHUDS and categorised according to the broader set of strategic Goals were identified with reference to existing plans, such as the NIIP, NTP, and those of various ministries and SOEs. Inputs were also given by stakeholders, SPC-CTA and ADB TA Consultant. The projects were initially screened by the ADB TA Consultant for their eligibility to be included in the investment framework using a 4-point criteria which include:

1. It should be of strategic importance at the GHA level i.e. not part of routine expenditures or neighbourhood level projects;
2. It should involve the rehabilitation and/ or replacement of existing infrastructure, public-use facilities, and social facilities;
3. It should involve the construction of new infrastructure, public-use facilities, and social-use properties if economically justified; and
4. It should involve the provision or enhancement of facilities and infrastructure for climate resilience, DRM, resource protection, public welfare, safety and amenity.

133. The developed list, with each project having support details such as description and estimated cost,⁶⁰ was discussed with the SWGs. These were presented to the PSC in its 11 September 2017 meeting where the list was endorsed. For further validation, the list was presented to the Stakeholders Forum held on 15 September 2017.

134. The projects were prioritised during the same Stakeholders Forum where a 10-point criteria was applied. By working in small groups according to the GHUDS's strategic Goals, the stakeholders collectively assessed each project on its ability to meet each of criteria. The ensuing list of priorities served as a guide in the design of the OIF 2018-2035 and succeeding 5-Year rolling CIP & AP.

10-point prioritisation criteria

1. The project fulfils a mandated function of the national, city or provincial government.
2. The project was started in a previous year or included in a previous year's capital investment plan.
3. The project provides an important health or safety benefit.
4. The project can improve the GHA's climate resiliency.
5. The project will benefit at least 50% of GHA residents.
6. The project would have positive economic development contribution.
7. The project will promote compact urban growth.
8. The project's cost will be offset by operating cost savings or increased revenues.
9. There is good probability for development partner assistance or public private partnership.
10. The project can be readily implemented.

6.2 Outline Investment Framework 2018-2035 and Capital Investment Plan 2018-2022

135. Programmes and actions supportive of each goal of the GHUDS were identified. The OIF identifies 144 actions for implementation with an estimated total cost of SBD 4.3

⁶⁰ Costs for infrastructure and housing were taken from government documents such as the NIIP and NTP, SOE plans, or estimated from formulae used by government ministries such as MID and MLHS. Others were based on similar projects (such as the proposed landfill which was based on one in Dili, East Timor) and on the ADB TA Consultants' experience in previous assignments such as for feasibility studies and master plans. The cost estimates will have to be updated to take account of (i) inflation; (ii) climate adaptation principles prepared under DFAT funding; and (iii) to meet implementation requirements of higher technical standards that will be produced as one output from the expected Capacity Building Technical Assistance projects proposed for MID and Solomon Islands Water Authority (SW).

billion (USD 549 million). The 5-year rolling CIP & AP 2018-2022 defines the actions to be implemented in the first phase. The CIP & AP comprises 116 actions with an estimated cost of SBD 1.9 billion (USD 245 million). The details of the OIF is given in Appendix 6 whilst that of the CIP & AP is given in Appendix 7.

Table 8. Funding Status for OIF (2018-2035) and Phase 1 CIP & AP (2018-2022)

Item	Period: 2018-2035			Phase 1: 2018-2022		
	SBD (million)	USD (million)	No. of Actions Identified	SBD (million)	USD (million)	No. of Actions Identified
Total	4,290.10	549.13	144	1,891.07	244.97	116
Secured	27.80	0.17	9	27.76	0.17	9
Planned	3,899.85	502.57	66	1,654.94	218.09	62
Unsecured	362.44	46.39	69	208.47	26.73	45

Notes:

1. Key to funding status:

- a. Secured - loan/ grant agreement with development partner has been signed; or SIG already has specific budget allocation.
- b. Planned - SIG is already in discussion with a development partner even if no loan/grant agreement has been signed yet; or SIG plans to fund but there is no specific budget allocation yet.
- c. Unsecured - the funding source is unknown.

2. Currency exchange rate: 1US\$=7.8SBD.

Source: ADB TA Consultant

136. The programmes and actions in the OIF and CIP & AP should not be seen as stand-alone, i.e., they are mutually inclusive. In looking at an action, consideration should be given to other actions that have to be harmonised with it, may support it, or be affected by it. For instance, the action regarding integrated flood risk management should be related to actions addressing solid waste management (solid waste master plan, new landfill, etc.). Moreover, these actions should incorporate proper due diligence that looks at the potential socioeconomic impacts and job and employment opportunities for men and women.

6.3 Financing Plan

137. It is expected that the core infrastructure components of the OIF and CIP & AP will be taken up by SIG and the community of development partners that have been supporting urban infrastructure development in GHA through concessional loans or grants. Recurrent costs will be met largely from the national budget allocations of the respective sector Ministries as well as from the tariffs of service providers.

138. Actions relative to climate change adaptation and disaster risk management (such as installing early warning systems and strengthening escape routes in vulnerable urban areas) may qualify for funding under Global Environment Facility-supported and related bilateral and multilateral global climate funds. As far as is known, funding from such sources has not previously been accessed for climate resiliency projects within the GHA.

139. In addition to infrastructure investment, priority actions in the CIP include feasibility studies and capacity building. These do not incur recurrent costs but are designed to prepare the groundwork for additional infrastructure investments, and are therefore appropriate for development partner financing. The SIG, however, will need to provide support for actions that are largely focused on institutional (e.g., consolidated urban management) or policy (e.g., affordable housing strategy) development, as these are Government-focused strategic priorities. In addition, actions for preparing disaster risk

management plans and climate change adaptation strategies will be eligible for funding under the global climate funds mentioned above.

140. Assuming that a successful affordable housing policy is implemented, the number of tax-paying FTEs in the HCC portion of GHA will more than double, and the number in the GP portion of GHA will very substantially more than double. There will be additional business formation in both areas as well, further adding to the tax revenue base. This may improve the capacity of HCC and GPG to finance some actions and develop new financing mechanisms (e.g., tax incremental financing).

141. The above, however, critically depends on the affordable housing policy designed and implemented in the near future, and on how effective it is – i.e., whether housing is actually affordable to all residents of the GHA. It is not known what the average land values will be of future housing which have FTE titles (which, as intended, will cover 100% or nearly so of the available housing stock). It is therefore not possible to predict what new property tax revenues will be available within the GHA as a result of a successful housing policy, beyond that there will be an increase in such revenues and it is likely to be substantial.

7 IMPLEMENTATION ARRANGEMENTS

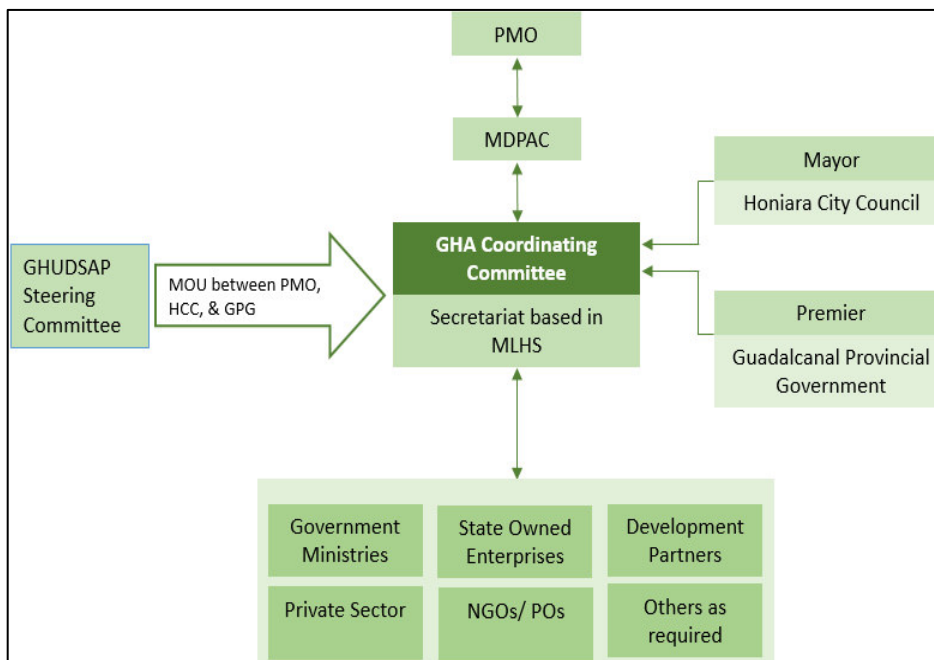
7.1 Coordinating agency

142. To rationalise planning and implementation processes in the GHA, new legislation is needed that institutionalises and empowers mechanisms to (i) unite the planning functions of the HCC, the GPG, and the key national service providers, regulators, and financial coordinators and (ii) invest executive authority in a senior agency (initially referred to as an Executive Council) to undertake planning and coordination functions. At least 30% of the proposed Executive Council (or its equivalent) shall be comprised of women members.

143. A feasibility study has been proposed and is included in the first 5 year CIP & AP to determine stakeholder acceptance and legislative requirements of a centralised urban executive capacity with direct links to national and external funding sources. The study would determine the costs, resource sources, and requirements for personnel and infrastructure requirements for its effective administration, and would be implemented by the Prime Minister’s Office working in conjunction with the National Planning Office.

144. It is, however, expected that there will be a time lag between the planned start of implementation of GHUDSAP programmes and actions, and the official creation of such Executive Council. It is thus recommended that an interim GHA Coordinating Committee be established to perform oversight and coordination functions with regard to the implementation of GHUDSAP. It must be consulted on any development and implementation of activities and projects identified by GHUDSAP or those that may have GHA-wide implications. The Committee should also be able to recommend to the Planning and Development Boards of GPG and HCC actions that may be deemed necessary for developments within GHA. It should also participate or be consulted on studies on how best to establish the GHA Executive Council as well as in the preparation of the enabling legislation.

Figure 11. Recommended interim implementation arrangement



Source: ADB TA Consultant

145. This Committee shall be chaired by the Permanent Secretary of MLHS with the Mayor of HCC and Premier of GPG as Deputy Co-chairpersons. There shall be 15 members comprising representatives from SIG, HCC, GPG, non-government organisations, private sector, and youth. At least 30% of the GHA Coordinating Committee shall be comprised of women members. It should have a Secretariat that is based in MLHS. The draft outline Terms of Reference of the Committee is given as Appendix 8.

146. It is proposed that the GHA Coordinating Committee be established immediately after GHUDSAP is endorsed by the SIG Cabinet. This may be done through a Memorandum of Understanding between SIG, HCC, and GPG, which shall be in effect until the Executive Council is officially created and mandated.

7.2 Communications strategy

147. The GHA Coordinating Committee shall also be responsible for communicating GHUDSAP to government agencies, SOEs, stakeholders and development partners. This is necessary in order to increase the awareness and garner the support of the development actors in GHA. A communications strategy may involve activities such as:

- Awareness raising in communities through a series of village and ward-level meetings targeting a broad array of stakeholders to include community leaders, customary landowners, women, and youth, amongst others.
- Coordination meetings with government ministries, SOEs, development partners and private sector to discuss specific issues.
- Greater awareness by having a 'GHUDSAP-page' in MLHS's website or through social media (Facebook or Twitter).

8 RESULTS FRAMEWORK AND MONITORING

8.1 Results Framework

148. At this stage, high-level indicators have been developed for GHUDSAP in order to facilitate the monitoring and evaluation of its accomplishments as well as to identify and learn from the issues attendant to its implementation. In preparing the GHA database, the GHA Coordinating Committee (or equivalent) should expand this framework to include baseline values and other targets. Efforts to disaggregate indicators by sex, youth and other particulars should be made where it is appropriate. Information may be drawn from, amongst others, the Solomon Islands Poverty Maps⁶¹ and from the results of the on-going Village Resource Survey being done by NSO.

Table 9. GHUDSAP's intended impact and outcomes

Impact					
A peaceful, resilient, inclusive, sustainable and master planned urban centre with effective urban governance.					
Outcomes					
Improved peace and order	Improved resilience to natural hazards and climate change	Improved access to infrastructure and basic services	Sustained economic growth	Improved liveability	Strengthened institutional capacity
Outputs					
<ul style="list-style-type: none"> Identified ways to enhance community cohesion, safety & equity. Improved security in the communities. Upgraded informal settlements. Established SIG policy and approach on affordable housing. 	<ul style="list-style-type: none"> Reduced flood risk. Climate proofed individual developments. Improved emergency response mechanisms. 	<ul style="list-style-type: none"> Strengthened organisational capability Improved roads and drainage Improved access to basic services such as water, sanitation, solid waste management, and electricity. Improved internet connectivity. 	<ul style="list-style-type: none"> Enhanced tourism development. Strengthened other priority economic sectors such as agriculture, forestry, SME entrepreneurship, and industry. 	<ul style="list-style-type: none"> Redeveloped city centre. Upgraded recreational parklands. Sports Facilities for Pacific Games 2023. Strategic investments in other priority interventions. 	<ul style="list-style-type: none"> Well-coordinated planning and implementation in GHA. Strengthened planning and development control capabilities of GPG and HCC.
High level indicators					
<ul style="list-style-type: none"> Findings on study on community cohesion, safety, & equity endorsed by SIG. Reduced incidence of crime and gender-based violence. Number of informal settlers (sex disaggregated) relocated from hazardous areas. Number of informal 	<ul style="list-style-type: none"> Established and operational management committee on integrated water management with at least 30% women representation. Established river linear park protection corridors. Reduced number of people (sex disaggregated) affected by floods. 	<ul style="list-style-type: none"> Number of capacity building programmes undertaken. Number of trainees in capacity building programmes, at least 30% shall be women. Reduced travel time and cost of road repairs and maintenance. Number of people (sex disaggregated) 	<ul style="list-style-type: none"> Number of established tourism circuits. Number of tourist establishments. Number of trainings and trainees for men and women including the youth in tourism-related employment and businesses. Improved quality of agricultural 	<ul style="list-style-type: none"> Number of upgrading/regeneration projects undertaken in the city centre. Number of improved recreational parklands. Established and operational facilities for the Pacific Games. Upgraded Henderson Airport. Findings of studies on relocation of Point Cruz Port 	<ul style="list-style-type: none"> Established and operational GHA Coordinating Committee with at least 30 % women representation. Established and operational GHA Executive Council with at least 30 % women representation. Updated Local Planning Schemes endorsed and

⁶¹ National Statistical Office. 2017. *Solomon Islands Poverty Maps*. Prepared with the support of the World Bank and Australian High Commission.

settlers (sex disaggregated) with access to basic infrastructure and services. <ul style="list-style-type: none"> Study on financing and technology options for affordable housing endorsed by SIG. 	<ul style="list-style-type: none"> Amended and effectively implemented National Building Code and Local Planning Schemes. Number of people (sex disaggregated) with access to emergency response mechanisms. 	served by basic services. <ul style="list-style-type: none"> Number of people (sex disaggregated) with access to internet services. 	produce sold in the markets. <ul style="list-style-type: none"> Number of neighbourhood centres established. Findings of studies on strengthening livelihood options in the forest industry, SME entrepreneurship, and Special Economic Zone endorsed by SIG.	and National Referral Hospital endorsed by SIG. <ul style="list-style-type: none"> Established sub-regional cemetery. 	implemented by SIG.
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Source: ADB TA Consultant

8.2 Monitoring Progress

149. In order for the GHUDSAP to continue to be relevant up to 2035, the strategy will need to be updated and revised on a regular basis by the GHA Coordinating Committee, and ultimately, by the Executive Council. The actions identified for CIP & AP 2018-2022 be reviewed annually. Progress on implementation needs to be monitored based on a more detailed results framework with indicators and baseline data, with completed actions removed, existing listed actions amended, where necessary, and new ones added that build on the progress made.

150. A full review of the CIP & AP shall be undertaken every five years to determine progress, extract lessons learned, and re-assess priorities which shall become the basis of the succeeding 5 year action plan.

Table 10. Periodic monitoring of GHUDSAP

Indicator	Target	Responsibility
GHUDSAP is widely disseminated to stakeholders	GHUDSAP website established and operational	GHA Secretariat
Annual review of implementation of actions listed in the CIP & AP	Completed (in line with SIG, HCC, and GPG Annual Budgets)	GHA Secretariat
Full review of CIP implementation (every 5 years)	Completed (in line with SIG, HCC, and GPG Medium Term Strategies and Priorities)	GHA Secretariat

Source: ADB TA Consultant

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