



# STRATEGIC PLAN 2025-2030

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# Why Join SICCI?

Business Connectivity |  
Partnership | Innovation |  
Creativity | Integrity |  
Informative

Shape the future.

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## PREFACE

The Solomon Islands Chamber of Commerce and Industry (SICCI) is the National Private Sector Organisation and the peak representative body for the private sector in Solomon Islands.

SICCI currently has over 200 members as well as a number of affiliations to other national private sector organisations, covering approximately 80 percent of the Solomon Islands private sector workforce. Sixty (60) percent of the SICCI membership is made up of Small Medium Enterprises employing less than 20 employees. SICCI was established in 1977.

SICCI continues to be a strong advocate of private sector interests – for both small and large companies alike – and aims to work constructively with the government, the Solomon Islands community and international donor organisations.

The Solomon Islands Government remains our key stakeholder and our continuous collaboration and engagement with the Government is critical to working towards a conducive business environment where the private sector can grow and jobs are created for our growing population.

SICCI is driven by its vision for the Solomon Islands, its own mission and the values which governs the way it goes about its work.

## ACKNOWLEDGEMENT

The Solomon Islands Chamber of Commerce and Industry is the National Private Sector Organisation and the peak representative body for the private sector in Solomon Islands. SICCI wish to acknowledge the support and sponsorship from its business members, affiliates, honorary members, the Platinum and Gold Sponsors, Internews, ILO and the Australian Government through its Australian High Commission Office to Solomon Islands.

## VISION AND MISSION STATEMENT

**VISION:** A vibrant private sector, leading to better lives for our people.

**MISSION STATEMENT:** A member driven organization that (a) champions policies that deliver jobs and growth, and (b) supports services that assist members to grow their business.

## SICCI PRIORITIES



### ADVOCATE

Enhance the enabling environment for the private sector to drive economic growth.



### SUPPORT

Facilitate, support and promote business competitiveness and trade.



### CONNECT

Improve linkages between productive sectors and strengthen value chains.



### BUILD

Strengthen the capacity of the Chamber to lead private sector development.

## VALUES

**Our value proposition:** Insight and intelligence that cannot be obtained elsewhere.

**Our values:** Excellence, Partnership, Innovation, Creativity, Integrity and Informative.

## OBJECTIVE 1: CREATE A MORE ENABLING POLICY ENVIRONMENT FOR THE PRIVATE SECTOR TO DRIVE ECONOMIC GROWTH

### STRATEGY 1.1: ADVOCATE ON BEHALF OF THE PRIVATE SECTOR TO GOVERNMENT TO ENHANCE THE BUSINESS ENABLING ENVIRONMENT

Activity	Timeframe	Resources (est. costs and staff resources)	Performance Indicators
a) <b>Conduct corporate social responsibility activities targeting youth (e.g. school awards, high school environment competition, career day, young entrepreneurs' competition)</b>	Ongoing	Secretariat resources (Member Services Officer and Training Coordinator)	Proportion of 'good' and 'excellent' ratings of Chamber's performance in advocacy services in member survey on effectiveness of Chamber's services.
b) <b>Strengthen SICCI Private Sector Policy Statements, to identify priorities for economic development and develop a national business agenda.</b>	By Mid-2026	Secretariat resources 6 Public consultations funded by Internews (Funded by Internews)	
c) <b>Strengthen specialized member taskforce groups aligned with sector-wide approach to develop sector specific policy recommendations</b>	Ongoing	SICCI Industry groups	

<p><b>d) Develop evidence-based private sector submissions to government and other partners on key economic and social issues affecting the private sector to inform policy development</b></p>	<p>Ongoing</p>	<p>Secretariat resources Policy Team and Membership Officer (Policy Coordinator and Policy Officer)</p>	<p>Number of SICCI private sector positions submitted to government</p>
<p><b>e) Participate in PIPSO Board, working groups and workshops and advocate to the Government of Solomon Islands to support PIPSO's participation in regional policy dialogues to inform regional policy development</b></p>	<p>Ongoing</p>	<p>Representatives' time and effort Secretariat support</p>	<p>Participation of PIPSO in regional dialogues</p>
<p><b>STRATEGY 1.2: FACILITATE EFFECTIVE PRIVATE SECTOR PARTICIPATION IN AND INPUT TO POLICY DEVELOPMENT</b></p>			
<p><b>a) Conduct regular and effective surveys of members (e.g. business confidence, minimum wage, taxation on business community) to collect data on current economic and social issues (e.g. size of business, employees, industry)</b></p>	<p>Ongoing</p>	<p>Secretariat resources (Policy Coordinator and Policy Officer, Qualtrics)</p>	<ul style="list-style-type: none"> <li>• Number of member surveys conducted</li> <li>• Average response rate to member surveys</li> </ul>
<p><b>b) Facilitate member participation in government and development partner consultations to advocate collective private sector positions</b></p>	<p>Ongoing</p>	<p>Secretariat resources (CEO, Policy Team)</p>	<p>Number of government and development partner consultations attended by Chamber members</p>
<p><b>c) Participate in Government Boards and committees to represent private sector</b></p>	<p>Ongoing</p>	<p>Representatives' time and effort Secretariat support</p>	<p>Number of government boards and committees with Chamber representation</p>

views. Report regularly to members on board/committee work.			
<b>STRATEGY 1.3: STRENGTHEN PUBLIC-PRIVATE DIALOGUE AND ENGAGEMENT</b>			
a) Continue regular dialogue and engagement with government on issues affecting the private sector through advocacy activities	Ongoing	Secretariat Resources (Policy Team, Membership Officer CEO) Industry group representatives'	Number of policy consultations/meetings with government and development partners
b) Hold annual Pre Budget-Forum with Government to present and discuss private sector position on key economic issues	Forum held each year before government budget screening meetings	Secretariat Resources Funded by Corporate Partners (Policy Team, Member Services Officer and CEO)	Budget Forum held annually before government budget screening meetings
<b>STRATEGY 1.4: ENHANCE EXISTING AND BUILD NEW RELATIONSHIPS WITH REGIONAL AND INTERNATIONAL PRIVATE SECTOR PARTNERS TO SHARE KNOWLEDGE AND INFORMATION</b>			
a) SICCI Engage with regional (PIPSO, NPSOs) and international (ICC) private sector organizations and other development partners to share knowledge and information on private sector issues	Ongoing	Secretariat resources (Chair/Board/CEO)	Chambers engage with other organizations to share knowledge and information on private sector issues
b) Participate in PIPSO Board, working groups and workshops	Ongoing	Meeting attendance costs Secretariat support	Chamber participation in PIPSO meetings



## OBJECTIVE 2: FACILITATE, SUPPORT AND PROMOTE BUSINESS COMPETITIVENESS AND TRADE

### Strategy 2.1: Build the capacity of the private sector by facilitating and delivering training programs

Activity	Timeframe	Resources (est. costs and staff resources)	Performance Indicators
a) <b>Conduct training needs analysis (TNA) surveys for training and member services</b>	Annually	Secretariat resources Qualtrics (Training Coordinator)	TNA survey conducted annually
b) <b>Review TNA to ensure trainings address members needs</b>	By end of 2025	Secretariat resources Qualtrics (Training Coordinator)	TNA reviewed
c) <b>Coordinate and be the hub for Solomon Islands In-Country Training Programmes for the private sector</b>	Ongoing	Secretariat resources (Training Coordinator, Member services Officer)	<ul style="list-style-type: none"> <li>Number of training courses conducted</li> <li>Customer satisfaction rating in evaluation surveys and implementing tracer studies</li> </ul>

			<ul style="list-style-type: none"> <li>• Proportion of ‘good’ and ‘excellent’ ratings of Chamber’s performance in training services in member survey on effectiveness of Chamber’s services (Qualtrics)</li> </ul>
<b>d) Coordinate attendance at other donor-funded trainings (local &amp; overseas) for Chamber members</b>	Ongoing	Secretariat resources (CEO, Member Services Manager, Training Coordinator)	<ul style="list-style-type: none"> <li>• Number of trainings attended by Chamber members</li> <li>• Number of Chamber members participating in trainings</li> </ul>
<b>e) Partner with government and development partners (e.g. ILO, ITC, PTI) to deliver private sector capacity building programs</b>	Ongoing	Secretariat resources (Policy Coordinator, Member Services Manager, Training Coordinator)	<ul style="list-style-type: none"> <li>• Number of capacity building programs delivered in partnership with government and development partners</li> </ul>
<b>Strategy 2.2: Provide business development assistance and support</b>			
<b>a) SICCI Secretariat Coordinate and facilitate Business Development projects for Members.</b>	Ongoing	Secretariat resources Bring Private sector projects	<ul style="list-style-type: none"> <li>• Number of businesses mentored</li> <li>• Proportion of ‘good’ and ‘excellent’ ratings of</li> </ul>

		(Member Services Manager, Training Coordinator)	Chamber's performance in facilitating business mentoring program in member survey on effectiveness of Chamber's services
<b>b) Facilitate access to business development funds from government and regional partners</b>	Ongoing	Secretariat resources (CEO, Member Services Officer)	<ul style="list-style-type: none"> <li>• Number of successful applications by Chamber members</li> <li>• Proportion of 'good' and 'excellent' ratings of Chamber's performance in assisting with applications for business development funding in member survey on effectiveness of Chamber's services</li> </ul>
<b>c) Facilitate business contacts and opportunities by operating as the focal point for business enquiries</b>	Ongoing	Secretariat resources (Member Services Officer)	<ul style="list-style-type: none"> <li>• Number of business enquiries responded to</li> <li>• Proportion of 'good' and 'excellent' ratings of Chamber's performance in facilitating business contacts and opportunities</li> </ul>

			in member survey on effectiveness of Chamber's services
<b>d) Facilitate business networking through monthly members meetings and events</b>	Ongoing	Secretariat resources (Member Services Manager)	Proportion of 'good' and 'excellent' ratings of Chamber's performance in business networking in member survey on effectiveness of Chamber's services.
<b>e) Inform members of policy and legislative developments</b>	Ongoing	Secretariat resources (Communications Officer, Policy Team, Member Services Manager)	<ul style="list-style-type: none"> <li>• Number of policy updates provided</li> <li>• Proportion of 'good' and 'excellent' ratings of Chamber's performance in providing information and advice about government policies and laws in member survey on effectiveness of Chamber's services</li> </ul>
<b>f) Develop and circulate a SICCI quarterly e-newsletter and brochures to members and stakeholders on Chamber activities and business opportunities</b>	Newsletter circulated quarterly	Secretariat resources	<ul style="list-style-type: none"> <li>• Members kept up to date of Chamber information</li> </ul>

**Strategy 2.3: Facilitate and promote trade development**

<p><b>a) Build capacity of Trade Officer to engage in trade negotiations and facilitation, through networking and training programmes</b></p>	<p>Ongoing</p>	<p>Secretariat resources (Trade Officer)</p>	<p>Secretariat in partnership with government and development partners.</p>
<p><b>b) Partner with government, development partners and private sector organization's to provide trade promotion functions e.g. hold trade fairs in Samoa, facilitate access to international trade and investment promotion events, facilitate connections between importers and exporters</b></p>	<p>Ongoing</p>	<p>Secretariat resources (CEO, Member Services Manager, Training Coordinator)</p>	<p>Number of trade-related events held, and trainings conducted</p>

## Objective 3: Public-private partnerships to promote economic development

**Strategy 3.1: Partner with government and development partners to identify and implement projects aligned with the sector-wide approach to strengthen value chains and support private sector growth**

Activity	Timeframe	Resources (est. costs and staff resources)	Performance Indicators
<b>a) Partner with government (Ministry of Commerce Industry Labor and Immigration and other relevant agencies) to lead implementation of Government private sector initiatives</b>	Ongoing	Secretariat Resources Trade Officer	National Business Forum SME Support Programs Trade show
<b>b) Partner with government (Ministry of Commerce Industry Labor and Immigration and other relevant Government agencies) to implement projects under the Government Sector Plans</b>	Ongoing	Secretariat resources (CEO, Policy Analyst)	Number of projects undertaken by SICCI
<b>c) Facilitate connections with Ministry of Agriculture and Livestock to assist in design and implementation of Private Sector Development Project</b>	Ongoing	Trade Officer Secretariat support	Participation by Chamber in design and implementation of projects

to support agribusiness development			
<b>Strategy 3.2: Strengthen engagement and relationships with Provincial Private Sector in Solomon Islands</b>			
<b>a) Hold annual forum with Solomon Islands Private Sector</b>	Annually	Secretariat resources (CEO, Member Services Officer, Policy Team)	Private Sector National forum held annually
<b>b) Encourage and assist Provincial Businesses to formalize and join Chamber</b>	Ongoing	Secretariat resources (CEO, Member Services Officer)	Increase Provincial Businesses Membership to the Chamber of Commerce
<b>c) Coordinate the gathering of views from Provincial based businesses when forming private sector policy positions</b>	Ongoing	Secretariat resources (Communications Officer, Policy Team and Member services Officer)	Provincial Based Businesses views reflected in the Chamber's policy development

## Objective 4: Strengthen the capacity of the Chamber to provide independent, effective and sustainable representation of the private sector

### Strategy 4.1: Identify and implement resource opportunities and partnerships to increase the sustainability of the Secretariat

Activity	Timeframe	Resources (est. costs and staff resources)	Performance Indicators
a) <b>Identify and secure project-based opportunities consistent with Chamber’s priorities to create income-generating activities for the Secretariat in partnership with government and development partners</b>	Ongoing	Secretariat resources (CEO, EO, Member Services Manager, Policy Analyst)	Proportion of total revenue earned from projects
b) <b>Expand training arm of Chamber to meet member needs and increase revenue</b>	Ongoing	Secretariat resources (CEO, EO, Member Services Officer, Training Coordinator)	Proportion of total revenue earned from training fees
c) <b>Increase revenue earned from events (Awards and networking)</b>	Ongoing	Secretariat resources (CEO, Members Services Officer, Finance Officer)	Proportion of total revenue earned from events



<b>d) Regular reviews of Chamber’s income sources (membership fees, training fees etc)</b>	Annually	Secretariat resources (CEO, EO, Member Services Officer, Finance Officer)	Proportion of total revenue earned from services fees and subscriptions
<b>Strategy 4.2: Implement good governance policies and processes within Chamber</b>			
<b>a) Conduct Executive Council Orientation Programme after each AGM, and Orientation for new staff on arrival into Secretariat</b>	Orientation held annually for all Executive Council members	Contextualize ON boarding resources readily available from ILO ITC/ACTEMP for SICCI Board and Staff	Executive Council members commit to Chamber
<b>b) Review Solomon Islands Chamber of Commerce and Industry Constitution</b>	Before end of 2025	Retreat for SICCI Board to review Constitution to allow for continuity within board structure. Current term of 1 year, doesn’t allow for consistent leadership	Limits Disruption to Strategic plan and project activities for SICCI
<b>c) Execute core governance procedures including annual AGM, producing an Annual Report, maintaining updated financial accounts and implementing Policies and Procedures Manual</b>	Ongoing	Secretariat resources (All staff)	<ul style="list-style-type: none"> <li>• AGM held annually</li> <li>• Annual Report produced annually</li> <li>• Accurate financial accounts maintained and audited annually</li> </ul>

			Compliance with Policies and Procedures Manual
<b>d) Strengthening teamwork, better communication, service delivery within the SICCI Secretariat</b>	Ongoing	Monthly Staff meetings and trainings to discuss and solve issues to improve performance of Secretariat	Better Service Delivery
<b>e) Regularly communicate Chamber information (annual reports, position papers, plans etc.) to members</b>	Ongoing	Secretariat resources Communications Officer	Members kept up to date of Chamber information
<b>Strategy 4.3: Develop a sustainable and effective management framework</b>			
<b>a) Develop annual work plan based on Chamber's Strategic Plan, including costs</b>	Work plan developed each year and updated every 6 months	Secretariat resources	Annual work plan developed each year including costs
<b>b) Conduct a mid-term review of Chamber's Strategic Plan (including Work Plan) and its implementation</b>	By July 2027	Donor Support	Review conducted and changes incorporated to ensure Strategic Plan remains relevant
<b>c) Develop and implement a monitoring and evaluation framework for the Strategic Plan</b>	By end June 2025	Secretariat resources (Policy Analyst)	M&E reports every six months

d) <b>Implement a Donor (Matrix) Management Map</b>	Immediate Action	CEO and Board	Updated monthly
<b>Strategy 4.4: Build human resource capability to effectively implement Strategic Plan</b>			
a) <b>Strengthen Policy Arm of SICCI, training and recruiting of Policy Coordinator.</b>	<p>Completed by March 2025</p> <p>Completed by June 2025</p>	<p>Recruitment of Policy coordinator and training on Policy (writing submissions (Funded by Internews)</p> <p>Training of Policy and Member services team on Qualtrics capabilities and usage of system for advocacy and member services.</p> <p>(Supported by ILO)</p>	Proportion of ‘good’ and ‘excellent’ ratings of Chamber’s performance in advocacy services in member survey on effectiveness of Chamber’s services.
b) <b>Build capacity of Board and Secretariat through secondment workshops, internships and trainings focusing on research, analysis and advocacy, project management, and training delivery skills</b>	Ongoing	<p>Access to online resources available from ILO ITC, ACTEMP etc</p> <p>Attachment, workshop and training partners such as PTI Network, Queensland trade, Donor partners</p>	Chamber staff have necessary skills to implement the Strategic Plan

c) <b>Hold bi-annual introductory meetings between Secretariat and new members</b>	At Members networking events	Secretariat resources (Member Services Officer)	New members aware of Chamber's services
d) <b>Update and maintain Chamber website with relevant and timely content and information</b>	Website updated and regularly maintained	Secretariat resources Communications Officer	Number of visitors to website
e) <b>Develop and implement a social media communications strategy to address communications with members, external stakeholders and media</b>	Ongoing	Secretariat resources Communications Officer	Chamber communicates effectively with stakeholders
f) <b>Seek motivational incentives to commit members such as group discounts, loyalty programmes</b>	Ongoing	Secretariat resources (Member services Officer. Finance Officer, CEO)	<ul style="list-style-type: none"> <li>• Membership numbers increase in SME membership and New Members from Provinces</li> </ul>
g) <b>Strengthen Policy Arm of SICCI, training and recruiting of Policy Coordinator.</b>	Completed by March 2025  Completed by June 2025	Recruitment of Policy coordinator and training on Policy (writing submissions) (Funded by Internews)  Training of Policy and Member services team on Qualtrics capabilities and usage of system	<ul style="list-style-type: none"> <li>• Number of members paying fees on time</li> <li>• Overall member satisfaction ratings in Qualtrics of the member survey on effectiveness of Chamber's services</li> </ul>

		for advocacy and member services. (Supported by ILO)	<ul style="list-style-type: none"> <li>Proportion of respondents who use the Chamber's services/activities 'frequently' or 'very frequently' included in Qualtrics member survey on effectiveness of Chamber's services</li> </ul>
h) <b>Build capacity of Board and Secretariat through secondment workshops, internships and trainings focusing on research, analysis and advocacy, project management, and training delivery skills</b>	Ongoing	<p>Access to online resources available from ILO ITC, ACTEMP etc</p> <p>Attachment, workshop and training partners such as PTI Network, Queensland trade, Donor partners</p>	<p>Number of corporate social responsibility activities held</p>