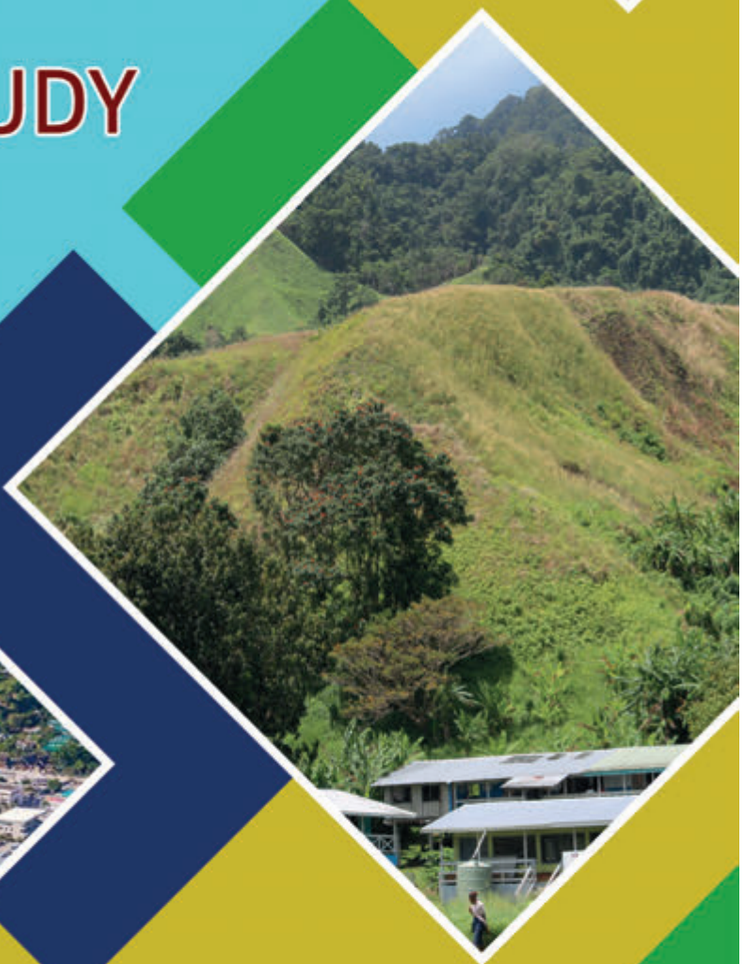
SOLOMON ISLANDS GOVERNMENT

MINISTRY OF NATIONAL PLANNING AND DEVELOPMENT COORDINATION

MONITORING AND EVALUATION SYSTEMS ANALYSIS (MESA) IN SOLOMON ISLANDS

DIAGNOSTIC STUDY



Monitoring and Evaluation Systems Analyses (MESA) in Solomon Islands

Diagnostic Study

29 February 2024

Table of Abbreviations

ADB	Asian Development Bank
BMJAC	Business Monitoring Joint Agencies Committee
CDF	Constituency Development Fund
CSO	Civil society/sector organizations
DFAT	(Australian) Department of Foreign Affairs and Trade
EIA	Environmental Impact Assessment
GEI	Global Evaluation Initiative
HDI	Human Development Index
ICT	Information and communication technology
IPAM	Institute of Public Administration and Management
JICA	Japan International Cooperation Agency
JIMS	Justice Information Management Systems
LDC	Least Developed Country
LES	Live, Eat, and Stay
M&E	Monitoring and evaluation
MAIS	Melanesian Agriculture Information System
MAL	Ministry of Agriculture and Livestock
MECCDMM	Ministry of Environment, Climate Change, Disaster Management and Meteorology
MEHRD	Ministry of Education and Human Resources Development
MEL	Monitoring, Evaluation and Learning
MESA	Monitoring and Evaluation Systems Analysis
MFAT	(New Zealand) Ministry of Foreign Affairs and Trade
MJLA	Ministry of Justice and Legal Affairs
MNPDC	Ministry of National Planning and Development Coordination
MoFT	Ministry of Finance and Treasury
MPGIS	Ministry of Provincial Government and Institutional Strengthening
MPS	Ministry of Public Service
MRD	Ministry of Rural Development
MTBF	Medium Term Budget Framework
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MWYCFA	Ministry of Women, Youth, Children and Family Affairs
NAIS	National Agriculture Information System
NAPA	National Adaptation Plan for Action
NDC	Nationally Determined Contribution
NDS	National Development Strategy
NGO	Non-government organizations
NPO	National Parliament Office
NSDS	National Statistics Development Strategy
OPMC	Office of the Prime Minister and Cabinet
PAC	Public Accounts Committee
PAR	Performance Assessment Report
PBM&E	Planning, budgeting, monitoring and evaluation
PCDF	Provincial Capacity Development Fund
PFMA	Public Finance Management Act
PQD	Program Quality Division
RAMSI	Regional Assistance Mission to Solomon Islands
SDG	Sustainable Development Goals
SIG	Solomon Islands Government
SINSO	Solomon Islands National Statistics Office
SITESA	Solomon Islands Tertiary Education and Skills Authority
SoE	State of the Environment
SPC	Secretariat of the Pacific Community
UN	United Nations
UNDP	United Nations Development Program
USP	University of the South Pacific
VOPE	Voluntary Organization for Professional Evaluation
WDD	Women's Development Division

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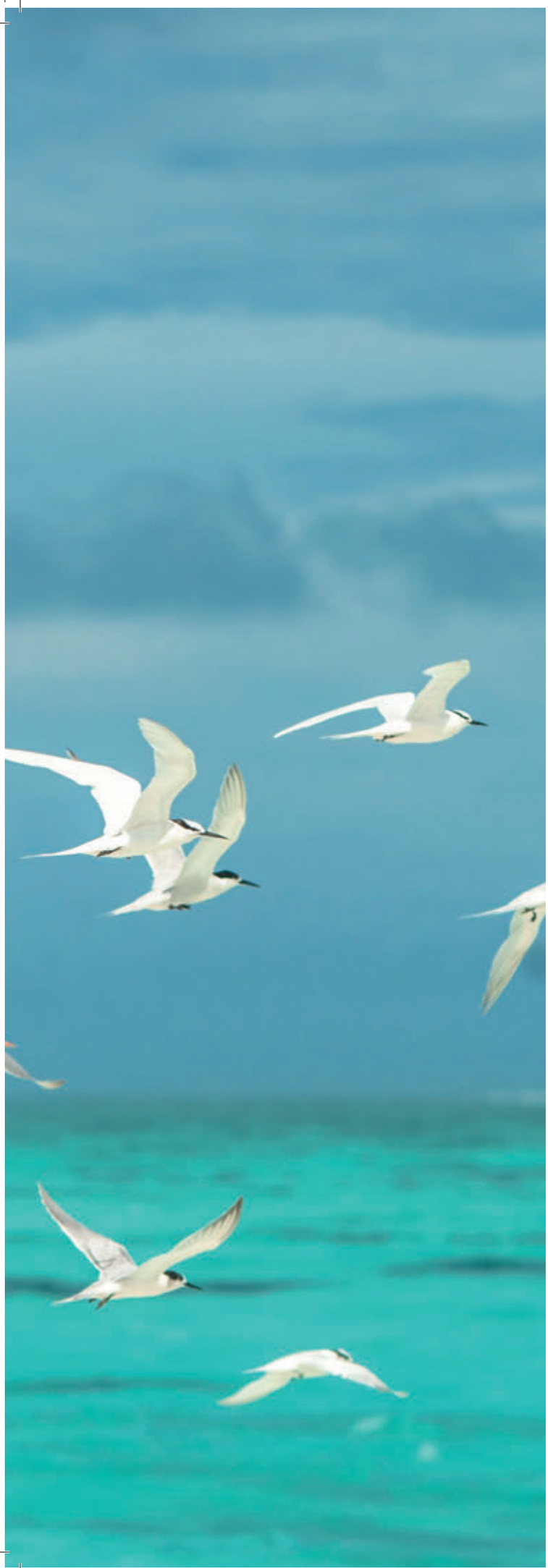

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Executive Summary

The Monitoring and Evaluation Systems Analysis (MESA) Diagnostic Report presents the results of a comprehensive assessment of the national monitoring and evaluation (M&E) ecosystem in the Solomon Islands. The findings will inform the strengthening of national M&E systems and capacities under the National Development Strategy (NDS) 2016–2035 and cross-crosscutting themes, such as climate change, environmental sustainability, social inclusion, and gender. The Solomon Islands MESA applied indigenous Melanesian methodologies to engage Pacific stakeholders and identify national M&E system gaps and opportunities. The MESA study focused on analysing national M&E practices for evidence-based planning and budgeting, monitoring, and reporting systems, as well as the use of evaluations for evidence-based decision-making, as summarised below.

Overview of planning, budgeting, and M&E systems

The Solomon Islands have a whole-of-government institutional architecture in place to monitor and report on progress across the national development strategy; however, it falls short with respect to coordination between ministries and subnational governments, quality of data, timeliness of reporting, and use of evidence for planning and budgeting. The legal and policy framework for planning, budgeting, and M&E is established through the Public Financial Management (PFM) Act 2013 and key government documents such as the National Development Strategy (NDS) 2016–2035, and the Medium-Term Development Plan (MTDP) is consistent with the NDS M&E framework.. The NDS is a 20-year strategic framework that guides planning in the country, whereas the MTDP operationalises NDS's medium-term strategies by setting priorities, development programs, projects, and annual budget plans for individual ministries. The Ministry of National Planning and Development Coordination leads the coordination of NDS and MTDP development and informs annual budgets. The planning and budgeting process links the NDS with sectoral, provincial, and ministry strategic plans as well as with annual work plans and budgets. However, despite progress towards integrating monitoring and reporting requirements in policy-making processes, planning and budgeting are largely based on political decisions and are rarely informed by evidence.

The Solomon Islands Government demonstrates its commitment to reporting on climate commitments, but the use of this data for national planning and budgeting is limited. The Ministry of Environment, Climate Change, Disaster Management, and Meteorology, with support from the Global Environment Facility (GEF) and the Food and Agriculture Organization of the United Nations (FAO), aims to establish an Enhanced Transparency Framework (ETF) to improve data collection and reporting on mitigation and adaptation commitments and to inform climate financing decisions. However, it is not clear how the MNDPC or the Ministry of Finance and Treasury use this data for national planning and budgeting purposes.

Gender and social inclusion considerations are of great significance in the Solomon Islands. The M&E Performance Framework under the NDS 2016–2035 includes 109 Sustainable Development Goals (SDGs) indicators, with 34 being gender-specific. However, there is no mechanism to ensure mainstreaming of gender and social inclusion in planning and budgeting processes (e.g. gender tagging), and significant data gaps persist in key areas, hindering the progress of gender outcome evaluation in MTDP and NDS objectives. The National Strategy for the Development of Statistics 2015–2035 acknowledges the need for more targeted data on women and people with disabilities, aligning with national policies and SDGs.

Monitoring and reporting systems and practices

Monitoring and reporting practices for NDS implementation are hindered by a lack of clear guidance on reporting roles, responsibilities, and timelines, as well as limited resources and capacities across national and subnational governments. The MNDPC is responsible for coordinating national-level policy implementation monitoring and reporting, including reporting on the SDGs and NDS indicators. It has a mandate to produce a strategic NDS performance report every three years and an annual performance report on the MTDP and Development Budget, which it submits to the Office of the Prime Minister and Cabinet. This was done by the Ministry's Program Quality Division which is composed of

three full-time staff members. Line ministries and government agencies must provide six monthly progress reports on program and project implementation to the MNDPC and the Office of the Prime Minister and Cabinet. Provincial governments report to the national level through the Ministry of Provincial Government, Institutional Strengthening, and their respective sectoral national ministries. In practice, monitoring and reporting systems do not work well, as there are no clear monitoring manuals and guidance notes on who needs to collect, validate, and share what data, when, and how, on different levels of the NDS.

Government institutions have standard templates for monitoring and reporting annual mid-term performance; however, there are significant challenges in providing data and accurate reports in a timely manner. Monitoring activities by ministries implementing the NDS primarily include surveys, field visits, and on-site project verifications. However, not all ministries have dedicated M&E staff and resources, and staff often lack the capacity for M&E. The MNDPC is mandated to support monitoring and data collection efforts across the ministries. It conducts routine supervision visits at both the national and provincial government levels, serving as a form of physical monitoring and inspection of how M&E is performed at institutional and subnational levels. However, field visits are often costly, time-consuming, and risky, as there is no insurance cover for officers conducting such field monitoring and the MNPDC does not have the additional capacity or resources to provide more effective training and capacity enhancement.

The quality of monitoring and reporting, as well as the availability of data, varies across sectors and is influenced by the donor programs. National data systems are scattered and difficult to access for effective planning and budget allocation. Over the past decade, there has been increasing support from donors to generate data and evidence across sectors and programmes. Data collection and quality vary across sectors and repositories (e.g. education, health, climate change), and there is a limited understanding of who is doing what and what databases are available (Annex 1). For example, some data storage and management mechanisms still rely largely on paper-based systems and tools, resulting in fragmented and inconsistent data collection and sharing across ministries. Some national ministries have implemented electronic data collection systems, but challenges persist in terms of timeliness, data accuracy, and sharing. The Solomon Islands National Statistical Office is committed to increasing data-sharing arrangements within the scope of the National Strategy for the Development of Statistics 2015–2035; however, there is no clear understanding of all existing data repositories.

Evaluation systems and practices

The evaluation function is predominantly donor-driven in the Solomon Islands because the government lacks the capacity and resources to conduct or use evaluations for evidence-based policymaking. The Solomons Islands Government (SIG) often supports and participates in donor-led evaluations, but the SIG has no experience in commissioning evaluations or using evaluation synthesis studies to inform policies. Government institutions often lose track of available evaluations as there is no public repository of evaluations, and some donor-led evaluations never get published, so their value is lost. There is an increasing government interest in better capturing and using existing evaluations. The MNPDC is also interested in leading and supporting government institutions by conducting rapid and commissioning evaluation synthesis studies to inform the NDS. However, due to a lack of financial and technical capacities, the government's priority actions include conducting mandatory monitoring and reporting rather than commissioning evaluations.

There are no professional associations with a focus on conducting, training, or advocating evaluations; however, civil servants express an increased appetite for training in evaluations. Government institutions are increasingly requesting M&E training through human resource development plans. For this reason, the Solomon Islands Institute of Public Administration and Management (IPAM) started providing an intermediate M&E course to civil servants. Donor organisations also conducted M&E training. Most of the available training and professional development workshops on the Solomon Islands focus on enhancing monitoring and reporting capacities, but little is taught on how to conduct or use evaluations for evidence-based policymaking.

0.1 Introduction

1.1 Background and rationale

The National Development Strategy (NDS) 2016–2035 of the Solomon Islands Government (SIG) outlines the country's commitment to advancing human and economic development, ensuring peace and security, protecting the natural environment, and meeting its obligations under the Paris Agreement on Climate Change. The NDS also describes how the country's development priorities align with the United Nations (UN) 2030 Agenda and Sustainable Development Goals (SDGs).

To effectively monitor and report the progress of NDS implementation, the government requires reliable, meaningful, and timely data from all sectors and stakeholders. Robust national monitoring and evaluation (M&E) systems and adequate capacities are required to design effective development policies, strategies, and programs and to formulate development budgets. This need is further amplified by increasing and alarming climate change, disaster risks, and the global COVID-19 pandemic.

The Ministry of National Planning and Development Coordination (MNPDC) of the Solomon Islands has requested support from the Global Evaluation Initiative (GEI) to conduct a Monitoring and Evaluation Systems Analysis (MESA) study to identify capacity constraints and opportunities for strengthening national M&E systems and capacities in the Solomon Islands. The MESA study provides an analysis of the national M&E ecosystem in the Solomon Islands, identifies capacity constraints, and recommends opportunities to strengthen M&E systems and capacities. The report will inform the design of an M&E Capacity Development Plan to guide future investments in M&E systems and capacities. Effective M&E practices are crucial for enhancing accountability and transparency and ensuring that policies and programs are based on reliable evidence and data and are aligned with the country's development priorities.

1.2 Methodology and process

The MESA was designed as an inclusive, contextualised study framed around the Pacific concept of *rebbilib* (navigational sea chart) as a metaphor for discovery and learning, drawing on indigenous Melanesian approaches.

Dignity Pasifik (Solomon Islands) and Alinea International (Australia) conducted the MESA in collaboration with the MNPDC and in consultation with the Solomon Islands' national and provincial governments, non-government organisations (NGOs), civil sector organisations (CSOs), faith-based organisations, donors, and development partners. The process was led by a technical working group (Core MESA Team) and supported by an Advisory Committee (Appendix 3).

The MESA employed a qualitative indigenous methodology for data collection and analysis, fostering a collaborative process for determining MESA objectives, designing its scope, conducting the study, and identifying gaps and opportunities for future projects.

The MESA follows five steps:

1. Designing the study (indigenous method: faola[1])

Based on the GEI MESA Guidance Note (2022)[2] and consultations with key SIG departments, the MESA adapted a standard MESA

1 In the Gula'alaa language, *faola* means 'weaving in action'. *Faola* provides the parameters of the mat or basket that is woven. The boundaries within which the weaving happens must be determined so that weaving is done within the given scope.

2 Available at: https://www.globalevaluationinitiative.org/mesa

tool for the context of Solomon Islands, defining the scope in the form of key assessment areas and questions (Annex 1).

2. Preparations for conducting the study

The consultants and Core MESA Team developed documents for stakeholder consultations, including the MESA introduction, respondent consent form, ethics form, and data collection tools. Three research teams were formed, each consisting of three members (one team leader). To ensure consistent use of the methodology, the consultants trained the Core MESA Team and conducted a consultation simulation exercise[3].

3. Data collection (indigenous method: tok stori4)

MESA utilises secondary and primary data sources. Secondary data were collected through a review of national and sectoral policies, strategies, and plans; M&E reports from development programs and projects; and reports and statistics on the Solomon Islands' development issues.

Primary data were collected through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) during *tok stori* sessions. *Tok stori* is a form of discursive group communication which is an everyday occurrence in Melanesia and is a facilitated but fluid discussion which involves narrated stories about experiences and observations.

During the MESA, many stakeholders were consulted: 25 national government organizations, provincial governments in eight provinces, NGOs, representatives of the private sector, and development partners (refer to Annex 2 for a list of consulted organizations)[5].

4. Data analysis (indigenous method: iola[6])

KIIs and FGDs were recorded and transcribed using Otter. For consultations in the provinces, manual notes were made and translated into English as consultations were made in the local language. The consultants conducted a literature review and a content analysis of the transcripts. The consultants and Core MESA Team also conducted reflection sessions and identified findings using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework. Additionally, the fishbone diagram technique was employed to discover cause-and-effect relationships and develop possible solutions.

5. Sense-making and validation of MESA findings (indigenous method: rara'aba, or calming of nerves meeting)

The draft MESA report, with the proposed M&E capacity-strengthening pathways, was presented to the MESA stakeholders for validation. The final report will be endorsed by the MESA Advisory Committee before a high-level launch event.

1.3 Structure of this report

This report comprises seven chapters with annexes, which are outlined below.

Chapter 1. The introduction sets the context, rationale, scope, and relevance of the MESA within the broader development landscape of the Solomon Islands. It discusses the MESA's background, objectives, and methodology, providing transparency in the research, analysis process, data collection techniques, analytical frameworks, and consultative approaches used for a reliable assessment of the country's M&E systems.

Chapter 2. Country Background offers a comprehensive country profile, covering the government structure, key development objectives, and cultural, political, and social aspects of the Solomon Islands. It highlights the political interest in and motivation for strengthening national M&E systems and provides essential foundational knowledge for a holistic understanding of the M&E landscape.

Chapter 3. An overview of Planning, Budgeting, and Monitoring and Evaluation Systems examines the interdependencies of these components within the Solomon

3 MNPDC press release available at: https://solomons.gov.sb/mnpdc-rolls-out-historic-monitoring-evaluation-systems-analysis-mesa-diagnostic-studymnpdc-rolls-out-historic-monitoring-evaluation-systems-analysis-mesa-diagnostic-study/

4 *Tok stori* is a form of discursive group communication which is an everyday occurrence in Melanesia. It is a facilitated but fluid discussion which involves narrated stories about experiences and observations.

5 Participants were individuals who currently perform or are expected to perform M&E functions and those that use M&E evidence in decision-making, including SIG permanent secretaries, provincial premiers, members of provincial assemblies, provincial secretaries, heads of divisions, planning and project officers, M&E units where they exist, data managers, and personnel who perform M&E functions. Selected personnel from NGOs and the wider donor community were also included.

6 *Iola* (canoe) is an indigenous approach that leads the researcher to organize the research along the divisions of the canoe: the back end (content analysis); the midsection (preliminary thematic findings), and the front end (sense-making and data verification).

Islands M&E framework. In an M&E system analysis, it is essential to start with planning and budgeting, as these components lay the groundwork for effective M&E. The planning process establishes goals, objectives, and strategies, whereas budgeting ensures the allocation of adequate resources for the implementation of development processes. By examining these components, the functionality and coherence of the overall M&E system can be assessed. The chapter outlines the legal and policy bases for planning, budgeting, and M&E systems; describes the roles of key actors; and analyzes current M&E capacity and existing capacity-building initiatives.

Chapter 4. Monitoring and Reporting delve into national and provincial monitoring and reporting systems and their respective capacities. This chapter examines the practices employed for monitoring and reporting crucial development agenda items, discusses traditional monitoring practices, and analyzes how crosscutting themes are addressed in the M&E system.

Chapter 5. Evaluation Systems analyzes the evaluation systems and practices in the Solomon Islands, highlighting their strengths and weaknesses while providing relevant examples.

Chapter 6. Communication, Dissemination, and Use of Monitoring and Evaluation Data focus on how M&E data and reports are communicated and disseminated to relevant stakeholders. This chapter aims to highlight the best practices and areas for improvement in the accessibility, understanding, and application of M&E findings.

Chapter 7. Key Findings and Recommendations synthesise the findings regarding the M&E ecosystem of the Solomon Islands, drawing insights from SWOT and fishbone analyses. This chapter offers recommendations for capacity building and strengthening national M&E systems, ultimately providing a roadmap for enhancing evidence-based decision-making, transparency, and accountability.

Chapter 8. Annexes 1–12 include annexes covering various aspects of the MESA assessment, consulted organisations, governance and technical working groups, planning and budgeting processes, M&E policies and frameworks, and sector-specific information.

0.2 Country Background

2.1 Country profile

A. Geography and location

The Solomon Islands are located in the western South Pacific Ocean, centred at 160°E and 9°S. It is comprised of 992 islands. The six major islands are Choiseul, New Georgia, Santa Isabel, Malaita, Guadalcanal, and Makira.

B. Economy

In 2021, Solomon Islands' Gross Domestic Product (GDP) per capita stood at US$2,304.80, with an annual GDP per capita growth of -2.6%[7]. The 2022 budget projected an economic decline of 4.5 %. The formal economy is small, with approximately 80% of the employed population engaging in informal or subsistence activities. The export base is limited, consisting primarily of logging (70%), fisheries (11%), and palm oil and kernels (6%)[8]. Economic growth is primarily due to logging, services, and agriculture. The Solomon Islands are set to graduate from the Least Developed Country (LDC) status in 2024; however, the adverse effects of the COVID-19 pandemic on LDC indicators may impact this planned graduation.

C. Vulnerability to climate change and extreme events

The Solomon Islands face considerable climate change and extreme event risks owing to their position in the Pacific Ring of Fire and cyclone zones, combined with the dispersed nature of the mountainous islands and coral atolls. The Ministry of Environment, Climate Change, Disaster Management, and Meteorology (MECCDMM) notes that the annual sea level rise of 7.7 mm is triple the global average, significantly threatening coastal and low-lying regions. The agricultural sector, which is crucial for the rural economy, is adversely affected by climate change, which impacts economic growth and human development. The country's CO_2 emissions in 2019 were 0.2 kg per PPP$ of GDP[9] and, though carbon trade regulations are lacking, a draft policy is under development by MECCDMM.

D. Demographics

As of 1 January 2023, Solomon Islands had a population of 732,441, with over 80% living in vulnerable coastal rural areas[10]. The population is young, with a median age of 23.5 years (23.7 for females and 23.2 for males)[11]. Life expectancy at birth stands at 73.1 years for women and 66.2 years for men. The maternal mortality rate in 2017 was 104.00, a 3.7% decrease from 2016[12].

The 2009 Census indicated a 77% literacy rate among those aged five and above. Most Solomon Islanders have completed primary education or higher, but few progress to tertiary qualifications. The unemployment rate in 2021 is 1.03%, up to 0.11% by 2020. International labour mobility, primarily in Australia, offers employment opportunities and remittance income.

E. Migration

Most migration is internal, with movement occurring mainly from rural to urban areas, for better education and employment opportunities. In 2009, approximately 17% of men and 17% of women were lifetime migrants, meaning they were living in a province different from the one in which they were born. Immigration to the country was low (less than 1%). Most of the immigrants were from Papua New Guinea.

F. Poverty and inequality

Solomon Islands' Human Development Index (HDI) ranking is relatively low, placing 151st out of 189 countries, which categorizes the country at the 'medium' level of human development[13]. Approximately 25% of the population live in poverty[14].

7 https://data.worldbank.org/indicator/NY.GDP.PCAP.KD.ZG

8 DFAT, Solomon Islands Market Insights (2021)

9 https://data.worldbank.org/indicator/EN.ATM.CO2E.PP.GD?locations=SB

10 https://worldpopulationreview.com/countries/solomon-islands-population

11 United Nations Population Division. 2013. World Population Prospects: United Nations: New York

12 https://www.macrotrends.net/countries/SLB/solomon-islands/maternal-mortality-rate Solomon Islands Maternal Mortality Rate 2000-2023

13 https://hdr.undp.org/sites/default/files/Country-Profiles/SLB.pdf

14 https://data.worldbank.org/country/SB

G. Peace, conflict, and security issues

Solomon Islands is a G7+ Member Country due to its recent experience of conflict and fragility[15]. The country has experienced cycles of civil unrest, including internal conflicts from 1998 to 2003, riots in Honiara in 2006, and civil unrest and rioting in Honiara in November 2021. The Regional Assistance Mission to Solomon Islands (RAMSI), which was active from 2003 to 2017, was instrumental in promoting long-term stability, security, and prosperity. However, the Solomon Islands continue to grapple with fragility owing to persistent contributing factors.

H. Gender equality and social inclusion

Gender inequality and discrimination persist, with limited female representation in politics[16] and high rates of gender-based violence. Solomon Islands ranks among the worst countries in the world for violence against women and girls, and women with disabilities are especially at risk[17]. There is no representation of people with disabilities in Parliament, and recent estimates show around 14% of the population live with a disability[18].

2.2 National development objectives

NDS 2016–2035 outlines the strategic direction for the development of the Solomon Islands, reflecting the aspirations of its citizens. The NDS is centred around a vision, mission, and five long-term objectives aimed at enhancing the socio-economic livelihoods of all Solomon Islanders:

- Sustained and inclusive economic growth
- Poverty alleviation, addressing basic needs, food security, and equitable development benefits
- Access to quality social services, including education and health
- Resilient and environmentally sustainable development with effective disaster risk management; and
- A unified nation with stable and effective governance.

The NDS acknowledges climate change challenges and emphasises sustainable natural resource management, improvement of disaster risk management systems, and enhancement of the capacity of communities and institutions to respond to climate-related risks. Specific medium-term strategies focus on disaster and climate risk management and sustainable environmental management which contributes to climate change mitigation[19].

The NDS recognises the challenges faced by women and other vulnerable groups, aiming to improve gender equality and support the disadvantaged. Priority areas include community and government participation, addressing gender-based violence, and inclusive participation in decision-making[20].

The MESA examined the contribution of the Solomon Islands' M&E systems to NDS implementation, with a focus on monitoring and reporting crosscutting themes of climate resilience, environmental protection, gender equality, and social inclusion.

15 https://www.g7plus.org

16 Solomon Islands currently has four women Members of Parliament (out of 50 MPs), the highest number in Solomon Islands' 44-year history as a nation state. Over the past three elections the number of women candidates has increased slightly from 4.9% (25 candidates) in 2010 to 5.8% (26 candidates) in 2014 to 7.8% (26 candidates) in 2019.

17 UN Women, Global Database on Violence against Women, Solomon Islands, https://evaw-global-database.unwomen.org/en/countries/oceania/solomon-islands

18 https://reliefweb.int/report/solomon-islands/organisations-persons-disabilities-making-difference-vanuatu-and-solomon-islands-june-2022

19 Under Objective 4, Medium-Term Strategy 10 prioritizes improving disaster and climate risk management, including increasing risk awareness and knowledge, supporting integration of risk management into public sector development planning and budgeting, promoting risk integration into private sector development, supporting community disaster and climate preparedness, protection, and adaptation, and strengthening preparedness for disaster response, recovery, and reconstruction coordination. Medium-Term Strategy 11 aims to manage the environment in a sustainable and resilient way and contribute to climate change mitigation by improving programs that effectively develop and manage the environment sustainably and increasing support for climate change mitigation.

20 Objective 2 includes Medium-Term Strategy 7, which aims to improve gender equality and support the disadvantaged and vulnerable. Priority focus areas include community and government participation in supporting disadvantaged and vulnerable groups, addressing gender-based violence, and ensuring inclusive participation of women, people with special needs, and other vulnerable and disadvantaged groups in decision-making.

2.2 Structure of government

Since gaining independence from the United Kingdom in 1978, the Solomon Islands have established itself as a constitutional monarchy and member of the Commonwealth of Nations. The country's political system is modelled after the British system, with the Prime Minister heading the government and leading a cabinet of ministers. The National Parliament is a unitary body comprising 50 members elected through a first-past-the-post voting system for four-year terms. Members of Parliament are responsible for national policy decision-making and implementation. The most recent national elections took place on 3 April 2019 marking the first general election since the conclusion of the RAMSI in 2017.

The governance structure of the Solomon Islands consists of a two-tiered system, which includes a national government with 28 departments (encompassing ministries and offices) and nine provincial governments located in the Central Island, Choiseul, Guadalcanal, Isabel, Makira and Ulawa, Malaita, Renell and Bellona, Temotu, and Western provinces. Provincial governments are administered locally by elected provincial assemblies and led by provincial premiers.

In addition to formal governance structures, traditional mechanisms play a crucial role in the organisation of Solomon Islands society. Customary chiefs and local village leaders exert a significant influence on local communities, especially in rural areas. These traditional authorities often mediate disputes, manage land and natural resources, and preserve cultural practices and values, contributing to the social order and stability of the communities they serve.

The SIG acknowledges the importance of traditional governance by integrating elements of customary law into the national legal framework. Legislation, such as the Local Courts Act and the Land and Titles Act, recognises the role of customary law in resolving disputes related to land and other matters. To further strengthen the relationship between formal and traditional governance structures, the SIG established the Ministry of Traditional Governance, Peace and Ecclesiastical Affairs.

The MESA study evaluated M&E systems, practices, and capabilities at national and provincial government levels. Additionally, it explored traditional M&E approaches and practices to gain a deeper understanding of their impact on governance. This analysis identifies opportunities for enhancing traditional M&E practices and integrating them more effectively into the national M&E system, ultimately contributing to improved development outcomes across the nation.

2.3 Organizational culture and interest in evidence-based policy-making

The demand for performance information in policy and program planning is growing among the internal and external stakeholders of the Solomon Islands. The government has taken steps to promote accountability and transparency, with evidence-based policymaking gaining traction. Even though public policies and programs have existed since independence in 1978, M&E, as part of the organizational culture, remains in its early stages.

There is an increasing interest in evidence-based planning, as shown by the SIG's commitments, such as the Solomon Islands Partnership Framework for Effective Development Cooperation (2016). This framework highlights the government's pledge to strengthen M&E capacities and mechanisms for collecting and sharing information, and maximising transparency and accountability.

MNPDC, the country's leading planning organisation, has established an M&E team within its Program Quality Division (PQD). Line ministries are also working on developing M&E functions and frameworks, demonstrating the growing recognition of M&E's value.

Executive officials of the SIG are introducing objectives to their ministries to accumulate relevant data and evidence to narrate the story of their work and progress to the public. In addition, they seem committed to embedding M&E culture in organisations to ensure that M&E is viewed as a positive and constructive aspect of their employees' work.

Incentives for M&E are emerging, such as the Provincial Capacity Development Fund (PCDF), which promotes performance-based planning in provincial governments through conditional grants. Provinces that meet certain criteria related to performance-based planning, such as development of a provincial development plan, performance management systems, and financial management systems, are eligible for additional funding.

While financial incentives such as a daily allowance for employees to work outside a workstation are in place, the culture of M&E in the public service is still compliance-based. This prevailing attitude of obedience to fear of termination needs to be replaced with a culture of promotion and rewards for excellent results.

Overall, the Solomon Islands made progress in promoting accountability, transparency, and performance-based planning. Establishing PCDF and other M&E incentives is a positive step. Creating a whole-of-government M&E system, however, requires substantial resources and dedicated champions to lead the institutionalisation of M&E, ultimately ensuring the effective use of M&E evidence in decision-making that benefits the entire Solomon Islands.

0.3 Overview of Planning, Budgeting, and Monitoring and Evaluation Systems

3.1 Legal and policy bases for planning, budgeting, and monitoring and evaluation

The legal and policy framework for planning, budgeting, monitoring, and evaluation (PBM&E) in the Solomon Islands was established through key documents such as the NDS 2016–2035, MTDPs, and the Public Finance Management Act (PFMA) 2013.

The NDS serves as the primary planning framework for a 20-year period, whereas the MTDPs provide five-year rolling plans for the government. The PFMA mandates the MNPDC to present details on the MTDPs to Parliament annually. In addition, the PFMA provides a legal framework for budget preparation and execution, requiring the Minister of Finance to present and publish National Budget Review Outcome reports in the Parliament. It represents a significant reform in the Solomon Islands' public financial management, aimed at enhancing transparency and accountability in the use of public resources. This includes reforms to integrate recurrent and development budgets, strengthen multi-year budget projections, and improve the alignment and reporting of donor partners' development assistance.

The Budget Strategy Framework, as per PFMA (Sections 45.1a and 1b), serves as the basis for preparing the national Annual Development Budget. The MTDP aims to bridge multi-year development plans and the annual budget process by strengthening multi-year budget projections to anticipate the introduction of the Medium-Term Budget Framework (MTBF).

The NDS M&E Performance Framework (Annex 9) lays the foundation for national M&E s, designed to track progress, assess effectiveness, and identify areas for improvement. It is also aligned with the SDGs.

3.2 Monitoring and evaluation policies, plans and frameworks

The MNPDC developed a preliminary national M&E policy aimed at enhancing public service delivery through improved PBM&E processes.

Although based on the NDS 2016–2035, this policy was formulated with limited consultation and participation and has remained in draft form since its last revision in October 2019. Consequently, it cannot serve as a regulatory instrument for evidence-based decision-making. The MESA conducted a rapid assessment of the draft M&E policy and identified areas for improvement (Appendix 5).

Inconsistencies are noticeable in the M&E plans and frameworks of various ministries and provincial governments. While some ministries have integrated M&E plans and frameworks into their sectoral strategies or corporate plans (Annex 7), most existing M&E plans are outdated and focus primarily on activity-based and output-based indicators and targets that do not align well with the NDS and MTDP indicators.

A good example is the Ministry of Education and Human Resources Development (MEHRD). It established a Monitoring, Evaluation and Learning Plan which connects all relevant SIG and MEHRD education documents and plans. The plan contains a theory of change, well-defined indicators, baseline data, and targets as well as an implementation plan as part of its National Education Plan 2022–2026. The Ministry of Public Service (MPS) has developed an M&E framework accompanied by a budget and resource indicative plan pending approval. Furthermore, the Ministry of Health and Medical Services introduced an M&E framework in December 2022 that is awaiting resource allocation and implementation.

Provincial governments generally lack development policies or plans, with only one (the Policy Statement of Central Province 2012–2016) available on the Ministry of Provincial Government and Institutional Strengthening (MPGIS) website. It does not have any M&E framework. During consultations, provincial government representatives confirmed the absence of explicit M&E frameworks in provincial governments; moreover, they acknowledged that this impedes progress monitoring toward their objectives and leads to inconsistent M&E practices.

NGOs conduct M&E based on individual programs and project design. However, these frameworks do not contribute consistently to the NDS M&E framework. Bilateral development partners, such as the Australian Department of Foreign Affairs and Trade (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT), align their support to the country with NDS objectives. In practice, challenges exist in M&E implementation. For instance, an evaluation of DFAT's Solomon Islands Justice and Governance Program (2020) revealed that while the program's Monitoring, Evaluation and Learning (MEL) Framework outlined sensible and appropriate purposes (accountability, informing program decisions, and facilitating learning and adaptation), the MEL team experienced recruitment issues and strategic drift in the M&E approach, resulting in a range of misaligned expectations.

3.3 Roles of key actors in planning, budgeting, monitoring, and evaluation systems

A. Government actors

The Solomon Islands Parliament, established by the Constitution (Solomon Islands Independence Order 1978), plays a vital role in the budget process, approving the annual budget and overseeing its implementation. The National Parliament adopts five-year Strategic Plans to guide its work, with the 2012–2016 5-Year Parliament Strategy marking a significant milestone toward institutionalising democratic structures and culture.

The Office of the Prime Minister and Cabinet (OPMC) serves as the lead office and coordinates the ministry for the SIG. In addition to its constitutional functions and roles, the OPMC acts as the apex of Public Service in coordinating, managing, and monitoring the implementation of SIG policies and programs. The cabinet, as the highest decision-making body, is responsible for (re) prioritising funding allocations for programs and projects based on government policy priorities through the budget credibility process.

The Ministry of National Planning, Development and Coordination (MNPDC), Ministry of Finance and Treasury (MoFT), Ministry of Public Service (MPS), Standards Committee, Budget Coordination Committee, and Budget Strategic Committee are key actors in the government's PBM&E process.

- MNPDC aims to coordinate the country's M&E efforts through its PQD, established in 2013 to support MNPDC in enhancing national monitoring, reporting, and evaluation processes and practices as well as information sharing and learning. The PQD is also responsible for supporting the MNPDC with implementation, reporting, and M&E for the NDS, MTDP, and the Annual Development Budget.
- MoFT is responsible for financial reporting and managing the annual recurrent budget across public services. It provides strategic advice, leadership, and reporting on economic reforms and monetary, budgetary, and fiscal policies to the SIG. The MoFT is mandated to coordinate mid-year budget reviews.

- The Solomon Islands National Statistics Office (SINSO) is a division of the MoFT responsible for compiling and disseminating official statistics on the Solomon Islands. SINSO collects, processes, analyzes, publishes, and disseminates core official statistics for policy and planning, decision-making, and public debate. It also coordinates, monitors, and supervises the national population and housing censuses.

- The Standards Committee thoroughly reviews and screen the development budget proposals to ensure that consistent standards are being applied by MNPDC to all Line Ministries proposals for quality control on the content of recommendations, before it is submitted to the Budget Coordination Committee

- The Budget Coordination Committee is responsible for coordinating the budget process at a technical level. The Budget Strategic Committee is responsible for providing strategic advice on the budget before it is submitted to the cabinet.

The Public Accounts Committee (PAC) on the Solomon Islands plays a critical role in ensuring transparency and good governance by scrutinising government budgets and reporting to the Parliament to ensure accountability. This process enables MPs to make informed decisions during parliamentary debates and delivers recommendations for improvements to the public service included in the PAC report. The report is published and made available to the public on the Parliament's website. In its 2022 report, the PAC recommended that the MNPDC prioritise identifying good investment opportunities by improving project design quality submissions and monitoring from all ministries. This recommendation aims to ensure that public funds are efficiently and effectively used to achieve a country's development goals.

To ensure accountability in the public sector, integrity agencies such as the Leadership Code Commission, Public Service Commission, Office of the Auditor-General, Office of the Ombudsman, and Solomon Islands Independent Commission Against Corruption have been established.

The Office of the Auditor-General is a crucial institution mandated by the Constitution to examine, audit, and report annually to the Parliament on the public accounts of the State, the control of public funds and property, and all transactions involving public funds or property. The Auditor-General provides independent assurance to the Parliament and the public that public sector agencies have used public funds for their intended purposes in compliance with legislation, financial management rules, and regulations. It is worth noting that the Office of the Auditor-General does not advocate punitive actions, as commonly perceived. Instead, its role is to provide assurance and help public-sector agencies improve their financial management practices. However, the current paper-based audit mechanisms employed by the Office of the Auditor-General for public expenditure are insufficient to effectively account for funds spent.

Despite the establishment of institutions and processes for accountability, challenges persist in their effective implementation. The codes of conduct, grievance procedures, and complaint processes often face difficulties in practice.

B. Relevant civil society organizations

The SIG fosters civil society participation in policymaking and decision-making processes, as exemplified by the NDS 2016–2035 consultations. The Ministry for Home Affairs, serving as an ex officio member on the Development Services Exchange Board (an umbrella organisation for NGOs) demonstrates the mutual dialogue between government and civil society.

Additionally, traditional governance structures, including chiefs, cultural leaders, and church leaders, facilitate community participation in decision making, information sharing, and learning. However, marginalised groups, such as women, youth, people with disabilities, and those from minority ethnic backgrounds, may face challenges in having their voices heard because of non-conformity with cultural or religious norms.

Several NGOs play a crucial role in various sectors in Solomon Islands, and their work is often relevant to M&E efforts[21].

21 World Vision operates in Solomon Islands, working on several initiatives focused on health, education, economic development, and disaster risk reduction. They use M&E to assess the impact of their programs.

Save the Children has a presence in Solomon Islands, where they focus on child protection, education, and health. They use M&E to ensure their programs are effective and to identify areas for improvement.

Oxfam works on issues related to climate change, gender equality, and economic development in Solomon Islands. They use M&E to track progress against their goals and adapt their programs as necessary.

The Nature Conservancy (TNC) works on environmental and conservation projects in Solomon Islands. They use M&E to understand the impact of their work on natural resources and local communities.

The Red Cross operates in Solomon Islands, providing disaster relief and working on health initiatives. M&E are crucial to their operations to ensure resources are effectively allocated and programs are achieving their intended outcomes.

Interviews with NGO/CSO members revealed that they often assume a 'sector watch' role, as illustrated by a province-based CSO engaging the Ministry of Mines, Energy and Rural Electrification in discussions on environmental issues, water resource management, and water supplies to plan for tracking SDGs at the community level. These organisations have M&E frameworks that align with their specific objectives and the needs of the communities they serve. They may be potential partners for broader M&E efforts related to national development strategies and plans.

The absence of legislation outlining the roles of NGOs and CSOs in M&E constrains their participation in policy-making and decision-making processes, even though individual ministries have the authority to involve them in these processes. The draft of the CSO bill by the Ministry of Home Affairs remains unenacted. Moreover, cultural norms such as *wantok*, which emphasise local concerns, may hinder civil society engagement in national-level decision-making. This focus can result in fragmented advocacy efforts, biases in resource allocation, and the prioritisation of *wantok* networks over national interests.

3.4. Systems for planning, budgeting, and monitoring and evaluation

A. Planning and budgeting

The planning and budgeting process in Solomon Islands follows a structured approach, linking the NDS with sectoral, provincial, and ministry strategic plans, as well as with annual work plans and budgets (see Annex 4). The MNPDC takes the lead in coordinating the development of the NDS, the MTDP, and the Annual Development Budget.

The NDS is a 20-year strategic framework that guides planning in the country. The 2016–2035 NDS includes five long-term objectives and 15 medium-term strategies. Its M&E Performance Framework incorporates indicators, baselines, and targets for medium-term strategies.

The MTDP, a five-year rolling plan, operationalises NDS's medium-term strategies by setting priorities, development programs, projects, and annual budget plans for individual ministries. The MTDP connects planning and budget processes with a sectoral focus. MTDP 2019–2023 follows the change introduced in MTDP 2014–2018, transitioning from lump-sum development budgets to budget proposals fully set out in the Chart of Accounts.

The Annual Development Budget uses the first year of the rolling MTDP to set planning priorities. The 2023 Budget is the third budget of the Democratic Coalition Government for Advancement since the COVID-19 pandemic, and the second after the November 2021 civil unrest. Budget 2023 maintains a top-down approach, emphasising rebuilding and recovering the country's economy to ensure sustainable economic growth.

All ministries must develop corporate three-year and Annual Plans, and all provincial governments must develop Provincial Plans. The ministries and provincial governments then submit annual development program proposals using standard templates from MNPDC, which include a logical framework with performance indicators linked to achieving the objectives and strategies in the NDS and MTDP.

Each year, the MoFT produces a Budget Strategy to guide the preparation of recurrent and developmental budgets for the forthcoming year. MNPDC collaborates with MoFT for the mid-year and final budget outcome reviews.

Although the budget preparation process should commence in March, delays occurred. The annual budget is flexible, allowing for virements owing to changes encountered during the year. However, budget constraints that cause delays in implementation owing to cash flow problems significantly affect program delivery.

B. M&E and reporting

The SIG has made significant progress in its monitoring and reporting processes, with the NDS M&E Performance Framework establishing strategic-level performance indicators aligned with the SDGs. A reporting system was introduced for line ministries to monitor and report on development programs and project achievements. Furthermore, the MNPDC has developed a reporting template that includes the expected program/project outcomes and the NDS objective to which the program or project is intended to contribute.

However, challenges persist in aligning program- or project-level result frameworks with MTDP and NDS. The targets of the NDS M&E Performance Framework are primarily quantitative and output-based, referring to the different target years. It was acknowledged during the M&E Performance Framework design that further analysis is needed to evaluate the robustness of the selected indicators and the feasibility of collecting data on these indicators. Consequently, the M&E Performance Framework was envisioned as a living document that would be part of the annual MTDP process and continually reviewed. This has not occurred, and is now hampering the planning process.

Challenges often arise from the program or project preparation phase, primarily owing to poor design and inadequately defined or completely missing indicators, baselines, and targets. In addition, the effectiveness of the foundational diagnosis that underlies the design and development of a sound Theory of Change often represents significant weaknesses. These shortcomings can undermine the effectiveness of interventions irrespective of the monitoring aspect.

To improve reporting on the NDS and MTDP, the MNPDC has been raising awareness among national and provincial governments to better align their plans with the NDS. However, this effort has proven insufficient, resulting in limited progress in harmonising Provincial Plans with the NDS M&E Performance Framework. The MNPDC is actively working to improve this process and strengthen the overall monitoring and reporting system.

A significant step for the Solomon Islands to improve its national statistical system is the development of the National Statistics Development Strategy (NSDS) 2015–2035. The NSDS 2015–2035 aims to improve the provision of up-to-date statistics, accessibility of statistics, and management and monitoring of policy and service delivery in the country. This provides a guiding strategy for all key stakeholders in the production, dissemination, and use of statistics for policy, development planning, and decision-making.

C. Coordination of M&E efforts

Effective coordination of M&E efforts among line ministries and provincial governments is pivotal for accurate reporting and successful execution of the NDS. This is especially pertinent given the sectoral focus of the current MTDP and the need to integrate the M&E of cross-cutting themes within different ministries. Such coordination not only simplifies the process, but also conserves limited human and financial resources, as shared data between organisations reduces redundancy.

Furthermore, centralised coordination is critical to ensure that all ministries and provincial governments conform to uniform M&E practices and reporting templates. These templates should align with the NDS and MTDP requirements, facilitating accurate and comprehensive data collection and reporting, thereby supporting the successful execution of NDS and MTDP. While the MNPDC is responsible for coordinating M&E activities across sectors, its PQD grapples with capacity constraints. Specifically, it lacks dedicated roles for coordination, and the existing staff are burdened with numerous tasks.

Notably, some groups have demonstrated effective coordination between monitoring and reporting activities. For instance, the Business Monitoring Joint Agencies Committee (BMJAC) is a successful coordinating body for monitoring legislative compliance for the private sector. It also facilitates data sharing and decision making for the Ministry of Commerce at the national and provincial levels. The committee, resourced by the SIG through the Ministry of Commerce, Industry, Labour, and Immigration, meets quarterly to exchange information and share data online. The committee's success resulted in the development of a 100-day plan that was initiated after its establishment.

Furthermore, the education sector exemplifies sector-level coordination for M&E. The MEHRD is responsible for the formal education sector, which is a shared responsibility between multiple stakeholders (the Solomon Islands Education Board, national and provincial governments, education authorities, and communities). MEHRD's M&E Unit oversees school inspections, grant and teacher assessments, and other activities for the entire formal education sector, while the National Trade Training and Testing Unit of the Ministry of Commerce inspects technical trade schools. Additionally, the Solomon Islands Tertiary Education and Skills Authority sits formally within the MEHRD but has its own system to identify eligible trainees and scholarship recipients and to monitor them.

The Ministry of Justice and Legal Affairs (MJLA) also uses the Justice Information Management Systems (JIMS) to connect all justice sector agencies. The MJLA headquarters is tasked with uniting the departments in terms of reporting, consultation, and policy implementation. The Justice Sector Strategic Committee, chaired by Chief Justice, manages the JIMS and coordinates sectoral stakeholders through quarterly meetings.

Despite these successes, the lack of a systematic approach to data sharing has resulted in M&E data being scattered across multiple organisations. This challenge, confirmed in interviews with UNICEF representatives, leads to difficulties in coordinating with various government entities in the education sector. While coordination exists between different government sectors, each produces its own data independently. This dispersed approach to data management creates inefficiencies and hinders the effectiveness of monitoring.

A centralised and robust coordinating mechanism can potentially manage and consolidate fragmented data more effectively. However, the MNPDC currently lacks such a comprehensive mechanism, hampering its efforts to streamline planning and M&E activities. This issue is further complicated by the current inactivity of the NDS Committee, which was initially formed to design and implement the NDS 2016–2035.

D. Data systems

The SIG experiences substantial challenges in tracking progress against indicators and aggregating data from the national and provincial governments. These issues largely stem from limited access to reliable data sources and overreliance on paper-based data storage systems. This approach leads to prolonged data analysis and increases the risk of inaccuracies and data loss.

While the SINSO has formalised data-sharing agreements with other agencies under the NSDS 2015–2035, data storage and management within the SIG still depend heavily on paper-based systems and tools, such as XPSS and Excel. The Ministry of Agriculture and Livestock (MAL), for instance, lacks a cohesive Management Information System (MIS), leading to data accessibility and consistency issues[22] and the primary channels for accessing information include scientific reports and general reports from the MAL Agriculture Information Unit. While the MEHRD has adopted electronic data collection systems, it still faces hurdles regarding data timeliness and accuracy, largely due to a shortage of human resources. This fragmented approach to data collection and sharing across ministries hampers effective decision making.

Emerging online databases, such as the Solomon Islands Environmental Data Portal, funded and managed by SPREP, offer easy access to secure the storage of environmental datasets for monitoring, evaluation, and environmental planning. However, a comprehensive central database is lacking for storing and managing data from all ministries and provinces. The MNPDC plans to create such a database to ensure data consistency and eliminate duplication but lacks the necessary resources to implement this plan.

SIG has shown increased interest in digital databases and MIS. For example, an upgrade from the Financial Management Information System (FMIS) AX (2009) to Dynamics 365 (D365) has facilitated improvements in financial management processes, although the transition requires staff adjustment and training. Several entities, including the Office of the Governor-General and line ministers, have expressed a desire for digitisation and centralised databases. There is also interest in using online software for data collection and management, such as the MPS's interest in using NVivo for qualitative data capture from *tok stori* workshops.

However, the transition to electronic data collection requires careful planning. The practicality of using digital devices for data capture, issues with technology access, connectivity, and digital literacy, and the need for reliable software, technical expertise, and consistent power and internet connectivity for data analysis are significant considerations. Thus, shifting to electronic data collection can offer significant advantages, ensuring that the necessary resources and support are available across all islands.

3.5. M&E capacity

A. Current M&E capacity

M&E organizational structures in SIG exhibit considerable variation, with only seven out of 25 national organisations maintaining a dedicated M&E unit or team (Annex 6). For instance, the MPS established an M&E unit within its Planning Division in 2019, whereas MAL performs M&E via its Planning Unit. Other ministries, including the Ministry of Commerce and the Ministry of Infrastructure and Development, lack a dedicated M&E unit but have expressed interest in forming one. The Ministry of Provincial Government and Institutional Strengthening (MPGIS) houses a Project Division that oversees M&E functions. At the provincial level, the Planning Division in Temotu Province manages its M&E activities.

In terms of staff M&E capacity, SIG face significant challenges. These include a limited number of personnel dedicated to M&E, overextended existing staff, and the need for further enhancement of M&E knowledge and skills. The COVID-19 pandemic has further strained public service capacity and the government's ability to train, mentor and develop M&E capacity, skills, and to make sure have specialized M&E officers recognized for their contribution in the decision making process . MESA consultations revealed a prevailing sentiment of individuals being stretched thin, juggling multiple roles and responsibilities owing to staff and capability constraints, thereby highlighting the need for additional resources and capacity building.

22 MAL collaborated with the Papua New Guinea (PNG) National Agricultural Research Institute to create the PNG National Agriculture Information System (NAIS), which later evolved into an integrated information system. Despite challenges in implementing the non-bibliographic component, the demand for better information management became evident. Following NAIS, the Solomon Islands National Agriculture Information System and Melanesian Agriculture Information System (MAIS) were developed, with the latter facing copyright limitations. MAL participants recommended allocating funds for MAIS subscriptions and training officers to develop MIS for SIG ministries using open platforms.

MNPDC has planned to enhance its M&E capacity by recruiting additional staff for PQD and partnering with the United Nations Development Program (UNDP) to fund two more M&E positions. The PQD currently operates with a minimal three-member team (one director and two M&E Officers). The PQD personnel expressed a need for more technical M&E training in various areas, including data collection, storage, analysis, interpretation, presentation, dissemination, and report-writing.

While some line ministries such as MPS possess skilled M&E personnel, the majority of SIG organisations consulted (around 90%) expressed their staff's need for additional M&E training. Despite possessing solid technical knowledge in their respective sectors, most employees conducting M&E activities lack sufficient knowledge and experience. Supervision of these activities primarily falls on departmental heads, whose depth of understanding and interest in M&E processes greatly influence the level of attention dedicated to M&E. Particularly at the provincial government level, M&E capacity is hampered significantly by a shortage of skilled personnel.

Regarding the most needed M&E skills, a review of the national statistics system conducted during the development of the NSDS 2015–2035 revealed several challenges. These include a lack of professional statistical development and training, particularly for data analysis, dissemination, and data processing for nationwide surveys, as well as management and strategic planning. These skills rely heavily on external technical advisors and consultants. The capacity to conduct evaluations is weaker than monitoring, presenting a significant challenge in terms of hiring qualified evaluators and the SIG's capacity to commission, undertake, manage, and utilise evaluations.

NGOs, especially international ones, have higher M&E capacities than government organisations because of higher donor funding. For instance, Save the Children has a well-established M&E system within its Program Quality Unit, which coordinates all of the organisation's M&E activities on the Solomon Islands.

The lack of a strong voluntary organisation for professional evaluation (VOPE) in the country further hampers the growth of robust M&E community and capacity-building initiatives. A well-functioning VOPE plays a critical role in facilitating knowledge sharing, networking, and capacity development among M&E professionals and stakeholders. To address this gap, it is crucial to explore possibilities for establishing and strengthening VOPE that can better support M&E professionals and stakeholders in the country.

To overcome the challenges associated with M&E capacity, the government must allocate sufficient resources, including recruiting qualified staff and implementing suitable training programs. Emphasising experiential learning, or 'learning by doing', can significantly enhance the effectiveness of such training initiatives. MAL[23] and MJLA are examples of organizations that could benefit from these capacity enhancement measures. Furthermore, ministries employing researchers could consider additional training programs that enable these professionals to conduct evaluations.

For senior managers, the training could be geared towards raising awareness, considering their potential sensitivity towards formal training. This approach may involve delivering evidence in formats that facilitate the decision-making processes. It is equally important to have leadership that consistently emphasises the importance of evidence-based decision-making.

23 The MAL Planning Unit recently experienced a significant loss of human resources, which affected M&E capacity. In 2021, the Ministry requested MNPDC to assist the Planning Unit in terms of M&E capacity. MAL will be leading and conducting an Agriculture Survey in 2025 and needs to establish a robust M&E architecture, such as an M&E Framework, data collection, storage, and management system. While MAL is developing and strengthening partnerships with stakeholders such as World Vision, Kastom Gaden, and other small NGOs to collect data and input them into the MAL system, MAL needs to ensure it also has a sufficient and strong human resources base for M&E.

B. Capacity development initiatives

Efforts are underway to enhance M&E capacities with varying strategies employed by different government institutions. Some institutions have well-delineated job descriptions and staff development plans that emphasise M&E training. For instance, the Institute of Public Governance has a human resources development plan that prioritises M&E training for staff. MEHRD relies on a training needs analysis to identify the professional development needs of the staff involved in M&E. MPS is developing a new M&E staff development plan; after one staff member has completed a master's evaluation, MPS has allocated resources to fund a master's program for two more staff members. Such staff members can act as key change agents, potentially undertaking rapid evaluations of selected programs and projects.

To enhance M&E skills, most SIG staff go through a four-day intermediate M&E course provided by IPAM[24]. The course comprises four units: it begins with theory-based knowledge in Module 1 and gradually builds up to practice-oriented concepts and activities in Module 4. The target staff group is Level 6 and above, who are responsible for M&E s in government ministries and agencies. In addition, many public servants have received M&E or related training from donors, such as the JICA, the United Nations Population Fund (UNFPA), and DFAT[25]. Similarly, recognizing the importance of M&E skills, the Ministry of Rural Development (MRD) organized a training for its staff conducted by an international M&E consultant[26].

While these efforts have improved M&E skills among government staff, more capacity development is needed to cover a larger number of staff and include specific skills and areas within the MEL. Research methodologies, data analysis, and report-writing skills are the least prevalent and most needed areas for capacity development in M&E. Skills in evaluation and the use of data for decision-making also remain a significant gap. Therefore, there is a need for more comprehensive and tailored capacity development initiatives to address the capacity constraints faced by government organisations in conducting M&E processes.

Formal education opportunities for acquiring M&E qualifications on the Solomon Islands remain scarce. The Solomon Islands National University does not offer any specific M&E qualifications, and resource management is the most relevant course. Despite having a campus on the Solomon Islands, the University of the South Pacific (USP) does not offer accredited M&E training in the Pacific Region. Individuals trained in research can potentially be used for evaluation, suggesting the possibility of a short course (e.g. a 5-day course) for researchers to gain an understanding of evaluation.

24 The IPAM Learning and Development Prospectus 2023 contains information on the training programs and eligibility requirements to guide participants when choosing courses and programs offered by IPAM, including for M&E.

25 For example, all MPS M&E staff have gone through short and intense trainings by IPAM and JICA. In addition, the Ministry of Health and Medical Services (MHMS) partnered with UNFPA in 2022 for training in results-based management to guide planning, budgeting, implementation, and M&E processes as well as to support the ministry's ongoing work on developing a new 10-year MHMS Strategic Plan 2022–2031. DFAT has provided M&E training to MWYCFA staff.

26 More details about the training are available here: https://solomons.gov.sb/mrd-staff-trained-on-importance-of-effective-monitoring-evaluation/.

0.4 Monitoring and Reporting Systems

4.1 National-and provincial-level monitoring and reporting

A. Reporting

Reporting requirements

Development Reports. The MNPDC is responsible for coordinating national-level data and policy implementation reporting, which includes reporting on the SDGs and NDS indicators across eight clusters. The MNPDC is mandated to produce a strategic report on the performance of the NDS every three years and an annual performance report on the MTDP and Development Budget. These reports are submitted to the OPMC and focus on reporting the progress of implementation toward results and targets.

Mid-term budget review and final budget outcome reports. The MNPDC contributed to the Mid-Term Budget Review Report and the Final Budget Outcome Report submitted to the MoFT. The MoFT provides information on the fiscal element of the Development Budget, while the MNPDC offers information on progress toward the achievement of outputs and outcomes through the Budget Coordination Committee.

National Government Reports. Line ministries and government agencies provide progress reports on the program and project implementation to the MNPDC and OPMC. Ministries are required to submit two six-monthly reports to MNPDC: one for January–June and one for July–December[27]. During the COVID-19 outbreak, reporting frequency increased to monthly but has returned to quarterly following the lifting of COVID-19 restrictions[28]. In addition, all ministries need to monitor their Annual Plans based on approved budgets and have their own reporting requirements within their ministries. This includes monthly progress reports to the Heads of Divisions.

Provincial Government Reports. Provincial governments report to the national level through the MPGIS and their respective sectoral national ministries. However, they often face human resource constraints and lack clarity regarding their reporting. Provincial governments primarily report funding received, with limited emphasis on actual development work. Their focus is on financial management and liquidation, whereas tangible contributions to development projects are often inadequately documented or assessed.

Reporting template

MNPDC has developed a standard reporting template (Version 2.5, March 2018) for six-monthly reporting of national ministries to MNPDC on the MTDP's program and project status (Annex 12). The template employs a traffic light reporting system: green signifies "on track"; yellow denotes "progress with minor issues"; orange indicates "progress with major issues requiring management intervention"; and red represents "off track." This system assesses progress toward the achievement of outputs and outcomes from national ministries, as well as the progress of activities against ministry's annual work plans.

Reporting practice

There are significant delays in publishing reports, with the second NDS performance report in 2021 still unpublished, and no annual reports on MTDP and Development Budget implementation have been published since 2018. Additionally, many ministries experience delays in reporting. Despite significant efforts by the MNPDC, which has the mandate to monitor the implementation of the NDS 2016–2035, the production and submission of implementation reports by government ministries and donors is lacking.

Several factors contribute to this challenge.

- An inadequate NDS M&E Performance Framework: The framework is not optimally positioned to support NDS performance reporting; some indicators, baseline information, and targets are missing, while some targets are outdated. Moreover, there is a mix of outcome- and output-level indicators for the medium-term strategies.

27 Reports are submitted by line ministries to the focal officers from the Economic and Productive Sector Division and the Social Governance Sector Division within MNPDC. The focal officers review and verify the report before submitting it to the PQD. Currently, the PQD uses MS Excel-based documents to collate these reports and make analyses.

28 As an example, MHMS, rural clinics and provincial health centres use the HDIS to report data on COVID-19 and other health indicators. Once collected, data are sent to the Statistics Unit of the MHMS through an online dashboard. MHMS's Head Office compiles reports for MNPDC and the OPMC.

- Capacity constraints in MNPDC: The gap in MNPDC reporting on an annual basis for the MTDP and three-yearly reporting on the NDS may be attributed to insufficient staff within the organisation.

- Misalignment of the M&E frameworks of national ministries with the MTDP and the NDS M&E Frameworks complicates the MNPDC's analysis and evaluation of ministry reports. For example, MAL's M&E Framework from the Solomon Islands Agriculture Sector Growth Strategy and Investment Plan 2021–2030 provides high-level indicators, and it is difficult to establish links with the agricultural development indicators in the MTDP and NDS (outlined in Annex 12).

- Insufficient reporting capacity in ministries: Delays in the publication of reports from national ministries are due to insufficient staff numbers and inadequate capacity for data analysis and report preparation skills. Approximately one-third of the ministries consulted stated that this was a key issue in reporting.

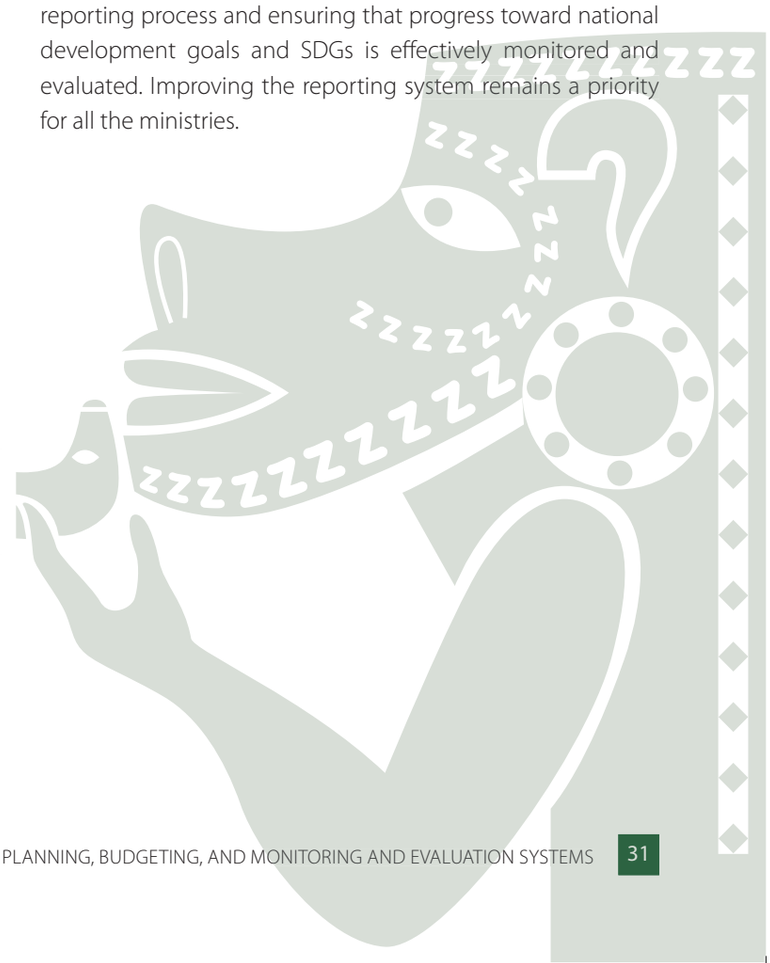
- Limited understanding and usage of the MNPDC template: While most ministries are aware of the MNPDC template, only about one-third use it. Some staff members face challenges in understanding and following the traffic light system, particularly in assessing and reporting progress toward outcomes. Consequently, reports may be incomplete, detailing progress on activities but not against outputs and outcomes. Several ministries lack a M&E reporting framework, resulting in the development of their own templates. This makes it difficult for the MNPDC to utilise the information provided because it may not align with their standard reporting requirements.

- Lack of timely and relevant data: National ministries often cite a lack of timely and relevant data as a reason for delays in reporting. A national statistics system review identified that over 100 datasets, outputs, or indicators were unavailable, but necessary for evidence-based decision-making. They referenced issues regarding the quality and availability of data, particularly in remote areas of the country. Forty percent of respondents from technical ministries said that delays in field data collection occurred because of financial issues, such as a lack of budget or time-consuming approval and funding processes for field trips. Even when data are available, data inaccuracies may arise because of the outdated national and provincial census data used for comparative analysis.

- Impact of the COVID-19 crisis on human resources and reporting: The COVID-19 crisis has stretched human resources and delayed reporting.

An illustrative example of the reporting challenges for the national ministry is the MEHRD, which produces a Performance Assessment Report (PAR) summarising data on education indicators for the current National Education Action Plan period. The primary data source for PAR is the annual school survey, which is housed in the Solomon Islands Education Management Information System. However, data inaccuracies may arise owing to the use of outdated national and provincial census data for comparative analysis. Currently, there is no reporting from the school level to MEHRD. While principals and teachers are expected to submit reports to the education authority, which then compiles reports for the central ministry/MEHRD, this practice is not followed consistently. Standard templates and criteria are lacking and only financial reporting at the school level is active. A notable exception is the robust financial reporting of school grants by school principals who must produce these reports before accessing the next grant. Schools are generally up-to-date on reporting the use of grants, with reports submitted to MEHRD. The new Education Bill seeks to establish a standardised reporting system from the school to the education authority and from the authority to the MEHRD, with the aim of improving the overall reporting process.

Addressing these challenges is crucial for improving the reporting process and ensuring that progress toward national development goals and SDGs is effectively monitored and evaluated. Improving the reporting system remains a priority for all the ministries.



B. Monitoring

Ministries implementing NDS use monitoring to report progress against targets, ensure accurate financial acquittals, and promote transparency and accountability in expenses. Monitoring primarily occurs through surveys, field visits, and on-site project verifications.

Efforts to collect monitoring data from downstream authorities and the private sector using a bottom-up approach have not always been successful. Consequently, the national ministry often must conduct costly, time-consuming, and risky field visits.

In the agricultural sector, MAL previously employed a Farmer Registration Card system to gather information about farmers and monitor their progress and production. However, this practice was discontinued. MAL has faced challenges in collecting data on annual honey production volumes because smallholder farmers often lack records and may be reluctant to share financial details. To address this issue, MAL officers have shifted their focus from income to production data. As MAL seeks to transition from supporting smallholders to fostering an entrepreneurial mindset among farmers, capacity building in M&E is needed for both officers and farmers. Therefore, MAL plans to introduce a participatory approach to M&E to collect baseline data and ensure consistency.

Aid donors often engage consultants in M&E projects. However, the link with provinces was weak. Consultants typically conduct M&E independently and occasionally distribute questionnaires to provincial governments to gather data that inform their reports. The Asian Development Bank (ADB) has also reported the need to deploy M&E staff to outer islands for extended periods to collect data on fisherfolk, as the SIG lacks a system to collect and provide such data.

Another challenge is the financial resources required to conduct M&E in these provinces. For instance, the provincial government of Western Province, with its vast geography, has reported difficulties in confirming backlogged probationer teachers since 2020 due to limited financial resources for M&E, and teacher appraisals could not be conducted due to insufficient funds.

Field-level data collection faces numerous challenges and risks, including high logistics costs owing to the country's geography, weak connectivity, and inadequate transport infrastructure. These factors affect the cost of M&E logistics, rendering travel to provinces and rural communities more expensive. Collecting monitoring data from the field is complicated by extreme weather patterns, climate change, and potential community-level disputes. Given these challenges, even donors with larger funds and M&E budgets find the process burdensome and costly.

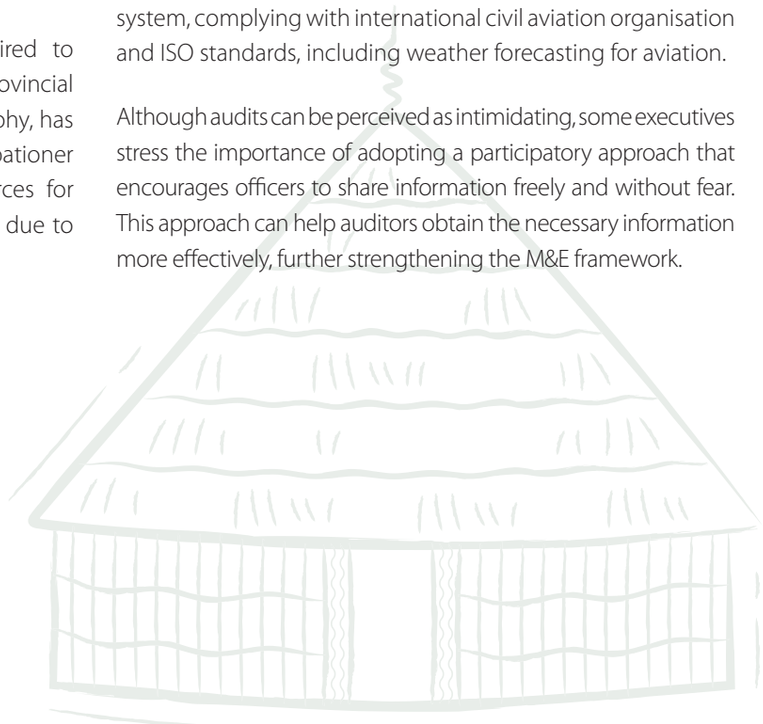
C. Physical inspection and quality audits

Physical inspection and quality audits play vital roles in M&E systems as complementary oversight activities that ensure data quality and compliance with standards. These elements contribute to the overall effectiveness and accountability of the SIG M&E framework by providing an additional layer of scrutiny which reinforces its robustness.

The MNPDC conducts routine supervision visits at both national and provincial government levels, serving as a form of physical monitoring and inspection. Periodic audits ensured data quality and compliance with various standards. MNPDC deploys officers during the third and fourth quarters of each year and sometimes randomly upon request from implementing ministries or as directed by MNPDC management. Other sector division officers may accompany the PQD for field visits upon invitations from their respective sector ministries. Field reports were compiled, submitted to the PQD, and stored in files on the MNPDC common drive.

Annual audits maintain compliance with the established standards for ministries. For example, MECCDM MET services undergo annual audits as part of their quality management system, complying with international civil aviation organisation and ISO standards, including weather forecasting for aviation.

Although audits can be perceived as intimidating, some executives stress the importance of adopting a participatory approach that encourages officers to share information freely and without fear. This approach can help auditors obtain the necessary information more effectively, further strengthening the M&E framework.



4.2 Traditional monitoring methods

In the Solomon Islands, the governance structure encompasses both government and traditional systems. A significant gap in national, provincial, and community M&E systems is the absence of a feedback loop from the national government to rural communities. This leads to unidirectional information flow (from provinces to the national government) and contributes to challenges in data collection, as residents may not perceive a personal benefit in providing data.

Rural communities in the provinces participate daily in traditional monitoring activities via tribal systems, churches, chiefs, and, where applicable, the government. Most respondents affirmed the use of traditional monitoring methods. There is a strong desire among rural communities for more development initiatives targeted at the grassroots level.

Isabel Province features a distinct indigenous method known as the Tripod System, which reflects the norms and values of the Isabel people. It uses the 'Kho Kholo' system, which empowers chiefs to monitor tribal activities including marriage. Community development is a daily task for groups such as the Isabel Mothers Union, which has been partnering with Nature Conservancy since 2012, to raise awareness of the environmental impacts of mining and logging in the province.

In South Malaita, another traditional system, akin to the indigenous "Iola" method, was used. Unlike the pyramid-like Tripod System of Isabel Province, the Iola system is horizontal. Learning takes place mainly through *tok stori* or in Gula'ala 'alala kini', with deep knowledge acquired experientially. For instance, if elders wish to impart knowledge about the land and resources, they guide the learners (men and women, young and old) on a journey to show them land boundaries.

The national government's reporting structure sometimes struggles to align with traditional governance systems, which use community-based reporting that is consistent with traditional land tenure principles. Reporting and information sharing in communities are consultative and oral, creating opportunities for new forums and enhancing existing forums for improved accountability and data management. There are instances in which traditional governance and formal SIG systems work harmoniously. For example, in the national court system, local chiefs and traditional leaders connect through the House of Chiefs, facilitating the flow of information from designated forums to the community.

National ministries, such as MECCDMM, are increasingly incorporating indigenous methods. MECCDMM collaborates with communities for monitoring purposes using storytelling as the primary monitoring method and visual aids for effective communication. Local rangers with limited formal education use cameras to capture powerful storytelling images. Communities have also adapted questionnaires for data collection. MECCDMM conducts workshops with locals to explore indigenous methods of predicting and reporting weather conditions using locally understood indicators. This approach ensures that community members understand shared information about the weather and climate.

MAL previously employed an indigenous M&E approach called LES (Live, Eat, and Stay), emphasising building reciprocal trust and confidence between extension field officers, farmers, and their families. To be effective agents of change, agricultural extension field officers must fully comprehend the unique environments in which farmers operate, including their objectives, aspirations, opportunities, challenges, and constraints related to farming. The LES method requires extension field officers to spend ample time in villages, engaging in informal discussions or *tok stori* sessions with farmers. Although effective, incorporating the LES method into today's extension service presents challenges, as it demands adequate budgetary support and logistics for extension officers to implement effectively.

Implementing participatory methods that involve local communities in monitoring and evaluating development programs ensures that the process reflects the community values, beliefs, and perspectives. Capacity building and the use of local tools are essential for Solomon Islanders with indigenous knowledge to effectively collect, comprehend, and report data. Additionally, enhancing awareness of the connections between community, provincial, and national M&E activities will strengthen locally led processes. It also invites innovative approaches to incorporate community-based methods into national M&E systems. Engaging community members in these bottom-up efforts can further enhance this approach.

4.3 Monitoring and reporting on climate change and environmental sustainability

A. Environmental reporting and monitoring

Environmental reporting and monitoring in the Solomon Islands are robust, as exemplified by the triennial State of the Environment (SoE) Report which assesses the country's environmental status. The MECCDMM is responsible for preparing the SoE Report for the SIG. These reports are critical national requirements, and the SIG mandates annual updates with a rolling five-year analysis.

SoE reports effectively address national priorities and international commitments such as Multilateral Environmental Agreements, the Small Island Developing States Accelerated Modalities of Action Pathway (SAMOA Pathway), SDGs, and the Paris Agreement. The 2019 SoE report, developed in collaboration with stakeholders, the Secretariat of the Pacific Regional Environment Program, and other partners exemplifies this approach. The SoE reporting process involves crosscutting information from various sectors and fostering collaboration and information-sharing for environmental improvement strategies.

The SoE report covers seven thematic areas: Culture and Heritage; Atmosphere and Climate; Coastal and Marine; Freshwater Resources; Land; Biodiversity; and Built Environment. It employs the 'Drivers, Pressures, State, Impact, and Response' model, using quantitative data and stakeholder input to clarify causal relationships and environmental effects. To facilitate the SoE reporting process, the Environment Act must be amended.

Additionally, the Environmental Impact Assessment (EIA) Report, required under the Solomon Islands Environment Act of 1998, evaluates the environmental impacts of development projects. MECCDMM oversees the EIA process using assessments undertaken by developers and approved experts. The public has the right to access EIA Reports, comment on them, and submit objections to the MECCDMM. The MECCDMM emphasises the need for strategic environmental impact assessments during consultations. Enhancing EIAs can be achieved by integrating social considerations such as community, health, and livelihood impacts. Regular follow-up can ensure continuous improvement. Stakeholder engagement in EIA processes can be encouraged for a more comprehensive assessment, and reports can be made more accessible using clear language and digital platforms. Furthermore, including an evaluation of a project's potential climate impact and vulnerability can provide a holistic environmental view. Finally, building capacity by training stakeholders can improve the overall quality and utilisation of EIAs.

B. Climate change reporting and monitoring

The Solomon Islands ratified the Kyoto Protocol and Paris Agreement, demonstrating its commitment to addressing climate change challenges. In September 2016, the country submitted its first Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC) Secretariat, pledging a reduction in greenhouse gas (GHG) emissions of over 50% by 2050. The Solomon Islands actively seek to minimise their carbon footprint despite not having any obligations as non-Annex I parties.

The country prepared the National Adaptation Plan for Action (NAPA) in 2008 and submitted its first and second National Communications on Climate Change in 2004 and 2017, respectively. It is currently preparing its third National Communication and first Biennial Update Report. The National Climate Change Policy 2012–2017 aimed to integrate climate change considerations into the NDS, promote resilience and adaptability, and leverage mitigation technologies.

In 2018, Pacific Island Forum members, including the Solomon Islands, agreed in the Boe Declaration that climate change is the single greatest threat to people's livelihoods, security, and well-being. The 2019 Kainaki II Declaration for Urgent Climate Change Action reaffirmed this position. In August 2022, stakeholders validated a new draft climate finance and public spending roadmap, aiming to integrate climate change requirements into government financial management systems and strengthen the Climate Finance and Resilience Unit within the MoFT.

Despite these efforts, climate change reporting on the Solomon Islands has considerable gaps and is weaker than environmental reporting. The SIG is concerned with sea-level rise in low-lying atolls. The 2022 PAC Report reveals that the MECCDMM budget is insufficient for climate action design and implementation. To address climate change adaptation needs, MECCDMM collaborates with donor partners to access funds from the Global Environment Facility, Green Climate Fund, and LDC Fund. This ensures that externally funded projects align with NAPA and community adaptation initiatives.

Barriers to meeting the UNFCCC reporting requirements include the absence of mitigation and adaptation activity data, lack of integrated coordination for data and information sharing, and insufficient technical expertise in measuring, reporting, and verifying adaptation actions. The Solomon Islands are committed to adopting an Integrated National Transparency Framework as part of the implementation of Article 13 of the Paris Agreement. The Climate Change Division of the MECCDMM will establish sector-based cells or working groups responsible for data collection, archiving, and updating. These groups will enable the Solomon Islands to generate consistent inventories of emission sources and sinks using advanced Intergovernmental Panel on Climate Change (IPCC) methodologies and to track progress in NDC actions. The ultimate goal is to develop a web-based platform for transparent GHG information management, displaying historical emissions and sink data to demonstrate the progress of NDC action.

4.4 Monitoring and reporting on gender equality and social inclusion

The Solomon Islands must confront several social challenges linked to deprivation and inequality. Recent Census data have highlighted that the highest poverty levels are in Honiara, parts of the Guadalcanal, and Makira. Urban poverty rates are on the rise because of population growth, particularly in Honiara. The Central Bank of Solomon Islands Annual Report (2019) shows that only 58,736 individuals are members of the Solomon Islands National Provident Fund, indicating low formal-sector employment rates. Rural areas experience 'subsistence affluence' through home gardens and fishing, but limited infrastructure and transportation access hinder public services, such as clinics, roads, and schools, especially in remote areas.

A. Policy and institutional framework for advancing equality

The Solomon Islands have made substantial progress in promoting gender equality and women's empowerment through policy development and reforms at the national and provincial levels. NDS 2016–2035 translates the SDGs into a country-level framework, providing strategic guidance for stakeholders, including government institutions, development partners, NGOs, churches, faith-based organisations, CSOs, and community leaders (see Annex 8 for gender equality and social inclusion commitments and legislation).

The Ministry of Women, Youth, Children, and Family Affairs (MWYCFA) spearheads the coordination and implementation of gender-related policies and programs, reflecting the country's dedication to gender mainstreaming. Efforts to create a more inclusive public service for women in senior positions are ongoing, but gender equality and social inclusion strategies for the Solomon Islands public service remain in draft form.

The governments of the Western, Malaita, and Guadalcanal provinces, along with the Honiara City Council, have made significant strides in mainstreaming gender equality. MPGIS has introduced a performance assessment initiative that includes gender mainstreaming as a key result area, with provincial governments being required to meet this criterion to access their PCDF.

B. Reporting and monitoring

The MWYCFA is responsible for reporting progress toward gender-related results and targets to the MNPDC, the Prime Minister's Office, and international development partners, in line with the NDS M&E Performance Framework, which encompasses the SDGs. The Women's Development Division (WDD) of the MWYCFA is responsible for overseeing the implementation of gender policies and laws in the country.

To achieve this, the MWYCFA introduced a reporting template to gather information from various divisions and the WDD database, aiming to access updates on women's activities and programs, such as the National SAFENET Referral Network[29]. Nonetheless, the MWYCFA still encounters staffing and financial resource challenges which negatively impact its reporting capabilities to MNPDC and international development partners. Similarly, at the provincial level, the majority of provincial governments face budgetary and human capacity constraints which hinder the implementation of their gender policies and programs. Consequently, they continue to rely on the MWYCFA support.

The NDS M&E Performance Framework includes 109 SDG indicators, of which 34 are gender specific. Significant national surveys, such as the Demographic and Health Survey 2015 and the Population Census, have also integrated SDG indicators. As of December 2020, only 28.7% of the indicators needed to monitor SDGs from a gender perspective were available. There are gaps in key areas, such as unpaid care and domestic work, key labour market indicators, such as the gender pay gap, and information and communications technology skills[30]. Moreover, the lack of comparable methodologies creates monitoring areas such as gender and poverty, physical and sexual harassment, women's access to assets (including land), and gender and environmental challenges. This data insufficiency hinders the evaluation of progress toward gender outcomes in MTDPs and NDS objectives.

Data for monitoring and reporting gender aspects were primarily sourced from the SINSO. Additionally, the 2016 *Gender Equality: Where do we stand? The Solomon Islands* report signified a considerable advancement in offering national-level gender statistics[31]. However, obtaining comprehensive disaggregated data, including sex-disaggregated data and reliable information from all sectors, remains a critical concern. The NSDS acknowledges the need for more statistical data on women and people with disabilities, aligning with national policies and SDGs.

29 Established in Honiara in 2013, SAFENET is a network of frontline service providers offering essential services to victims/survivors of gender-based violence. This initiative has improved access to justice, health, legal, and other support services for victims/survivors.

30 https://data.unwomen.org/country/solomon-islands

31 This report was a collaborative effort between the government, MWYCFA and SINSO, with support from the Secretariat of the Pacific Community (SPC) under the Progressing Gender Equality in Pacific Island Countries (PGEP) initiative.

0.5 Evaluation Systems and Practices

Evaluation is a crucial aspect of effective governance and decision making. The MNPDC is mandated to coordinate the evaluations of the country.

On the Solomon Islands, evaluation practices tend to be donor-driven, with the SIG mainly concentrating on monitoring rather than consistently conducting comprehensive assessments of policies, programs, and projects. Ministries with M&E frameworks generally incorporate monitoring needs, indicators, and performance targets in their plans, but they often lack a clear plan for conducting evaluations. Notable examples of evaluation and review plans include the MNPDC's intention to review the NDS every five years. Despite a delay, funding from MFAT and UNDP has enabled the review to proceed by 2023.

During the MESA consultations, most SIG participants were unaware of the evaluations conducted by their organisations. One example was the assessment of IPAM by MPS in 2022, with the goal of informing decision-making on funding for new infrastructure. However, the nature of this assessment method remains unclear. The Ministry of Traditional Governance, Peace and Ecclesiastical Affairs also committed in its Corporate Strategic Plan 2020–2023 to conduct mid-term and end-term evaluations of the plan to measure progress and achievements of policy implementation and goals. The IPAM announced the establishment of an MEL Taskforce to develop an MEL framework which should include evaluation and learning components to ensure the relevance and effectiveness of IPAM training. However, implementation of these plans remains uncertain.

Several development partners, including ADB, DFAT, MFAT, UNDP, and the World Bank, have commissioned and managed evaluations in the Solomon Islands and Pacific Region (refer to Annex 11 for the list of evaluations conducted since 2015). Most of these evaluations are impact evaluations and mid-term reviews, potentially serving as valuable sources of evidence for SIG.

The Solomon Islands Partnership Framework for Effective Development Cooperation commits the SIG to periodic joint reviews of progress in aid effectiveness and development results with development partners. Government organisations participate in donor-led evaluations and contribute human resources to the process. For instance, MPGIS participated in evaluations undertaken by development partners for community governance grievances, and conducted a beneficiary survey across four provinces.

SIG often perceives evaluation as a compliance and accountability tool, rather than as an instrument for learning. On a positive note, some SIG organisations conduct learning events, albeit not formal evaluations or reviews. For example, MPS's M&E Unit organises quarterly Reflection and Reporting Workshops, promoting transparent learning and discussions of implementation progress and future plans.

In the absence of an effective national M&E policy, plan, and strong learning culture, the demand for evaluations remains low. Limited financial resources and limited capacity for conducting evaluations are primary challenges, with evaluations considered secondary to program implementation and monitoring. To enhance the evaluation system, it is essential to foster a learning culture, increase resource allocation, and prioritise evaluation practices to support evidence-based decision making and improve development outcomes.

0.6 Communication, Dissemination, and Use of Monitoring and Evaluation Data

6.1 Communication and dissemination of monitoring and evaluation data

The SIG is committed to promoting transparency and accountability in its M&E process. As part of this commitment, SIG reports are submitted to the Cabinet and presented in the Parliament before being disseminated to the public. Progress reports on programs and projects may be shared publicly after approval by the Permanent Secretary and executive of the MNPDC. Evaluation results at the program and project levels are presented to the respective program or project steering committees, while evaluations of large programs, projects, and policies may be presented to the cabinet.

Additionally, the SIG's development reports are publicly available on the respective ministry websites. The government also utilises monthly newsletters to share essential information regarding its progress, which can also be found on the ministry websites. Media outlets, including radio and newspapers, were also used to share relevant progress updates[32].

For more frequent updates and announcements, SIG maintains a news page on its website. For instance, MRD shared news on its website about its M&E team assessing Constituency Development Fund (CDF)-funded projects within the South New Georgia Constituency[33]. Constituency monitoring of CDF projects is part of the MRD's ongoing activities to assess the status and impact of projects implemented within 50 constituencies.

Some ministries disseminate information directly to their audiences. For example, when MAL or external researchers conduct research and generate scientific reports, these reports are submitted to the Extension Department, which simplifies and disseminates information to farmers. The primary method of data dissemination by SINSO is via email releases which have limited reach.

Some ministries have communication strategies, communications, and communications or PR officers. The MRD established a communication and public relations unit to facilitate positive relations and interaction with stakeholders on issues relating to constituency development. This unit coordinates the formulation and implementation of a communication strategy in collaboration with other divisions and key stakeholders. In MECCDMM, the role of the communications officer in relation to M&E is not clear; however, MECCDMM is working on an overall ministry communication strategy which is currently in the drafting stage. MECCDMM has a communications officer who can issue press releases and news photo publications; however, these publications are made for the general population and do not target a specific audience. At the divisional level, MECCDMM makes publications on awareness and workshops based on activities conducted in the previous year.

The majority (around 90%) of consulted participants during the MESA indicated the absence of an M&E communication strategy in their organisations, with only a few confirming that M&E communication was conducted through reports and pamphlet publications.

There is potential for improvement in the strategic and systematic dissemination of M&E results. The growing recognition of the importance of information dissemination for SIG's M&E efforts highlights the need for enhanced stakeholder engagement, better decision-making, increased accountability, and continuous learning and improvement. The potential for information dissemination is through the radio as an important communication medium in the Solomon Islands, reaching the most remote communities. This is largely because of the country's geography and limited access to other forms of media in rural and remote areas. The Solomon Islands Broadcasting Corporation (SIBC), a country's public broadcaster, plays a critical role in providing reliable and timely information across the nation. The importance of radio was further highlighted during the COVID-19 pandemic when it was used extensively to disseminate public health information to the islands' scattered population.

32 The Solomon Islands Broadcasting Corporation serves as the sole national radio broadcasting agency, accompanied by two FM stations, including a Christian FM station. There is one national newspaper, one women's newspaper, and a TV news program run by Solomon Telekom, which features locally initiated programs. Voice Blo Mere, a local women's radio program, aired on radio SIBC but has been inactive since 2019.

33 Available at: https://solomons.gov.sb/ministry-of-rural-development/

6.2 Use of monitoring and evaluation data and information

The SIG is dedicated to managing results, but the use of M&E, particularly evaluation information, can still be improved. The extraction of learning from monitoring data is currently limited and underutilised in the decision-making processes.

While monitoring data is essential for decision-making processes by the Cabinet, the utilisation of such data, including census data, is not always optimised in planning and budgeting. This limitation is partly due to the lack of data analysis skills within the SIG, which results in the underuse of available data. A key challenge is the inconsistent generation of evidence, constraining the availability of high-quality data for informed policy decisions.

Most evaluations are commissioned and managed by development partners, with the MNPDC responsible for ensuring the successful implementation of evaluation recommendations. However, during the program implementation phase, responsibility shifted to line the ministries and agencies. The MNPDC lacks the means to hold these implementing agencies accountable for incorporating the evaluation recommendations. Currently, there is no government response and implementation tracking mechanism to determine the extent to which evaluation findings have been implemented, suggesting that lessons learned from successful and unsuccessful investments do not systematically inform policy decisions.

SIG ministers and executive officers request data to make informed decisions on investment allocation and donor–fund coordination. Ministries, such as MECCDMM, confirmed during MESA consultations that they regard monitoring data as essential for developing programs and project proposals, particularly those funded by international donors.

Funding proposals and planning documents from the SIG provide reference data from secondary sources and primary monitoring; however, this does not necessarily mean that monitoring data are used. It has been recognised that some partners and stakeholders use unauthorised data. For example, MEHRD expressed in an interview that the ministry urged educational partners to use official data from their PAR reports.

Nevertheless, data providers often lack information about how or even if their data are used. Since 2019, the MPS has reported that completed annual reports have not been used for decision making. This issue is particularly evident at the provincial level; provincial governments submit data to the national level without receiving feedback on the effectiveness and value of their data contributions.

The NDS and draft national M&E policy do not include a data demand-and-use strategy, nor do they outline a data use plan to guide the timetable for major data collection efforts and reporting requirements. Significant efforts are needed to ensure intrinsic motivation for addressing evaluation findings, establish suitable mechanisms to track implementation, and engage in discussions on how to guarantee effective implementation.

0.7 Key Findings and Recommendations

7.1 Key findings and analysis

The MESA diagnostic report presents an overview of the M&E ecosystem on the Solomon Islands. This demonstrates a positive outlook with a foundation for growth. However, challenges persist in developing a resilient, whole-of-government M&E system that enables evidence-based decision-making and policymaking for the benefit of all citizens.

There is a growing demand for performance information in the country, with the government taking steps to promote accountability, transparency, and evidence-based policy making. The leading planning organisation, MNPDC, has established an M&E team and has raised awareness of the importance of M&E at the national and provincial government levels, with the aim of supporting sectoral and ministry-level reporting of decision-making and facilitating the implementation of the NDS. All ministries have improved their reporting and monitoring of their agendas, and they are making progress in this regard. M&E incentives, such as the PCDF, encourage performance-based planning in provincial governments through conditional grants. Despite the growing interest in evidence-based planning, further efforts are required to create a whole-of-government M&E system, as recognised by all participants.

Using the information from the MESA study, the findings were analysed using SWOT analysis and the fishbone technique. The MESA findings and analysis align with the Duavata Statement (Pacific Community 2020:39), which emphasises donor commitment to supporting M&E in the Pacific, while acknowledging the lack of a coordinated structure for M&E support, information sharing, and partnership in M&E implementation. The key findings are outlined below.

A. SWOT Analysis

Table 1 SWOT Analysis of Solomon Islands' M&E System

Strengths	Weaknesses	Opportunities	Threats
• The SIG's commitment to transparency, accountability, and managing for results in M&E processes fosters a culture of evidence-based decision-making and promotes public trust in government institutions • A comprehensive policy base for national M&E through the NDS and the MTDP, which provide guidelines for M&E activities, contributes to a more effective and coherent system	• The draft status of the national M&E policy inhibits its effectiveness and the establishment of clear guidelines and expectations for M&E activities across government institutions • Limited consultation and participation in M&E policy development results in a lack of ownership and commitment to the policy, which can hinder its implementation and effectiveness	• Improve stakeholder engagement in M&E policy development • Streamline and align M&E frameworks and plans with the NDS and the MTDP • Establish dedicated M&E units or teams and invest in M&E personnel • Enhance M&E capacity with targeted training and comprehensive capacity development approaches	• Staff shortages, inadequate budgets, and crises such as the COVID-19 pandemic impact on public-service capacity • Time-consuming recruitment procedures limit the government's ability to attract top talent • Supervision of M&E activities by non-experts potentially affects the quality of M&E processes • Limited financial resources and capacity for conducting evaluations

• Successful coordinating bodies (e.g., BMJAC) that facilitate data sharing and improve data consistency lead to better-informed policy decisions • Effective sector-level coordination in some sectors, results in better-targeted interventions and more efficient use of resources within specific sectors • Well-defined job descriptions and human resource development plans in some organizations enhance M&E staff performance • Capacity development initiatives, including training needs analysis, IPAM training and donor-provided training, strengthen the capacity of M&E professionals • Integration of indigenous methods in M&E processes in certain cases help to ensure that M&E activities are contextually relevant and culturally sensitive • Learning events foster continuous improvement, promote best practices, and enhance the effectiveness of the M&E system	• Outdated or absent M&E Plans in line ministries and provincial governments, resulting in fragmented and inconsistent M&E efforts, making it difficult to track progress • Inadequate alignment of the SIG M&E plans and frameworks with NDS and MTDP M&E performance frameworks lead to discrepancies in reporting and difficulties in measuring progress against national development objectives • A lack of a central coordination forum for M&E leads to inconsistent and siloed M&E efforts and an inefficient use of scarce resources • A lack of human resources and expertise in M&E, lead to delays in reporting and limit the ability to make evidence-based decisions • The absence of a VOPE limits support and guidance for M&E professionals, which may impact the quality of M&E activities • Insufficient funding restricts the scope and quality of M&E activities, leading to gaps in data and information necessary for informed decision-making • The absence of an M&E communication strategy leads to the underutilization of available data, limiting the ability to make evidence-based decisions	• Foster partnerships with regional and international educational institutions for accredited M&E training • Strengthen collaboration between traditional and formal systems in M&E processes • Encourage greater grassroots participation in M&E activities • Utilize donor evaluations as evidence sources and learning opportunities	• Policymakers' limited capacity to interpret and utilize M&E data for decision-making

Policy Framework for M&E

The Solomon Islands have a comprehensive policy base for national M&E through NDS and MTDP. The NDS M&E Performance Framework serves as the foundation for national M&E. It is designed to track progress, assess effectiveness, and identify areas for improvement while aligning with SDGs. Nevertheless, the MESA revealed several opportunities for improvement in the M&E policy framework.

- **A national M&E policy:** MNPDC has drafted an M&E policy aimed at improving public-service delivery. However, due to limited resources and the impact of the COVID-19 crisis, the policy remains in draft form, limiting its effectiveness as a regulatory instrument for evidence-based decision making.
- **Fragmented M&E plans and frameworks of national ministries:** Line ministries display varying degrees of M&E plan integration and quality. Many existing plans are outdated and focus primarily on activity-based and output-based indicators that do not align with NDS and MTDP indicators.
- **Absence of M&E plans and frameworks in provincial governments:** Provincial governments generally lack development policies, plans, and explicit M&E frameworks. This absence hinders progress monitoring and leads to inconsistent practices across the provinces.

Organizational Setup and Coordination Mechanism

These factors may affect the effectiveness of the M&E system in relation to the organizational structure.

- Lack of M&E units or teams in many organisations: The MESA findings show that approximately 70% of consulted SIG organisations, including national and provincial governments, do not have dedicated M&E units or teams. This absence may hinder the successful implementation and effectiveness of M&E processes, limiting their ability to systematically monitor and evaluate policies and programs.
- Fragmented M&E efforts: In organisations without M&E units, monitoring efforts are often conducted separately by each department. This fragmented approach may result in a lack of coordination and consistency in M&E practices, leading to the inefficient use of resources, potentially conflicting findings, and reduced effectiveness of M&E activities.
- Absence of dedicated M&E personnel in some organisations: The MESA also reveals that some organisations lack dedicated M&E personnel, which may impact their ability to carry out effective M&E activities, leading to shortcomings in data quality, analysis, and overall reliability of M&E results.

The MESA report highlights the strengths of M&E coordination, including the existence of successful coordinating bodies such as the BMJAC, which effectively facilitates data sharing and decision-making for the Ministry of Commerce at both the national and provincial levels. In the education sector, MEHRD leads the way in demonstrating effective sector-level coordination for M&E. This is particularly crucial given the sectoral approach of the new MTDP and the need for increased sectoral coordination in M&E to ensure effective evidence collection.

However, some areas require further improvement. A considerable amount of monitoring data is spread across various organisations; however, a systematic approach to sharing data and lessons is absent. This deficiency may impede cross-sector learning and limit the impact of the M&E efforts. The PQD faces capacity constraints, with a lack of dedicated positions for coordination, and its staff stretched thin with other tasks, hindering its effectiveness in facilitating cross-sector M&E coordination. The NDS Committee, initially formed for the design and implementation of the 2016–2035 NDS, is currently inactive. This inactivity compromises strategic guidance and oversight of M&E activities, potentially undermining alignment with broader developmental objectives.

M&E Capacity

The Solomon Islands face a challenging period from 2020 to 2022, primarily due to the adverse effects of the COVID-19 pandemic and civil unrest in November 2021. Despite these challenges, the government has made progress in building M&E capacities with the establishment of M&E units and the integration of M&E development plans into human resource plans.

However, the government still faces significant challenges in conducting M&E processes due to limited time, resources, and expertise. Key areas of weakness and improvement include staff shortages, time-consuming recruitment procedures, insufficient M&E staff at the MNPDC, lack of dedicated M&E units, and insufficient M&E experience. Moreover, there is a need to enhance policymakers' capacity to effectively use monitoring data and evaluation findings.

There are several strengths and capacity development initiatives for the government staff involved in M&E. These positive developments include well-defined job descriptions, training needs analysis, M&E staff development plans, intermediate M&E courses provided by the IPAM, donor-provided M&E training, and ministry-specific training initiatives.

Further capacity development is needed in areas such as research methodologies, data analysis, report writing, evaluation, and the use of data for decision-making. A more comprehensive and tailored capacity development approach would help address these constraints and further strengthen the M&E processes in government organisations. Moreover, the limited availability of formal educational opportunities for M&E qualifications in the Solomon Islands presents an opportunity to explore partnerships with regional and international educational institutions. These partnerships could offer accredited M&E training and programs to government staff, help bridge the gap in M&E qualifications, and enhance the overall capacity of government organisations to conduct effective M&E processes.

Evaluations

Evaluations play a crucial role in enhancing the accountability, learning, and evidence-based decision making of SIG. While there are strengths in the current evaluation landscape, there are also areas for improvement to ensure that evaluations contribute effectively to the overall M&E system.

Strengths:

- **Learning events:** Some SIG organisations such as the MPS M&E Unit conduct quarterly Reflection and Reporting Workshops, promote transparent learning, and discuss implementation progress and future plans.
- **Donor evaluations:** Development partners, including ADB, DFAT, MFAT, UNDP, and the World Bank, commission and manage evaluations in the Solomon Islands and Pacific Region. These evaluations can serve as valuable evidence sources for SIG, supporting informed decision-making.

Weaknesses:

- **Limited evaluation planning:** Ministries with M&E frameworks generally lack a clear plan to conduct evaluations, which can lead to inconsistent and ineffective evaluation practices.
- **Limited financial resources and capacity:** The SIG faces challenges in conducting evaluations owing to limited financial resources and capacity. Evaluation is often considered secondary to program implementation and monitoring, which hinders the development of a comprehensive M&E system.

To address these weaknesses, SIG could prioritise evaluation planning and allocate sufficient resources and capacity to support evaluation processes. By integrating evaluation plans into M&E frameworks, the government can ensure systematic and consistent evaluations that provide critical insights into program effectiveness and areas of improvement. Moreover, leveraging donor evaluations and building partnerships with development partners can help SIG overcome resource constraints and enhance their evaluation capacity. This comprehensive approach will strengthen the overall M&E system, promoting accountability, learning, and evidence-based decision making across all levels of government.

Traditional M&E Processes

There are several strengths and opportunities to enhance the traditional M&E processes. These include:

- **Collaboration between traditional and formal systems:** The national court system's connection with local chiefs and traditional leaders through the House of Chiefs exemplifies the effective integration of traditional governance into formal systems.
- **Traditional daily M&E activities:** Rural communities participate in traditional daily M&E activities through tribal systems, churches, and chiefs, demonstrating a robust foundation for local M&E practices.
- **Grassroots development interest:** Rural communities express a desire for increased development initiatives at the grassroots level, indicating their willingness to engage in M&E processes.
- **Integration of indigenous methods:** The MECCDMM conducting traditional knowledge workshops demonstrates that indigenous methods can be successfully integrated into national ministries.

By leveraging these strengths and opportunities, the Solomon Islands can improve their traditional M&E processes, leading to more effective and culturally relevant development initiatives. Combining traditional and formal systems, engaging in daily M&E activities, promoting grassroots development interests, and integrating indigenous methods can help build a stronger, more inclusive, and sustainable M&E framework that benefits both the government and local communities.

M&E Data Dissemination and Use

The SIG recognises the importance of M&E data dissemination and its use in enhancing transparency, accountability, and evidence-based decision making. There are several strengths and areas for improvement in the dissemination and use of the country's M&E data.

Strengths:

- **Commitment to transparency and accountability:** The SIG submits M&E reports to the Cabinet and Parliament before public dissemination, demonstrating dedication to fostering transparency and accountability in its M&E processes.
- **Dedication to managing results:** The SIG is committed to utilising M&E for decision-making processes, including planning and budgeting, thereby emphasising results-based management.
- **Availability of development reports:** The SIG's development reports are publicly accessible on the respective ministry websites, and the government employs monthly newsletters and media outlets to share essential information about its progress.
- **Established Communication and Public Relations Unit:** The MRD created a Communication and Public Relations Unit to facilitate positive relations and interaction with stakeholders on issues relating to constituency development.
- **Utilisation of monitoring data:** Monitoring data are incorporated into the preparation of funding proposals and planning documents, with ministries such as MECCDMM considering monitoring data essential for program and project proposals.

Weaknesses:

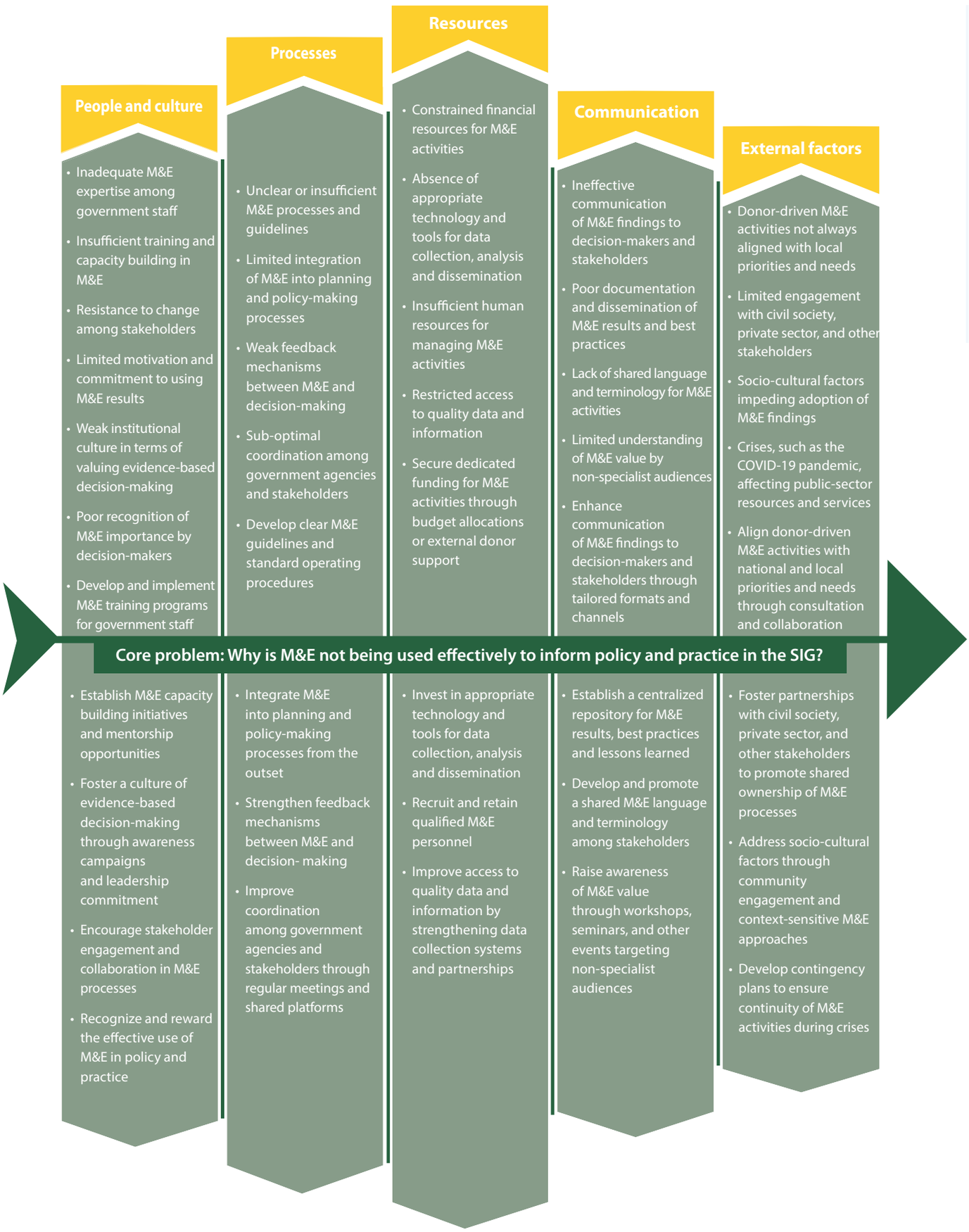
- **Inconsistent generation of evidence:** A key challenge is the inconsistent generation of high-quality data for informed policy decisions, which hinders the effectiveness of evidence-based decision-making.
- **Absence of an M&E communication strategy:** The majority of consulted participants (around 90%) indicated that their organisations lacked an M&E communication strategy, with only a few confirming M&E communication through reports and pamphlet publications.

To address these weaknesses, the SIG could develop and implement an M&E communication strategy to ensure the consistent and effective dissemination of M&E data. This strategy would enhance the transparency and accountability of the government's M&E processes, improve stakeholder engagement, and promote evidence-based decision making across all levels of government.

B. Root Cause Analysis

The MESA study employed a fishbone diagram to thoroughly examine the factors contributing to the ineffective use of M&E in informing policy and practice within the SIG. This comprehensive analysis allowed for the identification of five key categories and underlying causes that form the core problem: Why is M&E not being used effectively to inform policy and practice in the SIG? To effectively address the root causes of M&E ineffectiveness within the SIG, potential solutions are presented for each category.

Table 2 Root Cause Analysis of M&E Use in Informing Policy and Practice



7.2 Recommendations

A forward-looking strategy anchored in the Solomon Islands' strengths and interests is proposed by adopting an action-learning approach. Despite some gaps in M&E systems, it is crucial to develop mechanisms that respond to the local context and needs rather than adhering to a predetermined template. Potential criteria for these mechanisms include high local interest, focus on decision-informing learning, commitment from local champions, contribution to a broader M&E learning community, alignment with root causes identified in the MESA, practicality based on existing resources, and adaptability to local solutions with international relevance.

The identification of these initiatives should be guided by the following criteria.

- These areas should elicit a substantial interest in addressing specific M&E issues.
- The focus should be on learning and decision-making, not just on data collection and reporting.
- The involvement of dedicated champions committed to driving the initiative forward is crucial.
- These initiatives should contribute to the development of a more extensive M&E learning community on the Solomon Islands.
- The selected initiatives should aim to address some of the root causes identified in the MESA.
- They should leverage existing capacity and resources, allowing for gradual growth with external support but avoiding unrealistic expectations of resource availability.
- These initiatives should foster the creation of locally adapted solutions that also allow the Solomon Islands to contribute internationally through their grounded experience.

Potential entry points for M&E strengthening include the following.

Monitoring:

- Collaborate with the MNDPC to assemble vital reports, which can serve as educational resources for guiding decision-making.
- Implement a key monitoring process essential to the Solomon Islands, and explore locally adapted data collection and analysis techniques. This could entail gathering community-based data, supplemented by satellite data, on topics of high importance to the country, such as climate adaptation. An example could be fostering resilience in the widespread subsistence lifestyle of Solomon Islanders.

Evaluation:

- Conduct a comprehensive search for all evaluations conducted in, or relevant to, the Solomon Islands to create a synthesised body of existing evaluation evidence. These evaluation reports and findings will allow for immediate application of evaluative evidence.
- In cases where urgent insights into a project or program's functioning and ways to enhance it are required, conduct a rapid evaluation. This could involve government staff, emerging evaluators, and students, under the guidance of an experienced evaluator. For instance, this could be carried out in partnership with MPS, where a staff member has recently completed a master's evaluation. This would provide an opportunity to apply new knowledge in a practical context and further develop expertise.

Evidence used by decision-makers.

- Develop and run a brief course to emphasise the importance of evidence and contribution of M&E. This could be modelled on the course of evidence-based policy-making and implementation offered by South Africa and the Twende Mbele initiative, and could be run in partnership with IPAM or the Solomon Islands National University.

- Pinpoint a vital report or system utilised by decision makers and investigate ways to bolster it with evidence. This could encompass systems, such as cabinet memoranda, planning, and budgeting processes.

It is recommended that the proposed work be conducted in distinct phases to ensure practical implementation, address urgent matters first, and support locally tailored systems.

Phase 1:

The initial phase should focus on identifying suitable initiatives to commence with and providing action-learning support to the SIG to carry them forward. Supervision of this phase could be accomplished through a structure such as an M&E Steering Group, which might eventually evolve into a coordination entity. This approach would facilitate wider ownership of M&E within the SIG, potentially involving NGOs. This broad sharing group or community of practices could form the basis of an M&E Association over time.

Expected to last about a year, this phase should involve extensive learning and sharing among M&E personnel both within the government and externally.

Phase 2:

The second phase should distil the learning from the first phase to identify the specific systems that need to be developed. Considerations may include the following.

Transforming monitoring experience into guidelines.

- Leveraging the experience of rapid evaluation to formulate standard approaches to conducting evaluations.
- The creation of an evaluation database to systematise the development of an evaluation repository that can be accessed by ministries, parliament, and the public.
- Assessing the importance of evidence-based policy and implementation courses at this stage.

By implementing these recommendations, the SIG can enhance its M&E capacity, leading to more effective evidence-based decision making. This will ultimately contribute to better development outcomes and an improved quality of life for the people of the Solomon Islands.

0.8 Annexes

Annex 1 Key assessment areas and questions

No.	Category	Key assessment areas and questions
1	**Enabling environment**	Legal and political frameworks (policies, laws, regulations, orders, etc.) that are driving the development of M&E or related practices/systems Accountability in the national government system and in Parliament, in theory and in practice Accountability work in the provincial government and in Provincial Assembly, in theory and in practice Benefit from building an effective M&E system
2	**Organizational culture of government and implications for M&E**	The level of demand from internal and external stakeholder for performance information and to inform policy and program planning and budgeting How do politicians and senior officials view the usefulness of M&E and learning? Dominant incentives in the public service/provincial government Culture of learning and interest and ability to cultivate this Response from the national and provincial government to negative M&E findings/evidence Overall conclusions on the organizational culture within the public service in terms of M&E
3	**Organizational capacity for M&E**	Effectiveness of leadership for M&E in the ministries and agencies Organizational mechanisms for M&E planning and management, for stakeholder coordination and consensus building, and for monitoring the performance of M&E systems Incentives for M&E system performance Organizational performance (achievement of annual work plan objectives for M&E)
4	**Human capacity for M&E**	Defined skillset for government M&E officers Workforce development plan for government staff includes career paths for M&E Costed human capacity-building plan for government staff Curricula for organizational and technical capacity building for the government Local or regional training capacity, including links to training institutions for M&E
5	**Partnership and governance**	National M&E Technical Working Group for the government Mechanism to coordinate stakeholders for M&E Government capacity to coordinate stakeholders for M&E Routine communication channels to facilitate exchange of M&E information among stakeholders
6	**National M&E Policy**	Broad-based participation in developing a national M&E plan Linkages to the NDS M&E plan adherence to international and national technical standards M&E system assessments and recommendations for strengthening outlined in the MEL plan

7	**Annual M&E Costed Work Plan**	Existence and quality of the M&E work plan for ministries/agencies M&E work plan linkages to the NDS, the MTDP, sector plans, policy priorities, corporate plans, annual work plans, budgets Resources (human, physical, financial) committed to implement the M&E work plan National M&E work plan updated annually based on performance monitoring
8	**Advocacy, communication, culture and behaviour**	SIG communication strategy inclusion of a specific M&E communication and advocacy plan M&E explicitly referenced in the NDS and national policies by ministries, agencies and other stakeholders M&E champions among high-level SIG officials identified / actively endorsing MEL actions M&E advocacy activities implemented by SIG ministries, agencies and organizations according to the MEL advocacy plan SIG M&E materials available that target different audiences and support data sharing and use
9	**Routine monitoring**	SIG data collection strategy explicitly linked to data use Defined SIG data collection, transfer, and reporting mechanisms, including collaboration and coordination among line ministries, agencies, and the different stakeholders Essential tools and equipment for data management (e.g., collection, transfer, storage, analysis) available Routine procedures for data transfer from provincial to national level and vice versa
10	**National and subnational databases**	SIG databases designed to respond to decision making and reporting needs of the ministries/agencies and stakeholders Linkages between relevant databases to ensure data consistency and avoid duplication of effort within the SIG with its stakeholders Well-defined and managed national database to capture, verify, analyse, and present credible information, data and reports SIG central database to store and manage program/project M&E data from all ministries, provinces, agencies and other stakeholders at all levels and sectors
11	**Supervision and auditing**	SIG guidelines for supervising routine data collection at facility and community levels MNPDC as lead ministry conducts routine supervision visits, including data assessments and feedback to ministries and provincial staff The SIG implements periodic data quality audits MNPDC coordinates supervision and audit reports
12	**Evaluation and research**	The SIG has an inventory of completed and ongoing evaluations The SIG has an inventory of local evaluation and research capacity, including major research institutions and their focus of work The SIG has a national evaluation and research agenda The SIG has guidance on evaluation and research standards and appropriate methods Evaluation association(s) in the country

13	**Data demand and use**	The NDS and the national M&E plan include a data use plan Data use calendar to guide the timetable for major data collection efforts and reporting requirements Evidence of information use (e.g., data referenced in funding proposals and planning documents)
14	**Equity and gender considerations in the M&E systems**	Inclusion of specific considerations on gender mainstreaming in monitoring and evaluation in the legal framework, policy, and regulations Inclusion of specific considerations with respect to mainstreaming equity considerations in M&E in the legal framework, policy, and regulations To what extent does SIG M&E consider gender and inequality issues? Are there formal forums at which these are discussed and taken seriously? Are there other ways in which gender, inequality, and equity issues are mainstreamed in M&E systems? Is there CSO monitoring of gender and equity issues? By whom and at what level?
15	**Climate and environmental sustainability considerations in the M&E systems**	Do the legal framework, regulations, and policies include provisions for mainstreaming climate change into M&E? Do the legal framework, regulations, and policies include mainstreaming a sustainable development perspective in M&E? Is there monitoring or evaluation by government on climate change, or issues of environmental sustainability (for example, the collapse of species and ecosystems and the depletion of natural resources). By whom and at what level? Does the country's M&E system track and inform on the environmental footprint? What monitoring and what evaluations on climate change and sustainable development are happening in government? Are there formal forums at which these are discussed and taken seriously? Are there other ways in which these issues are mainstreamed in M&E systems – for example, the use of environmental sustainability criteria in all evaluations? How is climate change-related M&E used and by whom? Is there CSO monitoring of climate change, or on issues of environmental sustainability? By whom and at what level?

Annex 2 List of organizations consulted

National government:

- Ministry of Agriculture and Livestock
- Ministry of Commerce, Industries, Labour and Immigration
- Ministry of Communication and Aviation
- Ministry of Education and Human Resources Development
- Ministry of Environment, Climate Change, Disaster Management and Meteorology
- Ministry of Finance and Treasury
- Ministry of Fisheries and Marine Resources
- Ministry of Foreign Affairs and External Trade
- Ministry of Forestry and Research
- Ministry of Health and Medical Services
- Ministry of Home Affairs
- Ministry of Infrastructure Development
- Ministry of Justice and Legal Affairs
- Ministry of Lands, Housing and Survey
- Ministry of Mines, Energy and Rural Electrification
- Ministry of National Planning and Development Coordination
- Ministry of Police, National Security and Correctional Services
- Ministry of Provincial Government and Institutional Strengthening
- Ministry of Public Service
- Ministry of Rural Development
- Ministry of Tourism and Culture
- Ministry of Women, Youth, Children and Family Affairs
- National Judiciary
- National Parliament Office
- National Statistic Office
- Office of the Auditor General
- Office of the Governor General
- Office of the Prime Minister and Cabinet

Private sector / financial institutions

- Solomon Islands Chamber of Commerce
- Central Bank of Solomon Islands

Provincial government stakeholders:

- Honiara City Council
- Choiseul Provincial Government and other stakeholders
- Family Support Center, Central Province
- Provincial Office, Central Province
- Guadalcanal Provincial Government
- Isabel Provincial Government and other stakeholders
- Project Monitoring Unit, Malaita Province
- Temotu Provincial Government and other stakeholders
- Western Provincial Government and other stakeholders
- Makira Ulawa Provincial Government and other stakeholders

NGOs:

- People with Disability Solomon Islands
- Development Services Exchange
- World Vision Solomon Islands
- OXFAM

Development partners:

- Asian Development Bank (ADB)
- Department of Foreign Affairs and Trade (DFAT) - Australian Support for Solomon Islands Programme Governance (ASIP-Gov)
- International Organization for Migration (IOM)
- Ministry of Foreign Affairs and Trade (MFAT) - Strongim Bisnis Programme
- UNICEF
- UNDP

Annex 3 Local governance and technical working group

The Advisory Committee consists of 12 executive representatives (Permanent Secretaries) from SIG ministries and offices, as follows:

- MNPDC
- Ministry of Education
- Ministry of Health
- MECCDMM
- MRD
- Ministry of Commerce, Industry, Labour and Immigration
- Ministry of Provincial Government
- MPS
- MAL
- MWYCFA
- OPMC
- MoFT.

It is chaired by the MNPDC's permanent secretary. The MNPDC PQD (and its Acting Director) is the secretary and focal point for the Advisory Committee. The key responsibilities of the Advisory Committee include the following:

- Provide strategic inputs to draft reports
- Provide high-level advice and strategic direction to the MESA team.
- Validate and endorse the final report
- Launch MESA deliverables in a high-level launch event; and
- Assists in the resolution of any strategic issues that may arise during MESA implementation.

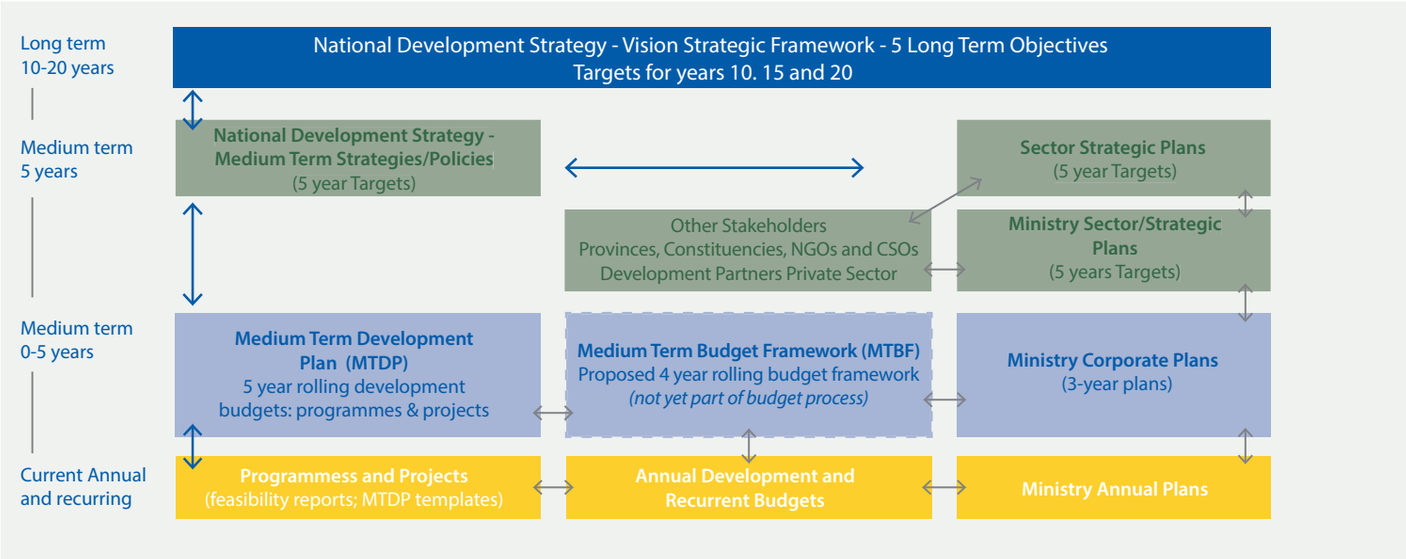
The Core MESA Team is a technical working group that conducts the MESA jointly with consultants. The approach taken to achieve deliverables is based on shared responsibilities and teamwork. The Core MESA Team has seven members from seven divisions of MNPDC. The PQD is the Secretariat for the Core MESA Team. The key responsibilities include the following.

- Coordinates with consultants and jointly conduct data collection and analysis.
- Provides input to MESA reports
- Liaise with the Permanent Secretary to obtain guidance and authorisation
- Facilitate Advisory Committee meetings and support the Permanent Secretary in chair Advisory Committee meetings.
- Together with the consultants, present draft reports to the Advisory Committee and World Bank; and
- Provide guidance and advice on MESA implementation.

Table 3 Core MESA Team members

Position	MNPDC Division
Deputy Secretary	Strategic Planning and Program Quality Group
Deputy Secretary	Program Development, Coordination and Monitoring Group
Director	Economic and Productive Sector
Director	Development Cooperation
Director	Social Development and Governance
Director	Strategic Planning and Budget
Director	Program Quality

Annex 4 Planning and budgeting Process



Annex 5 National M&E Policy assessment

A rapid assessment of the draft M&E Policy against 15 aspects/criteria that an enabling policy should fulfil was conducted. Each criterion was assessed as fulfilled (yes: marked in green), partially fulfilled (partial: marked in yellow), or not fulfilled (no: marked in orange). Most aspects of the policy are partially fulfilled, and some are not covered at all, indicating the areas of the policy framework that need to be addressed and improved when finalising the policy and developing an accompanying M&E Plan.

Table 4 M&E Policy Assessment

No	M&E Policy aspects	Assessment (yes, partial, no)	Comments
1	M&E Policy is explicitly linked to the NDS	Yes	The Policy is based on NDS 2016–2035
2	Broad-based participation in developing the national M&E Policy and Plan	Partial	No wide consultation conducted during the development of the draft
3	M&E system assessments and recommendations for system strengthening are addressed in the M&E Plan	Partial	This is mentioned but it requires more details
4	M&E Policy has explicit links between monitoring and planning	Yes	The Policy states the link clearly

5	M&E Policy has explicit links between monitoring and the budgetary process	Yes	The Policy states the link clearly
6	M&E Policy has explicit links between monitoring and decision-making in Parliament (legislative)	No	There are no explicit links
7	M&E Policy has explicit links between monitoring and decision-making in higher levels of government (executive)	Partial	This is mentioned but it requires more details
8	M&E Policy has explicit links between evaluation and planning	Partial	This is mentioned but it requires more details
9	M&E Policy has explicit links between evaluation and the budgetary process	Partial	This is mentioned but it requires more details
10	M&E Policy has explicit links between evaluation and decision-making in Parliament (legislative)	No	There are no explicit links
11	M&E Policy has explicit links between evaluation and decision-making in higher levels of government (executive)	No	There are no explicit links
12	M&E Policy directs independence of the evaluation unit(s)	Partial	This is mentioned but it requires more details
13	M&E Policy outlines directions and necessary resources to establish and operate M&E unit(s)	Partial	This is mentioned but it requires more details
14	M&E Policy integrates climate resilience and environmental sustainability considerations	No	Not included in the Policy
15	M&E Policy integrates gender equality and social inclusion aspects considerations	No	Not included in the Policy

Annex 6 Organizational structure for M&E

Government organization	Who conducts M&E functions
Ministry of Agriculture and Livestock	M&E Officer
Ministry of Commerce, Industries, Labour and Immigration	BMJAC – Compliance Officers
Ministry of Communication and Aviation	Project Management Officer
Ministry of Education and Human Resources Development	M&E Unit
Ministry of Environment, Climate Change, Disaster Management and Meteorology	Project Management Unit
Ministry of Finance and Treasury	-
Ministry of Fisheries and Marine Resources	Project Officers
Ministry of Foreign Affairs and External Trade	-
Ministry of Forestry and Research	Permanent Secretary
Ministry of Health and Medical Services	Statistics Division

Ministry of Home Affairs	-
Ministry of Infrastructure Development	Engineering divisions
Ministry of Justice and Legal Affairs	-
Ministry of Lands, Housing and Survey	-
Ministry of Mines, Energy and Rural Electrification	-
Ministry of National Planning and Development Coordination	PQD
Ministry of Police, National Security and Correctional Services	Administration
Ministry of Provincial Government and Institutional Strengthening	Project Management Unit
Ministry of Public Service	M&E Unit
Ministry of Rural Development	Project Management Unit
Ministry of Tourism and Culture	Administration
Ministry of Women, Youth, Children and Family Affairs	Research Planning and Policy Information Division
Ministry of Traditional Governance, Peace and Ecclesiastical Affairs	-

Annex 7 M&E plans and frameworks

Government organization	M&E plans/ frameworks in place	Status
Ministry of Agriculture and Livestock	Agriculture Sector Growth Strategy and Investment Plan 2021-2030	Current
Ministry of Commerce, Industries, Labour and Immigration		None
Ministry of Communication and Aviation		None
Ministry of Education and Human Resources Development	M&E Plan 2017-2020 National Education Action Plan 2022-2026	Current
Ministry of Environment, Climate Change, Disaster Management and Meteorology	Annual Work Program 2020	Outdated
Ministry of Finance and Treasury	Corporate Plan 2020-2022	Outdated
Ministry of Fisheries and Marine Resources	Corporate Plan 2020-2023	Current
Ministry of Foreign Affairs and External Trade	Corporate Plan 2014-2017	Outdated
Ministry of Forestry and Research		None
Ministry of Health and Medical Services	National Health Strategic Plan 2016-2020	Outdated
Ministry of Home Affairs	Corporate Plan 2016-2020	Outdated

Ministry of Infrastructure Development	Corporate Plan 2016-2020	Outdated
Ministry of Justice and Legal Affairs	Justice Sector Strategic Framework 2014	Outdated
Ministry of Lands, Housing and Survey		None
Ministry of Mines, Energy and Rural Electrification	National Minerals Policy 2017-2021	Outdated
Ministry of National Planning and Development Coordination	NDS 2016-2035	Current
Ministry of Police, National Security and Correctional Services	Annual Workplan 2019-2022	Outdated
Ministry of Provincial Government and Institutional Strengthening	Corporate Plan 2017-2019	Outdated
Ministry of Public Service		None
Ministry of Rural Development	Corporate Plan 2020-2023	Current
Ministry of Tourism and Culture		None
Ministry of Women, Youth, Children and Family Affairs	Corporate Plan 2015-2018	Outdated
Ministry of Traditional Governance, Peace and Ecclesiastical Affairs	Corporate Strategic Plan 2020-2023	Current

Annex 8 Gender and equity legislation and commitments

UN human rights conventions ratified	International Convention on Economic, Social and Cultural Rights 1982
	Convention on the Elimination of all forms of discrimination against women and its Optional Protocol 2002
	Convention on the Rights of the Child 1995
UN human rights conventions signed but not ratified	Optional Protocol Rights of the Child on the involvement of children in armed conflict 2009
	Optional Protocol Rights of the Child on the sale of children, child prostitution and child pornography 2009
	Convention on the Rights of Persons with Disabilities 2008 and its Optional Protocol 2009
	Optional Protocol International Covenant on Economic, Social and Cultural Rights 2009
Global and regional commitments and frameworks	Pacific Leaders Gender Equality Declaration
	Pacific Regional Framework on Rights of Persons with Disabilities
	Sendai Framework for Disaster Risk Reduction 2015–2030
	SDGs

SIG legislation	Constitution states that no law shall be discriminatory on the basis of 'race, place of origin, political opinions, colour, creed or sex'
	Constitution (Amendment) (Electoral Reform Act) Act 2018: allows for mandatory representation of one female commissioner in the Electoral Commission
	Family Protection Act 2014: criminalizes domestic violence, including physical, sexual, economic, and psychological abuse
	Penal Code (Amendment) (Sexual Offenses) Act 2016: provides for protection on sexual offenses including child commercial exploitation
	Child and Family Welfare Act 2017
	Political Parties Integrity Act 2014 requires political parties to retain 10% of seats for women and provides for temporary special measures grant for parties with winning female members
	Tertiary and Skills Act 2017 requires that the SITESA governing body be comprised of 50% of women
	National Provident Fund Amendment Act 2018 enables women who are not involved in the formal sector to set up a voluntary contributions scheme
	Persons with Disability (Equal Opportunities, Protection of Rights and Full Participation) Bill 2006 *Still in draft form*
SIG policies and strategies	Education Strategic Framework 2016–2030 recognizes girls and students with disabilities in its approach to gender equality and social inclusion
	NDS 2016–2035 sets a vision for a community where tolerance and gender equality are encouraged
	National Disability Inclusive Education Policy 2016–2020
	National Policy on Gender Equality and Women's Development 2016–2020
	National Policy on the Elimination of Violence against Women and Girls 2016–2020
	National Strategy on Economic Empowerment of Women and Girls 2020–2023
	Women Peace and Security National Action Plan 2017–2021
	National Youth Policy 2017–2030
	Solomon Islands Public Service Transformation Strategy 2017–2021 calls for greater consideration of gender in governance. The subsequent Gender Equality and Social Inclusion Policy was not endorsed by Cabinet
	MPGIS includes gender mainstreaming as a key result area. Gender equality and women's policies have been developed for Western, Malaita and Guadalcanal provinces and Honiara City Council

Annex 9 NDS M&E Performance Framework

NDS 2016-2035 M&E FRAMEWORK

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
NDS Objective 1: Sustained and inclusive economic growth			
NDS Objectives - Sustained and inclusive economic growth **Sustainable growth will come from the non-extractive sectors.** **Higher levels of economic productivity through diversification, technological upgrading and innovation.** **Inclusiveness implies focussing on all segments of society. Given that over 80% of population live in rural areas, inclusiveness will require a heightened focus on rural development (NDS Objective 2).**	**SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**	Continued and sustainable economic growth	
	8.1 Sustain per capita economic growth; in particular, at least 7 per cent gross domestic product growth per annum in LDCs	GDP growth per annum will continue through to 2020 at 3.5%, then slowly grow to 5% by 2025, progressing to a sustainable 7% by 2030 and beyond. GDP per capita to be monitored (PPP, current US$ Atlas method)	NSO
		GDP per Capita (2005 PPP$) to increase from $2,547 in 2009 by an average exceeding 3.5% per year.	UN Human Development Report/ADB Key Indicators CBSI
	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.	Manufacturing value added (MVA) as percent of GDP	NSO
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Employment – total, sector, by formal and informal sector	NSO
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training	Youth employment rate	NSO
	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation *(see MTS 3 below)*		
	9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	Manufacturing value added (MVA) as percent of GDP	NSO

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	Credit provided to SMEs	CBSI
NDS Medium Term Strategy 1	**Reinvigorate and increase the rate of economic growth**		
1. Improved financial and economic management – (i) improved financial managment and reporting; (ii) medium term budget framework: (iii) moves to output budgeting		Government Revenue & Expenditure forecasts, and outturns etc…	MOFT
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	Customers who have access to banking services – show increases	CBSI
2. Productive Sectors: Agriculture mainstay of economy - twin-track strategy: (i) enhanced production of staple foods - essential for food security and the wellbeing of the rural population (NDS objective two), (ii) development of commercial agriculture and exports is key to growth		Agriculture Production, Exports, employment • Increase in Agriculture contribution to GDP from 33.4% in 2012 to 40% by 2020 • Increased Cocoa contribution to the GDP from 10% in 2010 to 16% in 2020. Copra and coconut oil share of total commodity export will remain stable at 11% in 2012 to 2020 despite of the rehabilitation program.	CBSI HIES
Fisheries		Fisheries GDP (1985=100) increased by not less than its long term trend of 1%-2% every year.	CBSI
	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Share of coastal and marine areas that are protected	Fisheries
		2-5% increase in income earned by coastal fishers by 2020	MFMR
Tourism	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	Visitor arrivals increased from 20,521 in 2010 to 50,000 by 2020.	CBSI

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Resource Sector: **Forestry, Mining**	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and increase afforestation and reforestation by [x] per cent globally	Increased in small scale enrichment planting projects and farmers in Solomon Islands at 200 hectares per year	MF&R
		Proportion of population for whom solid fuel is the primary energy for cooking reduced overall from 92% in 2009 to 75% by 2020, in urban areas from 57% to 35% and in rural areas from 96.8% to 80%[MDG 7]	ADB, WHO household energy database
		Increase GDP contribution in mining sector through export earnings.	CBSI
NDS Medium Term Strategy 2	**Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders**		
NDS MTS 2 target			
Institutional and enabling environment for private sector			
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	Ease of registering property in the "Doing Business" ranking improved from 173 to less than 140.	Word Bank, IFC MCILI
		World Bank "Ease of Doing Business" ranking to improve from current 112 to 110 by 2020, and 108 by 2035	Word Bank, IFC
Enabling environment for indigenous entrepreneurship			
Small and medium enterprises			
	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	• Proportion of people with bank accounts increases from the 2007-2011 static level of about 24% to 30% by 2020. • Number of SME established in the country and operational increased to 25,000 by 2019	People's Survey MCILI

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Economic Growth Centres			
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the A/68/970 16/24 14-59106 formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	• Employment to population ratios for 15 year old+ people to be increased significantly from stagnant 2000 to 2010 levels of 64% in total, 77% for males and 51% for females. • Increased per capita income to SBD15,000 per annum by 2020.	NSO, World Bank CBSI Development Indicators
NDS Medium Term Strategy 3	**Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets, and to essential services**		
NDS MTS 3 target			
	SDGoal 9: Build resilient infrastructure, *(promote inclusive and sustainable industrialization and foster innovation)*		
Transportation services			
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	SIG National Transport Plan (2011-2020): The Government's vision for the transport sector is: 'to provide an effective transport infrastructure and transparent services to sustained growth and social development in Solomon Islands	MID- NTP Programme Monitoring Reports
		Island provinces will have access to shipping services not less than once per month, compared to present (2008) as few as once during the six months. • Proportion of IMO and ICAO Requirements fulfilled: (%) - baseline 25% (2010) Target: 2015 (50%); 2030 (100%)	

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
		• Overall Economic Rates of Return Achieved (Typical (EIRR) - baseline 2010 (8%) Target 2015 (12%), 2030 (15%)	
Infrastructure – roads, feeder roads			
	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	• The proportion of the road network in maintainable condition is increased to 85% by 2015 and towards 90% by 2020 • The proportion of the road network receiving routine maintenance is increased to 85% by 2015 and towards 90% by 2020. • By 2020, at least 30% of Solomon Islanders in rural areas have access to essential services as a direct result of rehabilitated roads, bridges and wharves.	MID- NTP
International airports and airstrips			
	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Island provinces will have access to basic infrastructures such as better shipping services, Improvement in airports and airstrips facilities to ease movement of people for economic and development activities. • Annual number of sectors flown on domestic routes. • Proportion of airfields open. • Proportion of airfields in operational and maintainable conditions.	MID -NTP

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Utilities (see MTS 5) Address and meet basic needs of people in the rural areas, including provision of essential rural infrastructure and services (water, sanitation) and social and community development; and improve social wellbeing of all Solomon Islanders			
Water	6.1 By 2030, achieve universal and equitable access to safe improve and affordable drinking water sources for all.	**MHMS Core indicators & Targets** • Percentage of population with access to improved drinking water sources by rural/ urban • By 2019, communities with improve drinking water suppliers increases from 35% (2014) to 52% and by 2024 increases by 97%.	MHMS JPM- Join Monitoring Reports
Sanitation and Hygiene		**RWASH Strategic Plan 2015-2020**- by 2030, ensure universal access to improve and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations. • Percentage of population with access to improved sanitation facilities (measured in open defecation free communities for rural population) and the presence of hand washing facilities with water and soap at the household. • Communities Open defecation free – 2019 (87%), 2024 (97%)	MHMS, NSO JPM – Join Project Monitoring.

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Energy			
	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	Proportion of homes using solar power energy is increase from 10%-50% in 2009 and from 50% to 90% by 2025.	NSO
		Share of the population with access to reliable electricity, by urban/rural	NSO
ICT			
	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	Internet users per 100 populations increased from 1.65 in 2006 to 5 in 2010 and projected to over 10 before 2020. [MDG 8]	TCSI
NDS Medium Term Strategy 4	**Strengthen land reform and other programs to encourage economic development in urban, rural and customary lands**		
NDS MTS 4 target			
Urban land and urbanisation			
	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	Land development increased, Real Estate Economy increased for urban by 2024.	CBSI, NSO
		Urban population increased from 19.7% in 2009 to 25% of national population by 2020.	Periodic census and HIES and annual UN Human Development Report
		Urban Land Management and Governance in Urban centres in Solomon Islands improved by 2019.	CBSI, NSO

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Custom Land			
	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	Percentage of population in rural areas with secure rights to land, measured by (i) percentage with documented or recognized evidence of tenure, and (ii) percentage who perceive their rights to land are recognized and protected	Ministry of Lands and Housing
NDS Objective 2: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed			
NDS Objective 2 target	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	HDI score increased from Low Human Development (0.507) in 2010) to Medium Human Development (0.625 to 0.675) by 2020	United Nations
NDS Medium Term Strategy 5	**Alleviate poverty, improve provision of basic needs and increase food security**		
NDS MTS 5 target –alleviation of poverty	**SDG 1 - End poverty in all its forms everywhere**		
	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day	Percentage of population below $1.25 (PPP) per day (MD[34]G Indicator) – further analysis is needed to determine where extreme poverty exists, and its extent	NSO/HIES
		Reduced proportion of population below Poverty Line from 22.7% in 2006 to 20.1% by 2020, and 10% by 2035	NSO/HIES

34 The development of Solomon Island's HDI since the 2010-baseline suggests that the country is hardly improving. Gains (+ 0.002) in the HDI compared to 2012 (as well as compared to 2010) are (statistically and practically) insignificant;

The declared goals of the NDS are to join the group of "Medium Human Developed Countries" before 2020 and to catch up with neighbouring islands states (Vanuatu, Kiribati and FSM). However, from today's point of view, this target appears further away than ever. In fact, while Solomon Islands has been significantly above the average of LHD-countries in 2000, today it is "just average".

To join the group of "Medium Human Developed (MHD) Countries" Solomon Islands need a rank of 144 or better with a minimum HDI-score of 0.566. This will require an average of at least 2.6% HDI-increase per annum over the next 6 years till 2020.

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty	Proportion of population living below national poverty line, by urban/rural (modified MDG Indicator)	NSO/HIES
	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Percentage of population covered by social protection programs	MOFT, NSO
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land, natural resources, appropriate new technology and financial services, including microfinance	Percentage of women and men with secure rights to land, measured by (i) percentage with documented rights to land, and (ii) percentage who do not fear arbitrary dispossession of land	MLSH, NSO
	1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	Policies - Special measures to increase development opportunities for women, youth, children and their families are in place by 2020 through Increased compliance with human rights obligations under CEDAW and CRC and demonstrated evidence revealing fulfilment of national policy objectives for women, youth, children and family development.	MWYCFA
Food Security and Nutrition	**SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture**		
	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	Proportion of population below minimum level of dietary energy consumption (MDG Indicator)	MHMS, NSO/ HIES

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	Food production index (2004-6=100) increased from average 117 for 2008-10 to an average of 130 by 2015 and over 150 by 2020	NSO
	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	Crop yield gap (actual yield as % of attainable yield)	MAL, NSO
		Crop water productivity (tons of harvested product per unit irrigation water)] – *to be developed*	MAL, NSO
	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	Increased proportion of own food production in food consumption by households from 49% in 2006 to 52% by 2020.	People's Survey, HIES, Census
	SDGoal 10: Reduce inequality within ***(and among)*** **countries**		
	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	Percentage of households with incomes below 50% of median income ("relative poverty")	NSO/HIES
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Rating for Gender Equity increased from 3.0 in 2011 to at least 3.5 before 2020 [MDG 3]	ADB
	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	By 2020, SI is independently reported to be meeting its obligations under the Convention the Elimination of All Forms of Discrimination Against Women (CEDAW).	Amnesty International

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Rural Infrastructure			
	2.a Increase investment, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	Number of agricultural extension workers per 1000 farmers [or share of farmers covered by agricultural extension programs and services]	MAL, Peoples Survey
		Access to drying, storage and processing facilities - *to be developed*	MAL, Peoples Survey
Services (as in MTS 3)			
Water	6.1 By 2030, achieve universal and equitable access to safe improve and affordable drinking water sources for all.	**MHMS Core indicators & Targets** • Percentage of population with access to improved drinking water sources by rural/urban • By 2019, communities with improve drinking water suppliers increases from 35% (2014) to 52% and by 2024 increases by 97%.	MHMS JPM- Join Monitoring Reports
Sanitation and Hygiene		**RWASH Strategic Plan 2015-2020**- by 2030, ensure universal access to improve and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	MHMS, NSO JPM – Join Project Monitoring.
		• Percentage of population with access to improved sanitation facilities (measured in open defecation free communities for rural population) and the presence of hand washing facilities with water and soap at the household.	

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
		• Communities Open defecation free – 2019 (87%), 2024 (97%)	
		• Percentage of urban households with regular solid waste collection (and recycling) –to be developed Target - People hand washing with soap at critical times – 2019 (75%), 2024 (100%)	MHMS, NSO, JPM
Energy	**SD7: Ensure access to affordable, reliable, sustainable, and modern energy for all**		
	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	Share of the population using reliable electricity, by urban and rural	SIEA, NSO, Census
		Share of the population using modern cooking solutions, by urban/rural	NSO, Census
NDS Medium Term Strategy 6	**Increase employment opportunities and improve the livelihoods of all Solomon Islanders**		
NDS MTS 6 target			
Employment Opportunities			
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Employment to population ratios for 15 year old+ to be increase significantly from stagnant 2010 to 2020 levels by 65% in total,77% for males and 51% for females.	NSO, Word Bank
		Youth employment rate, by formal and informal Sector increased from 39.8% in 2014	NSO
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training	People's Surveys only ask if respondent has any post-secondary education (not differentiated by type) and how they obtain income, distinguishing only 'as paid work' and other general categories	Peoples Survey
		Employment to population ratio (EPR) by gender and age group (15-65)	NSO

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Rural Livelihoods			
	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	Proportion of homes with no electricity supply is reduced from 40%-50% in 2009 and 2010 to less than 20% before 2020.	Peoples Survey
Agriculture services for small farmers			
	2.a Increase investment, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	Number of agricultural extension workers per 1000 farmers [or share of farmers covered by agricultural extension programs and services]	MAL, NSO
		Access to quality drying, storage and processing facilities	MAL, NSO
NDS Medium Term Strategy 7	**Improve gender equality; support the disadvantaged and the vulnerable**		
NDS MTS 7 target			
End all forms of discrimination against all women and girls everywhere	**SD Goal 5: Achieve gender equality and empower all women and girls**		
	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	Prevalence of women 15-49 who have experienced physical or sexual violence by an intimate partner in the last 12 months (2013 Peoples Survey asked about the type of crime experienced including violence or sexual violence)	NSO, Peoples Survey,
		Percentage of referred cases of sexual and gender-based violence against women and children that are investigated and sentenced	MPNSCS, SIPF, NJ
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population (modified MDG Indicator)	SIEC

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action	Total fertility rate	MHMS, NSO
Support to the vulnerable			
Support to the vulnerable and disadvantaged	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	By 2030, SI is independently reported to meeting its obligations under core human obligations under core human right treaties, including the Convention on the Elimination of All Forms of Racial Discrimination (CEDAW), committee on the Rights of the Child, and Committee on Economic, Social and Cultural Rights.	Amnesty International Periodic Country Reports
Social Inclusion		Average rating for Policies for Social Inclusion and Equity increased from 2.9 in 2011 to at least 3.3 before 2020	ADB's Annual Country Performance Assessment
Gender equality			
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Increase women's labour force participation rate from less than half that of men in 2009 (48.4%) to at least 70% by 2020. **[MDG 3]**	NSO, SPC
	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	Adoption of policies and legislation	MWYCFA
Youth development and a national youth policy			
	4.6 By 2030, ensure that all youth and at least [x] per cent of adults, both men and women, achieve literacy and numeracy	Secondary school enrolment (% gross) to increase from 35% in 2006 and 2007 to 60% by 2016 and 75% by 2020 and beyond. Male and female enrolment rates vary less than 5% from total	NSO, World Bank

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
		Adoption of policies and legislation	MWYCFA
Social and communal security			
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Rating for Social Protection and Labour increased from 2.5 in 2011 to at least 3.0 before 2020	
		Average rating for Policies for Social Inclusion and Equity increased from 2.9 in 2011 to at least 3.3 before 2020	ADB's Annual Country Performance Assessment
NDS Objective 3 : All Solomon Islanders have access to quality education and health			
NDS Medium Term Strategy 8	**Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases**		
NDS MTS 8 target			
	SD Goal 3. Ensure healthy lives and promote well-being for all at all ages	Healthy life expectancy at birth	MHMS, NSO
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	Maternal mortality ratio (MDG Indicator) and rate	MHMS, NSO
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	Neonatal, infant, and under-5 mortality rates (modified MDG Indicator)	MHMS, NSO
	3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	HIV incidence, treatment, and mortality rates (modified MDG Indicator)	MHMS, NSO
		Incidence, prevalence, and death rates associated with TB (MDG Indicator)	MHMS, NSO
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	Incidence and death rates associated with malaria (MDG Indicator)	MHMS, NSO
		Probability of dying between exact ages 30 and 70 from any of cardiovascular disease, cancer, diabetes, chronic respiratory disease	MHMS, NSO
		Percent of population overweight and obese	MHMS, NSO

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	Percentage of population without effective financial protection for health care reduced	MHMS, NSO
		30 Percent of children receiving full immunization as recommended by WHO	MHMS, NSO
Improved child survival			
	3.2 By 2030, end preventable deaths of new-borns and children under 5 years of age	Infant mortality rate per 1,000 live births reduced from 27 in 2010 to 24 in 2015 and towards 20 in 2020 [MDG 4]	MHMS, WBDI, UN, ESCAP
Improved maternal health			
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	Maternal mortality rate reduced from 93 per 100,000 live births in 2010 to less than 80 by 2015 and less than 70 by 2020.[MDG 5]	MHMS, NSO, UN Development Report
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	Infant mortality rate per 1,000 live births reduced from 27 in 2010 to 24 in 2015 and towards 20 in 2020. [MDG 4]	United Nations Annual Human Development Report/ WBDI/ ESCAP World Bank Development Indicators
Improved health and wellbeing of youth and adolescents			
	4.4 By 2030, increase by [x] per cent the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Employment to population ratios for 15-24 year old people to be increased significantly from stagnant 2000 to 2010 levels of 45% in total, 52% for males and 38% for females.	World Bank
Reduction in non-communicable disease incidents and impacts			
	3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate	Deaths due to non-communicable diseases reduced from 1,234 per 100,000 in 2010	MHMS, UN, WHO

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all	Total public and private health expenditure as a % of GDP increases from 8.6% in 2010 to over 13% by 2020	World Bank
Reduced burden of communicable diseases.			
	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	Reduce prevalence of NCD risk factors : • Tobacco smoking, unhealthy diet, physical inactivity, alcohol and substance abuse by 5% • Reduced prevalence of diabetes and hypertension by 5%. • Reduce cancer mortality by 10% • Increase diversification of food produced by 10%	MHMS
NDS Medium Term Strategy 9	**Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met**		
Long term goal to provide access to all girls and boys to quality early childhood development, care and pre-primary education by 2030 and to achieve full enrolment of all 5 year olds by 2020			
	SD Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all		
	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Percentage of children receiving at least one year of a quality pre-primary education program	MEHRD
		Primary completion rates for girls and boys	MEHRD
		Secondary completion rates for girls and boys	MEHRD

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
		Percentage of girls and boys who master a broad range of foundational skills, including in literacy and mathematics, by the end of the primary school cycle (based on credibly established national benchmarks)	MEHRD
	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	Early Child Development Index (ECDI) • ECE gross enrolment ratio increased with at least xx% in 2014 and 2015 against *baseline data* in all EA; • ECE net enrolment ratio increased with at least xx% in 2014 and 2015 against baseline data in all EA; • Transition rate from ECE to primary year 1 increased with at least xx % in 2014 and 2015 against baseline data in all EA;	MEHRD
	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	Secondary school enrolment (% gross) to increase from 35% in 2006 and 2007 to 60% by 2018 and 75% by 2020 with male and female enrolment rates varying less than 5% from the total rate.	MEHRD
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Employment to population ratios for 15-24 year old people to be increased significantly from stagnant 2000 to 2010 levels of 45% in total, 52% for males and 38% for females.	MEHRD

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	4.5 Eliminate gender disparities in education and ensure equal access to all levels of for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	MEHRD
	4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy	Percentage of girls and boys who achieve proficiency across a broad range of learning outcomes, including in reading and in mathematics by end of the lower secondary schooling cycle (based on credibly established national benchmarks)	MEHRD
Equitable access to education for all Solomon Islanders			
	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Primary school gross enrolment maintained above 100% throughout the NDS period [MDG 2]	World Bank and UNESCO Institute for Statistics: annual
	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	Secondary school enrolment (% gross) to increase from 35% in 2006 and 2007 to 60% by 2016 and 75% by 2020 with male and female enrolment rates varying less than 5% from the total rate.	World Bank and UNESCO Institute for Statistics: annual
Improve the quality of education			
	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	Proportion of population aged 12 and older who have had tertiary education increased from 4.4% in 2009 to 10% by 2020.	NSO, MEHRD

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Manage and monitor resources efficiently and cost effectively			
	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	Average rating for Policies for Social Inclusion and Equity increased from 2.9 in 2011 to at least 3.3 before 2020	ADB
NDS Objective 4: Resilient and environmentally sustainable development with effective disaster risk management			
NDS Objective 4 target			
NDS Medium Term Strategy 10	**Improve disaster risk management, mitigation and preparedness**		
NDS MTS 10 target	**SD Goal 13: Take urgent action to combat climate change and its impacts (MTS 11 below)**	Improved capacity in the Solomon Islands to effectively respond to and manage disaster risks and coordinate disaster emergency responses and rehabilitation.	
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	National Emergency Operation Centre upgraded. Emergency Operation Centres established in all provinces by 2018.	
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	By 2025, public access to and knowledge of MECDM services (meteorological services, disaster risk management, climate adaptation/ mitigation, environmental management and biodiversity conservation, and national focal point responsibilities for relevant international conventions) are improved.	United Nations Annual Human Development Report

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Disaster risk preparedness; disaster risk mitigation			
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Urban pollution is reduced from 26 micro-grams per cubic metre in 2008 to less than 20 by 2020 [MDG 7]	United Nations Annual Human Development Report
National Disaster Management Plan			
	13.2 Integrate climate change measures into national policies, strategies and planning	Environmental Performance Index increased from 51.1 in 2010 to over 60 by 2020	United Nations Annual Human Development Report
National Disaster Management Office			
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning A/68/970 20/24 14-59106	Average annual deaths per million people reduced from 4 in 2001-10 to less than 3 in 2011-2020	United Nations Annual Human Development Report
	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries, including focusing on women, youth and local and marginalized communities	Average annual number of people per million affected by natural disasters reduced from people reduced from 4,672 in 2001-10 to less than 4,000 in 2011-2020	United Nations Annual Human Development Report
NDS Medium Term Strategy 11	**Manage the environment in a sustainable resilient way and effectively respond to climate change**		
NDS MTS 11 target	**SD Goal 13: Take urgent action to combat climate change and its impacts**	Availability and implementation of a transparent and detailed deep decarbonisation strategy, consistent with the 2°C - or below - global carbon budget, and with GHG emission targets for 2020, 2030 and 2050	MECDM
		Net GHG emissions in the Agriculture, Forest and other Land Use (AFOLU) sector (tCO2e)	MECDM

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	13.2 Integrate climate change measures into national policies, strategies and planning	Number of sub-national risk governance policies, plans or programmes introduced or developed that are reflected in national frameworks	MECDM
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Number of education and awareness governance and risk information knowledge products produced.	MECDM
	SDG 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable developmen		
	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	MDG 7: Percentage of all species which are endangered reduced from 17% in 2010 to less than 15% by 2012 and less than 13% by 2020	CBSI
	14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	MDG 7: Proportion of population for whom solid fuel is the primary energy for cooking reduced overall from 92% in 2009 to 75% by 2020, in urban areas from 57% to 35% and in rural areas from 96.8% to 80%,	CBSI
	14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	Fisheries GDP (1985=100) increases by not less than its long term trend of 1%-8% every year.	CBSI
	SD Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	Annual change in forest area and land under cultivation (modified MDG Indicator)	MAL, MFR, NSO
	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	Area of forest under sustainable forest management as a percentage of forest area	MFR, NSO
Develop and manage the environment sustainably			
	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	Food production index (2004-6=100) increased from average 117 for 2008-10 to an average of 130 by 2015 and over 150 by 2020	
Climate change mitigation and adaptation			
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning A/68/970 20/24 14-59106	**MDG 7:** Proportion of population for whom solid fuel is the primary energy for cooking reduced overall from 92% in 2009 to 75% by 2020, in urban areas from 57% to 35% and in rural areas from 96.8% to 80%,	WHO/ADB
NDS Objective 5: Unified nation with stable and effective governance and public order			
NDS Objective 5 target			
	SD Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
	16.1 Significantly reduce all forms of violence and related death rates everywhere	Violent injuries and deaths per 100,000 population	MHMS
NDS Medium Term Strategy 12	**Efficient and effective public service with a sound corporate culture**		
NDS MTS 12 target		Rating for Quality of Public Administration Increased from 2.5 in 2011 to at least 4 before 2020	ADB Annual Country Performance Report,

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Good governance values and practices			
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADB's Annual Country Performance Assessment
Accountability and transparency			
	16.6 Develop effective, accountable and transparent institutions at all levels	TICPI: Improved and set on an upward trend from a rank of 110 and 2.7 score in 2010 to score over3.0 by 2015 and 3.5 and rank higher than 90 by 2020.	Transparency International
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Surveyed respondents stating that they are satisfied with the performance of the National Government in providing basic services and improving the economy increased towards 60% by 2020.	Peoples Survey
Strengthened Public Service Commission, Office of the Ombudsman and the Leadership Commission			
	16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADB's Annual Country Performance Assessment
Review, restructure and reorganise the Public Service			
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Proportion of population aged 12 and older who have had tertiary education increased from 4.4% in 2009 to 10% by 2020.	NSO/MERD

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the A/68/970 16/24 14-59106 formalization and growth of micro-, small- and medium-sized enterprises, including through *access to financial services*	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADB
Improve planning and budget operations in line with the PFM Road Map			
	16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	• 16.6 Develop effective, accountable and transparent institutions at all levelsThe Composite Country Performance Rating(CCPR)increased from 10.5 in 2011 to at least 13.0 before 2015 • Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADB
Integration of recurrent and development budgets			
	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	Rating for Efficiency of Revenue Mobilisation increased from 3.0 in 2011 to at least 3.5 before 2020	ADB Annual Report
NDS Medium Term Strategy 13	**Reduce corruption and improve governance at national, provincial and community levels**		
NDS MTS 13 target	16.6 Develop effective, accountable and transparent institutions at all levels	Perception of public sector corruption Publication of all payments made to governments under resource contracts	WB MOFT
Prevention of corruption and mal-practice - anti-corruption legislation			
	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	Improved efficiency in the administration of justice resulting in a reduction in pre-trial detainees / remand prisoners from 41% (2011) of prison population to less that 30%.	International Centre for Prison Studies through Asian & Pacific Conference of Correctional Administrators.

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Solomon Islands Independent Commission against corruption (SIICAC)			
	16.5 Substantially reduce corruption and bribery in all their forms	Ranking and score in Transparency International's Corruption Perception Index improved and set on an upward trend from a rank of 110 and 2.7 score in 2010 to a score over 3.0 by 2015 and over 3.5 and rank higher than 90 by 2020.	Transparency International Annual Report
Decentralization of decision making			
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	ADBs Annual Country Performance Report
Examine Federal system of government			
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	The Composite Country Performance Rating (CCPR) increased from 10.5 in 2011 to at least 13.0 before 2020	ADBs Annual Country Performance Report
NDS Medium Term Strategy 14	**Improve national unity, peace and stability at all levels**		
NDS MTS 14 target	16.1 Significantly reduce all forms of violence and related death rates everywhere	By 2020, SI is independently reported to be meeting its obligations under the Convention the Elimination of All Forms of Discrimination Against Women (CEDAW).	Ministry of women
Improve national unity and consciousness- National Peacebuilding Policy (NPP)			
	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	Proposition of respondents living in safe and peaceful communities increased from 20% - 90% by 2020	Peoples Survey
Cultural diversity and sports development - key components of nation building and development.			
	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	Proportion of population who have completed vocational and professional qualifications increased from 2% (2014) to 5% by 2024.	NSO, MEHRD

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Political stability – review of "political party integrity Act", "Electoral (Provision) Act", Constitutional reform programs			
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Percentage of seats held by women and minorities in national parliament and/ or sub-national elected office according to their respective share of the population	NSO
Federal System of Government			
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Rating for Quality of Public Administration increased from 2.5 in 2011 to at least 3.5 before 2020	NSO
NDS Medium Term Strategy 15	**Improve national security, law and order and foreign relations**		
NDS MTS 15 target			
Quality policing, correctional and fire services			
	16.b Promote and enforce non-discriminatory laws and policies for sustainable development	The decline in surveyed perception of living in safe and peaceful communities is reversed so that it does not fall below 25% and is raised to 50% by 2020.	RAMSI People's Survey
		Percentage of women and men who report feeling safe walking alone at night in the city or area where they live	RAMSI People's Survey
Community policing - role of traditional leaders			
	16.5 Substantially reduce corruption and bribery in all their forms	Proportion of surveyed respondents indicating satisfactory treatment by the police.	People's Survey
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Proportion of surveyed respondents indicating satisfactory on the role of their traditional leaders	RAMSI People's Survey

NDS Strategy & Objectives	Alignment Strategic Development Goals	NDS Performance Indicators and Targets	Source: Reporting Agency
Foreign and diplomatic relations			
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	Total official Support for Development	CBSI/ IMF
		Domestic revenues allocated to sustainable development as precent of GNI	CBS/IMF

Annex 10 Agriculture sector in NDS and MTDP

Agriculture Sector in Solomon Islands

The agriculture sector in the Solomon Islands can be divided into three subsectors: subsistence smallholder farming, market production, and commercial export crops.

- Subsistence food crop production represents a major strength of the economy, and it has kept pace with population growth. However, traditional fallow periods of 15 years or more have fallen in some cases to less than five years, which has led to a decline in soil fertility, yields, and increased pest and disease problems.
- Domestically marketed production is an increasing source of cash income for rural villagers, and there are opportunities to expand the production of minor cash crops, such as indigenous nuts, rice, coffee, spices, and temperate vegetables.
- Commercial export crops, such as cocoa, coffee, kava, vanilla, copra, coconut oil, oil palm, and honey, are being grown on a larger scale and are now the main contributors to the economy. However, further development needs improved infrastructure in terms of wharves, shipping, and marketing, and a regulatory authority for food security and goods and services standards to meet the needs of domestic and international markets. There is also great potential to increase production and export from large-scale plantations.

Agriculture Sector in NDS 2016-2035

The NDS recognises that the agriculture sector in the Solomon Islands plays a significant role in the country's economy, providing employment and livelihoods for rural communities and generating export earnings. The NDS 2016-2035 recognizes the need to develop productive sectors as a key element for reinvigorating growth.

Medium-Term Strategy 1 (reinvigorating and increasing the rate of inclusive economic growth) comprises a strategy for agriculture development: agriculture is the mainstay of the economy and has a twin-track strategy: (i) enhanced production of staple foods, essential for food security and the well-being of the rural population, and (ii) development of commercial agriculture and exports is key to growth.

The NDS M&E Performance Framework includes three performance targets.

- Increase in agriculture contribution to GDP from 33.4% in 2012 to 40% by 2020
- Increased cocoa contribution to the GDP from 10% in 2010 to 16% in 2020
- The share of copra and coconut oil in total commodity exports will remain stable at 11% from 2012 to 2020, despite the rehabilitation program.

Agriculture Sector in MTDP 2016-2020

The development of the production sector is a key element in the MTDP. The agriculture sector is the most important sector in the national economy of the Solomon Islands. It provides for and sustains 85% of the rural population with food crops, cash crops, and livestock for daily livelihoods, food, and social security. Agricultural exports are a major source of earnings. Enhanced production of staple foods is essential for food security and the well-being of the rural population, but a twin-track strategy includes the development of commercial agriculture and exports as key to growth. There is great potential to increase the production and export of large-scale plantations. The livestock sector is underdeveloped, and domestic production does not meet consumption; the domestic industry is mostly backyard production, and production could be increased through better animal husbandry and feeding practices and improved breeds.

MTDP Projects in Agriculture for 2016–2022

- 70-1 Field Experimental Station and Biotechnology Infrastructure Development Program
- 70-2 National Food Security Enhancement Program
- 70-3 National Cocoa Planting and Genetic Material
- 70-4 Livestock Program
- 70-5 National Biosecurity Strengthening Program
- 70-6 Solomon Islands Coconut Industry Support Program
- 70-7 National Honey Development Program (Honey in Rural Households)
- 70-8 National Cocoa Industry Development Program
- 70-9 Agriculture Livelihoods Improvement and Export Based Expansion Program
- 70-10 National Oil Palm Development Program
- 70-11 National Agriculture Census
- 70-12 Small Livestock Industry Development Program
- 70-13 Extension Infrastructure.

All of these projects have their outputs and outcomes and a link to the relevant NDS objective, with allocated indicators and performance targets. An example from the project 70-11 National Agriculture Census is presented here.

Table 5 70-11 National Agriculture Census Results, Targets, and Indicators

Desired results	Performance targets and indicators
Impact: NDS Objective 1, MTS 1: Reinvigorate and increase the rate of economic growth	Minimum set of core data for evidence-based policy development and project M&E purposes available for planners and policy makers
Outcome: Baseline data in agriculture for decision making by policy makers and the private sectors is available	Production data on food crops and livestock for all provinces documented
Outputs: The National Agriculture Census conducted in all provinces	Production data on food crops and livestock for all provinces documented

Agriculture Sector in Development Budget 2023

The Development Budget 2023 recognises agriculture as one of the key sectors of this economy, supporting almost 80% of the people in rural areas and accounting for almost 16% of the GDP, yet compared to other sectors, accounting for only 1.5% of the Government Budget.

The SIG will continue to provide support for agriculture through government budget. Over the medium term, the government is expected to promote value-added for domestic consumption and exports in key sectors, including agriculture. MAL, together with the World Bank, recently approved a US$15 million project to increase agricultural production and improve market access for rural communities in the country. The Solomon Islands Agriculture and Rural Transformation Project will support 85,000 Solomon Islanders through training, farming, and livestock support. This is expected to create opportunities for rural communities to support local farmers and growers to increase production. Increased production could have positive impacts through the accumulation of capital and the export of commodities. This project is also part of 24 the government's recovery and response to ensure that the country bounces back from economic shocks.

Annex 11 Development partners' evaluations in solomon islands and the Pacific Region (2015-2023)

Project	Evaluation type	Donor	Country	Year	URL address
Solomon Islands Justice Program	Mid-term review	DFAT	Solomon Islands	2015	Solomon Islands Justice Program: Mid term review and management response
Solomon Islands NGO Partnership Agreement	Final evaluation	DFAT	Solomon Islands	2016	Solomon Islands NGO Partnership Agreement Final Evaluation Report
Solomon Islands Governance and Justice Program	Final evaluation	DFAT	Solomon Islands	2020	Solomon Islands Governance and Justice Program Evaluation: final report and management response
Munda Airfield Upgrade	Evaluation	MFAT	Solomon Islands	2021	Munda Airfield Upgrade Evaluation Report [PDF 1.9 MB]
Solomon Islands Education Support	Mid-term review	MFAT	Solomon Islands	2019	Review of Solomon Islands Education Support 2016 19 Evaluation report [PDF 2.6 MB]
Mekem Strong Solomon Islands Fisheries Phase 2	Final evaluation	MFAT	Solomon Islands	2019	Mekem Strong Solomon Islands Fisheries Phase 2 Evaluation report [PDF 2.9 MB]
Solomon Islands: Domestic Maritime Support Project	Final evaluation	ADB	Solomon Islands	2022	Solomon Islands: Domestic Maritime Support (Sector) Project
Improved Fiscal Sustainability Reform Program	Final evaluation	ADB	Solomon Islands	2021	Solomon Islands: Improved Fiscal Sustainability Reform Program

Project	Evaluation type	Donor	Country	Year	URL address
Transport Sector Flood Recovery Project	Final evaluation	ADB	Solomon Islands	2020	Solomon Islands: Transport Sector Flood Recovery Project
Provincial Renewable Energy Project	Final evaluation	ADB	Solomon Islands	2020	Solomon Islands: Provincial Renewable Energy Project
Economic Growth and Fiscal Reform Program	Final evaluation	ADB	Solomon Islands	2019	Solomon Islands: Economic Growth and Fiscal Reform Program
Transport Sector Development Project	Final evaluation	ADB	Solomon Islands	2018	Solomon Islands: Transport Sector Development Project
Country Partnership Strategy	Final evaluation	ADB	Solomon Islands	2018	Solomon Islands: Country Partnership Strategy Final Review Validation, 2012–2016
Pacific Private Sector Development Initiative	Final evaluation	ADB	Solomon Islands	2018	Pacific Private Sector Development Initiative
Second Road Improvement Project	Final evaluation	ADB	Solomon Islands	2016	Solomon Islands: Second Road Improvement (Sector) Project
Economic and Financial Reform Program	Final evaluation	ADB	Solomon Islands	2015	Solomon Islands: Economic and Financial Reform Program
Evaluation of National Parliament of the Solomon Islands: Parliamentary Strengthening Project, Phase 3	Final evaluation	UNDP	Solomon Islands	2015	https://erc.undp.org/evaluation/evaluations/detail/7403
Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security	Mid-term review	UNDP	Solomon Islands	2015	https://erc.undp.org/evaluation/evaluations/detail/7404
Solomon Islands Water Sector Adaptation Project	Mid-term review	UNDP	Solomon Islands	2017	https://erc.undp.org/evaluation/evaluations/detail/9217
Solomon Islands Water Sector Adaptation Project	Final evaluation	UNDP	Solomon Islands	2019	https://erc.undp.org/evaluation/evaluations/detail/9883
Strengthening the Electoral Cycle in the Solomon Islands Project	Final evaluation	UNDP	Solomon Islands	2017	https://erc.undp.org/evaluation/evaluations/detail/9280
Strengthening the Electoral Cycle in the Solomon Islands Project Phase 2	Final evaluation	UNDP	Solomon Islands	2021	https://erc.undp.org/evaluation/evaluations/detail/9887

Project	Evaluation type	Donor	Country	Year	URL address
SOI Integrating Global Environment Commitments in Investment and Development Decision Making in Solomon Islands	Final evaluation	UNDP	Solomon Islands	2018	https://erc.undp.org/evaluation/evaluations/detail/9882
Empowering Youth as Agents for Peace and Social Cohesion in Solomon Islands Project	Final evaluation	UNDP	Solomon Islands	2021	https://erc.undp.org/evaluation/evaluations/detail/13873
Transport Sector Flood Recovery Project	Final evaluation	ADB	Solomon Islands	2020	Solomon Islands: Transport Sector Flood Recovery Project
Provincial Renewable Energy Project	Final evaluation	ADB	Solomon Islands	2020	Solomon Islands: Provincial Renewable Energy Project
Economic Growth and Fiscal Reform Program	Final evaluation	ADB	Solomon Islands	2019	Solomon Islands: Economic Growth and Fiscal Reform Program
Transport Sector Development Project	Final evaluation	ADB	Solomon Islands	2018	Solomon Islands: Transport Sector Development Project
Australian Infrastructure Financing Facility for the Pacific	Mid-term review	DFAT	Pacific Region	2022	Australian Infrastructure Financing Facility for the Pacific Two-Year System-Wide Review and Management Response
Australia-SPC Partnership	Final evaluation	DFAT	Pacific Region	2022	Australia-SPC Partnership Evaluation 2022
Improving Community-based Fisheries Management in Pacific Countries Program	Mid-term review	DFAT	Pacific Region	2015	Improving Community-based Fisheries Management in Pacific countries
Pacific Horticultural and Agricultural Market Access Program	Final evaluation	DFAT	Pacific Region	2016	Independent evaluation of the Pacific Horticultural and Agricultural Market Access Program (PHAMA) June 2016
Climate and Oceans Support Program in the Pacific	Progress review	DFAT	Pacific Region	2015	Independent Progress Review Climate and Oceans Support Program in the Pacific (COSPPac)
Office of the Pacific Ocean Commissioner	Evaluation	DFAT	Pacific Region	2020	Office of the Pacific Ocean Commissioner (OPOC) independent evaluation and management response
Pacific Benchmarking for Education Results	Mid-term review	DFAT	Pacific Region	2016	Pacific Benchmarking for Education Results Mid-term Review
Pacific Financial Technical Assistance Centre	Mid-term review	DFAT	Pacific Region	2021	Pacific Financial Technical Assistance Centre: Mid-term evaluation report and management response

Project	Evaluation type	Donor	Country	Year	URL address
Pacific Financial Technical Assistance Centre Phase 4	Mid-term review	DFAT	Pacific Region	2015	Pacific Financial Technical Assistance Centre (PFTAC) Phase 4–Independent External Mid–Term Evaluation 2015 [PDF 1.3 MB]
Pacific Fisheries for Food Security Program	Final evaluation	DFAT	Pacific Region	2016	Pacific Fisheries for Food Security Program Final Evaluation Report
Pacific IUU Fishing	Final evaluation	DFAT	Pacific Region	2022	Pacific IUU Fishing: End of Investment Evaluation
Pacific Leadership Program Phase 3	Final evaluation	DFAT	Pacific Region	2017	Pacific Leadership Program (PLP) Phase 3: independent evaluation and management response
Pacific Media Assistance Scheme 3	Final evaluation	DFAT	Pacific Region	2021	Pacific Media Assistance Scheme (PACMAS 3) independent evaluation report and management response
Pacific Register of Qualifications and Standards	Strategic review	DFAT	Pacific Region	2016	Pacific Register of Qualifications and Standards (PRQS): strategic review and management response
Pacific Research Program	Mid-term review	DFAT	Pacific Region	2021	Pacific Research Program: Independent Review and Management Response
Strengthening Specialised Clinical Services in the Pacific and the Pacific Islands Program	Evaluation	DFAT	Pacific Region	2015	Strengthening Specialised Clinical Services in the Pacific (SSCSiP) and the Pacific Islands Program (PIP): Evaluation Report and Management Response
Pacific Community Core Funding	Mid-term review	MFAT	Pacific Region	2022	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2022/Mid-term-Review-MFAT-SPC-Core-Funding-2020-2024-FINAL-For-Release.pdf
Strengthening Pacific Labour Mobility Program	Evaluation	MFAT	Pacific Region	2022	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2022/Strengthening-Pacific-Labour-Mobility-Program-Evaluation.pdf
Pacific Islands Forum Fisheries Agency	Mid-term review	MFAT	Pacific Region	2022	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2022/Pacific-Islands-Forum-Fisheries-Agency_-Mid-Term-Evaluation-Report_-REDACTED.pdf
Western Pacific East Asia Tuna Monitoring Activity	Mid-term review	MFAT	Pacific Region	2021	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2021/Western-Pacific-East-Asia-Improved-Tuna-Monitoring-Activity-Mid-term-Evaluation-Report.pdf

Project	Evaluation type	Donor	Country	Year	URL address
Pacific SME Finance Facility Pilot Program	Formative evaluation	MFAT	Pacific Region	2021	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2021/Formative-Evaluation-Report-for-the-Pacific-SME-Finance-Facility.pdf
Vanuatu Correctional Services Partnership	Evaluation	MFAT	Pacific Region	2021	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2021/Activity-Evaluation-Vanuatu-Correctional-Services-Partnership-Evaluation-Report-2014-2019.pdf
MFAT Support to Pacific Justice Sector	Strategic evaluation	MFAT	Pacific Region	2021	Strategic Evaluation MFAT Support to Pacific Justice Sector Evaluation Report 2010 2020 [PDF 1 MB]
Pacific Sporting Partnership Program Sports for Health	Mid-term review	MFAT	Pacific Region	2021	Review Pacific Sporting Partnership Program Sports for Health [PDF 2.3 MB]
Pacific Partnership Phase 2	Mid-term review	MFAT	Pacific Region	2020	Mid Term Review Pacific Partnership II Evaluation Report [PDF 752 KB]
Business Pacific Link	Formative evaluation	MFAT	Pacific Region	2019	Formative Evaluation of Business Pacific Link Evaluation report [PDF 3.2 MB]
Pacific Fisheries Training Program	Final evaluation	MFAT	Pacific Region	2018	Evaluation of the Pacific Fisheries Training Program evaluation report [PDF 3.3 MB]
Strengthening Pacific Partnership and Vakameasina	Final evaluation	MFAT	Pacific Region	2016	Strengthening Pacific Partnership and vakameasina Evaluation report [PDF 1.3 MB]
Local Government Technical Assistance Facility for Pacific Island Countries	Mid-term review	MFAT	Pacific Region	2016	Evaluation of the Local Government Technical Assistance Facility for Pacific Island Countries Evaluation report [PDF 1.8 MB]
Visual Impairment Activities in Pacific Island Countries	Final evaluation	MFAT	Pacific Region	2016	Evaluation of Visual Impairment Activities in Pacific Island Countries Evaluation [PDF 1.6 MB]
Strengthening Pacific Health Laboratory Systems Activity	Evaluation	MFAT	Pacific Region	2015	Strengthening Pacific Health Laboratory Systems Activity Evaluation report [PDF 1.5 MB]
Validation of Pacific Approach Country Partnership Strategy	Final evaluation	ADB	Pacific Region	2020	Validation of Pacific Approach Country Partnership Strategy Final Review, 2016–2020

Annex 12 MTDP Reporting Template

Ministry of Development Planning and Aid Co-ordination (MDPAC)

MTDP PROGRAMME/PROJECT STATUS REPORTING TEMPLATE

REPORTING PERIOD 1 JAN TO 30 JUNE

This template is used by Solomon Island National Government Ministries and the Ministry of Development Planning and Aid Co-ordination (MDPAC) to enable monitoring of Medium Term Development Plan (MTDP) projects and to ensure compliance with the requirements of the Public Financial Management Act (2013). The Act requires bi-annual reporting to Parliament on implementation progress of MTDP projects/programmes.

Version 2.5 (March 2018)

MTDP PROGRAMME/PROJECT STATUS REPORT 1 JANUARY TO 30 JUNE					
Section One: Programme/Project Information & Budget					
Programme/Project Title					
Implementing Agency					
Programme/Project Co-ordinator/s				Sector	
Locations					
SIG Project Code		Funding Source(s)			
NDS 2016-2035 Objectives	1 2 3 4 5 - circle only ***ONE*** NDS Objective				
Medium Term Strategy (MTS)					
Budget					
Total Programme/ Project Budget $M		Total Budget Allocation 2017		Start date of Project/ Programme	
Committed Expenditure as at 30 June		Balance Available as at 30 Jun		Comments on Expenditure	

Section Two: Outcomes & Performance Targets for Project/Programme				
Planned Outcome/s and Performance Targets (from log frame)		Outcomes and Performance Targets achieved to date (if any)	Outcome Traffic Light Status **Green** - on track **Yellow** - minor issues **Orange** - significant issues **Red** - off track	Comments (including why outcomes achieved or not achieved and other information considered relevant)
Outcome	**Performance Target and Indicators**			

Section Three: Outputs, Performance Targets/Indicators, Activities and Milestones - For each Output						
Planned Outputs and Performance Targets/ Indicators (from log frame)		Outputs and Performance Targets/ Indicators achieved/ not achieved this reporting period	Output Traffic Light Status **Green**- on track **Yellow**- minor issues **Orange**- significant issues **Red**- off track	Output Stage 1=Still to commence 2 = Preparation 3= Procurement 4= Implementation 5= Complete	% Output completion (estimate) (Range from 0% to 100%)	Comments (including why outputs achieved or not achieved and other information considered relevant)
Output One	**Performance Target and Indicators**					
1.						

Section Three: Outputs, Performance Targets/Indicators, Activities and Milestones - For each Output					
Planned Activities and Milestones (from log frame) **Activities & Milestones**	Activities and Milestones achieved/ not achieved this reporting period	Activity Traffic Light Status **Green** - on track Yellow - minor issues **Orange** - significant issues **Red** - off track	Activity Stage 1=Still to commence 2 = Preparation 3 = Procurement 4 = Implementation 5 = Complete	Comments (including why activities and milestones achieved or not achieved and other information considered relevant)	
1.1					
1.2					
1.3					
1.4					
1.5					
1.6					

Section Three (continued): Outputs, Performance Targets/Indicators, Activities and Milestones - For each Output						
Planned Outputs and Performance Targets/ Indicators (from log frame)		Outputs and Performance Targets/ Indicators achieved/ not achieved this reporting period	Output Traffic Light Status **Green** - on track **Yellow** - minor issues **Orange** - significant issues **Red** - off track	Output Stage 1 =Still to commence 2 = Preparation 3 = Procurement 4 = Implementation 5 = Complete	% Output completion (estimate) (Range from 0% to 100%)	Comments (including why outputs achieved or not achieved and other information considered relevant)
Output Two	**Performance Target and Indicators**					
2.						

Section Three (continued): Outputs, Performance Targets/Indicators, Activities and Milestones - For each Output					
Planned Outputs and Performance Targets/ Indicators (from log frame)	Outputs and Performance Targets/ Indicators achieved/ not achieved this reporting period	Output Traffic Light Status **Green** - on track **Yellow** - minor issues **Orange** - significant issues **Red** - off track	Output Stage 1 =Still to commence 2 = Preparation 3 = Procurement 4 = Implementation 5 = Complete	% Output completion (estimate) (Range from 0% to 100%)	Comments (including why outputs achieved or not achieved and other information considered relevant)
Planned Activities and Milestones (from log frame) **Activities & Milestones**	Activities and Milestones achieved/ not achieved this reporting period	Activity Traffic Light Status **Green** - on track **Yellow** - minor issues **Orange** - significant issues **Red** - off track	Activity Stage 1 =Still to commence 2 = Preparation 3 = Procurement 4 = Implementation 5 = Complete	Comments (including why activities and milestones achieved or not achieved and other information considered relevant)	
2.1					
2.2					
2.3					
2.4					
2.5					
2.6					

Add additional output tables if required

Section Four: Issues and Project Risks for each Output			
Issues Hindering Implementation - Project Risk Management Statement			
Risk (Project Risks Only)	Likelihood of occurring (Low/Med/High)	Seriousness (if does occur) (Low/Med/High)	Mitigation Strategy
Output One Name			
1.1			
1.2			
Output Two Name			
2.1			
2.2			

Section Five: Comments and Unexpected and/or Unplanned Outputs	
Any Other Comments (including unexpected/ unplanned outputs – positive or negative)	

Where available, please attach photographs of relevant activities and outputs to this report as verification of progress

Section Six: Report Signoff & Lodgement			
Ministry Responsible Officer Name and Role:		Ministry Responsible Officer Signature:	
MDPAC Focal Officer Name: (MDPAC office use only)		MDPAC Focal Officer Signature: (MDPAC office use only)	
Date of Submission by Ministry to MDPAC:		Date of registration by MDPAC Focal officer (MDPAC office use only) :	

Section Seven: MDPAC Office Use Only	
MDPAC Focal Officer Comments:	
Follow up Action recommended:	
Follow up Action taken by FO (required if any ratings orange or red):	

EXPLANATORY NOTES

1. Outcomes are the results of outputs for project beneficiaries, systems, organisations, etc., and should be achievable by the end of the project's implementation. E.g. Increased economic activity and a performance target of 10,000 additional jobs by 2019. There may be some progress toward the outcomes if the project has been in place for some time.

2. Outputs are goods, works, and services delivered by the project, for example, 50 ha of cocoa trees planted. The performance targets and indicators are outlined in the logframe.

3. Activities are groups of tasks that are carried out to produce the desired outputs. These require completion dates and important milestones for each activity as documented in your logframe

4. Traffic light status: GREEN (on-track to be achieved on schedule) Does not require comment but you may choose to comment) YELLOW (minor concerns about achievement on schedule) YELLOW (minor concerns about achievement on schedule) for advice only), and ORANGE (significant concerns about achievement on schedule). Requires comment explaining rating and is for management attention) RED (off-track to be achieved on schedule. Requires comments explaining rating, mitigation strategies and management action)

5. Output stage - the overall stage of delivery of each Output - 1= Still to commence (no work at all) 2=Preparation (can include planning, feasibility studies, etc) 3 = Procurement (includes preparing tenders, detailed design etc) 4 = Implementation (includes construction, policy implementation (if not infrastructure project), service delivery 5 = Complete – all activities and outputs delivered

6. % Output completion – Estimate of the percentage of overall Output completion, based on delivery of activities to date.

7. Activity stage: stage of delivery for each listed activity. 1= Still to commence (no work at all) 2=Preparation (can include planning, feasibility studies, etc) 3 = Procurement (includes preparing tenders, detailed design etc) 4 = Implementation (includes construction, policy implementation (if not infrastructure project), service delivery 5 = Complete – all activities and outputs delivered

8. The Project Risk Management Statement lists only risks to the project, which may be new and emerging risks. If your traffic light status is red, please identify the mitigation strategies.

9. Unexpected and unplanned outputs are those that are not in the log frame. They may be beneficial or negative to the project and should be noted in any other comment section.

10. Insert rows for Activities and Outputs as needed and extend text boxes to add other Information as necessary

11. Photograph verification - Where possible please include photos to verify activity and output progress

Funded and supported by

Global Evaluation Initiative