



Solomon Islands Government

Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION ACCOUNTABILITY AND LEARNING FRAMEWORK

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Acknowledgment

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Finally, much appreciation goes to the MPS Monitoring, Evaluation, Accountability, and Learning Technical Committee, which has been tirelessly working to ensure the framework is developed and has it successfully endorsed for implementation. The current Members of the MPS MEAL Technical Team are Advisor Deputy Secretary Governance and Performance Ian Rakafia, Chairman Assistant Secretary Monitoring and Evaluation Baddeley Nimepo, Vice Chairman Assistant Secretary Performance Management Harrison Ara, Secretary Principle Monitoring and Evaluation Officer Matilda Buto, Member Assistant Secretary Human Resources Management Information System Cornileus Tariga, and Member Principle Project Officer Stephen Dikea.

Thank You Everyone.

Permanent Secretary Foreword

It's my pleasure to present the Public Service Monitoring, Evaluation, Accountability, and Learning Framework. This framework is the first of its kind to be developed by the Ministry of Public Service. The framework was developed after a thorough robust process of studying and reviewing Monitoring and Evaluation (M&E) Systems within the government and country. For years, the ministry has been conducting M&E and its requirements on ad-hoc basis. With this new PS MEAL Framework, it is expected that Monitoring, Evaluation, and Reporting will improve.

The PS MEAL Framework is a testimony of the Ministry of Public Service commitment to recognizing the importance of Monitoring, Evaluation, Learning, and maintaining Accountability in the Public Service. In doing so, updated, credible information can be readily available for decision-making at the various levels of the ministry and government. Most importantly, decisions can be made based on evidence. The framework provides an avenue where the results of the work of the ministry are presented so that all stakeholders can be aware of the Ministry of Public Service's work on improving government services to the people of Solomon Islands.

Moreover, the PS MEAL Framework is designed purposely to ensure information on the government workforce is managed and utilized properly. It acts as the progressive check and balance mechanism to ensure quality is maintained when implementing the reform programs of the public service. It provides the avenue for all public service actors to come together and reflect on policy implementation and look for areas to improve. The PS MEAL Framework works together with the Ministry of Public Service Annual Work Plan, Corporate Plan, and Solomon Islands Public Service Transformation Strategy 2023 – 2033 (SI-PSTS), where all policies guiding the government workforce are implemented periodically.

However, it is only a guide, and not all is perfect. For it to work, public servants need to put an effort into achieving its objectives. The functions of the framework require the effort of everyone, especially key stakeholders in the process. The framework evolves around the corporate mandate and function of established bodies within the government's constitutional setup. It is in that sense that all human resource management actors are responsible for ensuring its smooth implementation for it to be successful. The framework will be reviewed every 5 years to have it remain relevant to the ever-changing organizational workforce landscape.

Finally, I encouraged everyone to utilize this framework in the best way possible. Read through, grasp the ideas, and use them to help you have self-reflection on the progress of your individual and ministerial work. It is a guideline that if used properly will help you know the progress of your work towards individual, divisional, and ministerial objectives. Remember, "what is measured get managed". Thank you and hope you find this document helpful in furthering your work.



Luke Cheka
Permanent Secretary
Ministry of Public Service

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Acronyms

ADB	Asian Development Bank
AS M&E	Assistant Secretary Monitoring and Evaluation
AWP	Annual Work Plan
CP	Corporate Plan
FGD	Focus Group Discussion
GO	General Orders
HRMIS	Human Resources Management System
IPAM	Institute of Public Administration and Management
KPI	Key Performance Indicator
MPS	Ministry of Public Service
PS MEALF	Public Service Monitoring, Evaluation, Accountability and Learning Framework
MEHRD	Ministry of Education and Human Resources Development
MEALTC	Monitoring, Evaluation, Accountability and Learning, Technical Committee
MEL	Monitoring, Evaluation, Learning
MNPDC	Ministry of National Planning and Development Coordination
OECD- DAC	Organization, Economic, Corporation Development
OKRA	Output - Key Result Areas
PM&E	Principle Monitoring & Evaluation Officer
PPO	Principle Planning and Project Officer
RDP	Rural Development Program
SI-PSTS	Solomon Islands Public Service Transformation Strategy 2023-2032
SIG	Solomon Islands Government
SIPS	Solomon Islands Public Service
SINU	Solomon Islands National University
PSSS	Public Sector Satisfaction Survey
TOC	Theory of Change

Glossary of Key Terms

Term	Meaning
Public Service Policy	This is the Policies developed and implemented by the Ministry of Public Service to manage the Government Workforce
Policy Monitoring	The continuous checking on Public Service Policy activities that are implemented and directed through the Annual Work Plan, Corporate Plan, and Strategic Plan of the Ministry of Public Service, Government Line Ministries and Agencies.
Policy Evaluation	The periodic formative impact assessment for the merit, worth, and significance of a Public Service Policy
Theory of Change	The change pathway the public service is expected to follow in order to achieve its objectives and long-term goals.
Output - Key Result Area	The final product of activities within the Annual Work Plan and resented in the PS MEAL Framework as Output Indicators.
Intermediate Outcome	The immediate results expected after the final product of a policy activity is utilised. Present in the PS MEAL Framework as an Immediate Outcome Indicator
End Outcome	The overall end result expected from implementing policy activities.
Goal Outcome	The long-term impact expected after the final product of a policy activity is utilized. Presented as Goal Outcome Indicator in the PS MEAL Framework
Public Service MEAL Standards	Standard expected from implementing Public Service Policies. It is the level of results expected if all policies are implemented in the best required way possible
Public Service Ethical Standards and Principle of Practice	The standard code of conduct when implementing all MEAL activities. All MEAL Activities should adhere to the standards in order to produce quality outcomes.

1. Overview

1.1. What is the Public Service Monitoring, Evaluation, Accountability, and Learning Framework?

Public Service, Monitoring, Evaluation, Accountability and Learning Framework (PS MEALF) is the plan that the Ministry of Public Service will use to Monitor and Evaluate its Public Service Policies, Programs and their strategic intervention activities. The PS MEAL Framework is a living guideline that will be used by Ministry of Public Service (MPS) to collect information about government workforce performance that Solomon Islands Government and the public needs to know. It is expected to add updated data to the existing stock of information required for government action on managing its workforce.

Furthermore, the framework is meant to provide an analytical capability within MPS that shifts from territoriality, towards encouraging a culture of open learning. This framework spirit of scepticism and willingness to embrace dissent will help keep the government workforce honest towards achieving its goals. The PS MEALF serves many purposes, and it is common to find that what may have begun, as an accountability study of government performance, ends up dominated by a different purpose or at least includes other MPS objectives as an integral part of monitoring, evaluation, accountability and organizational learning. Overall, the framework outlines how the ministry is going to monitor and evaluate its Policies, Solomon Islands Public Service Transformation Strategy 2023 - 2033 (SI-PSTS), Corporate Plan (CP), Annual Work Plan (AWP), and other ministerial reform programs.

1.2. What is the purpose of the framework?

PS MEAL Framework provide the guidelines on how the Ministry will conduct Monitoring, Evaluation, Accountability and Learning activities for its strategic reformation plans and policies. The framework is designed to ensure all policies that drive the reformation program public service workforce is properly observed, checked, and directed. It outlines how the Public Service Monitoring, Evaluation, Accountability and Learning activities are going to be implemented in order to ensure Public Service Governance Vision and Mission are to be realised in the short and longer term. Specifically, the plan is purposely designed for use by the leading ministry, MPS to ensure:

- Policy intentions are achieved.
- Information for decision making is readily available.
- All actors are aware of where their strategic actions are directed towards.
- Learning for improvement is embraced as part of public service development.
- Accountability is always practiced.
- Actor's compliance to reporting mandates specified under the Public Service Act, Financial Management Act, and General Orders.

1.3. What is the objective of the framework?

On a more specific echelon, the Public Service need for the PS MEAL Framework encompasses six objectives-

- To support parliamentary and executive oversight;
- To build a stronger knowledge base for policy-making;
- To help ministries/agencies develop improved capabilities for policy, program planning, and implementation.
- To analyze results, and instill a learning-oriented culture.
- To strengthen public information about government activities through the dissemination of M&E findings.
- To ensure cohesiveness is maintained between all Human Resource Management Actors within the SIG Ministries/Agencies and its stakeholders.

1.4. How the framework is developed?

The framework is developed based on the findings of the Organisational Monitoring Evaluation, and Learning (MEL) Systems Study. A rigorous study was conducted by the Monitoring, Evaluation, Accountability and Learning Technical Committee (MEALTC) of the Ministry of Public Service to understand how MEL Systems function in organizations.

The study looks at 3 different Organisation MEL Systems namely, Rural Development Program (RDP), Ministry of Development Planning, and Aid Coordination and Ministry of Education and Human Resources Development (MEHRD). RDP MEL System is for their Projects¹. MNPDC MEL System is for the National Development Strategy (NDS) and its Programs². MEHRD's MEL System is for their Policies and Programs Implemented through the Education Strategic Framework (ESF), National Education Action Plan (NEAP) and their Annual Work Plan³. It is from the findings of the study that, the PS MEALF was developed considering what best suits the context of the Public Service. The key findings of the Organizational M&E Systems study are-

- Basic M&E Systems can be standardized and contextualized to suit any specific organizational work environment.
- M&E Systems are designed based on the information needs of an organization.
- M&E Systems must be highly practical and relevant to the organization's systems and structures.

The PS MEALF derives its origins from the context of Public Service Human Resources Management philosophies which operates in a regulation and policy environment. Policy M&E applies principles and methods to examine the content, implementation,

¹ Project Assessment Report (2016), Solomon Islands Rural Development Program

² Solomon Islands Government (2016), National Development Strategy: Improving The Social and Economic Livelihoods of Solomon Islands, Ministry of National Planning and Development Coordination, Honiara

³ Ministry of Education and Human Resources Development (2017) Monitoring, Evaluation and Learning Plan, MEHRD, Honiara

or impact of a policy. Evaluation is the activity through which we develop an understanding of the merit, worth, and utility of a policy. Policy M&E applies evaluation principles and methods to examine the content, implementation, or impact of a policy. PS MEALF gets its fundamental origins from the notion that most of the program activities that are implemented by the ministry are policy activities. Most of the policies are government statement of intention to improve the workforce services to the people. The policies are structured as guidelines, instructions, procedures, and the process to follow. The framework seeks to assess the impact and progress of the policy through its reformation programs on the public service workforce.

1.5. What the framework wants to assess and measure?

The framework is developed purposely to assess the impacts of the Solomon Islands Public Service Transformation Strategy 2023 - 2033. The Public Service policies are policy intention of the government under its reform programs to improve service delivery through its workforce. It is the government strategy to reform the public service in-order to deliver quality services.

The policy activity programs are translated into the Corporate Plan and Annual Work Plan with its outputs monitored to ensure the SI-PSTS objectives are achieved. Performance indicators representing the output, outcomes and goal level objectives are measured to determine progress measurement. The framework utilizes Goal, End Outcome, Intermediate and Output Performance in a logical sense of order to measure the impact and progress of its policies through the MPS Strategic Reform Plans (SI-PSTS, CP and AWP). The indicators and key result areas are arranged in a logical order within the Result Logical Table of PS MEALF. It represents the information needs and the type of change MPS aims to achieve in both the short and long term.

1.6. What Methods will the framework use?

PS MEAL Framework will use Mixed Methods Approach to collect, process, analyse and utilize data for reporting. The approach the framework will pursue are activity results Traffic Light Report (TLR) data collection Tool, Public Officers Interviews, Key Informant Interviews, Focus Group Discussions, Literature Reviews, Observation, Most Significant Stories and other relevant applicable tools. TLR reporting will focus more on the activity results. Public Officers Interviews and Focus Group Discussions will focus more on setting the avenue for open discussions to get qualitative information from the public officers and the people. Surveys is purposely for evaluation and it involves quantitative individual interviews using questionnaires.

All these qualitative, quantitative, and mixed methods of data collection will be done in threefold setting namely Reflection Meetings, Governance Forum and Head of Division TLR. The other is internal and external impact survey of policy reforms and strategic plans and activities which will also use mixed methods whenever necessary to collect data. Independent Evaluations will use their own methods but must be strictly adhered to the methods suggested by the MEALTC.

1.7. How the framework will be implemented?

Structured information collected using rigorous mix methodologies will be disseminated through Quarterly, Annually, the Solomon Islands Public Service (SIPS) Survey, and Solomon Islands Public Sector Satisfaction Survey (PSSS) Baseline, Mid Term and End-Line Reports. Another form that the framework will use is the production of a quarterly newsletter which will contain policy key impact highlights. Internal or external impact evaluations will also be conducted to assess the impact of the public service policies, reform plans, and programs upon special request by the government. However, all formal information production and publishing for reform policies and programs will use the mainstream PS MEALF Reporting process.

1.8. Who will be responsible for implementing the framework?

PS MEAL Framework encouraged a clearly structured, interlinked team of Public Service MEL Officers who will be responsible for leading and implementing the framework. The framework outlines clear job descriptions the roles and responsibilities within the MEL unit structural setup that will be responsible for implementing PS MEALF activities. There will be a Monitoring, Evaluation, Accountability and Learning Technical Committee (MEALTC) responsible for overseeing the activities within the framework.

Most of the key monitoring, evaluation, and learning tasks of the framework will be commissioned by the committee. Moreover, the Assistant Secretary M&E and Principle M&E Officer will be responsible full-time for all the PS MEALF activities under this framework. The MPS Planning Officer and HRMIS Officer will also play key supporting roles especially with planning and data collection technicalities.

1.9. What will regulate the implementation of the Framework?

With the framework, there is currently no specific regulation or policy to mandate and guide the practice of the PS MEAL Framework which critically involves collecting, using, and disseminating information. With the current state of the government information systems, all functions are guided by the public service Code of Conduct, information confidentiality regulations of the GO, and the reporting mandates put in place by its institutions such as the Financial Management Act and Public Service Act. In the Organizational MEL Systems Study Report, there is a strong recommendation for a standalone Information Management Policy and its Ethical Guidelines for Public Service⁴.

⁴ Ministry of Public Service (2018) Organisational MEL Systems Study Report, MPS, Honiara

2. Fundamental Concepts

There are concepts used in the common practice of Monitoring, Evaluation, Accountability, and Learning (MEAL). The concepts outlined in this framework are meant for the context of Solomon Islands Government Public Service. PS MEAL Framework Fundamental Concepts is the basis that will guide its philosophical functions. These concepts are the ideas that form the foundation for the practice of MEAL in MPS. These are functions related to the scope of the work of the ministry. The PS MEALF is developed purposely to Monitor, Evaluate and Learn using MEAL good practice on the work of the ministry. These concepts define the type of context the ministry operates in. These are the fundamental concepts that guide the MEAL activities of MPS.

Overall, PS MEALF based its M&E fundamental views upon the formative and summative preceding definitions:

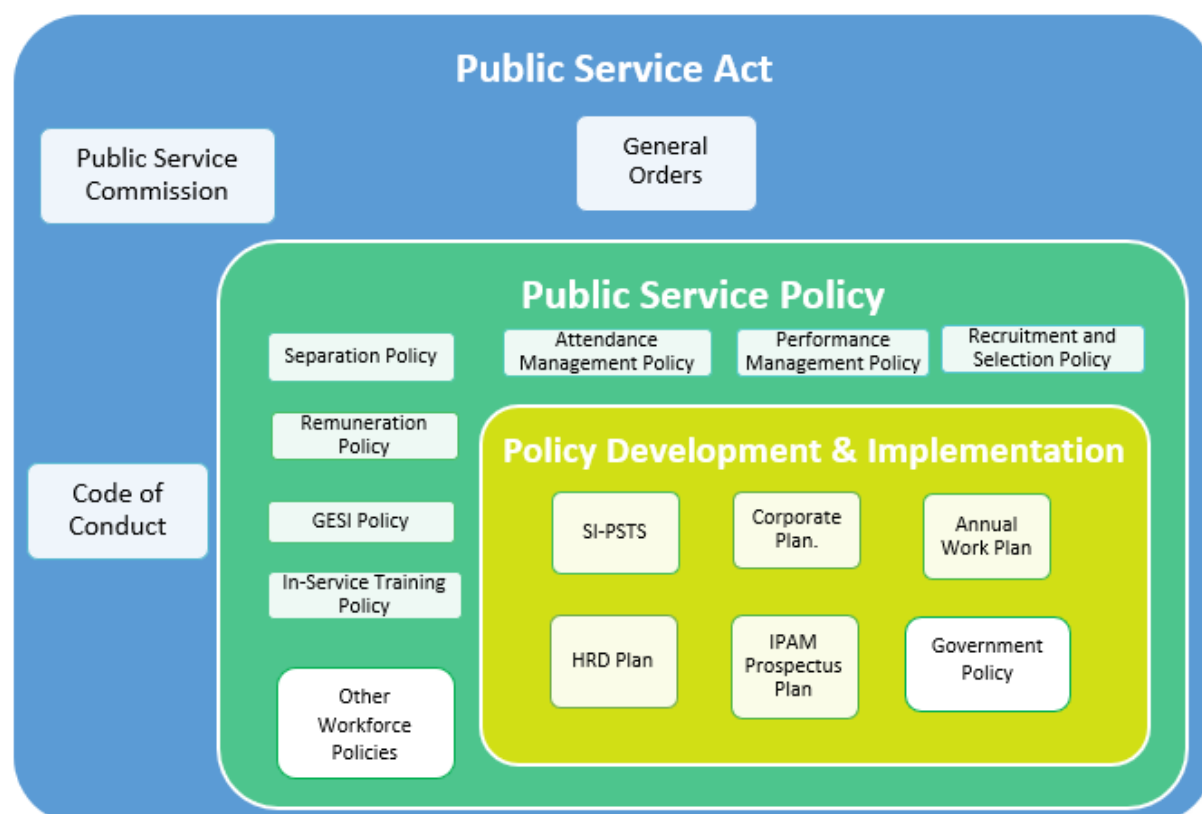
- 1)** policy evaluation is a type of information production process (the activity of evaluating), which involves both an intellectual sequence and empirical research operations,
- 2)** as a result of the preceding process, it is also a specific type of information product (a judgment on a program),
- 3)** and, the said product can support decision-making processes associated with the improvement of government action.

2.1. Public Service Governance and Workforce Environment

In-order to understand the PS MEAL Framework, one has to be familiar with the Public Service Governance and Workforce Environment. The Government Institution that is mandated under constitution to administer the public service workforce is Ministry of Public Service. Under the Public Service Act, MPS is solely responsible for executing the Public Service Act, General Orders (GO) and Public Service Policies. It outlines the administrative regulations for managing the human resources of Solomon Islands Government.

As a governing institution, most of its mandates are implemented in a policy setting where human resources management reformation programs are implemented to ensure the quality of workforce is up to standard and of quality. In other words, MPS is the recruitment, capacitate, remunerate, separation and workforce administration institution of SIG. This sets the scene for Public Service Governance and Workforce Environment. Figure 1 below shows the Public Service Governance and Workforce Environment where the ministry operates.

Figure 1. Public Service Governance and Workforce Environment



The Public Service Governance and Workforce Environment encapsulate all core functions of SIG human resource management. It is a complex environment in which the work performance of government employees must be motivated in-order to continue executing their mandates. It is the typical situation where the need for a job starts with its recruitment, remunerate, capacitate and finally separation. The government as the employer is constantly faced with the dilemma of job creation in order to meet its development aspiration. If not creating, restructuring which usually leads to either reducing or increasing the workforce.

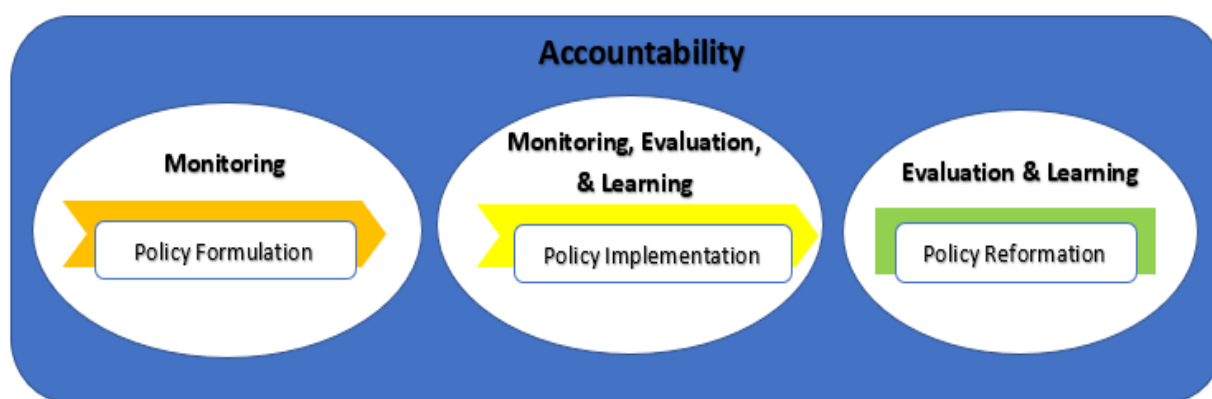
On that note, one of the core functions of MPS is to recruit personals to work for the government. Recruitment involves, developing, reviewing, and implementing guidelines instructing the procedures for hiring and contracting. It involves a myriad of processes and steps to ensure the government employs the right person for the job. The other core function is remuneration. Remuneration is the intrinsic and extrinsic reward for the working person. Remuneration is paying the personnel for the work him or her has done. Finally, separation which involves, the closing of the work contract of the personal. Recruitment, capacitate, and separation operates in a similarly.

Specifically, the Public Service Governance and Workforce Environment involves, the guidelines, instructions, procedures and processes for the recruitment, remunerate and separation of government employees. It is the environment in which these three fundamental elements of human resources management are practiced within SIG. These are regulated in the General Orders with in the Public Service Act.

2.2. Policy Monitoring, Evaluation, Accountability and Learning Approach

Policy is a deliberate system of guidelines to guide decisions and achieve rational outcomes. A policy is a statement of intent and is implemented as a procedure or protocol⁵. Policy is emphasised by law, regulation, procedure, administrative action, incentive, or voluntary practice of government and its institutions. It is a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions. It is a high-level overall plan embracing the general goals and acceptable procedures for a governmental body⁶. Figure 2 below shows the approach in which MEAL will be conducted for MPS policies.

Figure 2. Policy Monitoring, Evaluation, Accountability, and Learning Approach



In the Public Service Governance and Workforce Environment, a Policy is a statement of intent outlining the guidelines, instructions, procedures and processes to follow in order to administer, recruit, remunerate, capacitate and separate a person from working for the Solomon Islands Government. It is a statement of the actions that will be taken to ensure the right personnel are to be hired, maintained and held accountable based on their contract. This full process must be monitored, evaluated in order to maintain accountability and derived lessons for public service learning to ensure it is progressing towards achieving its objective. This is Policy Monitoring and Evaluation. It is the approach the Ministry of Public Service is going to use to Monitor, Evaluate, Learn, and held public servants accountable for implementing its Policies.

2.3. Public Service Policy Monitoring

Policy Service Policy Monitoring is the concept of monitoring the policy implementing activity programs. Most times the policy activities are seen as programs. However, in the context of Public Service, they are explained as policy activities. It is the regular observing, checking, and directing of the progress of policy activity towards achieving its intentions. Policy evolves around instructions and procedures. The

⁵ Wikipedia Free Encyclopedia (2023) Policy.

⁶ Merriam Webster Dictionary (2023) Policy.

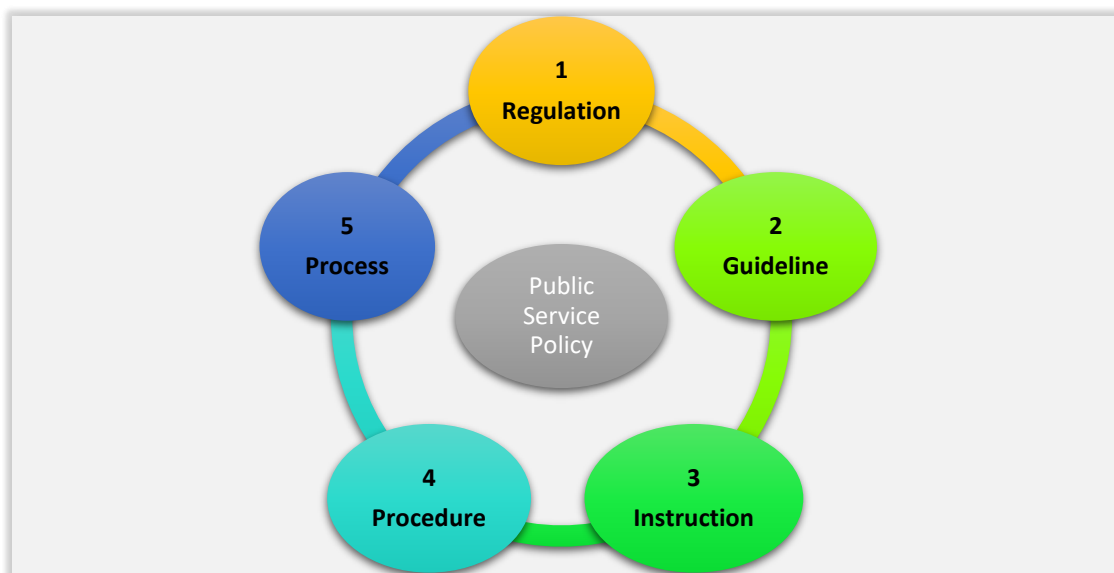
instructions and procedures are the activities. When policy activities are grouped together, it becomes a plan of how to deliver the policy objectives. This is Public Service Policy Monitoring.

In the public service, most of its activities are pitched towards implementing policy intention of the government towards Public Service. The government in its ambition for public service reform developed policies. These policies are implemented through activities that are grouped together as programs in the AWP. Implementation starts with activities, grouped into strategies, and monitored through their output. It must be noted that policies have a longer life span of implementation. This is the same for strategies.

2.4. Regulation, Guideline, Instruction, Procedure, and Process Mechanisms.

The PS MEAL Framework is designed to examine the enabling mechanisms that form the basis for human resources management policies. The mechanisms are Regulation, Instructions, and Procedure. It is detailed information about how policy is practically applied. It is an outline or manual of the technical procedures. Technically, it is a direction calling for compliance. In the public service policy environment, instruction is the set off statements outlining how a formative action to recruit, remunerate, capacitate and separate is executed. The instructions are regulated by the Public Service Act and provided in governance and workforce policies⁷.

Figure 3. Public Service Policy Mechanisms



Procedure is an established or official way of doing something. A series of actions conducted in a certain order or manner⁸. A series of steps followed in regular definite order. In the public service policy environment, a procedure is a set of actions a

⁷ Solomon Islands Government (1988) Public Service Act 1988

⁸ Theory of Change (2015) How to Navigate towards Positive Change: An Inspirational Guide for Development CSO's

person does to be hired remunerated, capacitated, and properly dismissed as an employee for the Solomon Islands Government. It is the specified actions mentioned in the policy instruction that outlines what a public servant job is in order for him or her to be properly hired, remunerated, and dismissed.

Process is a series of actions or steps taken in order to achieve a particular end⁹. In the public service policy perspective, processes are the whole set of actions taken from the development of a policy to its implementation. It is the whole package of formal actions taken during implementation of a policy. It is the policy instructions and procedures combined together for implementation.

Regulation is a rule or directive made and maintained by an authority¹⁰. It is an authoritative rule dealing with details or procedure. Furthermore, it can be a rule or order issued by an executive authority or regulatory agency of a government and having the force of law. In the public Service, all policies are developed and implemented to uphold the Public Service Act. The policy instructions, procedures and processes are actioned, regulated and guided by the law of the country. The policies are implementation instruments of the Public Service Act. It is implemented and guide by the regulations of the GO.

Solomon Islands Government Public Service operates using mechanisms that are derived from the fundamentals of administering its human resources. The mechanisms are policy instructions, its procedures and the process to follow. All mechanisms that supports the function of the Public Service policy are designed to provide instructions, procedures, processes and its regulations. All cause of action taken within government public service is linked to a policy intention and that intention is implemented through a set of instruction, procedure and the process to follow to achieve its objectives.

2.5. Theory of Change

Theory of Change (TOC) is essentially a comprehensive description and illustration of why and how a desired change is expected to happen in a particular context¹¹. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a policy or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an outcomes and output framework.

The outcomes and output framework then provide the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for

⁹ Theory of Change (2015) How to Navigate towards Positive Change: An Inspirational Guide for Development CSO's

¹⁰ Ibid

¹¹ Ibid

achieving the long-term goal¹². Through this approach, the precise link between activities and the achievement of the long-term goals are more fully understood. This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs.

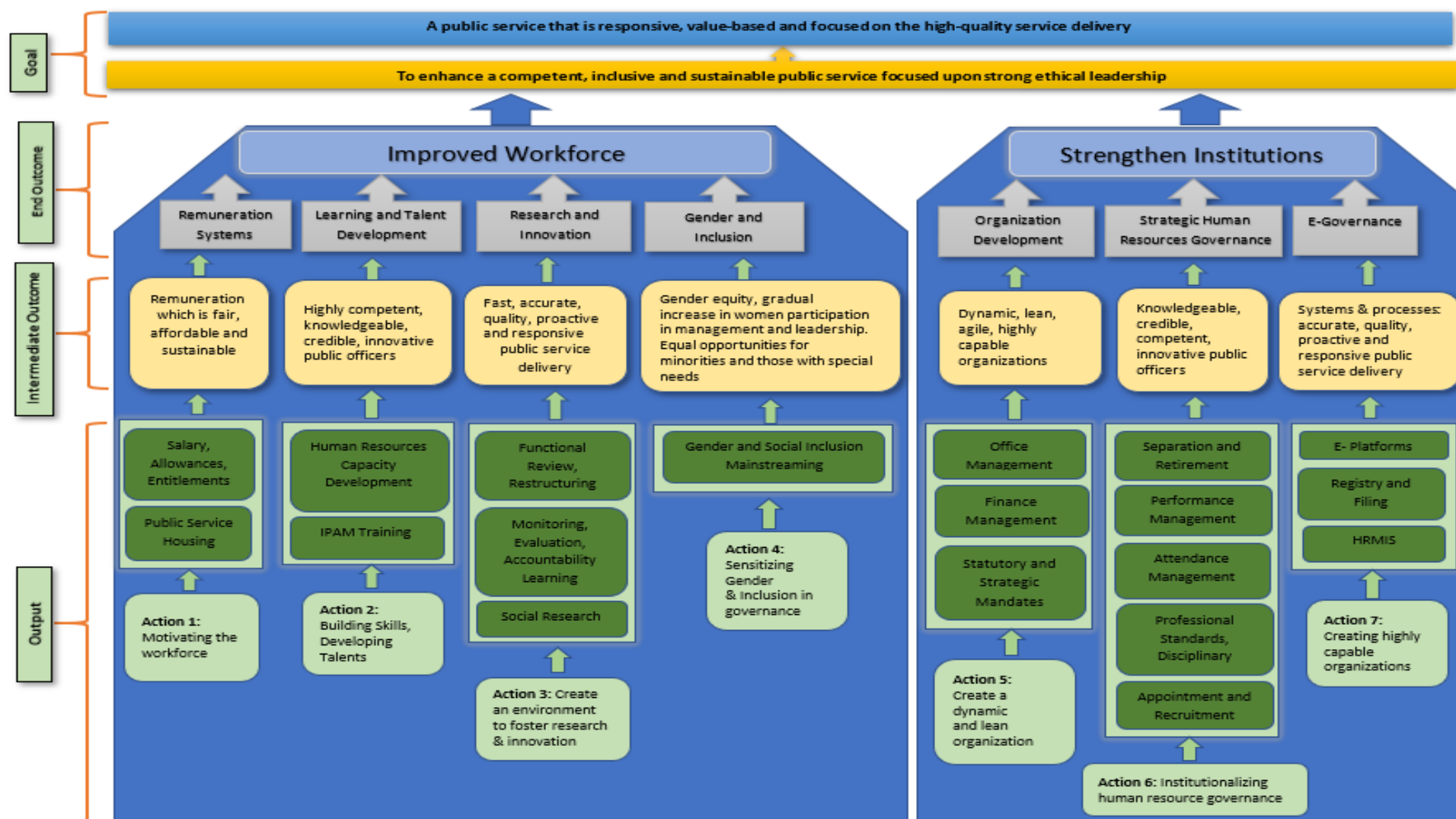
The Solomon Islands Public service strives to achieve change and develop a TOC Model to guide and direct all its policies and strategies into the pathway of change. It is the map detailing the path where the ministry will follow in-order to achieve its change objective. Change within the Solomon Islands Public Service context is seen as taking appropriate reforms to guide the whole government workforce towards achieving its vision. The TOC level of key results is arranged and determined according to the expected impact timing echelon. Outputs are expected results once activities are implemented. Outcomes are long term results for policies and reform strategies.

The Public Service TOC starts with the key mechanisms that drive the ministry towards achieving the required outcomes. These mechanisms are the actions and outputs required from implementing all the policy activities and divisional strategies. These mechanisms represent the 19 key thematic results areas, expected from implementing the policy activities and statutory mandates. The mechanisms are, Allowances/Salaries/Entitlements, Public Service Housing, IPAM Trainings, Human Resources Capacity Development, IPAM Training, Functional Review and Restructuring, Monitoring and Evaluation, Accountability and Learning, Social Research, Gender and Social Inclusion Mainstreaming, Office Management, Finance Management, Statutory and Strategic Mandates, Separation and Retirement, Performance Management, Attendance Management, Professional Standards and Disciplinary, Appointment and Recruitment, and finally E-Platforms, HRMIS, Registry and Filing,

The outputs then lead to expected outcomes. The outcomes represent the Policy and Strategic Objectives of the Ministry of Public Service. The outcomes are arranged twofold according to the impact expected timing echelon. Inter-mediate outcomes represent the result of Divisional Strategy. End Outcome represents the expected results from the Public Service Transformation Strategy and all Public Service Policies. Finally, the goal of the Ministry represents the mission and vision that the ministry wants to achieve in the long term. Figure 4 diagram shows the PS MEALF Theory of Change.

¹² Centre for Theory of Change (2023) Setting Standards for Theory of Change
<https://www.theoryofchange.org/what-is-theory-of-change/>

Figure 4. PS MEAL Framework Theory of Change



2.6. Monitoring, Evaluation, Accountability and Learning Standard

The PS MEAL Framework will use the Public Service M&E Standards to set the merit, value and worth for its monitoring, evaluation and learning prospects. The Public Service MEAL Standard has strong emphasis on OECD DAC Criteria's Impact, Effectiveness, Efficiency, Relevance and Sustainability¹³ of the Policies objectives on the Public Service Workforce.

However, the criteria are dissected to place empirical focus on the public service core values¹⁴. Public Service Core Values, service delivery within the Solomon Islands Public Service which relies upon effective Human Resource Management (HRM) and professional development of the workforce. In achieving this, it is expected that all public servants will demonstrate the following Public Service values in the everyday performance of their duties. Those values epitomize the MPS MEAL quality standards expected from the public service workforce. There are five standards and its criteria that PS MEALF will use to conduct, guide and look for expected short and long-term results.

Behaviour:

- Ethics- Behaving in accordance with the Code of Conduct and laws.
- Integrity- Steadfast adherence to moral & ethical principles in private and public life, in a manner that attracts respect, trust and a sense of dependability.

Attitude:

- Accountability- Being able to explain the reasons for actions taken and taking responsibility for actions.
- Equitable- Recognising and promoting disadvantaged groups such as women and people with disabilities.
- Respect- Treating the people, the Government and colleagues with courtesy and respect.
- Honesty- Being truthful and upholding the laws of Solomon Islands.

Profession:

- Professionalism- Using knowledge and skills to achieve results.
- Impartiality- Unbiased performance and elimination of 'wantok' in decision making.

¹³ Organization for Economic Corporation and Development (2023).

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

¹⁴ Solomon Islands Government (2023) Solomon Islands Public Service Transformation Strategy, Ministry of Public Service, Honiara.

Productivity:

- Transparent- Taking actions and making decisions in an open way that can be scrutinised.
- Responsive- Delivering high quality customer and service delivery.

Sustainability:

- Wisdom- A capacity for deeper level understanding of issues involving discernment, intuition, experience and maturity; and the ability to inspire and encourage action to overcome challenges for the advancement of all people.

In this context, the overarching belief is that once the workforce has those values, service delivery is expected to improve. Those values set the standards and by which each person working for SIG must abide in-order to perform the requirements of public service. All public service policies, strategies, and activities are geared towards instilling those core values within the workforce. The values are the milestones that must be reached in order to see impact, effectiveness, efficiency, relevancy, and sustainability with Public Service Interventions. These are the principles as standards, that MPS will use to drive its MEAL. It is the benchmark on which results will be measured using Goal, End, Inter-mediate Outcomes and Output Key Result Areas Indicators. Figure 5 table shows the standards and its criteria for merit.

Figure 5: Standards and Criteria for Merit

Criteria for Merit	Standard
Behaviour	Behaving in accordance with the Code of Conduct and laws.
	Steadfast adherence to moral & ethical principles in private and public life, in a manner that attracts respect, trust and a sense of dependability.
Profession	Using knowledge and skills to achieve results.
	Unbiased performance and elimination of 'wantok' in decision making.
Productivity	Being truthful and upholding the laws of Solomon Islands.
	Taking actions and making decisions in an open way that can be scrutinised.
	Delivering high quality customer and service delivery.
Attitude	Being able to explain the reasons for actions taken and taking responsibility for actions.
	Recognizing and promoting disadvantaged groups such as women and people with disabilities.

	Treating the people, the Government and colleagues with courtesy and respect.
	Being truthful and upholding the laws of Solomon Islands.
Sustainability	A capacity for deeper level understanding of issues involving discernment, intuition, experience, and maturity; and the ability to inspire and encourage action to overcome challenges for the advancement of all people.

2.7. Ethical Standards and Principles for Practice

The public service will use eleven ethical standards and principles to guide all implementation of the PS MEAL Framework activities. This is to ensure ethical standards is maintained in the practice of MEAL in Public Service. See below in the table is the ethical standards and principles for practicing MEAL in the Public Service.

Merit Based – Ensure PS MEAL Framework activity undertaking are based on relevant, achievable, sound and complete information.

Accountability and Governance – PS MEAL Framework data should be impartial, and independent. The MEAL reporting will provide the audience with fair and balanced information.

Transparency - Conduct and report PS MEAL Framework activity in a way that respect the rights, privacy, dignity, credible, transparent and entitlement of public officers and people.

Time Bound - To report within time expected.

Iterative – PS MEAL Framework activity must involve cycles of data-gathering, reflection, review, dialogue, learning, adaptive management and improvement and must be sustained over time.

Conflict Sensitivity – PS MEAL Framework and data should be designed and used in a conflict-sensitive manner and fully compliant with MPS MEAL professional standard.

Culturally Appropriate Processes – PS MEAL Framework activity should enhance dialog, reflection & learning processes to explore issues and ideas on how they might be adapted for further use for the integrity of the Public Service.

Strengths-Based – PS MEAL Framework activity must be identified and build on the strengths and existing achievements of Public Service.

Supporting Diversity – Recognising different starting points, resources, priorities, constraints and opportunities that require different approaches, rather than something which will only work for the average or for the majority.

Gender Equality & Equity – PS MEAL Framework should be based on full and equal participation of men and women including people with special needs.

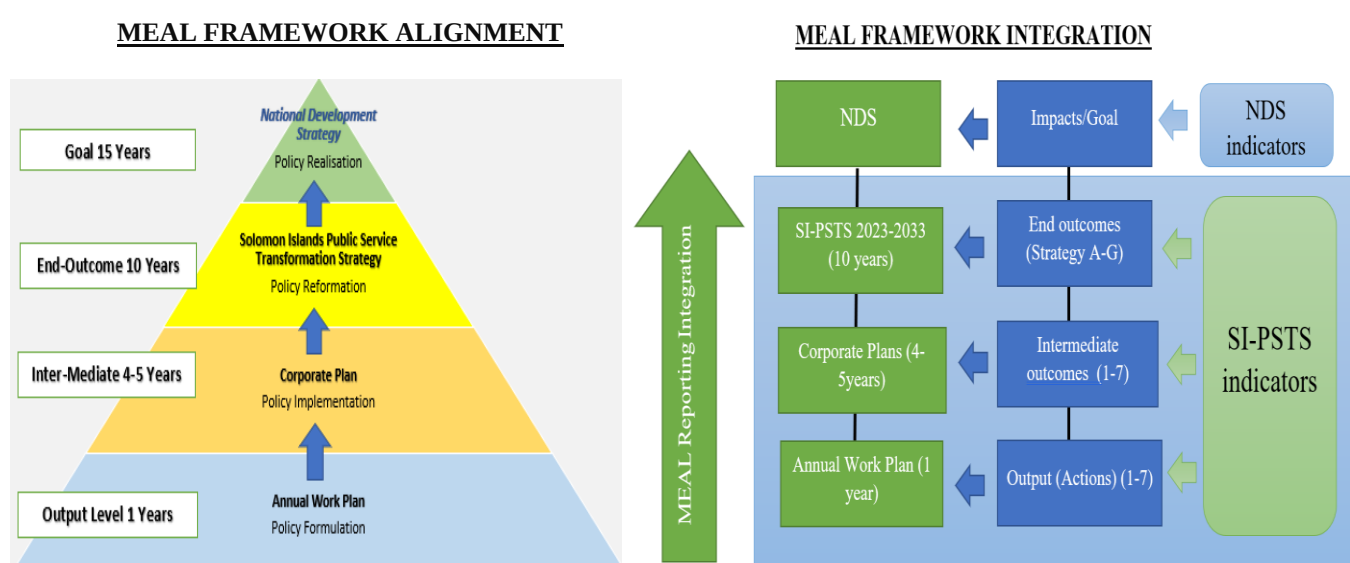
People Centred – PS MEAL Framework should be designed to respond not only to public Service institutions, but to its beneficiaries also.

3. Monitoring Evaluation, Accountability and Learning Framework alignment and integration

The PS MEAL Framework is developed purposely to monitor and evaluate the Public Service reform policies stipulated in the SI-PSTS 2023-2033. The SI-PSTS contained the key actions, outcomes and strategies it anticipated to achieve in the short, mid and long term. These plans indicate the direction in which the ministry is expected to conform in-order to achieve the vision and mission of the SI-PSTS.

The PS MEALF reporting alignment and integration is shown on figure 5 below. This shows how reporting is align and integrated to the strategic direction of the SI-PSTS.

Figure 5. PS MEAL Framework reporting alignment and integration



The PS MEALF links and integrate to the NDS, SI-PSTS, government ministry's corporate plans and annual work plans; and redirection policy of the government and other key SIG policy coordinated and implemented by MPS for the Solomon Islands Public Service. Thus, it provides a range of M&E processes and activities to support output, outcome and impact data collection, analysis and reporting.

At the national level, the MEAL Framework align and integrate to the NDS, specifically it is geared towards reporting of the achievement of the national vision of "improved social and economic livelihood for our citizens". The MEAL Framework supports reporting of the objective 5, particularly medium-term strategy 12 and to a lesser extent, medium term strategy 13. Additionally, reporting of NDS objective 2 and MTS 7 is supported through the gender in governance component of this strategy.

The overall reporting focus of the MEAL Framework is at the SI-PSTS level, more specifically it is pitched towards reporting of the achievement of the strategy vision of; "A public service that is responsive, value-based and focused on high quality service delivery" and its strategy missions of; "To enhance a competent, inclusive and sustainable public service focused upon strong ethical leadership". At the end-

outcome level, M&E will focus on reporting of the seven (7) strategy indicator goals of the SI-PSTS. This will involve M&E of the overall goals of the strategy during the 10-year implementation period.

At the intermediate outcome level, M&E will focus on reporting of the strategy intermediate outcome indicators of the SI-PSTS. These were reforms strategies or key policies coordinated by MPS, that were reflected and captured in Ministries'/agencies cooperate plans. Some of these reform policies include; Recruitment and Selection Policy, Performance Management Policy, Attendance Management Policy, Remuneration Policy, Gender Equality and Social Inclusion Policy and Separation and Retirement Policy. M&E at this level will also covers other SIG policies and re-direction policies of the government, that were translated into the corporate plans of the ministries/agencies.

At the output level, M&E will focus its reporting on the key actions of the SI-PSTS that will be conducted on an annual basis. These key strategy actions were captured and further reflected into implementable plans which include Ministries or agencies' annual work plans, and other plans such as the Human Resource Development Plans.

3.1. Results Logical Table

The Public Service Results Logical Table is a graphic portrayal of the development hypotheses through which the ministry expects to achieve the visions and mission statement of the MPS. Visually the Results Logical Table brings together several, often quite distinct, streams of results, which function synergistically to produce broad development changes.

It is a set of indicators representing the strategic and policy objectives of the Ministry of Public Service. It encapsulates the output, outcome, objectives, and goal results of the ministry. The goal indicators represent the long-term results expected from the ministry in realizing its vision and mission statements. It represents the NDS Goals that concern Public Service. The end outcome indicators represent the SI-PSTS. The Intermediate Outcomes represent the Corporate Plan, Democratic Coalition for Advancement Redirection Policy, and the Public Service Governance Policies. The Output Indicators represent the results of the Divisional Strategies Implemented in the Annual Work Plan of the Ministry. It also covers the expected results from IPAMs implementation of its Prospectus Plan. Figure 6 below shows the Results Logical Table.

3.2. Components of the Results Logical Table

Goal Indicators.

These are the indicators that will measure and show if the Ministries goal has been achieved. It points out what needs to be done so that the Ministries reformation plans can be considered successful. Thus, it should not be vague, but objective and easily measurable. Ideally, goal indicators should be expressed in rates and percentages.

They show how policies contribute to the Ministries mission and goals and thus ensure alignment between operational and strategic levels.

End Outcome Indicators.

Outcome indicators measure whether the program is achieving the expected effects/changes in the short, intermediate, and long term. End Outcomes show the medium term results the ministry wants to achieve. This is medium term in nature and are results expected in a medium to short term period. Long-term outcomes are often difficult to measure and attribute to a single program. The End Outcomes make it easy to specify what is expected as a result of implementing the medium-term objectives of the ministry through the Corporate Plan. Because outcome indicators measure the changes that occur over time, indicators should be measured at least at baseline (before the program/project begins) and at the end of the project.

Intermediate Outcome Indicators.

Intermediate Outcome Indicators refer to a set of quantifiable measurements the ministry will use to quantify and measure the overall short-term ministries performance against its objectives. Intermediate Outcomes Indicators specifically help determine the ministry's strategic, financial, and operational achievements. In MPS, Intermediate Outcome Indicators will represent the performance of the ministry in delivering the policy intention of the government in delivering its services. MPS Intermediate Outcomes will be characterized by this three-basic outlook:

- Key performance indicators (KPIs) measure MPS success versus a set of targets and objectives.
- Service Delivery KPIs generally centre on how the public expects the workforce to deliver the services they need.
- Process-focused KPIs aim to measure and monitor operational performance across the organization. It represents policy impact.

Output- Key Result Areas.

Output Key Result Areas (OKRA) is a concept on which the individual staffs and organizational performance is measured on how they deliver through the critical activities of the Ministry. It is very difficult to measure since they are qualitative in nature. However, it will be much easier to link it to the objectives of the activities. They are very important for defining and measuring critical areas of growth which are aligned with the strategic vision and goals of the Ministry. A ministry can have many employees and many departments but to align them together with the vision of the organization, key areas have to be defined objectively. OKRAs help simplify the link between the activities and outcomes of the Ministry. See Appendix 3

Targets

These are the indicator targets. It represents the targets that the objectives of MPS want to achieve in a specific period of time. This target gives the ministry a clear point of what the objectives want to achieve. It shows the direction where the ministry is working towards. It is the summative goal of the activities and policies of the government. See *Appendix 3*.

Means of Verification

This is the source of data that provides the evidence for the result of implementing the Ministry's policies. Means of Verification (MOV) are the tools used and processes followed to collect the data necessary to measure progress plus its formalized information medium. The data collected may be quantitative, qualitative, and mixed methods. Qualitative data is more open-ended and often collected through literature review, interviews, focus groups, and other mixed methods of collecting data. Quantitative data is used to answer questions such as, how many, how often, what proportion, how much, and is largely collected through survey questionnaires rated as scores. In the Ministry, all the methodology to collect data and information will be formally published in reports and newsletter. These reports and Newsletters will form the MOV for the ministry. See *Appendix 3*

Frequency

This is the timing for the collection and dissemination of the information regarding each KPI. It's the practical expected time for each KPI to be updated. It is the timing on which MEAL will be conducted for an intervention in order to get updated information representing the KPI. It is the timing on which policy intention results can be seen in order to update the progress of the Ministry towards its intended outputs, outcomes and goal. Monitoring Output indicators will require a shorter time frame for results to be noted. Evaluating Inter-mediate and End Outcomes requires a longer period of time before expected results are noted. See *Appendix 3*

Responsibility

There are specific tasks for collecting, analysing, and compiling KPI data for reporting. This section outlines who will be tasked for implementing the activity that will provide the information for updating the KPIs. It is the team or person who will be responsible for timely implementation of the full monitoring and evaluation package that will result in the information provided on the interventions. The team or person will be responsible for the whole process of collecting analysing and compiling information on KPIs for the Ministry. In this, it will be the Literature in the form of reports and newsletter that will contain the information. See *Appendix 3*

Figure 6. Result Logical Table

Code	Objective	Indicator
Goal Indicators		
G1	Achieving effective and efficient service delivery through organization strengthening	Percentage of citizen's satisfaction on public service delivery.
G2	Efficient & effective public service with sound corporate culture	Percentage of citizens satisfaction on SIG Ministries/Agencies Customer Services
G3	Reduce corruption and improve governance at national, provincial and community level	Perception of public sector corruption.
G4	Benefits of development more equitably distributed	Confidence Level of the Public Sector on the Government's ability to deliver services.
G5	Improve gender equality and support the disadvantaged and the vulnerable	Public Perception of Gender Equality and Social Inclusion in the Government Workforce.
End Outcome Indicators		
EO1	Strengthening rules and regulations for HR Governance	Percentage of HRM Governance instruments adopted and implemented across SIG. Rate of corruption cases reported, dealt with and concluded.
EO2	Transforming the governance system from physical to digital	Rate in which HRM functions that are converted from physical to digital platforms.
EO3	Transforming the governance system from physical to digital	Percentage of SIG Ministries and agencies with access to and usage of Digital platform
EO4	A fair and affordable compensation framework which links financial and non-financial rewards to individuals and organization performance	Rate/Level of staff turnover among SIG employees, including both administrative and professional cadres.

EO5	A fair and affordable compensation framework which links financial and non-financial rewards to individuals and organization performance	Level of staff satisfaction within the Public Service.
EO6	Highly talented and competent employees	Rate of officers undergone capacity building programs and assuming leadership and management positions within the Public Service.
EO7	Achieving gender equality through empowerment of women to take management and leadership roles across the public service	Percentage of women in leadership and managerial roles in the Public Service.
EO8	Achieving gender equality through empowerment of women to take management and leadership roles across the public service	Rate of public officers trained in Gender.
EO9	Achieving learning organizations through research & innovation	A culture of information sharing and innovation as measured by No. of new success stories and pilot programs within the Public Service.
Intermediate Outcome Indicators		
Public Service Commission		
IO1	Public Servants are promoted based on Performance	Promotion Rate of Public Service by Gender and Ministry.
IO2	Public Servants are rewarded based on performance	Increment Award Rate of Public Officers and Ministry.
IO3	Right Sizing of Workforce Capacity to deliver services (Appointment and Recruitment)	Appointments and Recruitment Rate into Public Service by Gender and Ministry.
IO4	Right Sizing of Workforce Capacity to deliver services (Retirement)	Retirement Rate from Public Service by Gender and Ministry.

105	Right Sizing of Workforce Capacity to deliver services (Resignation)	Resignation Rate of Public Officers by Gender and Ministry.
106	Right Sizing of Workforce Capacity to deliver services (Fixed Term Appointment)	Fixed Term Appointment (FTA) Rate by Gender and Ministry.
Governance and Performance Management		
107	Maintain a disciplined Workforce (Cases)	Rate of Misconduct Cases Reported by type. - No. of Cases committed by Public officers classified as Serious - No. of Cases committed by Public Officers classified as Minor
108	Maintain a disciplined Workforce (Decision)	Rate of Public Servants Disciplined. - No. of Public Officers receiving Verbal warnings - No. of Public Officers receiving Written warnings - No. of Public Officers Terminated
109	Improving Governance in Public Services	No. of Governance Policies Endorsed and Implemented.
1010	Conducive Housing for Public Servant (Waiver)	Rate of Public Servants who Waiver 50% and above their PSRHS/PSHA Application.
Work Force Management		
1011	Public Officers are retained	No. of Long Dedicated Service Benefit by Ministry/Agency and Gender. - Rate of Public servants rewarded for Long Dedicated Service Benefit - Rate of public servants rewarded Long Dedicated Service Benefit by Gender
1012	Public Officers Capacity to Deliver on their Mandates is enhanced (Long Term Training)	No. of Public Servants undergoing Long Term Permanent Training by Gender. - No. of Public servants completed long term training annually - No. of Public Officers by Qualification

IO13	Public Officer's Capacity to Deliver on their Mandates is enhanced (Short Term Training)	No. of Public Servants completed accredited Short-term Courses. - No. of Public servants completed short term training annually
IO14	Public Officers are qualified to perform their Mandates (Qualification)	No. of Public Servants with Graduate Certificates by Qualification. Increase percentage of Public servants with Graduate Certificate by Qualifications. - No. of PHD - No. of Post-Grad Certificate - No. of Degree Qualifications - No. of Diploma Qualification
IO15	Public Officers are qualified to perform their Mandates (Graduate Certificate)	Increase percentage (%) of Public servants with Graduate certificates by Gender. - No. of Public Servants with Graduate Certificates by Gender
IO16	Training delivery enhanced (Short Term)	Increase percentage of Public servants completed short term training online. - No. of Public Servants completed short-term training Online
IO17	Training delivery enhanced (Long term)	No. of Public Servants completed Long Term Trainings Online. - Increase percentage of Public servants completed long term training online
IO18	Right Sizing of Workforce Capacity to deliver services (Public Officers)	Total number of Public Servants by Gender. Total number of Public Servants by Age.
IO19	Right Sizing of Workforce Capacity to deliver services (Workforce)	Percentage of workforce by Level. - No. of Workforce by Level
Institute of Public Administration and Management		
IO20	Public Officers are knowledgeable on their mandated functions (Behaviour and Performance)	No. of Public Servants participated in IPAM Training by Course. - Percentage (%) increase in the end outcome results (behaviour) of trainings to individual officers participated in the IPAM trainings

		- Percentage (%) increase on the impacts of IPAM trainings to individual officers and organisational performance of line Ministries/agencies - Percentage of Public Officers access to IPAM Trainings by gender
IO21	Public Officers are Knowledgeable on their mandated functions (Knowledge)	No. of Public Servants participated in IPAM Training by Ministry/Agency and Gender.
IO22	Public Officers Know the Processes, Requirements, and Mandates of being a Public Servant	No. of Public Servants participated in Know your Public Service Training by Ministry and Gender. - Percentage (%) increase in knowledge to adhere to Professional standard ethics & values through IPAM training courses - Percentage (%) increase in knowledge and ability of Public officers through IPAM trainings to carry out quality duties more in timely manner - Percentage (%) increase in knowledge in how to work well with others by gender.
IO23	Public Officers know and understand their Behavioural Code of Conduct	No. of Public Servants participated in Code of Conduct Training by Ministry and Gender. - Percentage (%) increase of Public Officer's knowledge on SIPS Code of Conduct - Percentage (%) increase of Public Officers' knowledge in creating and upholding a professional image of public service - Percentage (%) increase of participant's knowledge in maintaining an ethical culture at workplace - Percentage (%) increase of Public Officer's knowledge on the requirements to achieve and maintain a high standard of conduct and work performance
IO24	Public Officers Capacity to Deliver on their Mandates is enhanced	No. of Public Servants completed accredited Short-term Courses. - Percentage (%) increases in terms of accredited courses offered and facilitated by IPAM

		- Increases in percentages of Public Officers access to IPAM short-term accredited courses
IO25	Training delivery enhanced	No. of Public Servants completed Long Term Trainings Online. - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective learning environment - Percentage (%) increases in terms of accessibilities of Public officers to IPAM ICT support facilities and resources for long-term online trainings
Corporate Services		
IO26	Conducive Housing for Public Servants (Public Service Housing)	Rate of Public Servants residing in Public Service Housing by Ministry and Gender. - No. of Public Servants living in Public Service Housing
IO27	Conducive Housing for Public Service (Ministry Housing))	No. of Public Servants under PSRS/PSHA by Ministry and Gender. - Rate of Public servants under PSRS/PSHA by Ministries - Rate of Public servants under PSRS/PSHA by Gender
IO28	Conducive Housing for Public Servants	No. of Public Servants under PSRS by Ministry and Gender. - Rate of Public servants under PSRS/PSHA by Ministries - Rate of Public servants under PSRS/PSHA by Gender
IO29	Conducive Housing for Public Servants (Housing Allowances)	No. of Public Servants receiving Housing Allowances by Ministry/Agency and Gender. - Rate of Public servants receiving Housing allowance - Rate of Public servants receiving housing allowance by ministries and by Gender
IO30	Financial Resources are well budgeted and expended according to Annual	Rate of Annual Recurrent Budget Expenditure by Outputs.

	Work Plan Expected Outputs (Recurrent Budget)	
IO31	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs (Development Budget)	Rate of Annual Development Budget Expenditure by Outputs.
IO32	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs	Financial Expenditure by Expected Outputs. - Cost Benefit Ratio - Net Benefit Ratio
OUTPUT- Key Result Areas		
Public Service Commission		
OKRA 1	Appointment and Recruitment (Convey)	SIG 24 Ministries and Agencies, Appointments and Recruitments conveyed. - No. of appointments and recruitment conveyed by Ministries per year
OKRA 2	Appointment and Recruitment (Permanent Secretary)	Ministries' Permanent Secretaries are recruitment and appointment are facilitated. - No. of Permanent secretaries recruited and appointed (Include facilitation) - No. of PS recruitment facilitated - No. of PS appointment facilitated
OKRA 3	Appointment and Recruitment (Submissions)	Submissions on new appointments, promotion, confirmation, acting appointment, FTA & retirement, appeal cases and others are considered. - No. of submissions on new appointment on promotion convey/ Facilitated per year - No. of appointments on promotion convey/ Facilitated per year - No. of FTA Appointments convey per year - No. of Requests Request for FTA by Ministry - No. of Retirements convey per year - No. of appeal cases considered per year - No. of Postings of Public Officers by Ministry

OKRA 4	Office Management	Provide the relevant Commissions with dynamic secretariat and administrative support roles. - No. of PSC meeting facilitated by the PSC secretariat - Funding support for PSC meeting - Allowances
Governance and Performance Management		
OKRA 5	E- Governance Platforms	Develop and Implement E- Learning and Governance Platforms. - No. of E- Learning and Governance Platforms established
OKRA 6	Performance Management	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry - No. of Public Officers PMP processed and actioned by Ministry
OKRA 7	Disciplinary	Ethical behaviour and productivity. - No. of Misconduct Cases Reported by type and Ministry
OKRA 8	Monitoring, Evaluation, Learning	Ensure the efficient Administration and Management of the Public Service. - No. of MPS Reflections/Reporting Workshops Conducted - No. of Quarterly Reports Published - No. of Annual Reports Produced - No. of Newsletters Published - No. of SIPS Survey conducted - No. of PSSS Survey Conducted
OKRA 9	Gender Mainstreaming	Gender Equality and Social Inclusion in Public Service Workforce. - No. of Male Public Officers Recruited - No. of Female Public Officers Recruited - No. of Special Need person Recruited Gender Equality and Social Inclusion in Public Service Workforce. - No. of Public Servants recruited by Ministry /Gender per year - No. of Public servants recruited with Special Needs by gender - No. of women/male with Executive roles in the public service

		- No. of women/male with Managerial roles in Public Service - No. of Public servants trained in Gender per year
OKRA 10	Policy Research and Innovation (Performance)	Provide an environment that facilitates employee performance, creativity, and innovation. - No. of Social Researches/Study to improve Public Service Conducted and Report Published - No. of Policy to improve Public Service endorsed by Cabinet
OKRA 11	Policy Research and Innovation (Regulations)	Ensure strategic priorities of the government are implemented in accordance with bodies of laws, regulations, policies, rules, and guidelines governing the roles and conduct of Public Officers. - No. of SIG Public Service Policies Endorsed by Cabinet - No. of SIG policies reviewed
Workforce Management		
OKRA 12	Human Resources Capacity Development	Provide Public Service Long and Short Term Accredited In-Service Trainings. - No. of Public servants undertaken long term trainings by ministry /Gender per year - No. of Public servants completed short term accredited trainings by ministry /Gender per year - No. of Public Officers under Training Extension. - No. of Endorsed Training Program by Actual Training Program undertaken by Officers - No. of In-service applications from Line Ministries - No. of In-Service endorsed applicants from Line Ministries. (Inter-Mediate)
OKRA 13	E-Platforms	Develop and Implement E- Learning and Governance Platforms. - No. HRMIS Trainings - No. of Admin Officers Trained on HRMIS - No. of Officers Access HRMIS - No. of Officers applied via HRMIS by type
OKRA 14	HRMIS/Functional Review	Manage the Establishment Register through the Aurion (HRMIS) system. - No. of SIG ministries/agencies restructured and responsive to government policy priorities. - No. of Establishment restructured through HRMIS System successfully Managed

		- No. of reprioritize position quarterly or yearly - No. of reactivated positions in a year - No. of Position created
OKRA 15	Separation and Retirement	Manage the retirement and separation processes in an efficient and effective manner. - No. of LDSB Submission received quarterly and yearly - No. of LDSB submission by Ministries - No. of LDSB Meetings Conducted - No. of LDSB submissions approved - No. of Officers approved for ERESA
OKRA 16	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs	Total SIG MPS Recurrent (payroll) Budget by Outputs.
Institute of Public Administrations		
OKRA 17	IPAM Trainings (Knowledge)	Design courses relevant to the training needs of the Solomon Islands Public Service at all levels. - No. of new training courses designed annually - No. of training courses reviewed and redesigned annually
OKRA 18	IPAM Trainings (Outreach)	Provide training to public officers both in the Provinces and Honiara. - No. of trainings series conducted in Honiara each year - No. of trainings series conducted in each province annually - No. of officers attended the IPAM trainings series in Honiara and the provinces increase annually
OKRA 19	IPAM Trainings (Delivery)	Source training programmes from other reputable international training providers, and academic institutions and facilitates the local delivery of those programs. - No. of trainings delivered and facilitated by IPAM from reputable international training providers/institutes

OKRA 20	IPAM Trainings (M&E)	Monitors and evaluate the impacts of training on individual and organisational performance. - No. of Evaluation conducted for each course in a year annually
OKRA 21	IPAM Trainings (Resources)	Provide resources to support course participants. - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning annually - Percentage (%) increase in participant's rating of the quality of the IPAM course materials annually - Percentage (%) increase in satisfactory rating of the relevance of the course content to the needs of learners/trainees annually - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning - Percentage (%) increase in satisfactory response rate in terms of learning environment and facilities annually
OKRA 22	Human Resources Capacity Development	Provide Public Service Long and Short Term Accredited In-Service Trainings. - No. of accredited courses facilitated by IPAM to public officers' increases annually
OKRA 23	E-Platforms	Develop and Implement E- Learning and Governance Platforms. - No. of trainings integrated from manual to online increases annually - No. of public officers' access to IPAM online trainings increases annually - No. of provinces access to IPAM online training platforms increases annually
Corporate Services		
OKRA 24	Public Service Housing	Coordinate and manage work programs related to staff accommodation. - No. of staff applied for PSRS/PSHA by Ministry

OKRA 25	Human Resources Capacity Development	Provide Public Service Long and Short Term Accredited In-Service Trainings. - No. of staff attend the training
OKRA 26	Performance Management	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry. - No. of staff Appraisals being rated by Ministry - No. of PMP Submitted by Ministry - No. of Promotions by Ministry - No. of Upper Segment by Ministry
OKRA 27	Office Management (Support to Meetings)	Provide the relevant Commissions with dynamic secretariat and administrative support roles. - No. of meetings per week - No. of request received – allowances
OKRA 28	Financial Management (Budget Process)	Provision of financial statements to all divisions on funds available, total expenditure and prudent management, of divisional budgets and finances according to relevant laws and regulations. - No. of financial statements per quarter issued
OKRA 29	Financial Management (Budget)	Coordination of the Ministry's budgetary processes in accordance with the Public Financial Management Act. - Timely Preparation of Budget Support by each division
OKRA 30	Office Management (Procurement Support)	Procurement of equipment, office goods and other services. - No. of Inventory undertaken
OKRA 31	Attendance Management System	Coordinate and manage the implementation of Attendance Management System and other related regulations. - No. of Attendance Management Reports published - No. of Staff attendance per month - No. of Staff on Leave Annually - No. of Maternity/Paternity Leave - No. of Officers on sick leave - No of Officers on Study Leave (Short and Long)

4. Data Collection Methodology and Tools

The PS MEAL Framework will collect data to update the progress of the Annual Work Plan, Human Resources Development Plan, Institute of Public Administration and Management Prospectus Plan, Corporate Plan, and Solomon Islands Public Service Transformation Strategy. The data will be collected in three forms namely quantitative, qualitative and mixed methods. Most of the data will be from primary sources. It will be manually collected from HRMIS, Quarterly Reports, Annual Reports, Solomon Islands Public Service Survey Report and Solomon Islands Public Sector Satisfaction Survey Report. Figure 7 shows the Data Collection Methodology and tools.

Figure 7. PS MEAL Framework Data Collection Methodology and Tools

Activity	Methodology	Tool
Public Sector Satisfaction Survey- Baseline, Mid Term, and End Term (External).	Survey	Individual Interview- Quantitative Questionnaires
	Key Informant	Supervisors Interview- Qualitative Questionnaires
	Focus Group Discussions	Group Discussion Topic- Qualitative Questionnaires
	Literature Review	Secondary Sources- Published Articles, Grey Sources
	Impact Stories	Most Significant Stories- Beneficiaries' Stories and Statements
	Visual Source	Impact Videos & Pictures.
Solomon Islands Public Service Survey- Biennial (Internal/External)	Survey	Individual Interview- Quantitative Questionnaires
	Key Informant	Supervisors Interview- Qualitative Questionnaires
	Focus Group Discussions	Group Discussion Topic- Qualitative Questionnaires
	Literature Review	Secondary Sources- Published Articles, Grey Sources
	Impact Stories	Impact Videos & Pictures
	Visual Source	Impact Videos & Pictures
Corporate Plan Monitoring	Traffic Light Reporting Template	Indicator Colouring- Activity Result Quantitative and Qualitative Statements
	Visual Sources	Activity Videos and Pictures

	News Letter	Activity Highlight Stories
	Data Verification Consultation and Field Observation	Focus Group Discussion and Observation
Annual Work Plan Monitoring	Traffic Light Reporting Template	Indicator Colouring- Activity Result Quantitative and Qualitative Statements
	Visual Sources	Activity Videos and Pictures
	News Letter	Activity Highlight Stories
	Data Verification Consultation and Field Observation	Focus Group Discussion and Observation- Visual Source
Annual Governance Forum (AGF)	Activity Presentations	Power Point Key Strategic Activity PowerPoint Presentations
	Annual Work Plan Review	Focus Group Discussions (FGD)
Quarterly Reflection Meeting (QRM)	Divisional Activity Results Presentation	Group Presentations and Discussions (FGD) – Qualitative and Quantitative Data
	Quarterly Newsletter	Activity Highlight Stories- Qualitative and Quantitative Data Collection
Data Verification Field Work	Individual Interviews. Key Informant Interviews, Observation	Unverified Data Forms/Reports

4.1. Solomon Islands Public Sector Satisfaction Survey

The Solomon Islands Public Sector Satisfaction Survey (PSSS) will provide the data for updating the Goal Level Indicators. This is a mixed data collection method using survey questionnaires, interviews, literature to gather data on how the public of Solomon Islands experienced the services the government has been providing them.

Based on the Public Service Commission Satisfaction survey conducted for the Public Service Commission by the Queensland University in 2016; this survey will play a crucial role in getting satisfaction views externally from SIPS. This data is important as it informs SIPS on how citizens and businesses appraise its performance. The questionnaire can be tweaked to reflect the current situation before it is disseminated each time. PSSS should be administered every 5 years, after cessation of the term of each government.

For this survey, it is highly recommended that an external independent group will be contracted to do it each time. The idea behind giving the responsibility of conducting this survey led by an independent body is to ensure the findings is fair and impartial. Quality is paramount in this stage of the PS MEAL Framework and thus a reputable

institution is required to conduct the particular activity. Who will do the survey will depend on the MEALTC but consideration will be given first to reputable institutions within the country such as Solomon Islands National University.

4.2. Solomon Islands Public Service Survey

This is a mixed data collection method using survey questionnaires and qualitative techniques to collect data on how Public Servants working for the government experienced their working environment. This Survey will collect data for the End Outcome Indicators. The SIPS survey is a biennial survey to be answered by public servants in line ministries. The responses will cover aspects of the strategy such as reform implementation, organizational performance and individual observation of public servants. The questions will cover; leadership, communication and change, workplace conditions, inclusion, innovation, workforce wellbeing, performance, retention, unacceptable behaviour and demographics.

With assistance from ICTSU, the questions will be made online and circulated to all ministries, agencies and provincial centres. It will be designed to be user-friendly and quantitative in nature, public officers can fill it using mobile or other accessories connected to the Internet. The data is then automatically collated and graphs submitted to MPS for analysis. The MPS has the option to either run the survey on their own or outsource it to an independent group¹⁵. MPS MEL Unit will lead this activity.

4.3. Public Service Governance & Workforce Policy Monitoring

Public Service Policies that are already formulated will be captured and measured in the Intermediate Outcome level of the Results Logical Table. If there is a need area in the Public Service that needs a policy, the policy team will develop it. The policy once formally approved for implementation will be included in the Corporate Plan. All the activities that are aimed at fulfilling policy intentions are implemented in the MPS AWP.

As such, data for the policies will be collected by the Quarterly and Annual Reporting. Data for the policies implementation results will be collected using the traffic light methodology. It is a visual tool that uses a lighting colour method to represent the key result and progress areas of each activity against its indicator. In this method, each progress result of an activity is represented by a percentage that gives a colour representation. This method is going to be used on a quarterly basis with after the final quarter, all the data will be collated into the MPS Annual Report. Data collected will strictly represent the Corporate Plan Performance Indicators. The Policy Implementation Data's will be verified by the MPS MEL Unit before reporting.

4.4. Annual Work Plan Monitoring

The AWP is the implementation field for all the policy activities. It is where all the policies are implemented. OKRA indicators will be collected in this stage. Additionally,

¹⁵ Ibid

it is where all the statutory activities of the ministry are implemented. Not only statutory activities but corporate strategic activities as well. As such, the AWP will also use the traffic light methodology. Statutory Activities emphasized by policies will be monitored using the traffic light method. Each activity's progress steps will be represented by a colour that depicts its status up to a certain period. This will be conducted in a quarterly period using the quarterly reporting template. The result of the activities in a given year will be collated and compiled into the MPS Quarterly and MPS Annual Report. Data from the Annual Work Plan Implementation will be verified by the MPS MEL Unit.

4.5. Semi-Annual Governance Forum

This will be an annual forum that will bring together all key stakeholders, partners, and agencies that support and contribute to the implementation of all Public Service Activities, Policies, and Statutory Tasks. It will be set in a focus group discussion setting where key Thematic Policy Implementation Areas are going to be presented, ideas shared, and discussed. This will provide a platform for collecting qualitative data for Annual Reporting. It will be based on the annual work plan and directed towards key policy implementation areas. A set of resolutions for policy improvement will be the product of the Annual Governance Forum. Data collected from this Governance Forum will be verified by the MPS MEL Unit.

4.6. Quarterly Reflection and Reporting Workshop

This is an information collection and dissemination methodology that is based on the focus group discussion tool. It is conducted in a reflection and planning setting where all heads of divisions and senior staff come together and reflect on the months implementation of activities and plan on how to progress them towards achieving the ministry's policy objectives. Qualitative and Quantitative data is collected from activity implementation outputs to inform the ministry on the progress so far.

4.7. Data Verification Field Work

The Ministry of Public Service will conduct data verification of all its data before compiling and presenting them in the, reflections, governance forum, reports and newsletter. Before the data is to be published, it must be verified. This exercise will be conducted for the Quarterly and MPS Annual Reports. Overall, this exercise will be part of the overall PS MEAL Framework data validation program. It will be done for all data that will be published by MPS. All data must be properly verified for authenticity, validity and reliability before it can be published.

5. Reporting and Information Dissemination

Ministry of Public Service will disseminate and share information in a formal twofold process. The first is the Literature where Information is compiled in Reports. This process involves Ministerial Quarterly Report, Newsletter, Annual Report, Solomon Islands Public Service Survey and Solomon Islands Public Sector Satisfaction Survey Reports. The second is the oral form of assembling for Reflection Meetings and Forums. Specifically, MPS will use the traditional ways of information sharing which include reflection and annual forum meeting presentations, published quarterly newsletter, and published journals in a form of reports. Figure 8 below provides the table on how Reporting and Information Dissemination will be conducted.

Figure 8. Reporting and Information Dissemination Plan

Report	Type	Frequency	Responsibility
Solomon Islands Public Sector Satisfaction Survey Report	Formative Periodic Impact Evaluation/Review	Baseline, Mid Term, End Term.	External Evaluator
Solomon Islands Public Service Survey Report	Formative Periodic Impact Evaluation/Review	Biennial	Internal & External Evaluator
Corporate Plan Review Report	Formative Monitoring	Mid Term and End Term	Internal- MPS MEL Unit
Annual Report (AWP) Report	Formative Monitoring	Annually	Internal- MPS MEL Unit
Quarterly Report	Monitoring	Quarterly	Internal- MPS MEL Unit
Quarterly Newsletter	Monitoring	Quarterly	Internal- MPS MEL Unit
Quarterly Reflection and Planning Meeting	Monitoring	Quarterly	Internal- MPS MEL Unit
Semi-Annual Governance Forum	Monitoring	Semi- Annual	Internal- MPS MEL Unit and Workforce Management Division

The process will adhere to the information protocols of the Solomon Islands Government. The key principle behind how information will be disseminated is validation. The PS MEAL Framework respects the power of information and in that context will thrive to ensure it is validated for credibility before disseminated. As such,

information is discussed for credibility and then compiled in reports or journals in a twofold dissemination process. This is to hold all actors in the implementation of the Ministerial Plans accountable to the government and people of Solomon Islands. Figure 9 shows the MEAL Cycle.

Figure 9. Monitoring, Evaluation, Accountability and Learning Cycle



5.1. Reflection and Reporting Workshop

The Ministry of Public Service will organize Reflection Workshops quarterly to share and disseminate information. These workshops will follow a Focus Group Discussion (FGD) format, where MPS staff report, update, and discuss their division's work for the quarter. While the information presented is initially raw, participants will refine it during the workshop for compilation. The sessions provide a platform for senior staff and division heads to reflect on past activities and plan for future progress. This process ensures alignment with the ministry's quarterly targets.

5.2. News Letter

This is a literature of activity highlights that will be produced and published. It will capture the key highlights of each policy activity implemented to achieve the objectives of a public service policy. It will be produced as a newsletter for publication.

5.3. Quarterly Report

This is the monitoring report where progress information on policy and corporate activities are captured and compiled formally. It will contain the results of the tasks we

do to implement our Public Service Governance Policies. It will contain the data's that will be used to update the Output Key Result Areas.

5.4. Semi-Annual Governance Forum

This is the open medium platform where all ministerial key actors, stakeholders, and partners converge to openly discuss, share, and disseminate the information of the ministry. Public Service way forwards for improvement are also discussed here. This information's are formally published information produced from the ministry's work towards achieving the goals of the ministry. This is where approved MPS literature representing the ministry's work on public service policies is disseminated to the government line ministries and agencies.

5.5. Annual Report

This report will contain the progress of policy program activities implemented during a calendar year. It will cover all the results or outputs and intermediate outcomes of all the activities implemented by the 5 divisions of the Ministry. It should capture activity performance and results. Data in this report will be used to update the Intermediate Outcome Indicators.

5.6. Solomon Islands Public Service Survey

The SIPS Survey will collect insights from public servants in line ministries, with all public officers in the Solomon Islands Government (SIG) as its primary audience. It will assess reform implementation, organizational performance, and individual experiences, covering themes such as leadership, communication, workplace conditions, inclusion, innovation, well-being, performance, retention, and unacceptable behavior. With ICTSU's support, the survey will be made available online and distributed across ministries, agencies, and provincial centers. Designed to be user-friendly and primarily quantitative, it can be completed using mobile devices or other digital platforms. The collected data will be automatically compiled into graphical formats and submitted to the Ministry of Public Service (MPS) for analysis. MPS may either conduct the survey internally or outsource it to an independent entity.

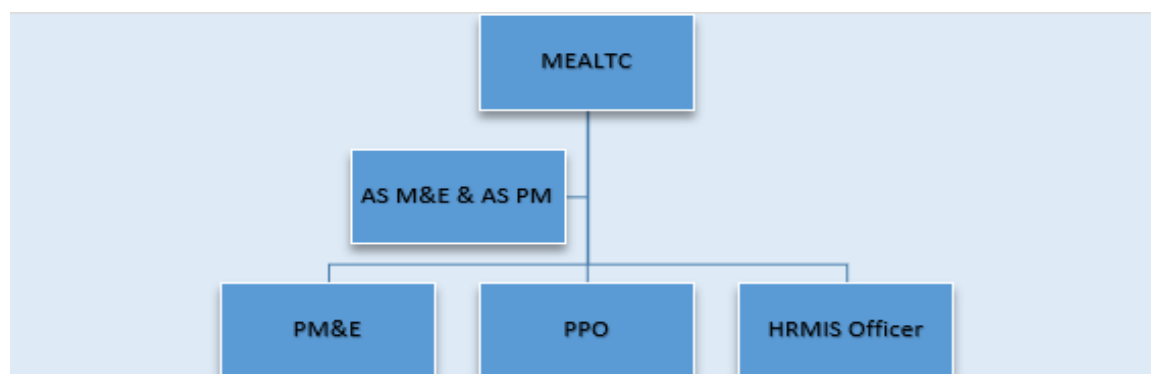
5.7. Solomon Islands Public Sector Satisfaction Survey Report

This report will assess the performance of the SI-PSTS and will be compiled by an independent evaluator. It will be produced after the Baseline, Mid-Term, and End-Term Surveys. The evaluator will use methodologies based on the tools, standards, and criteria outlined in the PS MEAL Framework. The report will cover the impact and progress of the SI-PSTS in achieving its objectives. It will also provide updated data for Goal Outcome and End Outcome Indicators. The main audience for this report is the public and private sectors.

6. Structure, Roles, and Responsibilities

This is the structure where the PS MEAL Framework will be implemented. The structure shows who will be responsible for each MEAL Activity within the Ministry. It spells out the roles and what is expected to be done according to the schedule in the PS MEAL Framework. Figure 10 shows the MEAL structure of roles and responsibilities.

Figure 10. PS MEAL Framework Structure, Roles and Responsibilities



6.1. Monitoring, Evaluation, Accountability and Learning Technical Committee

The Monitoring, Evaluation, Learning and Accountability Committee (MEALTC) is the overall committee that will commission all high-level Monitoring, Evaluation, Accountability and Learning activities within the framework for the ministry. All key tasks that requires the committee screening will be brought before the committee to deliberate first before being implemented. All key MEAL activities of the ministry must be approved by this committee before it is implemented. The committee's main role is to deliberate, approve and make decisions on important matters concerning MEAL activities of the ministry. It will be comprised of the Deputy Secretary Governance and Performance Management (Advisor), Assistant Secretary Monitoring and Evaluation (Chairman), Principle M&E Officer (Secretary) Assistant Secretary Performance Management (Vice Chair), Assistant Secretary Research and Innovation (Member), Principal HRMIS Officer (Member), and Planning Project Officer (Member).

6.2. Assistant Secretary Monitoring and Evaluation

The Assistant Secretary Monitoring and Evaluation is the main position within the Ministry of Public Service that is mandated to supervise and manage Monitoring and Evaluation Activities. This is the key actor within the ministry that will lead all PS MEAL Framework activities. The AS M&E automatically becomes Chairman of MEALTC. The key responsibilities within the framework that the person will perform are and limited to those outlined in Annex 3.

6.3. Assistant Secretary Performance Management

The Assistant Secretary Performance Management is the post within the Ministry of Public Service that is mandated to supervise and manage performance within the Ministry. This is the performance of all the Policies, Strategic Plans, and Mandates of the Ministry. This is a key part of the PS MEAL Framework as this role will be the key focal point where public service reformation interventions will be directed, linked, and aligned to the expected long and short-term outcomes in the Results Logical Table. The key responsibilities within the framework that the person will perform are and limited to those outlined in Annex 3.

6.4. Principal Monitoring and Evaluation Officer

The Principle Monitoring and Evaluation Officer is mandated to support and assist in all PS MEAL Framework Activities. This is the key post within the Ministry that will assist and support all MEAL activities in the PS MEAL Framework. This person will be responsible for all the monitoring activities and their reporting. This person will also support and assist in the evaluation activities within the framework. The key responsibilities are and limited to those as outlined in Annex 3.

6.5. Planning & Project Officer

The Planning and Project Officer (PPO) is responsible for all the Policy Projects and their activities in the PS MEAL Framework. In other words, the PPO is solely responsible for projects supporting the policy activities that produce results the framework wants to monitor and evaluate. As such, that person has a core role in the implementation of the PS MEAL Framework. The PPO technically is responsible for the entry point for policy activities into expected results or outputs represented by Key Performance Indicators (KPI). The responsibilities of the PPO are and limited to those outlined in Annex 3.

6.6. Human Resources Management Information System Officer

The Human Resources Management Information System (HRMIS) Officer is the person that is responsible for the Human Resources Information System Database. In this context, the HRMIS Officer will be responsible for providing data derived from the HRMIS or other supporting data sources. As such, the roles and responsibilities of the HRMIS Officer in the PS MEAL Framework are and limited to those outlined in Annex 3.

6.7. Key Stakeholder

The Ministry of Public Service key stakeholder plays an important role in the implementation of the PS MEAL Framework. Continuous engagement with stakeholders is important to progress the strategic thrusts stipulated in the SI-PSTS¹⁶.

¹⁶ Solomon Islands Government (2023) Solomon Islands Public Service Transformation Strategy, Ministry of Public Service, Honiara.

Figure 11. Public Service MEAL Stakeholders (Source: SI-PSTS)



MPS recognizes the importance of engaging and collaborating with other stakeholders in order to successfully implement the PS MEALF. MPS's visibility must be enhanced especially within the Solomon Islands Government circles. Some of the issues can only be resolved collaboratively with other internal partners¹⁷. The MPS must also extend its reach externally to other stakeholders. But it must be noted that the relationship must also be of technical nature, for instance, engaging with other similar agencies in other countries. Such connectivity is essential in keeping abreast with the latest best practices and for the purpose of benchmarking of its services. Connecting with development partners for example is paramount to the comparison of latest data on public administration ranking and so forth¹⁸.

MPS can even collaborate with these institutions in collecting crucial data for contextual and factual data for proper analysis. Not only that but it is important that MPS connects with Tertiary institutions internally such as SINU and USP, but also externally with renowned universities such as USQ, ANU or the University of Auckland. These connections will be important to enhance contextual research and innovation within the Solomon Islands Public Service.

More importantly partnership with these institutions will allow the creation of 'tok stori' forums allowing public servants to continuously share their views and learn from each other. The Institution of Public Administration & Management is already a platform within MPS conducive for such partnerships. The public sector is the largest employer and educator in the Solomon Islands. Most scholarships for both pre-service and in-service students is still sponsored by the Solomon Islands Government. The Ministry of public service plays a pivotal role with in-service training. Proper partnership can further enhance trainings, building the capacity, professionalism and ethical leadership necessary to advance services both within the public and private sectors¹⁹.

¹⁷ Ibid

¹⁸ Ibid

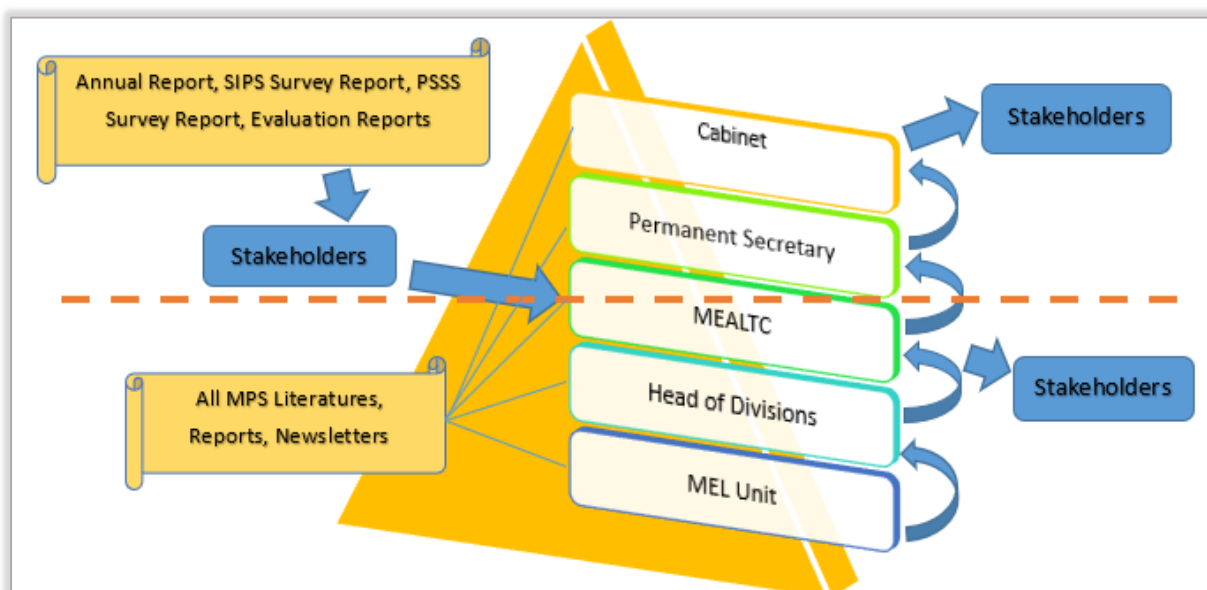
¹⁹ Ibid

7. Public Service Information Regulation

Information Regulation in the PS MEAL Framework context is the set of all public laws, regulations, and policies that encourage, discourage, or regulate the creation, use, storage, access, communication, and dissemination of information. There are several fundamental issues that comprise the regulating of information management. Most prominent are public information processing and disseminating policy issues concerned with the use of information for democratization and commercialization of the public service.

These issues include, digital environment such as the digital divide and intellectual property, freedom of expression, confidentiality or privacy of information, information security, access management, and regulating how the dissemination of public information occurs. Certain categories of information are of particular importance for information regulation. This involves all information whether it be private or for public consumption. The other purpose of the policy is to ensure ethics is maintained as always when conducting monitoring and evaluation activities. Currently, there is no stand-alone information regulation and policy for public service. However, the current practice of processing and disseminating information is guided by the Solomon Islands Government Information Protocols shown in the diagram Figure 12.

Figure 12. Information Regulation Protocols



7.1. Information Usage and Dissemination Guidelines

Currently, all information collection, production, and dissemination are regulated by the Solomon Islands Government, Public Financial Management Act, Public Service Act, General Orders, and Code of Conduct. They work together to regulate how information is going to be collected, processed, disseminated, used, and managed so that its value is recognized. The regulation contains the instructions and procedures

to go about collecting disseminating and using information. It will act as the ethical guide to all monitoring and evaluation activities. In addition to the General Orders, there is the Public Financial Management Act in which a report on how money is spent on activities must be reported on an annual basis.

7.2. Information Collection, Compiling, and Dissemination Protocol.

The Ministry of Public Service will utilise the current information processing and regulating protocols to ensure information considers sensitivity and dissemination issues as displayed in diagram in Figure 17. The protocol works as a refining and recommending mechanism whereby information must be produced and used for accountability purposes of the government public service. It demonstrates how information is going to be collected, processed, used, and managed in the ministry. It clearly states the set of actions and steps that must be taken in order for information is able to be produced and used in a credible way.

All data will be collected by each officer within the ministry mandated for implementing the Public Service Policy activities within the Annual Work Plan. The data will be verified by the supervisors within each divisions of the ministry responsible for that particular activity. This is the first step of ensuring data is credible, valid and is sensitive towards the nature of the public service code of conduct. The next step will be for Head of Divisions to review the information and collate it in the traffic light reports. Once the Head of Division has verified and finalised the data. It will then be presented in the quarterly reflection for all Senior Officers to deliberate, scrutinize and give their final inputs.

After the Reflection, Learning and Reporting Workshop, the data will be verified by the MEL Team with guidance from AS M&E, before collating them into the Quarterly Report, Newsletter, Annual Report, SIPS Survey Report, PSSS Report and other Evaluation Reports. The Annual Report, SIPS, PSSS and other Evaluation Reports will be scrutinized, verified and finalized by AS MEL and reviewed by MEALTC if there is the need for this to happen. Overall, all the literatures, reports and newsletter must be reviewed and endorsed by the Permanent Secretary Public Service. However, some official reports such as Annual Report, SIPS Survey and PSSS Reports must be reviewed and endorsed by the cabinet before it can be published. Public Service Act Section (5) with subsections (1) and (2) mandated that there should be an Annual Performance Report produced within four months of a new year and presented before the parliament. This is the foundation whereby all ministerial high-level performance reports must be presented before cabinet and parliament. The diagram in figure 12 above show the protocols for regulating the flow of information before it can be published.

ANNEXES

1) Indicator Tracking Table.

Code	Objective	Indicator	Baseline	Progress towards Target	10 Year Target	Means of Verification	Frequency	Responsibility
Goal Indicator								
GO1	Achieving effective and efficient service delivery through organization strengthening	Percentage of citizens' satisfaction rate on public service delivery				PSSS Report	Baseline, Mid Term, End Term	MPS MEALTC
GO2	Efficient & effective public service with sound corporate culture	Percentage of citizens' satisfaction rate on SIG Ministries/Agencies Customer Services				PSSS Report	Baseline, Mid Term, End Term	MPS MEALTC
GO3	Reduce corruption and improve governance at national, provincial and community level	Perception of public sector corruption				PSSS Report	Baseline, Mid Term, End Term	MPS MEALTC
GO4	Benefits of development more equitably distributed	Confidence Level of the Public Sector on the Government ability to deliver services				PSSS Report	Baseline, Mid Term, End Term	MPS MEALTC
GO5	Improve gender equality and support the disadvantaged and the vulnerable.	Public Perception of Gender Equality and Social Inclusion in the Government Workforce				PSSS Report	Baseline, Mid Term, End Term	MPS MEALTC
End Outcome Indicator								
EO1	Strengthening rules and regulations for HR Governance	Percentage of HRM Governance instruments adopted and implemented across SIG Rate of corruption cases reported, dealt with and concluded				SIPS Survey Report	Biennial	MPS MEL Unit
EO2	Transforming the governance system from physical to digital	Rate in which HRM functions that are converted from physical to digital platforms.				SIPS Survey Report	Biennial	MPS MEL Unit
EO3	Transforming the governance system from physical to digital	Percentage of SIG agencies with access to and usage of Human				SIPS Survey Report	Biennial	MPS MEL Unit

		Resources Management Information System Functionalities						
EO4	A fair and affordable compensation framework which links financial and non-financial rewards to individuals and organization	Rate/Level of staff turnover among SIG employees, including both administrative and professional cadres.				SIPS Survey Report	Biennial	MPS MEL Unit
EO5	A fair and affordable compensation framework which links financial and non-financial rewards to individuals and organization performance	Level of staff satisfaction within the Public Service.				SIPS Survey Report	Biennial	MPS MEL Unit
EO6	Highly talented and competent employees	No. of officers undergone capacity building programs and assuming leadership and management positions within the Public Service.				SIPS Survey Report	Biennial	MPS MEL Unit
EO7	Achieving gender equality through empowerment of women to take management and leadership roles across the public service	Percentage of women in leadership and managerial roles in the Public Service.				SIPS Survey Report	Biennial	MPS MEL Unit
EO8	Achieving gender equality through empowerment of women to take management and leadership roles across the public service	No. of public officers trained in Gender.				SIPS Survey Report	Biennial	MPS MEL Unit
EO9	Achieving learning organizations through research & innovation	Culture of information sharing and innovation as measured by No. of new success stories and pilot programs within the Public Service				SIPS Survey Report	Biennial	MPS MEL Unit
Intermediate Outcome Indicator								
Public Service Commission								
IO1	Public Servants are promoted based on Performance	Promotion Rate of Public Service by Gender and Ministry				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO2	Public Servants are rewarded based on performance	Increment Award Rate of Public Officers and Ministry				MPS Annual Report	Annually	MPS MEL Unit and HODs

103	Right Sizing of Workforce Capacity to deliver services (Appointment and Recruitment)	Appointments and Recruitment Rate into Public Service by Gender and Ministry				MPS Annual Report	Annually	MPS MEL Unit and HODs
104	Right Sizing of Workforce Capacity to deliver services (Retirement)	Retirement Rate from Public Service by Gender and Ministry				MPS Annual Report	Annually	MPS MEL Unit and HODs
105	Right Sizing of Workforce Capacity to deliver services (Resignation)	Resignation Rate of Public Officers by Gender and Ministry				MPS Annual Report	Annually	MPS MEL Unit and HODs
106	Right Sizing of Workforce Capacity to deliver services (Fixed Term Appointment)	Fixed Term Appointment (FTA) Rate by Gender and Ministry				MPS Annual Report	Annually	MPS MEL Unit and HODs
Governance and Performance Management								
107	Maintain a disciplined Workforce (Cases)	Rate of Misconduct Cases Reported by type- - No. of Cases committed by Public officers classified as Serious - No. of Cases committed by Public Officers classified as Minor				MPS Annual Report	Annually	MPS MEL Unit and HODs
108	Maintain a disciplined Workforce (Decision)	Rate of Public Servants Disciplined - No. of Public Officers receiving Verbal warnings - No. of Public Officers receiving Written warnings - No. of Public Officers Terminated				MPS Annual Report	Annually	MPS MEL Unit and HODs
109	Improving Governance in Public Services	No. of Governance Policies Endorsed and Implemented				MPS Annual Report	Annually	MPS MEL Unit and HODs

1010	Conducive Housing for Public Servant (Waiver)	Rate of Public Servants who Waiver 50% and above their PSRHS/PSHA Application				MPS Annual Report	Annually	MPS MEL Unit and HODs
Workforce Management								
1011	Public Officers are retained	No. of Long Dedicated Service Benefit by Ministry/Agency and Gender- - Rate of Public servants rewarded for Long Dedicated Service Benefit - Rate of public servants rewarded Long Dedicated Service Benefit by Gender				MPS Annual Report	Annually	MPS MEL Unit and HODs
1012	Public Officers Capacity to Deliver on their Mandates is enhanced (Long Term Training)	No. of Public Servants undergoing Long Term Permanent Training by Gender- - No. of Public servants completed long term training annually - No. of Public Officers by Qualification				MPS Annual Report	Annually	MPS MEL Unit and HODs
1013	Public Officer's Capacity to Deliver on their Mandates is enhanced (Short Term Training)	No. of Public Servants completed accredited Short-term Courses- - No. of Public servants completed short term training annually				MPS Annual Report	Annually	MPS MEL Unit and HODs
1014	Public Officers are qualified to perform their Mandates (Qualification)	No. of Public Servants with Graduate Certificates by Qualification Increase percentage of Public servants with Graduate Certificate by Qualifications- - No. of PHD				MPS Annual Report	Annually	MPS MEL Unit and HODs

		- No. of Post-Grad Certificate - No. of Degree Qualifications - No. of Diploma Qualification						
IO15	Public Officers are qualified to perform their Mandates (Graduate Certificate)	Increase percentage (%) of Public servants with Graduate certificates by Gender- - No. of Public Servants with Graduate Certificates by Gender				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO16	Training delivery enhanced (Short Term)	Increase percentage (%) of Public servants completed short term training online- - No. of Public Servants completed short-term training Online				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO17	Training delivery enhanced (Long term)	Increase percentage of Public servants completed long term training online- - No. of Public Servants completed Long Term Trainings Online				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO18	Right Sizing of Workforce Capacity to deliver services (Public Officers)	Total number of Public Servants by Gender Total number of Public Servants by Age				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO19	Right Sizing of Workforce Capacity to deliver services (Workforce)	Percentage of workforce by Level No. of Workforce by Level				MPS Annual Report	Annually	MPS MEL Unit and HODs

IO20	Public Officers are knowledgeable on their mandated functions (Behaviour and Performance)	No. of Public Servants participated in IPAM Training by Course- - Percentage (%) increase in the end outcome results (behaviour) of trainings to individual officers participated in the IPAM trainings - Percentage (%) increase on the impacts of IPAM trainings to individual officers and organisational performance of line Ministries/agencies - Percentage of Public Officers access to IPAM Trainings by gender				MPS Annual Report	Annually	MPS MEL Unit and HODs
Institute of Public Administration and Management								
IO21	Public Officers are Knowledgeable on their mandated functions (Knowledge)	No. of Public Servants participated in IPAM Training by Ministry/Agency and Gender				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO22	Public Officers Know the Processes, Requirements, and Mandates of being a Public Servant	No. of Public Servants participated in Know your Public Service Training by Ministry and Gender - Percentage (%) increase in knowledge to adhere to Professional standard ethics & values through IPAM training courses - Percentage (%) increase in knowledge and ability of Public officers through IPAM trainings to carry out quality duties more in timely manner				MPS Annual Report	Annually	MPS MEL Unit and HODs

		- Percentage (%) increase in knowledge in how to work well with others by gender						
IO23	Public Officers know and understand their Behavioural Code of Conduct	No. of Public Servants participated in Code of Conduct Training by Ministry and Gender - Percentage (%) increase of Public Officer's knowledge on SIPS Code of Conduct - Percentage (%) increase of Public Officers' knowledge in creating and upholding a professional image of public service - Percentage (%) increase of participant's knowledge in maintaining an ethical culture at workplace - Percentage (%) increase of Public Officer's knowledge on the requirements to achieve				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO24	Public Officers Capacity to Deliver on their Mandates is enhanced	No. of Public Servants completed accredited Short-term Courses- - Percentage (%) increases in terms of accredited courses offered and facilitated by IPAM - Increases in percentages of Public Officers access				MPS Annual Report	Annually	MPS MEL Unit and HODs

		to IPAM short-term accredited courses						
IO25	Training delivery enhanced	No. of Public Servants completed Long Term Trainings Online- - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective learning environment - Percentage (%) increases in terms of accessibilities of Public officers to IPAM ICT support facilities and resources for long-term online trainings				MPS Annual Report	Annually	MPS MEL Unit and HODs
Corporate Services								
IO26	Conducive Housing for Public Servants (Public Service Housing)	Rate of Public Servants residing in Public Service Housing by Ministry and Gender- - No. of Public Servants living in Public Service Housing				MPS Annual Report	Annually	MPS MEL Unit and HODs
IO27	Conducive Housing for Public Service (Ministry Housing)	No. of Public Servants under PSRS/PSHA by Ministry and Gender - Rate of Public servants under PSRS/PSHA by Ministries - Rate of Public servants under PSRS/PSHA by Gender				MPS Annual Report	Annually	MPS MEL Unit and HODs

IO28	Conducive Housing for Public Servants	No. of Public Servants under PSRS by Ministry and Gender- - Rate of Public servants under PSRS/PSHA by Ministries - Rate of Public servants under PSRS/PSHA by Gender				MPS Annual and Quarterly Report	Annually and Quarterly	MPS MEL Unit and HODs
IO29	Conducive Housing for Public Servants (Housing Allowances)	No. of Public Servants receiving Housing Allowances by Ministry/Agency and Gender- - Rate of Public servants receiving Housing allowance - Rate of Public servants receiving housing allowance by ministries and by Gender				MPS Annual and Quarterly Report	Annually and Quarterly	MPS MEL Unit and HODs
IO30	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs (Recurrent Budget)	Rate of Annual Recurrent Budget Expenditure by Outputs						
IO31	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs (Development Budget)	Rate of Annual Development Budget Expenditure by Outputs						
IO32	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs	Financial Expenditure by Expected Outputs - Cost Benefit Ratio - Net Benefit Ratio						

Output - Key Result Area								
Public Service Commission								
OKRA1	Appointment and Recruitment (Convey)	SIG 24 Ministries and Agencies, Appointments and Recruitments conveyed No. of appointments and recruitment conveyed by Ministries per year				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA2	Appointment and Recruitment (Permanent Secretary)	Ministries' Permanent Secretaries are recruited and appointment are facilitated- - No. of Permanent secretaries recruited and appointed p. (Include facilitation) - No. of PS recruitment facilitated - No. of PS appointment facilitated.				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA3	Appointment and Recruitment (Submissions)	Submissions on new appointments, promotion, confirmation, acting appointment, FTA & retirement, appeal cases and others are considered- - No. of submissions on new appointment on promotion convey/ facilitated per year - No. of appointments on promotion convey/ Facilitated per year				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

		- No. of FTA Appointments convey per year - No. of Requests Request for FTA by Ministry - No. of Retirements convey per year - No. of appeal cases considered per year - No. of Postings of Public Officers by Ministry						
OKRA4	Office Management	Provide the relevant Commissions with dynamic secretariat and administrative support roles- - No. of PSC meeting facilitated by the PSC secretariat - Funding support for PSC meeting - Allowances				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
Governance and Performance Management								
OKRA5	E- Governance Platforms	Develop and Implement E-Learning and Governance Platforms- No. of E- Learning and Governance Platforms established				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA6	Performance Management	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry- - No. of Public Officers PMP processed and actioned				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

OKRA7	Disciplinary	Ethical behaviour and productivity- - No. of Misconduct Cases Reported by type				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA8	Monitoring, Evaluation, Learning	Ensure the efficient Administration and Management of the Public Service- - No. of MPS Reflections/Reporting Workshops Conducted - No. of Quarterly Reports Published - No. of Annual Reports Produced - No. of Newsletters Published - No. of SIPS Survey conducted - No. of PSSS Survey Conducted				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA9	Gender Mainstreaming	Gender Equality and Social Inclusion in Public Service Workforce- - No. of Male Public Officers Recruited - No. of Female Public Officers Recruited - No. of PWD Recruited Gender Equality and Social Inclusion in Public Service Workforce-				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

		- No. of Public Servants recruited by Ministry /Gender per year - No. of Public servants recruited with disabilities by gender - No. of women/male with Executive roles in the public service - No. of women/male with Managerial roles in Public Service - No. of Public servants trained in Gender per year						
OKRA10	Policy Research and Innovation (Performance)	Provide an environment that facilitates employee performance, creativity, and innovation- - No. of Social Researches/Study to improve Public Service Conducted and Report Published - No. of Policy to improve Public Service endorsed by Cabinet				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA11	Policy Research and Innovation (Regulations)	Ensure strategic priorities of the government are implemented in accordance with bodies of laws, regulations, policies, rules, and guidelines governing the roles and conduct of Public Officers- - No. of SIG Public Service Policies Endorsed by Cabinet - No of SIG policies reviewed				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

Workforce Management								
OKRA12	Human Resources Capacity Development	Provide Public Service Long and Short Term Accredited In-Service Trainings-				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
		- No. of Public servants undertaken long term trainings by ministry /Gender per year - No. of Public servants completed short term accredited trainings by ministry /Gender per year - No. of Public Officers under Training Extension - No. of Endorsed Training Program by Actual Training Program undertaken by Officers - No. of In-service applications from Line Ministries - No. of In-Service endorsed applicants from Line Ministries. (Inter-Mediate)						

OKRA13	E-Platforms	Develop and Implement E-Learning and Governance Platforms- - No. HRMIS Trainings - No. of Admin Officers Trained on HRMIS - No. of Officers Access HRMIS - No. of Officers applied via HRMIS by type				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA14	HRMIS/Functional Review	Manage the Establishment Register through the Aurion (HRMIS) system- - No. of SIG ministries/agencies restructured and responsive to government policy priorities. - No. of Establishment restructured through HRMIS System successfully Managed - No. of reprioritize position quarterly or yearly - No. of reactivated positions in a year - No. of Position created				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA15	Separation and Retirement	Manage the retirement and separation processes in an efficient and effective manner- - No. of LDSB Submission received quarterly and yearly				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

		- No. of LDSB submission by Ministries - No. of LDSB Meetings Conducted - No of LDSB submissions approved - No of Officers approved for ERESA						
Institute of Public Administration and Management								
OKRA 16	IPAM Trainings (Knowledge)	Design courses relevant to the training needs of the Solomon Islands Public Service at all levels- - No. of new training courses designed annually - No. of training courses reviewed and redesigned annually				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA17	IPAM Trainings (Outreach)	Provide training to public officers both in the Provinces and Honiara- - No. of trainings series conducted in Honiara each year - No. of trainings series conducted in each province annually - No. of officers attended the IPAM trainings series in Honiara and the provinces increase annually				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

OKRA18	IPAM Trainings (Delivery)	Source training programmes from other reputable international training providers, and academic institutions and facilitates the local delivery of those programs No. of trainings delivered and facilitated by IPAM from reputable international training providers/institutes				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA19	IPAM Trainings (M&E)	Monitors and evaluate the impacts of training on individual and organisational performance No. of Evaluation conducted for each course in a year annually				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA20	IPAM Trainings (Resources)	Provide resources to support course participants- - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning annually - Percentage (%) increase in participant's rating of the quality of the IPAM course materials annually - Percentage (%) increase in satisfactory rating of the relevance of the course content to the needs of learners/trainees annually - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

		- Percentage (%) increase in satisfactory response rate in terms of learning environment and facilities annually						
OKRA21	Human Resources Capacity Development	Provide Public Service Long and Short Term Accredited In-Service Trainings- - No. of accredited courses facilitated by IPAM to public officers' increases annually				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA22	E-Platforms	Develop and Implement E-Learning and Governance Platforms- - No. of trainings integrated from manual to online increases annually - No. of public officers' access to IPAM online trainings increases annually - No. of provinces access to IPAM online training platforms increases annually				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
Corporate Service								
OKRA23	Public Service Housing	Coordinate and manage work programs related to staff accommodation No. of staff applied for PSRS/PSHA by Ministry				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

OKRA24	Human Resources Capacity Development	Provide Public Service Long and Short Term Accredited In-Service Trainings No. of staff attend the training				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA25	Performance Management	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry- - No. of staff Appraisals being rated by Ministry - No. of PMP Submitted by Ministry - No. of Promotions by Ministry - No. of Upper Segment by Ministry				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA26	Office Management (Support to Meetings)	Provide the relevant Commissions with dynamic secretariat and administrative support roles; - No. of meetings per week - No. of request received allowances				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA27	Financial Management (Budget Process)	Provision of financial statements to all divisions on funds available, total expenditure and prudent management, of divisional budgets and finances according to relevant laws and regulations.				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

		- No. of financial statements per quarter issued						
OKRA28	Financial Management (Budget)	Coordination of the Ministry's budgetary processes in accordance with the Public Financial Management Act- - Timely Preparation of Budget Support by each division				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA29	Office Management (Procurement Support)	Procurement of equipment, office goods and other services- No. of Inventory Items by type				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E
OKRA30	Attendance Management System	Coordinate and manage the implementation of Attendance Management System and other related regulations- - No. of Attendance Management Reports published - No. of Staff attendance by month - No. of Staff on Leave Annually by Month - No. of Maternity/Paternity Leave - No. of Officers on sick leave - No of Officers on Study Leave (Short and Long)				MPS Quarterly Report	Quarterly	HOD, AS M&E, PM&E

2) MEAL Working Calendar.

MPS PLANNING, REFLECTION & REPORTING CALENDER																		
Jan							Date	Activity		Activity	Date	July						
S	M	T	W	T	F	S						S	M	T	W	T	F	S
						1				Prepare and Plan Baseline, Mid and End Term PSSS Survey	1 st						1	2
2	3	4	5	6	7	8	3 rd	Work on compiling MPS Annual Work Plan and Previous Year Annual Report Continues				3	4	5	6	7	8	9
9	10	11	12	13	14	15				Planning Process Commences for the new year	11 th	10	11	12	13	14	15	16
16	17	18	19	20	21	22						17	18	19	20	21	22	23
23	24	25	26	27	28	29				MPS Quarter 2 Report and Newsletter Published	29 th	24	25	26	27	28	29	30
30	31						31 st	Draft current MPS Annual Work Plan and Report for previous year compiled & Circulated.				31						

Feb							Date	Activity		Activity	Date	Aug						
S	M	T	W	T	F	S						S	M	T	W	T	F	S
		1	2	3	4	5				Conduct Baseline, Mid and End Term PSSS Survey	1 st		1	2	3	4	5	6
6	7	8	9	10	11	12						7	8	9	10	11	12	13
13	14	15	16	17	18	19	14 th	MPS current Annual Work Plan and previous year Annual Report Endorsed and Published				14	15	16	17	18	19	20
20	21	22	23	24	25	26						21	22	23	24	25	26	27
27	28											28	29	30	31			

Mar							Date	Activity		Activity	Date	Sep						
S	M	T	W	T	F	S						S	M	T	W	T	F	S
		1	2	3	4	5		Biennial SIPS Survey Planning and Preparations conducted								1	2	3
6	7	8	9	10	11	12						4	5	6	7	8	9	10
13	14	15	16	17	18	19						11	12	13	14	15	16	17

							Date	Activity		Activity	Date							
S	M	T	W	T	F	S						S	M	T	W	T	F	S

20	21	22	23	24	25	26		
27	28	29	30	31			31 st	First Quarter Reflection Workshop

Apr							Date	Activity
S	M	T	W	T	F	S		
					1	2		
3	4	5	6	7	8	9	4 th	Biennial SIPS Survey Conduct
10	11	12	13	14	15	16		
17	18	19	20	21	22	23		
24	25	26	27	28	29	30	29 th	MPS First Quarter Report and Newsletter Finalised and Published

May							Date	Activity
S	M	T	W	T	F	S		
1	2	3	4	5	6	7		
8	9	10	11	12	13	14		
15	16	17	18	19	20	21		
22	23	24	25	26	27	28		
29	30	31						

Jun							Date	Reflection
S	M	T	W	T	F	S		
			1	2	3	4		
5	6	7	8	9	10	11		
12	13	14	15	16	17	18		
19	20	21	22	23	24	25		Biennial SIPS Survey Report Finalised and Published
26	27	28	29	30			30 th	Second Quarter Reflection Workshop

		18	19	20	21	22	23	24
Third Quarter Reflection Workshop	28 th	25	26	27	28	29	30	

Activity	Date	Oct						
		S	M	T	W	T	F	S
								1
		2	3	4	5	6	7	8
		9	10	11	12	13	14	15
		16	17	18	19	20	21	22
Published the PSSS Baseline, Mid and End Term Survey Reports	28 th	23	24	25	26	27	28	29
MPS Quarter 3 Report and Newsletter Published	31 st	30	31					

Date	Activity	Nov						
		S	M	T	W	T	F	S
				1	2	3	4	5
Annual Work Plan for the new year collected from HODs	8 th	6	7	8	9	10	11	12
		13	14	15	16	17	18	19
		20	21	22	23	24	25	26
		27	28	29	30			

Activity	Date	Dec						
		S	M	T	W	T	F	S
						1	2	3
Governance Forum and Fourth Quarter Reflection Program	6 th	4	5	6	7	8	9	10
		11	12	13	14	15	16	17
		18	19	20	21	22	23	24
		25	26	27	28	29	30	31

3) PS MEAL Roles and Responsibilities

Key MEAL roles for the Assistant Secretary Monitoring and Evaluation
Responsible for generating PSSS Survey, SIPS Survey Evaluation Terms of Reference.
Lead Solomon Islands Public Sector Satisfaction Survey Baseline, Mid Term and End Term Evaluations.
Lead Solomon Islands Public Servants Biennial Evaluation Surveys.
Responsible for the Publication of all MEAL Reports and Newsletters.
Responsible for the production of policy periodic evaluation reports whether internal or independent.
Responsible for MEAL reports finalization, endorsement, and presentation to cabinet or parliament where necessary.
Ensure MPS Annual Report is produced in a timely manner and presented to parliament as per Public Financial Management Act and Public Service Commission Regulations.
Organise the MPS Quarterly Reflections and Semi-Annual Governance Forum
Oversee all MEAL Activities covered under the PS MEAL Framework.
Provides MEAL technical support to the MEALTC.
Formulate and submit contracts that are related to MEAL activities covered in the PS-MEAL Framework.
Lead Policy Monitoring and Verification.

Chair the MEALTC.

Key MEAL roles of the Assistant Secretary Performance Management

Responsible for Reviewing the SI-PSTS, Corporate Plan, Annual Work Plan.

Responsible for public services performance related policy development and review.

Support and Assist in the Solomon Islands Public Sector Satisfaction Baseline, Mid Term and End Term Evaluation Surveys.

Support and Assist in the Solomon Islands Public Servants Biennial Evaluation Surveys.

Ensure Annual Work Plan Indicators, Corporate Plan Indicators, SIPS-TS Indicators are linked and aligned in the PS MEAL Framework Result Logical Table.

Ensure Annual Work Plan is produced in a timely manner and presented to parliament as per Public Service Act.

Support in the facilitation of the MPS Quarterly Reflections and Semi-Annual Governance Forum.

Support in the Publication of the Ministry of Public Service Annual Report.

Provides MEAL Performance technical support to the MEALTC.

Chair MEALTC Meetings in the absence of the AS M&E

Key MEAL roles of the Principle Monitoring and Evaluation Officer

Production of Quarterly Reports. This includes collating and compiling quarterly reports.

Compile the MPS Annual Report.

Support and Assist AS M&E in compiling Solomon Islands Public Sector Satisfaction Baseline, Mid Term and End Term Evaluation TOR.

Support and Assist AS M&E in conducting Policy Evaluation Activities.

Support and Assist AS M&E and PM&E in conducting all MEAL Activities.

Provide Logistics Support for the implementation of PS-MEAL Framework Activities.

Secretary to all MEALTC Meetings including the Quarterly Reflection Meetings and the Governance Forum.

Key MEAL roles of the Planning and Project Officer

Assist and support AS M&E and PM&E to monitor the Key Performance Indicators representing policy activities.

Assist and support AS M&E and PM&E to develop SMART Indicators that will represent key activities within the Annual Work Plan.

Produce the MPS Corporate Plan.

Produce the MPS Annual Work Plan.

Provide Technical Planning Support to the MPS MEL Unit.

Facilitate the Quarterly Reflection and Planning Meetings.

Key MEAL roles of the HRMIS Officer

Providing data from the HRMIS for reporting as and when needed.

Support and assist data collection activities for SIPSS and SIPS Survey, Policy Evaluations, and Annual Reporting.

Create data base for data collection

Support in data collection methods using E-Platforms

Support in producing Reports Graphical Layout and Design for publishing

4) Monitoring, Evaluation, Accountability and Learning Technical Committee.

Monitoring, Evaluation, Accountability and Learning Technical Committee



Mr. Ian Rakafia
Deputy Secretary
GPM
(Advisor)



Mr. Harrison Ara
Assistant
Secretary – PM
(Vice Chairman)



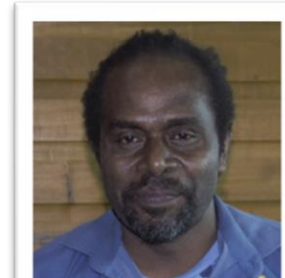
Mr. Stephen
Dikea
Principal Project
Officer
(Member)



Mr. Baddley
Nimepo
Assistant
Secretary-M&E
(Chairman)



Mrs. Matilda Buto
Principle M&E
Officer
(Secretary)



Mr. Cornileus
Tariga
Assistant
Secretary HRMIS
(Member)

Other Key Public Service MEAL Framework Separate Tools

- 5) MPS Annual Report Template.**
- 6) MPS Quarterly Report Template.**
- 7) HOD Traffic Light Reporting Template.**
- 8) Newsletter Template**
- 9) Quarterly Reflection Program Outline Template.**
- 10) Governance Forum Program Outline Template.**
- 11) Indicator Definition Manual**