

2016

National Parliament of Solomon Islands

Strategy Annual Report



Volume Five

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Preface



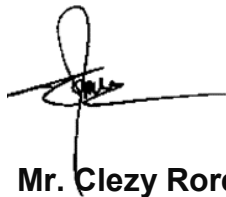
Dear Sir,

This Strategy Annual Report 2016 volume 5, presents the summary of the implementation of the National Parliament of Solomon Islands Strategy 2012 to 2016. The report quantifies in percentage the achievements made in each input, each activity and each of the four key objectives in the NPSI strategy 2012-2016.

The Parliament Strategy period from 2012 to 2016 was challenging as the parliament took large steps to modernise and mature. Without the huge effort from Parliament staff, and also the continued support of our national and international colleagues, progress would have been difficult.

Thanks to the Strategy Support Unit team also for the effort in coordinating the execution of each year's Corporate Annual Work and closely monitor each departments on their performance in implementing their Departmental Annual Work Plans.

Am looking forward to the next strategy with the usual cooperation of staff we will achieve and deliver the outputs in the new strategy to fill the expected outcomes.



Mr. Clezy Rore

Clerk of Parliament

Foreword



Thank you Clerk to National Parliament for presenting the report. I accept this with pleasure and admiration for the quality of the work done by the Parliament team through out the 5 year period of implementing the NPSI Strategy 2012-2016 .

Certainly the execution of a strategy is a process, where an organization take a step by step planning on a yearly basis and organize and align its resources to carry out the plan set out each year and monitor the progress of achievements as well as learn lessons needed to be learnt. With the experienced gained, am also looking forward to the next strategy.

A handwritten signature in black ink, appearing to be "Ajilon Nasiru".

Mr. Ajilon Nasiru
Speaker of Parliament

Executive Summary.

For five years since 2012, Parliament has been implementing the National Parliament of Solomon Islands Strategy 2012-2016. Thus this report is a summary of the achievements made from 2012-2016, a period commonly referred to in this report as the “implementation period”.

The Strategy contain 4 main objectives. Each objective is presented as follows together with the rates of achievements made during this implementation period.

1. To develop the general capacity of the Parliament and to enhance the institutional capacity of the National Parliament staff to serve Parliament. Fifty six percent (56% of this objective was achieved during the implementation period.
2. To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation. This objective has a 70% success in terms of implementing the activities and inputs set out under objective 2.
3. To improve the capacity of Parliament to provide effective oversight. This has a 45% success rate of achievement.
4. To develop the education and outreach work of Parliament and the representative role of MPs. This has an average of 50% achievement during the implementation period.

Methodology

This report sums up the implementation of the National Parliament of Solomon Islands Strategy 2012-2016. The method employed in arriving at the results exhibited in this report is simply by quantifying each “input” achieved, in percentage. The average percentage sum of the inputs are then imputed to yield the value of the sub-objective (activity). In turn, the average sum of sub-objectives are then imputed to produce the percentage of achievement of the “primary” objective.

For ease of reference, each input have been depicted in graphical bar charts, thus displaying the magnitude of achievement of the inputs based on the information gathered by the Strategy Support Unit during the implementation period. Each graph also portray the average percentage sum of the inputs to yield the average percentage of achievement of the sub-objective.

Finally by way of summary of the key objective, each sub-objective are then also portrayed in a bar graph. By taking the average percentage sum of achievement of the activity, it yield the average percentage of achievement of the key objective.

Brief summary notes are also provided under each sub-objective. Also towards end of each chapter, a computation of the average sum of the percentage of the sub-objectives are used to produce the overall achievement value of the key objective.

In this report, there has been an interchangeable use of the terms sub-objective and activity in this report.

Guiding Principles

Our Vision

The Vision of the National Parliament of Solomon Islands is:

To be a modern Parliament that fulfils its constitutional duties and effectively serves the people of Solomon Islands

Our Mission

The Mission Statement of the National Parliament of Solomon Islands for the period 2012-2016 is:

As the democratically elected national legislature of Solomon Islands, our mission is to ensure that Parliament exercises its legislative, oversight, representation and outreach duties effectively and that Parliament remains the main forum for national political debate.

Our Core Values

Whilst moving towards achieving the Vision and Mission of the legislature, the Parliament as a whole, both the elected Members and the National Parliament Office staff, must be guided by the Core Values of the Parliament.

As a democratically elected Parliament, we recognize that we are here to serve the people and we must hold and follow the highest ethics and values in order to serve the people of Solomon Islands.



The Parliament's Strategic Objectives for the period 2012-2016

1. To develop the general capacity of the Parliament and to enhance the institutional capacity of the National Parliament staff to serve Parliament
2. To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation
3. To improve the capacity of Parliament to provide effective oversight
4. To develop the education and outreach work of Parliament and the representative role of MPs



National Parliament Staff

Strategic Objective 1:

To develop the general capacity of the Parliament and to enhance the institutional capacity of the National Parliament staff to serve Parliament

1.1 PARLIAMENTARY AUTONOMY

1. Baseline study (100%)
2. Comparative research on other Parliaments (100%)
3. Develop options paper (100%)
4. Discussions with Government (5%)
5. Draft Legislation 0%

Baseline study, Comparative research and an options paper reports produced between 2013 and 2014. A letter written by the Speaker to the Prime Minister on the autonomy issue and one off informal discussion between the Parliament and the minister of finance occurred in September 2015. No legislations drafted during this reporting period.

1.2 Strengthening the Corporate Services of the National Parliament Office to respond to a changing Parliamentary environment

1. Review organisational structure of NPO (100%)
2. Develop paper on relationship between new and existing Departments (80%)
3. Develop annual NPO workplan (100%)
4. Develop annual departmental workplans (100%)

Organizational structure reviewed administratively in 2013 to accommodate the Research Unit. An organogram produced on relationship between departments. Every October (2012-2016) a Corporate Annual Work plan is produced from the Implementation road map and departments produced their departmental work plans.

1.3 Strengthened Human Resources

1. Develop and adopt HR policy (50%)
2. Briefing sessions for staff and House Committee on new HR policy (0%)
3. Develop up to date job descriptions for all staff (80%)
4. Review annual appraisal process and implement process (100%)
5. Develop professional development plans for all staff (50%)

A HR policy was developed between 2011- 2012 and is yet to be adopted, thus no briefing sessions conducted as yet till the policy is adopted. The NPO used the Public Service appraisal system, which was developed from 2013-2014 and implemented in 2015. NPO actively involved in the development of the public service appraisal system.

1.4 Developing the Parliament's infrastructure

1. Undertake an assessment of Parliament maintenance needs (100%)
2. Develop maintenance plan (100%)

3. Continued monitoring of progress made in developing MPs' offices (100%)
4. Develop options paper for provision of new committee rooms (100%)
5. Mobilise resources for the provision of new committee rooms and implement (100%)
6. Develop and implement new admissions policy (60%)
7. Improve building and perimeter security (70%)
8. Training for Parliament security staff (90%)

A structural assessment of parliament building was conducted in 2012 by the Kramer Asenco company and produced a maintenance plan for parliament. The Paul Tovua Complex which host the MPs offices was completed in 2012 and equipped with computers in 2013. An admission policy developed and implemented in 2013/2014. From 2012-2016 there was a significant increase in security officers. Training for security officers on the security system was conducted by Vision system company in June 2012.

1.5 Creating an e-Parliament

1. Develop and implement ICT policy (60%)
2. Develop Parliament intranet for use by MPs and staff in order to facilitate distribution of documentation (50%)
3. Purchase hardware for new buildings (100%)
4. Equip new Committee rooms 100%
5. Develop and implement a rolling programme of training for staff on ICT (10%)
6. Develop and implement a rolling programme of training for Members on ICT (0%)

An ICT policy was developed in 2011 and implemented in 2012. Parliament intranet developed since 2006/2007 and expanded with 21 departmental drives created. An interface for intra-net is yet to be developed. Hardware for the Paul Tovua Complex installed in 2013. ICT help desk support available all through out the years 2012-2016.

1.6 Institutionalising a Parliamentary Calendar

1. Develop an options paper on how to move towards creating a Parliamentary Calendar (100%)
2. Conduct roundtable meetings with the Government to discuss options (0%)
3. Conduct seminars with Committee Chairs and Committees on developing annual Committee work plans (100%)
4. Implement new system of Parliamentary Calendar (0%)
5. Undertake a review of the mechanisms used by the House Committee for allocating Parliamentary time (0%)

Options paper for parliamentary calendar produced in August 2014, but no meetings with government conducted to discuss options recommended in the report. Every year Committee Secretariat meet with Committee Chairs and discuss each Committees work plan. There was no review of the mechanism used by the PHC for allocating parliamentary time.

1.7 Effective Reporting of Parliamentary Proceedings

1. Implement the Report on the Review of Hansard Feb–May 2011 (100%)
2. Develop the Parliament's website to ensure that there is a section for Hansard (100%)

The recommendations found in the Report on the review of Hansard was actioned since 2012. Parliament website also has a Hansard section containing Hansard Reports.

1.8 Developing the capacity and professional skills of MPs

1. Plan an Induction and orientation programme for new MPs (100%)
2. Manuals / Handbooks produced for new MPs on how Parliament works (100%)
3. Develop a rolling programme of professional development on basic skills for MPs (100%)
4. Implement the rolling programme of training, including support for governance partners and Constitutional post holders as required (70%)

MPs induction program conducted from 11-14 May 2015 and MPs received their induction packages containing copy of Standing Orders, Constitution and other documents. Committees basic skills training occurred in May 2015 during the induction. The PAC, PEC basic skills training happened in 2015 and the Bills and Legislative Committee skills training was conducted in October 2016. During the MPs induction program tremendous support from the Judiciary, the Office of the Prime Minister, Ministry of Foreign Affairs, the Parliamentary Entitlement Commission, the Leadership Code Commission and the Ministry of Development and Aid Coordination.

1.9 Developing and Sustaining International links

1. Join the IPU(0%)
2. Continue discussions with International Partners and clarify the impact of the links on the Parliament (100%)

No report tabled in parliament on the proposal to join the Inter Parliamentary Union. Parliament has benefitted from the support of its international partners-the NSW Parliament, the NZ Parliament and the UNDP.

1.10 Code of Ethical Conduct

1. Develop an options paper on developing a code of conduct for review by the House Committee (0%)
2. Organise a one day workshop for the House Committee to look at and compare other Parliament's Code of ethics (0%)
3. Develop a new Code of Ethics for MPs for adoption by Parliament (0%)
4. Print and distribute Code of Ethics (0%)
5. Develop and implement Training courses for MPs and staff on new Code of Ethics (0%)

There was no progress on these inputs under 1.10.

1.11 Developing new Standing Orders

1. Develop realistic timetable for continuing revision of Standing Orders (20%)
2. Continue the review of Standing Orders in stages (20%)
3. Print and distribute new Orders when available and adopted (100%)
4. Provide Training for MPs and staff on implications for Parliament of new Orders (0%)

Regular meetings for review of Standing Orders occurred in 2012-2013 resulting in the passing of 13 amendments made to the SO in 2013. With the amendments included, the new SO were printed and distributed to MPs but no training was accorded to MPs.

1.12 Main Streaming Gender

1. Gender policy for the Parliament developed (0%)

2. Gender policy distributed (0%)

3. Training for staff and MPs on the new Gender Policy (0%)

During the strategy period (2012-2016) there was no gender policy developed and distributed to MPs.

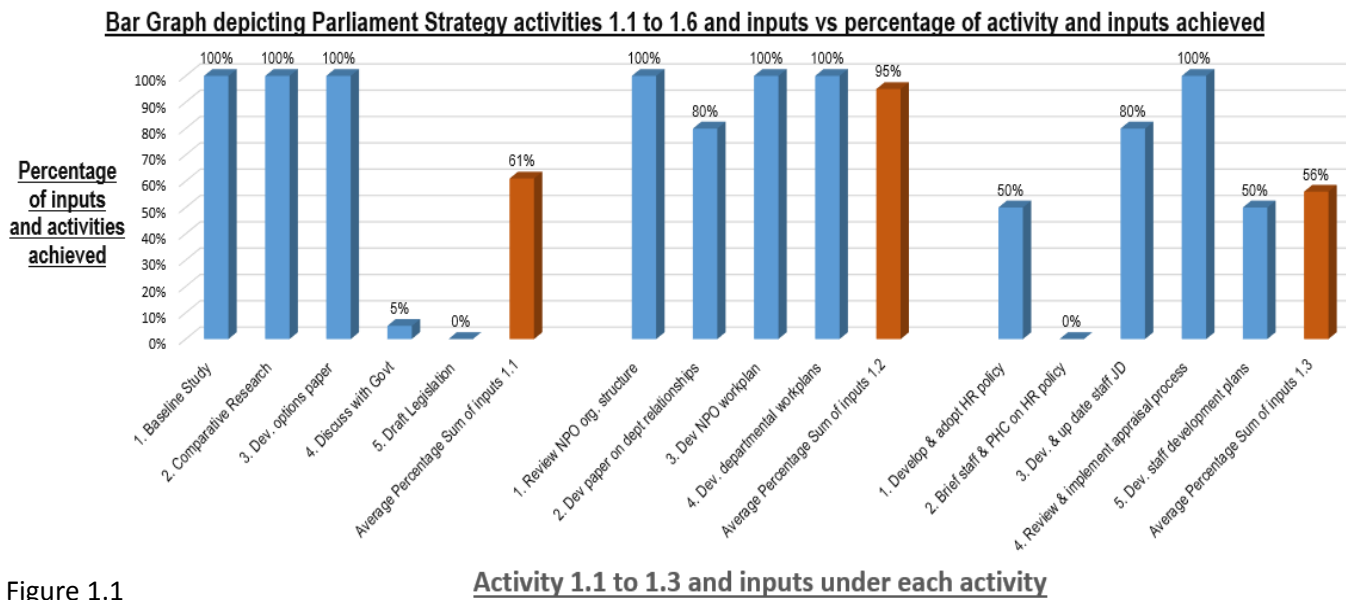


Figure 1.1

The above bar graph depicts inputs under activities 1.1 to 1.3 versus the relative percentage of each input achieved during the implementation period of the NPSI strategy 2012-2016. The orange bars showed the average sum of each input under each activity quantified in percentage. For activity 1.1 Parliamentary Autonomy, there were 5 inputs. The average percentage sum of achievement of the 5 inputs was 61%. The Autonomy Baseline study, Comparative Research and the Options paper were produced in 2014 thus quantified at 100% for all three inputs. Discussion with government on the autonomy plan and the drafting of legislation have very low outputs with 5% and 0% respectively. If the autonomy plan is to be pursued in the next strategy, discussion with the government is an important high impact activity that must be implemented.

Sub-objective 1.2 aimed at Strengthening the Parliament corporate services. The 4 inputs include review of the NPO structure which was done in 2012. An updated organogram produced each year showing the relationship and structure of parliament departments. Other corporate inputs include the development of Parliament Corporate Annual Work Plan (CAWP) and Departmental Annual Work Plans (DAWP). Through out the 5 year strategy implementation period, the Strategy Support Unit produced a CAWP and each department produced their DAWPs based on the CAWP.

Activity 1.3 which have five inputs focussed on developing a Strengthened Human Resources workforce. The key areas of focus include development and implementation of a HR policy. The HR Policy was completed in between 2011 to 2012 but was never implemented. There was also an increase in recruitment during this 5 year period. The average achievement for activity 1.3 was 56%.

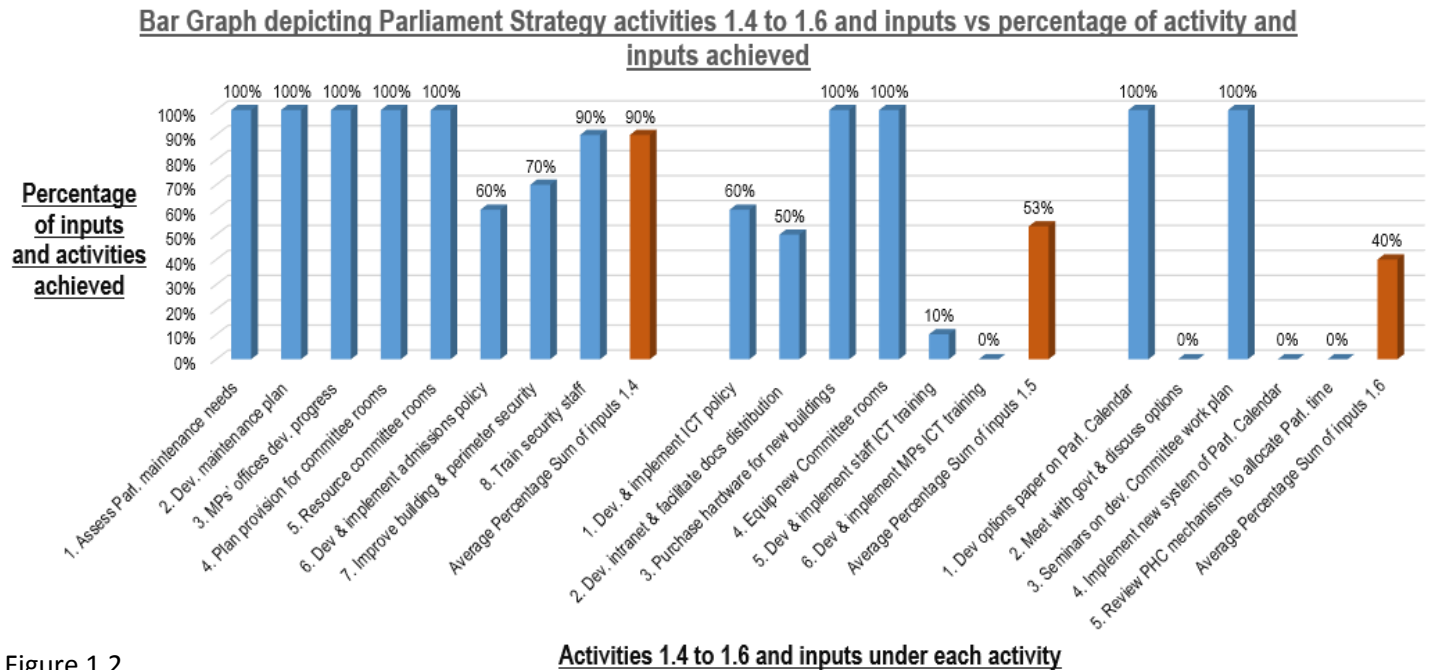


Figure 1.2

Activities 1.4 to 1.6 and inputs under each activity

Depicted in the above graph are sub objectives (activities) 1.4 to 1.6 together with inputs under each activity. Activity 1.4 regards "Developing the Parliament's infrastructure". It has a high achievement rate of 90%. This mostly concerns with the then development of the Paul Tovua Complex from 2012 to 2013. Activity 1.5 Creating an e-parliament has 53% achievement rate. During this period, parliament procured and installed new servers. The inputs with lowest achievement rates in 1.5 are those regarding MPs ICT training, which has a very low demand for training from the MPs themselves.

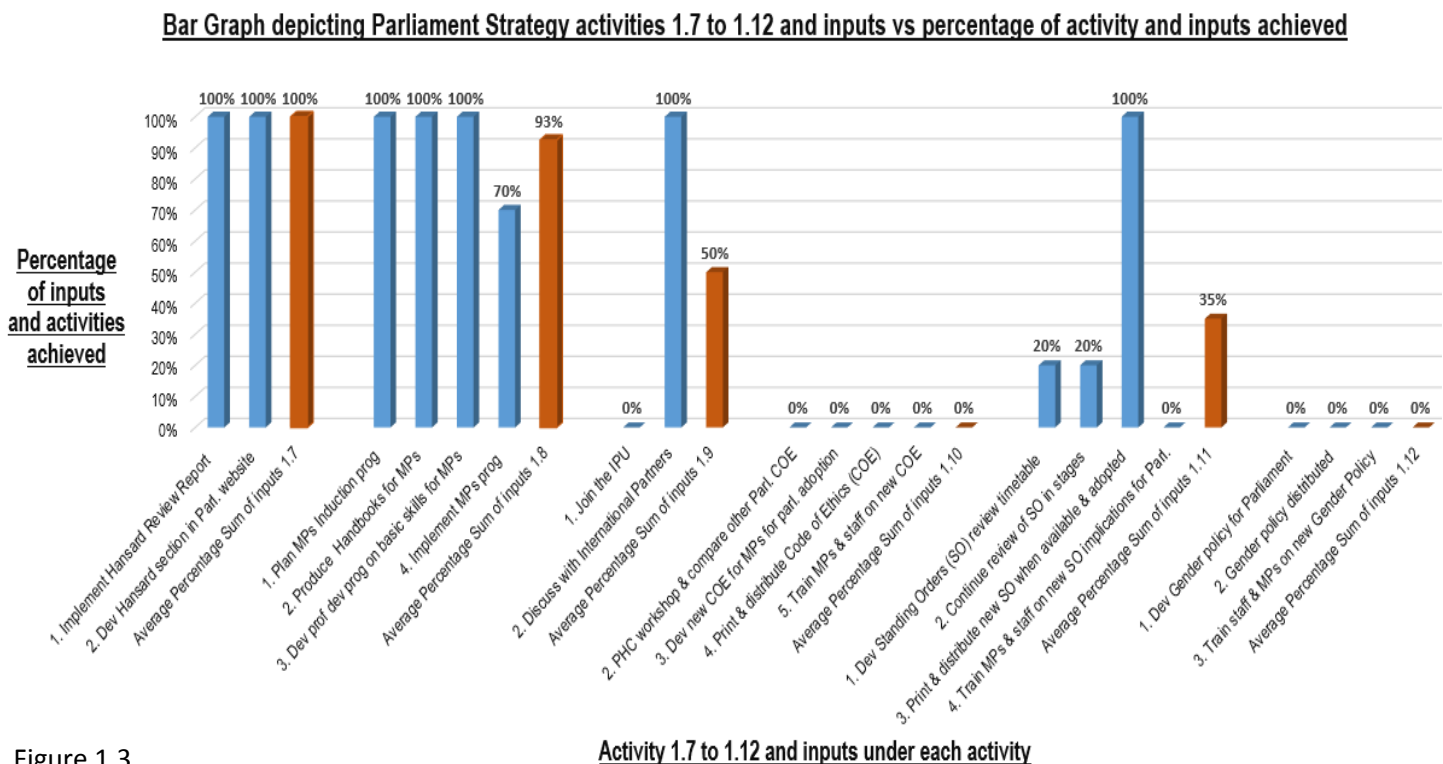


Figure 1.3

Activity 1.7 to 1.12 and inputs under each activity



Participants of the Procedural workshop.

National Parliament of Solomon Islands together with its twinning partners, the Parliament of the Autonomous Region of Bougainville and the New South Wales Parliament successfully held a two days Procedural workshop in June 2016.

The National Parliament has a partnership arrangement with the Bougainville House of Representatives and the New South Wales Parliament. The partnership arrangements are part of the Commonwealth Parliamentary Association's (CPA) twinning program, established in June 2007.

Front- from left The President of the NSW Legislative Assembly Hon. Don Harwin, Speaker Ajilon Nasiu and Professor Richard Herr of the University of Tasmania Law Faculty. Back- The 16 National Parliament Staff with their certificates of completing the PLPP course.



The National Parliament with support from the University of Tasmania hosted a clerking course for its 20 senior officers and 4 Officers from the Bougainville House of representative Office.

Sub-objective 1.7 deals with Effective Reporting of Parliamentary Proceedings. It has a 100% achievement of the two inputs stated in 1.7. Developing the capacity and professional skills of MPs scheduled in activity 1.8 has a high achievement rate of 93%. This was the result of the 2015 MPs induction, the PAC/PEC mini induction and the 2016 Bills and Legislation Committee training in October 2016. Activity 1.9 deals with Developing and sustaining international links. During this period, there was no Parliamentary discussion on joining Inter Parliamentary Union. Parliament however maintained its link with CPA, NSW Parliament and Bougainville House of Representative, NZ Parliament as well as the UNDP. This activity has a 50% achievement. Activity 1.10 alludes to the development of the Code of Ethics for MPs and there were no records of implementation of this activity. Developing new Standing Orders in sub-objective 1.11 has 35% achievement with the 2013 Standing Orders amendments passed in 2013. For activity 1.12 regarding development of a gender policy there were no records of achievement of the inputs in 1.12 although the National Parliament Office through the Young Women Parliamentary Group have involved in promoting gender issues.

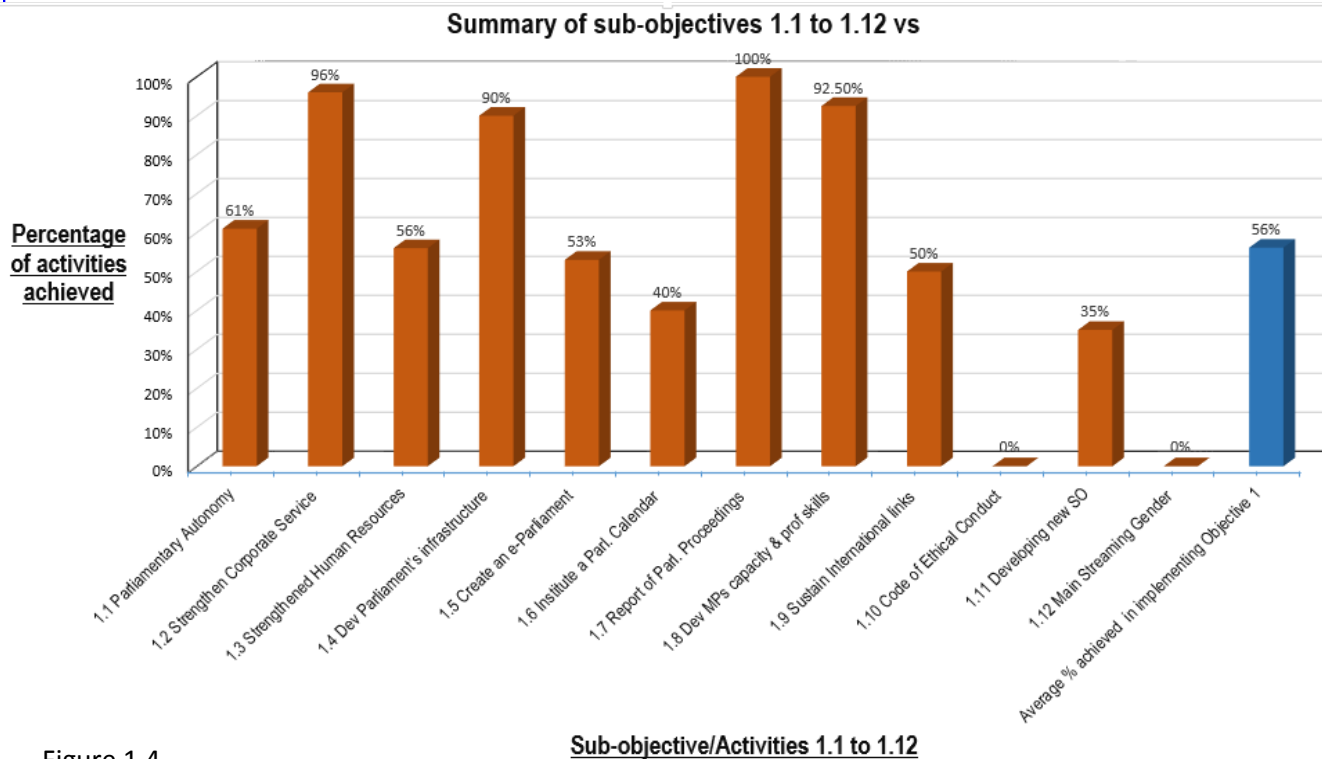


Figure 1.4

The average sum of all activities in objective 1 is 56%, graphically depicted in the above graph. This has been imputed as follows:

$$\begin{aligned}
 \text{Average sum objective 1 Activities} &= \text{Sum of} \left[\frac{\% \text{ achieved under each sub-objective}}{1200 \text{ total points for the 12 sub-objectives}} \right] \times 100 \\
 &= \frac{(61\% + 96\% + 56\% + 90\% + 53\% + 40\% + 100\% + 92.5\% + 50\% + 0\% + 35\% + 0\%)}{1200} \times 100 \\
 &= (673.5 / 1200) \times 100 \\
 &= \mathbf{56\%}
 \end{aligned}$$

Strategic Objective 2:

To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation

2.1 Timetable for the legislative process

1. Undertake a review of the legislative process in Parliament and develop options for a revised process including timeframes needs for consultation and scrutiny (100%)
2. Develop an options paper on how Parliament can work with Government to develop a legislative timetable (100%)
3. Conduct roundtable meetings with the Government to discuss options (0%)
4. Develop an MoU with the Executive on good practice in terms of legislative executive communication on legislative issues (100%)
5. Hold seminars for Civil Servants on the legislative process in Parliament (100%)
6. Conduct seminars with Bills Committee on developing an annual workplan for the Committee (50%)
7. Implement the annual work plans for the Bills Committee (50%)

In 2014 a review of the legislative process was conducted by Law Corp firm with a recommendation for dialogue between the government and the legislature working towards production of a parliamentary calendar. No effort on both sides was made for a dialogue between the government and the parliament. This affected the execution of inputs 2.1(3) and 2.1(4). In terms of inputs 2.1(5)(6) and (7). The committee Secretariat held 3 workshops per year for civil servants and state owned enterprises officials. All parliamentary Committees also developed workplans and strived to execute them in the course of each year

2.2 Procedures office

1. Develop TORs for the new Procedures Office and undertake a staff needs assessment (100%)
2. Develop job descriptions for staff of the new Procedures Office (100%)
3. Establish the new Procedures Office ensure it is functional (100%)
4. Provide training for the staff in the Procedures Office (100%)

New and formally established in 2012, the Procedures Office began with one staff and increased to 3 staff by 2016 with a fully fledged and functional office as of 2016.

2.3 Increased and improved legislative scrutiny by Committee

1. Guidance for Bills Committee on the legislative process and the process of scrutinising legislation developed (80%)
2. Training for Committee staff and Members on the legislative process and good practice in terms of scrutiny and timeframe (80%)
3. Development of a roster of experts in different fields to assist Bills Committee when scrutinising legislation (100%)
4. Hiring of experts to assist Bills Committees (0%)

During the course of implementation a Committee Manual was produced for secretariat reference. Also, the review of legislative process mentioned in sub-objective 2.1 documented the legislative process and remains as reference for MPs and staff use. A training of MPs

and staff on “Tabled Bills structure and interpretation of Bills tabled in Parliament took place in 2015 conducted by the Office of the Attorney General. From 3rd-7th October 2016 a UNDP funded training workshop was held for the Speaker and Clerk, the Bills and Legislation committee and Secretariat and the 201-2016 Strategy review. There were no hiring of experts during Bills Committee Hearings.

2.4 Consultation during the legislative process

1. Developing guidance for the Bills Committees on how to involve CSOs in the legislative process (100%)
2. Agree formalised consultation process guidelines for the Bills Committee (100%)
3. Developing databases of CSOs and groups for consultation by field area (100%)

Depending on the type of Bills tabled in parliament and scrutinised by the BLC, CSOs have been consulted and invited to participate in Hearings of a number of Bills relevant to each CSO field of expertise. Guidelines for the BLC has been documented in the Committee manual and the Legislative Report mentioned in sub-objective 2.1. The Committee Secretariat developed a database with names of organizations and their filed areas.

2.5 Clarity on the potential impact of draft legislation

1. Discussions with the Office of the Attorney General to develop a practical framework for Regulatory Impact Assessments for draft legislation (0%)
2. Training for MPs and staff on the use of the Regulatory Impact Assessment (0%)
3. Implementation of the Regulatory Impact Assessments in the work of the Bills Committee (0%)

Since implementation of the 2012-2016 Strategy no inputs under this sub objective has been actioned.

2.6 Increasing the capacity of Members to engage in the legislative process

1. Develop easy to use handbook for MPs on the legislative process (100%)
2. Distribute handbook on the legislative process to MPs and key stakeholders (100%)
3. Provide training courses for MPs on the legislative process and the new manual (100%)
4. Provide training sessions for MPs on amending and initiating legislation (100%)
5. Attendance of selected staff at courses to build skills to assist MPs during the legislative process, including legislative drafting skills (80%)

The Legislative Process has been documented in the report produced by the Law Corp firm in 2014 mentioned in 2.1. Also the Committee Secretariat internal Manual contained the process of organising a Committee Hearing to scrutinize Bills as part of the legislative process. No training accorded to MPs on initiating legislations although there has been trainings on how to interpret and understand the structure of Bills for purpose of scrutiny of Bills.

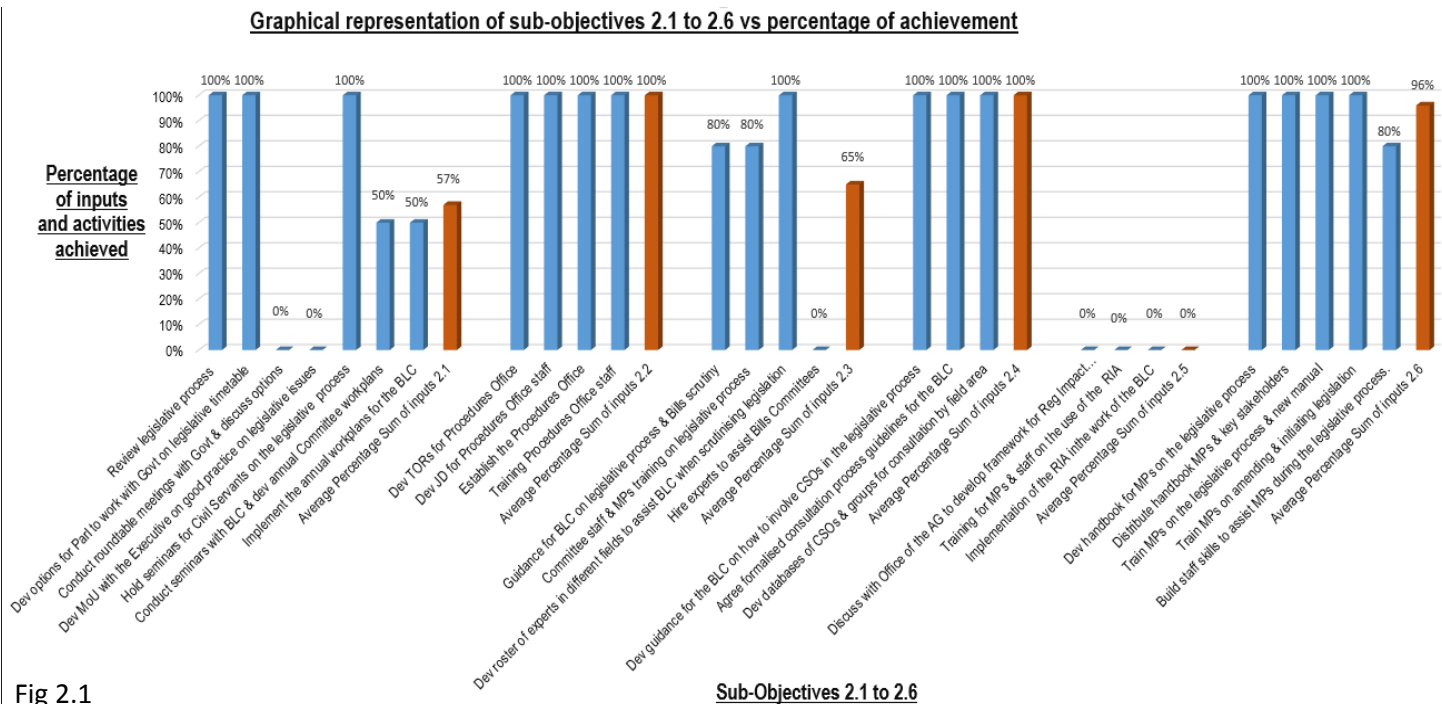


Fig 2.1

Objective 2 aims to improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation. In this objective, there were 6 sub-objectives/activities classified into activities 2.1 to 2.6. In activity 2.1, its target is to develop a timetable for the legislative process. Some of the inputs under sub-objective 2.1 has been fulfilled, while other inputs have never been achieved as depicted in the graph above. The sum of the inputs achieved under sub-objective 2.1 during the implementation period is 57%.

The establishment of a Procedures Office under activity 2.2 has a 100% achievement. This is evident in the establishment and operation of the Procedures Department in Parliament currently staffed by 3 senior officers. For sub-objectives 2.3 (increased and improved legislative scrutiny), it has 65% input achievement. Committees have done scrutiny of bills tabled in Parliament and conduct inquiries into environmental, health and security issues during this implementation period.

Activity 2.4, includes consultation with relevant stakeholders during Bills and important national inquiries conducted by committees. Committees have always consulted communities, relevant organizations and individuals experts in the field. This yields the 100% depicted in the graph. In contrast, sub-objective 2.5 there were no attempts made to liaise with the Attorney General's office for a framework for Regulatory Impact Assessments for proposed laws brought to Parliament. Thus most of the bills tabled in Parliament lacks the RIA needed to provide a picture of the potential impact once the bill is enacted.

Finally, ninety eight (98%) achieved in activity 2.6 depicts training efforts accorded to MPs aimed at increasing their capacity to engage in legislative process. The MPs 2015 Induction program after the General Elections substantially covered this. Furthermore subsequent Committee mini inductions held in 2015 as well as the UNDP funded Bills and Legislation Committee training held in October 2016 contributed to this 98% achievement.

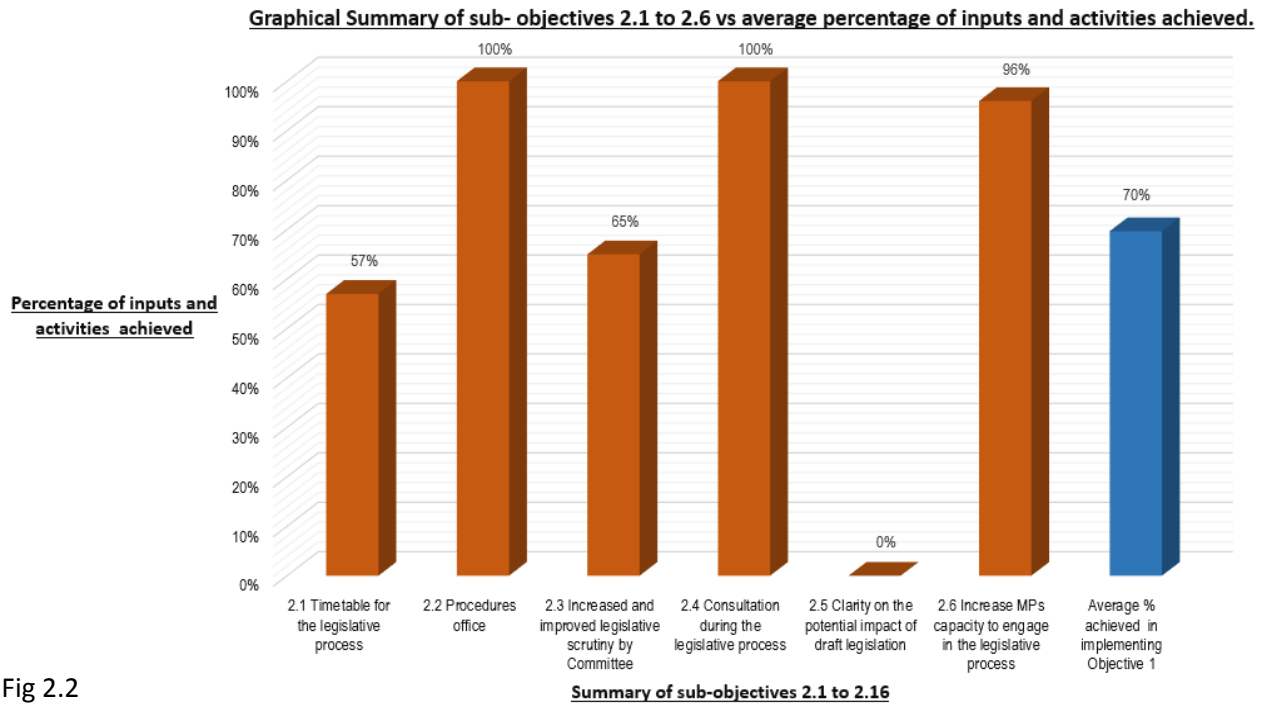


Fig 2.2

By way of summary, the NPSI strategy objective 2 is to improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation. With 6 key sub-objectives, the execution rate of activities under objective 2 quantitatively adds to approximately 70%.

Degree of achievement of objective 2 = $\frac{\text{Sum of percentage achieved under each sub-objective}}{600 \text{ total points for the 12 sub-objectives}}$

$$\begin{aligned}
 &= \frac{(57 + 100 + 65 + 100 + 0 + 96)}{600} \times 100 \\
 &= \underline{69.7\%} \\
 &\approx \underline{70\%}
 \end{aligned}$$

Strategic Objective 3:

To improve the capacity of Parliament to provide effective oversight

3.1 Strengthening Parliamentary Committees

1. Develop Terms of Reference for all Parliamentary Committees (100%)
2. Provide training for Committee staff and Committee Chairs on the oversight remit of Committees (70%)
3. Develop Committee workplans including timetable which allows regular questioning of Ministers (80%)
4. Provide training for Committee Members on the new timetable (0%)
5. Develop agreed template for Committee Inquiry reports (100%)
6. Undertake field visits and public hearing as part of the work of Committees (80%)
7. Produce easy to use handbook for MPs on the issue of oversight through Committees (40%)
8. Provide training courses for MPs on oversight through Committees and the new manual (71%)

All ten Parliamentary Committees have Terms of References specified in Standing Orders. During the strategy implementation period Committee staff underwent Committee trainings with support from NSW Parliament. Also each Committee develop its own work plan every year, although not all is able to execute the work plan each year. Due to the lack of a parliamentary calendar, it has been difficult to schedule committee inquiries in a timetable. The questioning of Ministers have been by practice a initiative taken up by individual MPs rather than Committees.

The Committee Secretariat developed and polished a committee inquiry report template used during drafting of reports. Committees also held 3 extensive inquiries during the implementation period. This include-the Teacher Absenteeism inquiry; Short bus route inquiry; National Referral Hospital, the Western Border inquiry and the Climate Change and Environmental inquiry. Committees have handbooks used developed by the Secretariat. Members of Committees have been inducted in May 2015 on Committee work.

3.2 Effective Financial Scrutiny

1. House Committee to consider options for mechanisms to improve financial scrutiny in the Parliament and Terms of Reference for the activity developed (100%)
2. House Committee to commission expert advice to assist the Committee with their considerations (100%)
3. House Committee to produce report for consideration by Parliament (100%)
4. Annual work plans for the PAC drafted which include regular meetings and regular visits to the Office of the Auditor General and Ministry of Finance (80%)
5. Programme of training for PAC Members and staff on the latest issues in the field (50%)

The option undertaken by Parliament to improve financial scrutiny was the establishment of the Public Expenditure Committee, working in support of the Public Accounts Committee. PAC examines appropriation while PEC review expenditure. The TORs for both Committees are in the Standing Orders. The Auditor General is the Secretary of the PAC.



The Public Accounts Committee conducting a hearing into the 2017 Appropriation Bill 2016.



Education and Human Resources Training Committee (EHRTC) members -visit the School of Nursing at the Solomon Islands National University (SINU). during their inquiry into the Trainings of Health Practitioners.

Clerk to National Parliament of Solomon Islands, Mr. Clezy Rore, Speaker to national Parliament of SI, Hon. Ajilon Jasper Nasiu, Distinguished facilitator from the World bank Group, Mr Mitchell and Pacific PAC Chairs and members including Solomon Islands.



3.3 Increase the oversight capacity of Parliament through improved library and research services

1. Develop a collections and research policy for the Parliament (100%)
2. Procure additional resource materials for the library (20%)
3. Provide training course for library staff on e-library (70%)
4. Provide training for MPs on the use of library and e-library (0%)
5. Develop brief manual on how to use the library effectively and how to undertake research (100%)
6. Develop easy to use template for staff to use when asked to undertake research by MPs (0%)

A Parliamentary library collection and research policy was developed in 2013. However there has never been a dedicated library budget for procurement of resource materials. In terms of e-library training for staff, the establishment of the D-space project in 2012 provided an opportunity of training on D-Space. MPs however were not accorded a training on e-library use. The library also has a manual on library usage. There were no templates developed for staff use when undertaking research for MPs. The Research unit was established in 2014 but has no staffing position allocated under the government establishment until 2016.

3.4 Increased dialogue with stakeholders

1. Develop and implement a programme of MPs Stakeholders forum events (0%)
2. Develop and implement a programme of expert briefing sessions for MPs on specific subject areas (10%)

Based on the success of the 2011 MPs stakeholders dialogue, there was a desire to build on such dialogue in the strategy implementation period. There was however no such program held from 2012-2016. Briefing sessions for MPs on specific subject areas has been on an adhoc basis depending often on committee issues and recently research topics for presentation in conferences attended by MPs.

3.5 Interaction with Independent Oversight Institutions

1. Undertake an assessment report on the interaction between Parliament and Independent Oversight Institutions (30%)
2. Develop an options paper for consideration by the House Committee and Parliament on improved mechanisms for interaction (0%)

There has never been an assessment report produced on the interaction between Parliament, Auditor General's Office, Ombudsman and the Leadership Code Commission, although interactions is only on an ad-hoc basis. In 2015 the Pacific Association of Supreme Audit Institution with the Auditor General's Office had a program with the PAC and discussed the need to improve budget scrutiny and audit of government expenditure. A need exist to strengthen oversight institutions interactions. Also there was no options paper produced by the PHC on improved mechanism for interaction.

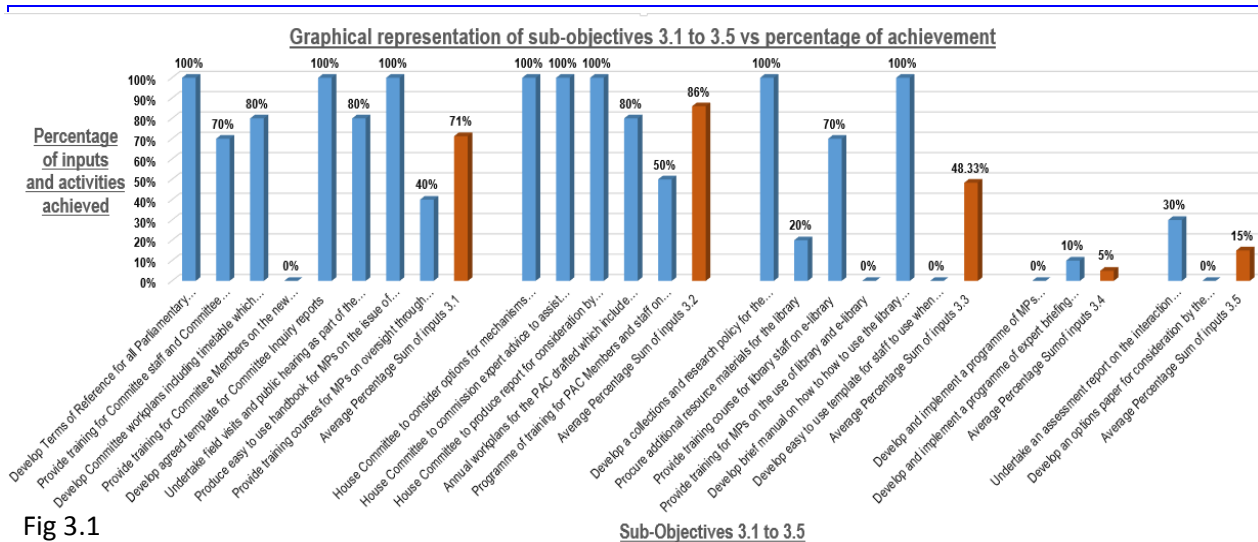


Fig 3.1

To improve the capacity of Parliament to provide effective oversight is objective 3. Under this, there were 5 sub-objectives with several inputs. In Activity 3.1, strengthening the Parliamentary Committees has been the focus. Committees have done fairly well fulfilling their TORs specified in the Standing Orders. However some Committees have been more active than others. Although all Committees have work plans an average of 70% percent of Committees made attempts to execute their plans each year. In terms of the rate of achievement during this 5 year period, approximately 71% of inputs under 3.1 have been achieved. The lowest input is 0% where a timetable is expected to be developed for the regular questioning of Ministers. This timetable ties in with the Parliamentary Calendar but since no parliamentary calendar produced between 2012-2016 implementation, there has never been a timetable produced for questioning of Ministers. Despite this, question time has always been an interesting and on going activity in Parliament with a total of 99 questions asked from 2012-2016.

Activity 3.2 concerns with Effective Financial Scrutiny. Parliament endorsed the establishment of the Public Expenditure Committee mandated to deal with scrutiny of government expenditure-a function formerly performed by the PAC. The PAC on the other hand scrutinizes government appropriation. PAC is one of the very active Committees which also had a close working relationship with the Office of the Auditor General. As indicated in the graph above the achievements made of sub-objective 3.2 is 86%.

Increase the oversight capacity of Parliament through improved library and research services is sub-objective 3.3. It focus is on the Parliamentary Library and Research Services. The Research Unit was established in 2014 under the UNDP Parliament Strengthening Project and formal positions under government establishment was made in 2016. Basic research services became available in late 2016 with two staff working in the research unit. The Budget for procurement of resource material has been challenging for the library team. Furthermore training of MPs on use of the library and e-library has 0% achievement during this implementation period. Although library services to assist MPs has always been available. The total percentage input of activity 3.3 is 48.3%.

Sub-objective 3.4 is to have increased dialogue with stakeholders. There were no MP stakeholder forums held during this period. The Briefing sessions for MPs on specific subject areas are often done by the Committee Secretariat. With the establishment of the Re-

search Unit, the research team has just began involving in providing briefs for MPs on topics given them for detail research. There was a 5% achievement of this activity.

Sub-objective 3.5 deals with interaction with Independent Oversight Institutions. Parliament interaction with oversight institutions have been on-going through out the implementation period, especially with the Office of the Auditor General. However there was no assessment report produced that provide information on the degree of interaction between these institutions. Furthermore no options paper produced for the Parliamentary House Committee consideration for improved interaction mechanism among the institution.

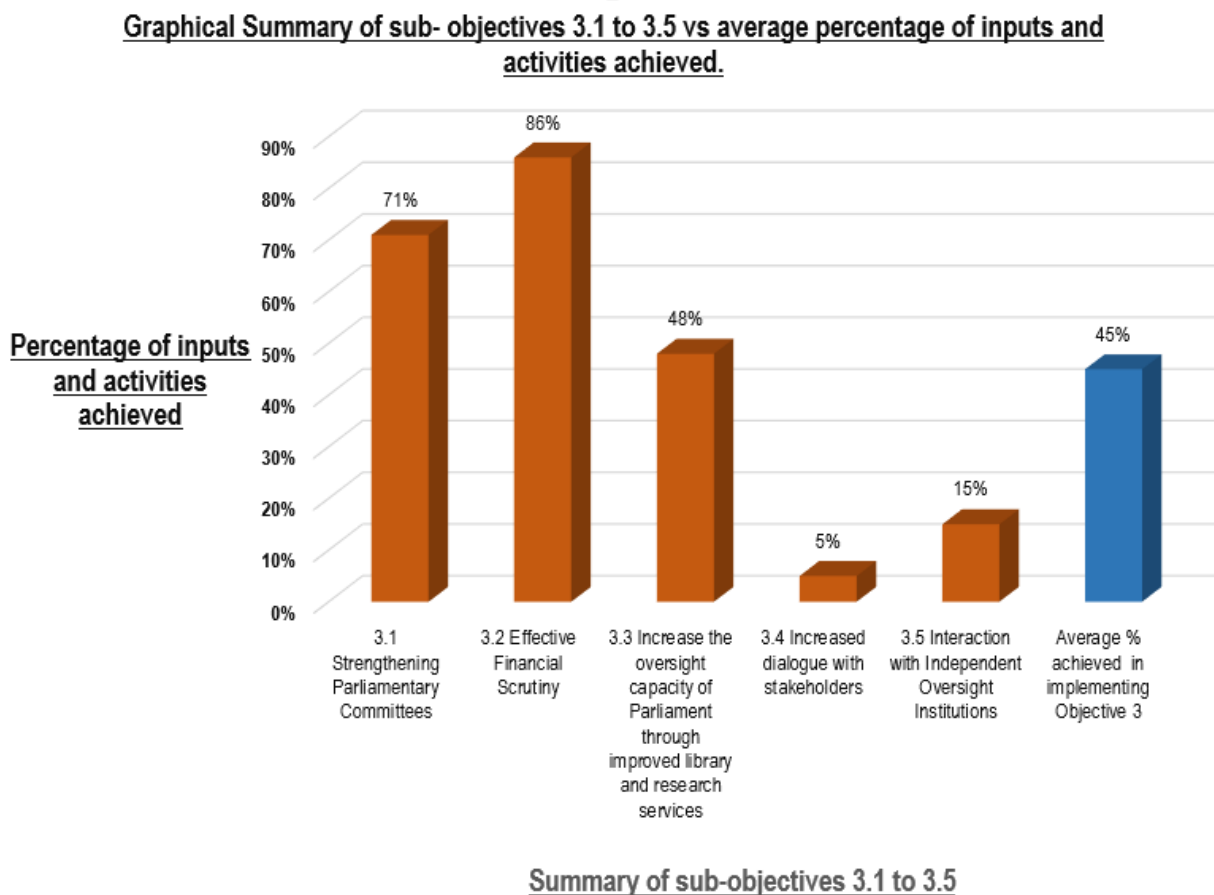


Fig 3.2

Objective 3 is to improve the capacity of Parliament to provide effective oversight and has an average of 45% achievements made in the implementation period. Strengthening Parliamentary Committee in 3.1 and Effective Financial Scrutiny in 3.2 both have high achievement rates of 71% and 86% respectively. Sub-objective 3.3 regards the increase the oversight capacity of Parliament through improved library and research services. Library services has always been available and supported the MPs in the provision of information. In comparison, the Research Services formally became available only towards the end of 2016 after recruitment of research officers. This has an effect of low achievement in 3.3. Furthermore activities 3.4 and 3.5 have very low outcomes as there were no stakeholders forum and no report produced regarding the relationship between Parliament and the oversight institutions.

Strategic Objective 4:

4. To develop the education and outreach work of Parliament and the representative role of MPs

4.1 Increased Outreach and Community engagement

1. Develop and implement an annual programme of outreach activities that focus on all areas of the country (100%)
2. Develop and implement an annual Programme of Speaker Constituency visits (0%)
3. Develop a programme of events for a “Parliament week” and implement (50%)



Parliamentary Civic Education Officer, Alex Seama presenting to one of the communities in North West Choiseul

Outreach activities conducted by the Parliamentary Civic Education Department (PCED) has been a yearly program with visits to constituencies around the country. The program brings Parliament to the people, and educate citizens about the roles and functions of Parliament. Along with this, the Speaker constituency visits was meant for the Speaker to visit constituencies. The program was not successful in its implementation. Another means of outreach and community engagement was the “Parliament Week” where parliament open its door for a week inviting the public to visit the parliament chamber and learn about the legislature.



Elder men in one of the villages in North East Choiseul engage in a group activity during the program. The Parliamentary Civic Education Team visited 21 communities and 3 high schools Constituency tour in 2016.



4.2 Engaging Young People in the work of Parliament

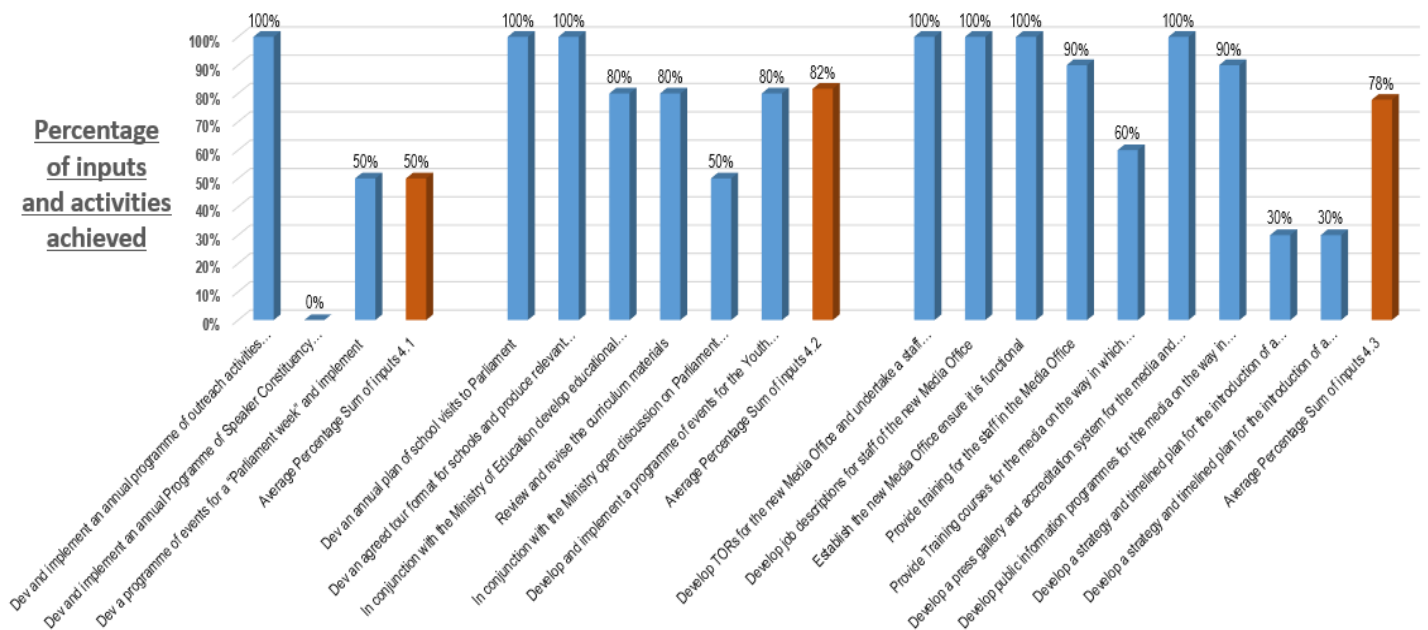
1. Develop an annual plan of school visits to Parliament (100%)
2. Develop an agreed tour format for schools and produce relevant materials for such tours (100%)
3. In conjunction with the Ministry of Education develop educational materials for schools on the role and functions of Parliament (80%)
4. Review and revise the curriculum materials (80%)
5. In conjunction with the Ministry open discussion on Parliament taking ownership of the activities of the Youth Parliament (50%)
6. Develop and implement a programme of events for the Youth Parliament (80%)

Each year, schools have visited parliament as well, Parliament through the PCED visited schools during PCED constituency tours. The PCED developed pamphlets and materials for schools and distribute them during the constituency tours. Also the PCED developed a resource material in conjunction with the Ministry of Education. The resource book entails the important role Parliament play in making laws for peace and security of Solomon Islands. Youth Parliament was another avenue where young people engaged in debate in the Parliament Chamber about the issues affecting young people—the 2013 Regional Youth Parliament and the 2016 National Youth Parliament are examples of such successful programs during the 2012-2016 implementation period.



2016 National Youth Parliamentarians participated in a wide range of parliamentary processes including the conduct of a public inquiry and debated a motion on youth unemployment.

Graphical representation of sub-objectives 4.1 to 4.3 vs percentage of achievement



Graphical Summary of sub- objectives 4.1 to 4.3 vs average percentage of inputs and activities achieved.

Fig 4.1

Graphical representation of sub-objectives 4.4 to 4.6 vs percentage of achievement

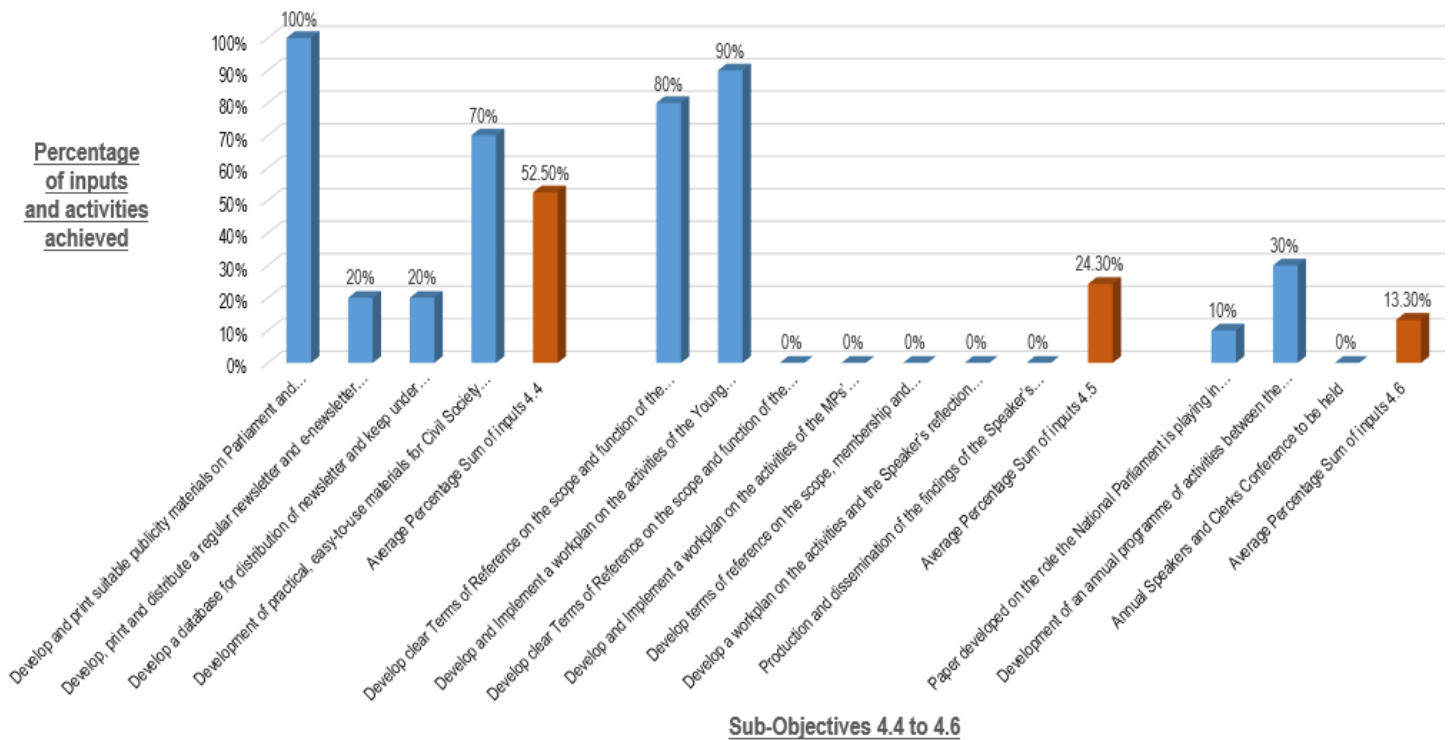


Fig 4.2

Graphical Summary of sub- objectives 4.1 to 4.6 vs average percentage of activities achieved.

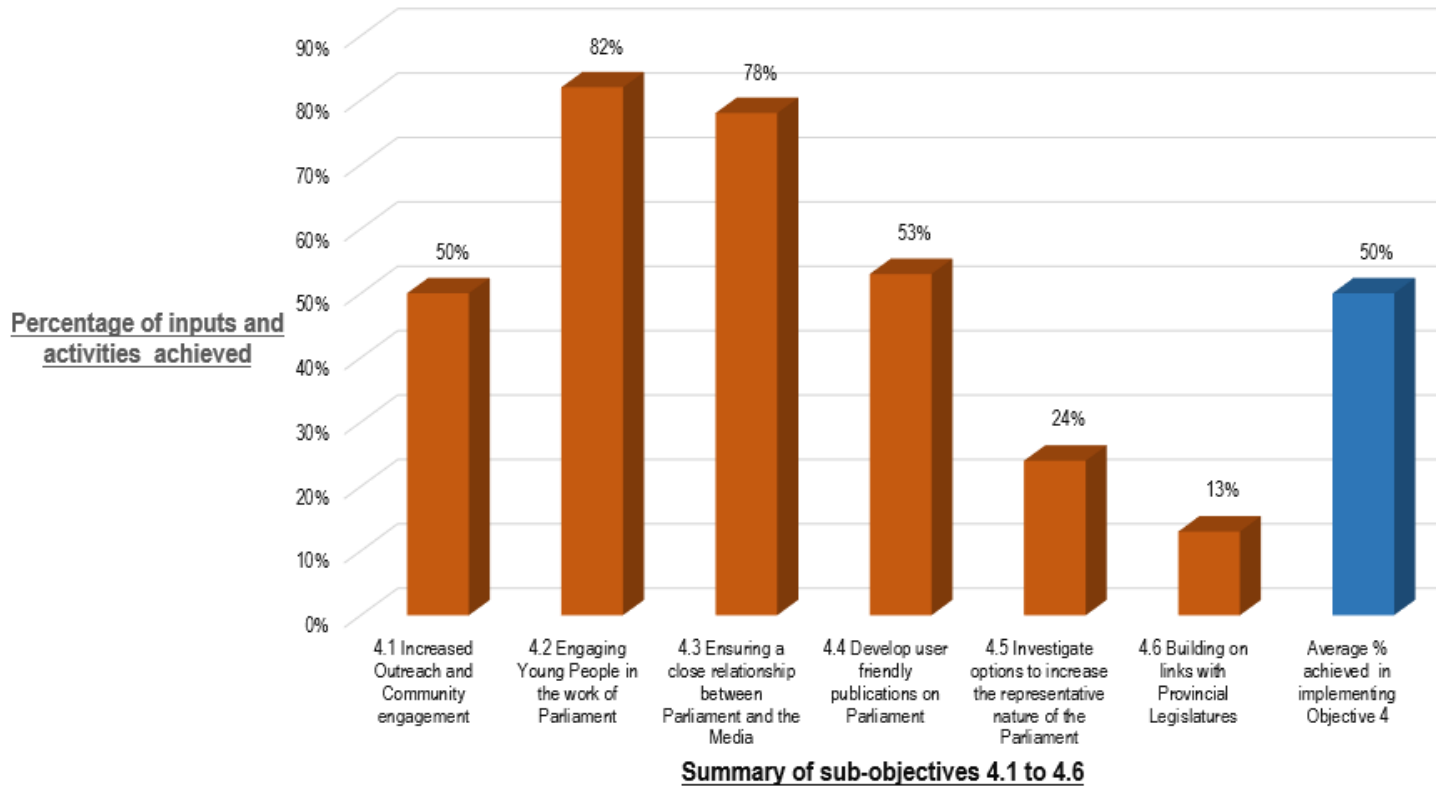


Fig 4.3

4.3 Ensuring a close relationship between Parliament and the Media

1. Develop TORs for the new Media Office and undertake a staff needs assessment (100%)
2. Develop job descriptions for staff of the new Media Office (100%)
3. Establish the new Media Office ensure it is functional (100%)
4. Provide training for the staff in the Media Office (90%)
5. Provide Training courses for the media on the way in which Parliament operates (60%)
6. Develop a press gallery and accreditation system for the media and keep under review (100%)
7. Develop public information programmes for the media on the way in which Parliament operates (90%)
8. Develop a strategy and timelined plan for the introduction of a Parliament TV Channel (30%)
9. Develop a strategy and timelined plan for the introduction of a Parliament Radio station (30%)

The Media Office was established in 2012 and recruitment of media staff gradually have 4 officers serving the media unit by 2016. Three media officers attended trainings related to their work and have contributed well to the operation of the media office functions. The establishment of the press gallery in 2013 and the accreditation for the media allowed external media to report on parliament proceedings. The accreditation system needs proper coordination though. Parliament has a close working relationship with external media and parliament continued to publish and disseminate information through the various media outlets. Since 2013, parliament established its own tv and radio production studio, but rely on TTV and SIBC to broadcast as parliament was not able to afford radio and tv channel.



Provincial Public Accounts Committees of Temotu, Makira, and Guadalcanal, posing for a photo with Speaker of the National Parliament (center, front row) and Clerk to National Parliament (centre, back row) and PS for MPGIS sitting far right (front row).



Participants from Tertiary and Secondary institutions during the Open Forum hosted by the Young Women Parliamentary Group and the National Council of Women to commemorate International Women's Day.

4.4 Develop user friendly publications on Parliament

1. Develop and print suitable publicity materials on Parliament and keep under review (100%)
 2. Develop, print and distribute a regular newsletter and e-newsletter on Parliament (20%)
 3. Develop a database for distribution of newsletter and keep under review (20%)
 4. Development of practical, easy-to-use materials for Civil Society Organisations on Parliament (70%)
- The PCED, Committee Secretariat and the Media unit collaborated and produced pamphlets that are used as resource materials, distributed during constituency tours, school visits and Civil Society Organisations workshops on parliament. A parliament news letter produced in 2014 has volume 1 published; which is a good start and need more publications.

4.5 Investigate options to increase the representative nature of the Parliament

1. Develop clear Terms of Reference on the scope and function of the Young Women's Discussion Forum (80%)
2. Develop and Implement a workplan on the activities of the Young Women's Discussion Forum (90%)
3. Develop clear Terms of Reference on the scope and function of the MPs' Spouses programme (0%)
4. Develop and Implement a workplan on the activities of the MPs' Spouses programme (0%)
5. Develop terms of reference on the scope, membership and operationalisation of a Speaker's Reflection Group on the representative nature of Parliament (0%)
6. Develop a workplan on the activities and the Speaker's reflection group including an outline of the process for gathering information and evidence (0%)
7. Production and dissemination of the findings of the Speaker's reflection group (0%)

4.6 Building on links with Provincial Legislatures

1. Paper developed on the role the National Parliament is playing in assisting provincial legislatures (10%)
2. Development of an annual programme of activities between the National Parliament and the provinces (30%)
3. Annual Speakers and Clerks Conference to be held (0%)

There was no paper produced on the role of the National Parliament in assisting provincial legislatures. However, the National Parliament have assisted Provincial Assemblies only when requested by the Ministry of Provincial Government or a request from a Provincial Assembly.

Objective 4 has 32 inputs and its intention is to develop the education and outreach work of Parliament and the representative role of MPs. In sub-objective 4.1 constituency visits has been a success story through the implementation period. Comparatively, the Speaker's constituency visit program has no record of such an event and represented by the 0% in the bar graph above. The Parliament Open week program successfully held in 2012 at the Ports authority area. There were no other Parliament week program held thereafter.

Engaging young people in the work of Parliament (sub objective 4.2) has a high achievement rate. School visits to Parliament each year (100%), parliament visits to school (100%), development of resource material about Parliament for schools (80%), two youth parliament programs held in 2013 and 2016 are all part of involving young people in Parliament work. The average sum of achievement of activity 4.2 is 82%.

Activity 4.3 ensuring a close relationship between Parliament and the Media also has a high output of 78%. Establishment of the media unit in 2012 and currently fully operational and staffed by 4 media

Conclusion and Recommendations

Graph depicting the 4 Strategy Objectives and the average percentage of achievement made from 2012-2016.

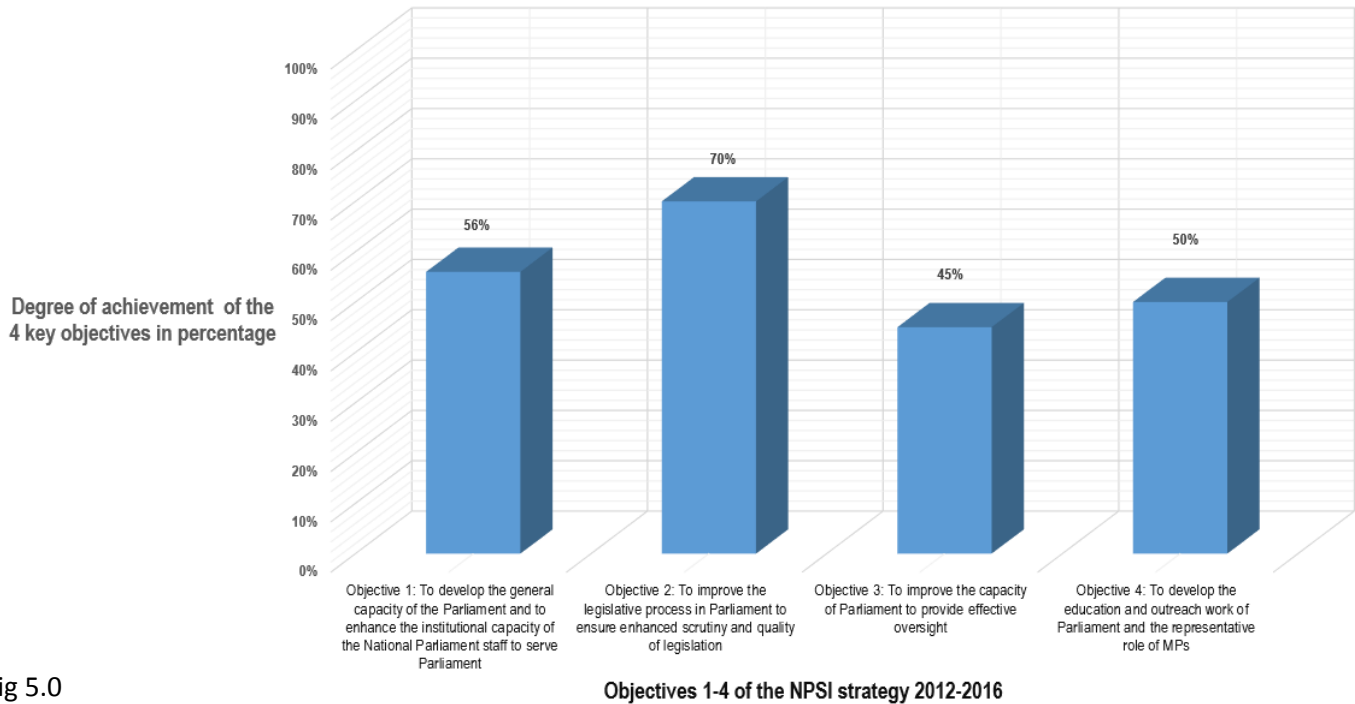


Fig 5.0

During the 5 years of implementing the National Parliament of Solomon Islands Strategy 2012-2015, the relative conclusion drawn from the records of monitoring the strategy execution showed 56% of objective 1 has been achieved, 70 % for objective 2, 45% for objective 3 and 50 % of achievement for objective 4. This has been graphically represented in the Fig 5.0.

A few but critical lessons learnt during the implementation period, need to be pointed in this report for the benefit of the NPO management, Strategy Support Unit (SSU) team, and departmental leaders who will all play a critical role in the execution of the successor strategy 2017-2021.

1. The strategy inputs are executed at the Departmental level, thus coordination at that level is important in terms of assignment of tasks, hold weekly 15-20 minutes departmental strategy reporting meetings, and allocation of resources. This requires both leadership and managerial skills on the part of the team leader and it is important to train all HODs on their roles in ensuring delivering the outcomes and outputs expected. The structure of the Departmental Annual Work Plan (DAWP) has been designed to enhance the weekly reporting meetings, but was not seriously implemented during this period.
2. Secondly, Performance Assessment needs to be tied to the delivery of the strategy outcomes and outputs and HODs must be trained to possess the skills of conducting performance assessments of their departmental staff. This is to avoid producing generic performance reports and ensure a proper profiling of staff performance as well as continuous provision of feedback to staff on how they are contributing to delivery of services in Parliament.
3. Finally but not the least, record keeping must be a mandatory practice in the office. The ability to plan, execute the plan and record the results must be exercised by all staff starting

with the Heads of Department. Writing of Annual Reports towards the end of each year has always been a challenge because there were no proper keeping of records of achievements made through out the year on the part of the HOD as leaders. Leaving a track of evidence of performance in records is one of the best way a leader exercise transparency, accountability , responsibility and a record for reference and lessons to learn from the past into the future.