



Solomon Islands Government

# MINISTRY OF PUBLIC SERVICE



## QUARTER 1 REPORT

2025

January – March

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*Compiled by MEL Unit*  
**Ministry of Public Service**

## Permanent Secretary Foreword

I am pleased to present the Ministry of Public Service’s Quarter 1 Report for 2025. This period marks the beginning of another critical chapter in our ongoing journey to reform and strengthen public sector performance. As custodians of the nation’s human resources and public administration frameworks, the Ministry remains deeply committed to transparency, accountability, and evidence-informed service delivery for the people of Solomon Islands.

The first quarter of 2025 has set a promising foundation for the implementation of the Ministry’s annual and strategic priorities. Guided by the pillars of the Public Service Transformation Strategy and aligned to broader government objectives, our activities during this reporting period have continued to reflect strong momentum across key reform areas. From policy development and institutional strengthening to workforce planning and leadership capacity building, we have focused on creating the conditions necessary for an agile, efficient, and people-focused public service.

Among our early 2025 highlights is the continued rollout of the Public Service Remuneration Review, with implementation steps now underway to refine equitable pay structures, including the Senior Management’s Posts going into Contract. We have also made steady progress in advancing the Public Service Housing Assistance Initiative, promoting dignified living conditions for officers across the service. The Ministry continues to play a central role in preparing to enact the new Public Service Bill an instrumental legislative step towards modernized, accountable, and performance-oriented public sector governance.

While this quarter has seen encouraging progress, it has not been without its challenges. Fiscal limitations, shifting sectoral demands, and the evolving economic environment continue to test our resilience. Nevertheless, MPS has maintained its adaptive stance pivoting where needed to ensure continuity of service and alignment with national priorities. Our results for Quarter 1 reflect both commitment and innovation across our divisions, as measured through the Traffic Light Reporting System and reinforced by both quantitative and qualitative assessments.

As we progress into the remainder of 2025, our focus remains on embedding lasting change through the Public Service Transformation Roadmap, fostering a performance-driven culture, and investing in our people. I wish to acknowledge the dedication of all MPS staff and stakeholders who have contributed to the strong start to this year. With continued collaboration, strategic clarity, and a shared commitment to excellence, I am confident that the Solomon Islands Public Service will continue evolving to better serve our citizens.

**Mr. Luke Cheka**



Permanent Secretary  
Ministry of Public Service  
Solomon Islands Government

## Abbreviations

<b>AS</b>	Assistant Secretary
<b>APTC</b>	Australia Pacific Technical Corporation
<b>APSC</b>	Australian Public Service Commission
<b>AWP</b>	Annual Work Plan
<b>AMP</b>	Attendance Management Policy
<b>COLA</b>	Cost of Living Allowance
<b>COC</b>	Code of Conduct
<b>GNUT</b>	Government for National Unity and Transformation
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>ERESA</b>	Early Retirement Economic Stimulus Assistant
<b>FC</b>	Financial Controller
<b>FMA</b>	Financial Management Act
<b>GESI</b>	Gender Equality and Social Inclusion
<b>GPM</b>	Governance and Performance Management
<b>GNUT</b>	Government for National Unity and Advancement
<b>HRD</b>	Human Resource Development
<b>HRM</b>	Human Resource Manager
<b>HRMIS</b>	Human Resource Management System
<b>IPAM</b>	Institute of Public Administration
<b>ISIA</b>	Institute of Solomon Islands Accountants
<b>JLSC</b>	Justice and Legal Service Commission
<b>KPI</b>	Key Performance Indicator
<b>KYPS</b>	Know Your Public Service
<b>LDSB</b>	Long Dedicated Service Benefit
<b>MWYCFA</b>	Ministry of Women, Youth, Children and Family Affairs
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOFT</b>	Ministry of Finance and Treasury
<b>MPS</b>	Ministry of Public Service
<b>MPGIS</b>	Ministry of Provincial Government and Institutional Strengthening
<b>PCSC</b>	Police and Correctional Service Commission
<b>PMP</b>	Performance Management Policy
<b>PDA</b>	Public Sector Development Academy
<b>PSHA</b>	Public Service Housing Assistance
<b>PSHP</b>	Public Service Housing Policy
<b>PSHRS</b>	Public Service Housing Rental Scheme
<b>PSTS</b>	Public Service Transformation Strategy
<b>SIICAC</b>	Solomon Islands Independent Commission Against Corruption
<b>SIPS</b>	Solomon Islands Public Service
<b>SITESA</b>	Solomon Islands Tertiary Education and Skills Authority

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## Executive Summary

The Quarter 1 2025 performance review of the Ministry of Public Service (MPS) presents a strategic snapshot of progress across its five core divisions—Public Service Commission (PSC), Governance and Performance Management (GPM), Workforce Management (WFM), Institute of Public Administration and Management (IPAM), and Corporate Services—through a color-coded performance framework assessing activity-level implementation outcomes.

Public Service Commission (PSC) demonstrated the strongest start to the year, with 75% of activities achieving high performance (Green). This reflects robust implementation systems, effective leadership, and well-aligned strategic outputs. However, 25% of activities were critically underperforming (Red), indicating serious delivery gaps that require urgent remedial action. The absence of mid-range performance categories (Yellow/Orange) suggests a binary performance pattern and points to the need for more nuanced monitoring frameworks.

The Corporate Services Quarter 1 performance shows a solid and positive outcome, with 61% of key performance indicators (KPIs) achieved, reflecting strong progress toward planned targets. Importantly, there were no indicators in the Orange or Red categories, suggesting that no critical issues or major underperformance occurred during the reporting period. However, 39% of KPIs fell within the Yellow category, indicating areas that require closer monitoring, minor improvements, or additional support to stay on track. Overall, the performance demonstrates effective service delivery and provides a stable foundation for continued improvement in the next quarter.

Governance and Performance Management (GPM) exhibited a predominance of moderate performance (57% Yellow), suggesting partial delivery of planned outputs due to operational constraints or transitional bottlenecks. 29% of outputs were successfully delivered (Green), while 14% were rated low performance (Orange), with no activities in critical failure. This mixed performance highlights both opportunity and fragility, underscoring the need for adaptive management and internal capacity reinforcement.

Workforce Management (WFM) faced substantial challenges in Quarter 1, with 60% of outputs in the Red zone, indicating critical underperformance across most activities. This signals deep-rooted systemic issues, possibly linked to leadership, planning, or resource limitations. The remaining 40% in Green demonstrates some operational strengths that can be built upon. The lack of Yellow or Orange outputs further illustrates gaps in early warning mechanisms and performance grading tools.

Institute of Public Administration and Management (IPAM) achieved relatively stable performance, with 57% of activities delivered on track (Green). While 29% showed moderate delays (Yellow) and 14% were significantly delayed (Orange), notably no outputs were critically underperforming (Red). This signals a functioning implementation environment with areas needing targeted support to avoid slippage and sustain institutional momentum.

Moving forward, the Ministry must sustain high-performing areas, address critical gaps, particularly in Workforce Management, and enhance its performance monitoring architecture to better capture gradations of progress. Focused diagnostic reviews, resource adjustments, and capacity development will be key to optimizing performance outcomes in the remaining quarters of 2025.

## Reporting Methodology

With the endorsement and introduction of the Public Service Monitoring, Evaluation, Accountability, and Learning Framework, the Ministry of Public Service (MPS) now utilizes a structured mixed-methods approach for its quarterly performance reporting, combining both qualitative and quantitative data to assess the progress of each division. The Quarterly reports data provided for reporting are provided for in the Output Key Result Areas Indicators of the PS MEAL Framework. All data collected revolves around those indicators that forms the baseline for continuous implementation trends monitoring. Central to this approach is the ex-ante performance assessment methodology, which evaluates divisional progress by comparing actual results against predetermined targets outlined in annual work plans. This proactive evaluation enables the Ministry to identify implementation gaps early in the cycle and take corrective actions before the year concludes. Each division's targets are agreed upon at the beginning of the year and serve as performance benchmarks throughout the reporting period.

A core feature of the methodology is the use of a Traffic Light Reporting System, which provides a clear, visual summary of divisional performance against key indicators. This system assigns color codes green, yellow, and red to indicate varying levels of progress. Green signifies that activities are on track, yellow indicates partial progress with challenges, and red flags areas with minimal or no advancement requiring urgent attention. This standardized tool supports consistent performance evaluation across divisions and helps simplify complex data into actionable insights for stakeholders and decision-makers.

The reporting process also integrates both quantitative and qualitative dimensions to ensure a holistic evaluation of performance. Quantitative data, such as the percentage of completed activities and level of target achievement, is complemented by qualitative narratives that highlight implementation challenges, lessons learned, and contextual factors affecting progress. This dual lens not only enhances the richness of the analysis but also ensures that the numbers are grounded in real-world circumstances, improving the credibility and usefulness of the findings.

To support this system, each MPS division is responsible for submitting a Traffic Light Divisional Report, which feeds into the consolidated quarterly performance assessment. These reports are activity-based, tracking implementation status while also assessing the likelihood of achieving strategic outcomes. Particular attention is given to alignment with overarching priorities, such as the Public Service Transformation Strategy (PSTS), the Government for National Unity and Advancement (GNUT) priorities, and the MPS Corporate Plan. Ultimately, this methodology ensures that performance reporting is evidence-based, forward-looking, and aligned with national development goals.

The methodology for assessing divisional performance in the Ministry of Public Service (MPS) is based on a Traffic Light Reporting System, as clearly illustrated in the table provided below. This system uses four color-coded categories, Green, Yellow, Orange, and Red to evaluate the status of activities or outputs against planned targets. It provides a standardized and visual way to monitor implementation progress and guide management decisions.

### 1. Green (76–100% Completed) – On Track / Achieved

Green represents the highest level of performance. Activities or outputs within this range are either fully achieved or progressing well. This indicates that the division is effectively implementing its work plan with little to no issues, and is aligned with expected timelines and quality standards.

### 2. Yellow (51–75% Completed) – Minor Issues

Yellow is used when activities are progressing but facing some minor challenges. Although more than half of the work is completed, certain issues may require attention to prevent further delays or underperformance. This status serves as an early warning signal and prompts divisions to address obstacles before they become critical.

### 3. Orange (26–50% Completed) – Not Progressing Well





Orange indicates that activities are lagging significantly. With only 26–50% of the planned work completed, the division is struggling to meet its targets. This status suggests that key implementation problems are present, and without prompt management intervention, the division may fail to deliver expected outputs.

### 4. Red (1–25% Completed) – Off-Track / Needs Management Attention

Red is the most critical status, showing that activities are either severely delayed or not initiated at all. Less than a quarter of the planned work has been completed at this stage. It signals the need for urgent managerial review, re-planning, or possible activity restructuring. In some cases, activities in red may be archived if deemed no longer viable.

This Traffic Light Methodology is integral to the MPS's performance assessment and the Public Service Monitoring, Evaluation, Accountability and Learning Frameworks, enabling divisions to monitor progress objectively and respond appropriately. It also feeds into the overall quarterly and annual performance reports, ensuring accountability, transparency, and informed decision-making across the Ministry.

*Table 1. Traffic Light Reporting Table*

Traffic Light	Meaning	Percentage of work (Outputs /Activities) completed
	Activities /outputs were on track, successfully achieved or is progressing well	76- 100 %
	Activities /Outputs were progressing with minor issues	51-75 %
	Activities /Outputs were not progressing well	26-50%
	Activities /Outputs were off-track/not archived – Needs Management attentions	1-25 %

## 1. Introduction

The Ministry of Public Service (MPS) is pleased to present its Quarter 1 Report for the 2025 fiscal year, summarizing the key achievements, performance output results, and financial expenditures of its five core divisions: The Public Service Commission (PSC), Governance and Performance Management (GPM), Workforce Management (WFM), Institute of Public Administration and Management (IPAM), and Corporate Services.

This report captures the Ministry’s progress in implementing its Annual Work Plan (AWP) and advancing priorities under the Public Service Transformation Strategy. Across the quarter, the Ministry maintained momentum in strengthening governance systems, enhancing workforce capability, promoting performance-based management, and delivering administrative services that support a responsive and professional public service.

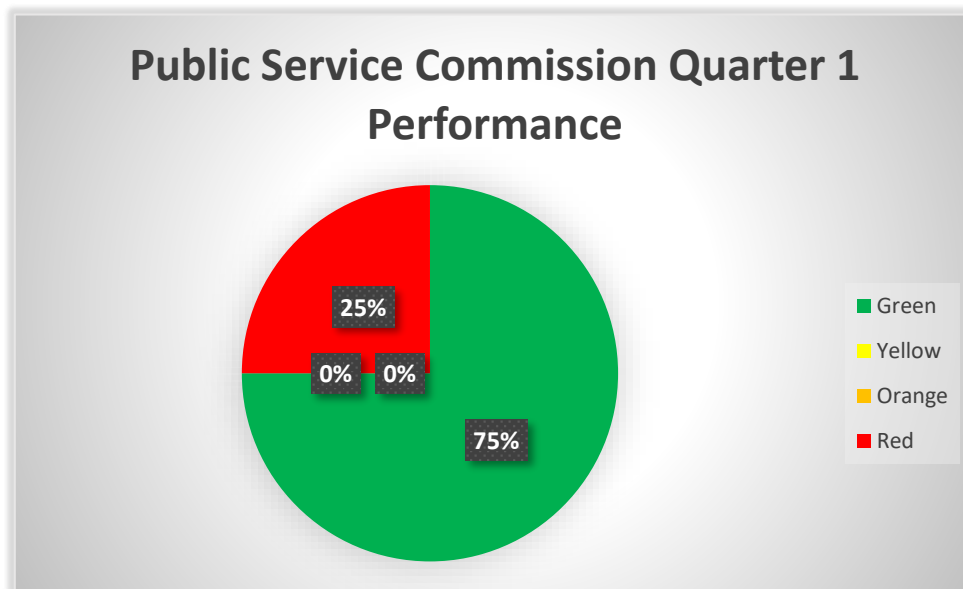
- **The Public Service Commission (PSC)** continued to uphold merit-based recruitment, appointment, and disciplinary procedures across the public service, with several key cases resolved and new appointments endorsed.
- **Governance and Performance Management** led the rollout of the Public Service Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework and supported the alignment of ministerial corporate plans with performance reporting tools including finalising the, Terms and Conditions of Senior Management Posts, new Public Service Bill and introducing the Gender Inclusive and Social Inclusion Policy.
- **Workforce Management** implemented key human resource initiatives, including staff establishment reviews, HR policy compliance checks, and workforce data consolidation for better planning and forecasting.
- **IPAM** delivered over 15 training sessions across leadership, policy, financial management, and induction modules, with more than 350 public officers trained during the quarter.
- **Corporate Services** ensured continuity of internal services, including procurement, logistics, ICT support, and financial reporting, to enable divisional operations.

The Ministry of Public Service remains committed to accountable service delivery, results-oriented planning, and continued collaboration across the public sector to realize the vision of a modern, effective, and citizen-focused public service.

## 2. Ministry of Public Service Quarter 1 Performance

### 2.0. Public Service Commission

The pie chart titled *"Public Service Commission Quarter 1 Performance"* in the figure 1 below presents a visual summary of the Commission's performance across four categorized activity output levels, each represented by a specific colour, Green (high performance), Yellow (moderate performance), Orange (low performance), and Red (critical underperformance). The chart offers a quantitative distribution of these performance categories during the first quarter of the year.



*Figure 1. Public Service Commission Performance for Quarter 1 2025*

From the data illustrated, a significant proportion of activities (75%) are classified under the Green category. This dominant share suggests that a majority of the Commission's planned outputs have been effectively implemented and achieved as expected. The high concentration in the Green zone reflects strong institutional capacity, efficient implementation mechanisms, and a clear alignment between planned deliverables and actual outcomes.

Conversely, 25% of activities fall under the Red category, indicating critical areas of underperformance. This segment reveals a quarter of outputs that failed to meet expected targets or experienced major implementation challenges. The presence of Red highlights areas that may be hindered by resource constraints, policy bottlenecks, inadequate coordination, or systemic inefficiencies that require immediate attention.

Notably, there are no activities reported in either the Yellow or Orange zones. This absence of mid-range performance indicators (i.e., activities that are partially achieved or at risk) suggests a binary distribution pattern—activities are either fully delivered or critically off-track. While the large Green segment is commendable, the lack of intermediate performance levels raises questions about the sensitivity of the performance assessment framework. It could indicate an overly simplified classification system or a lack of nuanced performance tracking tools that capture degrees of progress.

From a monitoring and evaluation perspective, the data calls for a dual strategy. First, sustaining and building on the strengths that led to the high-performing Green outputs is essential. Second, a focused diagnostic and remediation plan is necessary for the Red activities, including root cause analysis, resourcing adjustments, and strategic intervention. Furthermore, improving the granularity of performance categories, possibly through sub-tiers within the existing color codes, would enhance performance reporting and facilitate more targeted managerial responses.

In summary, the Quarter 1 performance of the Public Service Commission demonstrates a strong start with clear areas of excellence, alongside a need for immediate corrective actions in underperforming areas. The performance framework may benefit from greater differentiation to capture more nuanced progress levels across activities.

## 2.1. Governance and Performance Management

The pie chart titled “Governance and Performance Management Quarter 1 Performance” provides a disaggregated view of the Division’s activity outputs for the first quarter, measured through a color-coded performance framework. Each color, Green, Yellow, Orange, and Red, represents a distinct performance level, ranging from successful implementation to critical underperformance.

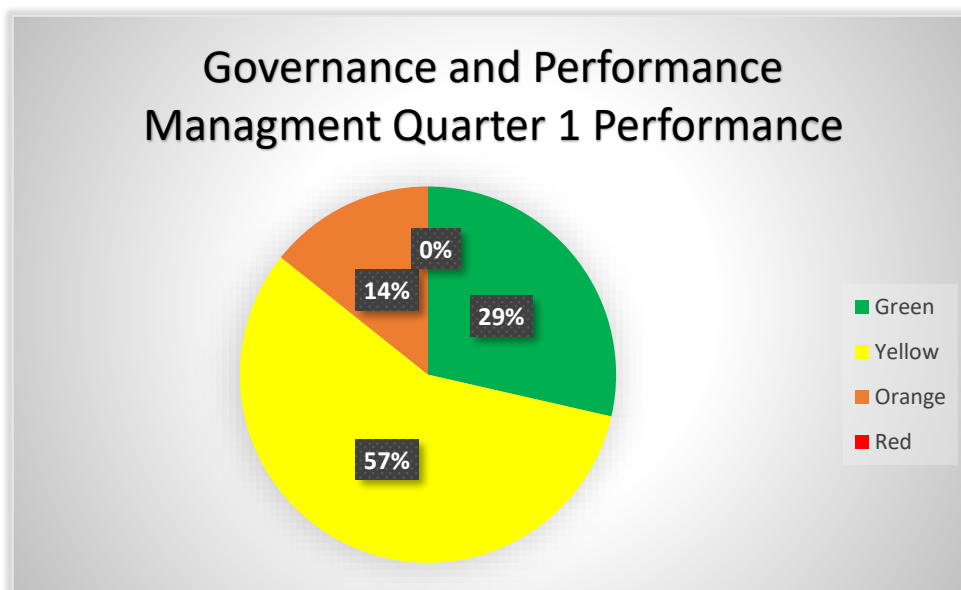


Figure 2. Governance and Performance Management Performance in Quarter 1 2025

A closer examination of the data reveals that 57% of the Division’s outputs fall under the Yellow category. This indicates that while over half of the activities were implemented, they were either delayed, partially completed, or achieved with suboptimal quality or effectiveness. This middle-tier result suggests that the division is experiencing operational constraints or transitional issues that may be limiting full performance realization. These could include capacity challenges, procedural delays, or inadequate monitoring systems that hinder timely delivery.

Approximately 29% of activities are categorized as Green, reflecting a strong level of implementation success. These outputs were delivered in line with planned expectations,

implying that certain functions or workstreams within the division are well-resourced, effectively coordinated, and operationally stable. The Green zone performance highlights areas of good practice that could potentially be scaled up or used as models for improving weaker-performing areas.

14% of outputs are in the Orange category, signalling low performance. Activities in this category are likely to be lagging significantly behind schedule or facing technical, logistical, or resourcing issues that have compromised progress. While not at the critical (Red) stage, these outputs are at high risk of further deterioration if timely and targeted interventions are not undertaken.

Significantly, 0% of the outputs are in the Red zone, indicating that there are no activities that completely failed or were abandoned during the quarter. This is a positive signal of minimum threshold performance across all areas and reflects a baseline level of functional delivery within the Division.

From a performance management perspective, this mixed pattern highlights the need for differentiated strategic action. The large proportion of Yellow outputs should prompt targeted support measures, including capacity building, workflow restructuring, and performance coaching. The Green-performing areas must be documented and leveraged as sources of internal best practice. For the Orange outputs, a more urgent corrective approach is needed, potentially through adaptive management, resource reallocation, or enhanced supervision.

In conclusion, the Governance and Performance Management Division's Quarter 1 performance is characterized by a predominance of partial achievements, a solid foundation of strong performance in select areas, and a limited number of at-risk activities. This performance distribution highlights both the promise and the fragility of the Division's operational effectiveness, underscoring the importance of sustained investment in system strengthening, accountability mechanisms, and adaptive implementation strategies.

## **2.2. Workforce Management**

The pie chart titled "*Workforce Management Quarter 1 Performance*" in figure 3 presents a visual summary of the division's performance for the first quarter of the year. The chart is segmented by performance ratings, Green, Yellow, Orange, and Red, each indicating a specific level of progress or concern. It represents how the Workforce Division has been implementing its activities in order to achieve expected outputs of the Ministry. Workforce division has been short of staff as some staffs have vacated their posts especially in the Organisation Reform Unit and HRMIS. Also, most staffs have gone into training leaving the division under staffed. This has resulted in most of their activities remain unimplemented represented by the colour red. The senior management team should seriously look into this as the Ministry cannot leave the activities unattended too as it will slow down the reform programs of the Ministry. Some units within the division didn't fill in their share of the reporting template. Only Separation and In Service Training Unit submitted their reports with the Divisions report.

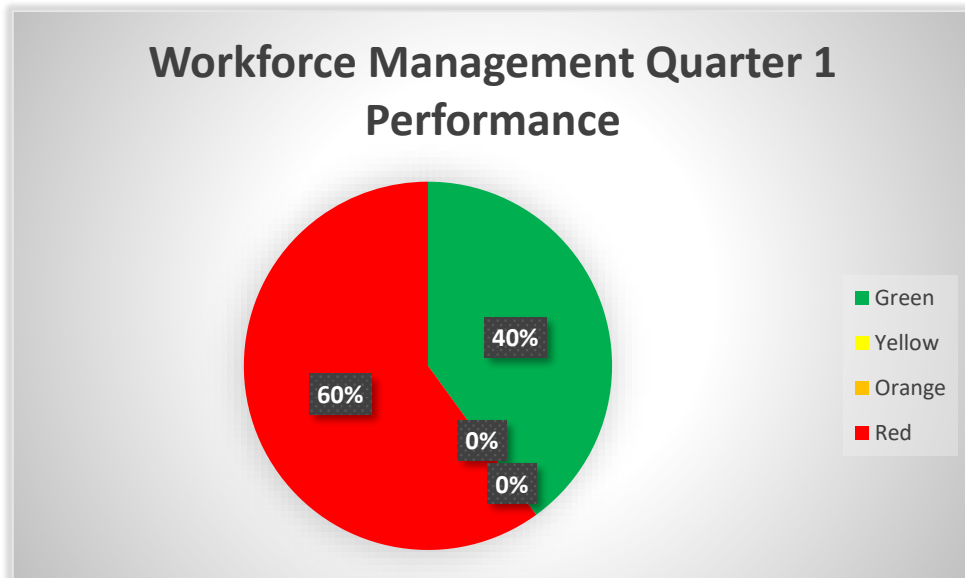


Figure 3. Workforce Management Performance for Quarter 1 2025

### Key Insights:

- **Red Zone (60%):** The largest portion of the chart, represented by red, indicates that 60% of the division’s activities or performance indicators are significantly underperforming or in a critical state. This suggests urgent attention is required to address underlying issues that may be impeding productivity, compliance, or operational effectiveness.
- **Green Zone (40%):** The second-largest portion, marked in green, represents 40% of the division's performance being on track or meeting the expected standards. This is a positive sign, showing that nearly half of the operations are functioning well, although this is not sufficient to offset the red zone.
- **Yellow and Orange Zones (0%):** Both yellow (cautionary performance) and orange (moderate underperformance) register 0%, meaning there are no activities in a borderline or moderately concerning status. While this might seem encouraging, it could also suggest a lack of nuanced performance tracking between optimal and poor outcomes, or it could reflect an abrupt fall from green directly to red, skipping early warning signs.

The data highlights a performance imbalance in the Workforce Management Division for Quarter 1. With more than half (60%) of the activities in a critical state, the division may be experiencing systemic issues such as resource constraints, leadership challenges, inadequate planning, or poor implementation of strategic goals. The relatively strong 40% performance in the green zone provides a foundation to build upon, but immediate interventions are required to prevent the red zone from expanding further.

### Recommendations:

1. **Root Cause Analysis:** Conduct in-depth reviews of the red zone areas to identify systemic or operational bottlenecks.

2. **Capacity Building:** Strengthen staff capabilities through training or redeployment to improve performance.
3. **Early Warning Mechanisms:** Introduce more refined performance tracking that includes yellow and orange levels to enable proactive responses before reaching critical status.
4. **Leadership Engagement:** Ensure that leadership is actively involved in monitoring and supporting the turnaround of poor-performing areas.

### 2.3. Institute of Public Administration and Management

The Quarter 1 performance for the Institute of Public Administration and Management (IPAM) demonstrates a mixed but generally positive trend in the delivery of its activity outputs. The chart categorizes performance using a color-coded scale: Green (Achieved/On Track), Yellow (Delayed/Moderate Progress), Orange (Significant Delays), and Red (Not Started or Severely Off Track). This is demonstrated in the graph in figure 4 below.

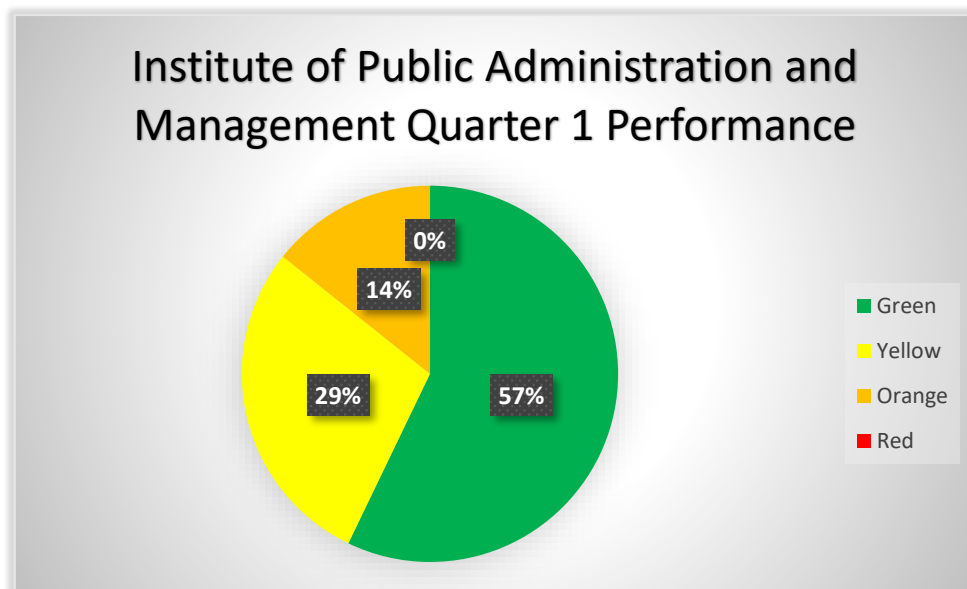


Figure 4. Institute of Public Administration and Management Performance for Quarter 1 2025

A majority of the activities, representing 57%, were successfully implemented and are on track. This strong showing highlights IPAM’s ability to manage and deliver over half of its planned outputs effectively. It suggests that strategic planning, resource management, and coordination were largely successful for these activities.

However, 29% of the outputs are experiencing moderate delays. While not critical, this portion reflects areas where progress is slower than expected, possibly due to constraints such as staffing, logistical challenges, or dependencies on other stakeholders. These activities require attention to avoid further slippage.

A smaller portion, 14%, falls within the Orange category, indicating significant delays. This is a signal that some planned outputs are facing major challenges that could impact their timely

delivery. These may require urgent intervention, reallocation of resources, or changes in implementation strategy.

Encouragingly, none of the activities were marked Red, indicating that all planned initiatives have at least commenced or are in progress, with none entirely stalled or abandoned.

Overall, IPAM’s performance in Quarter 1 reflects a largely stable and functioning implementation system, with clear room for improvement. Strengthening oversight, providing additional support to underperforming areas, and maintaining momentum on successful activities will be critical to improving performance in the coming quarters. This proactive approach will help shift a greater portion of activities into the Green zone moving forward. This is shown in the figure below.

## 2.4. Corporate Services

The Corporate Service Quarter 1 performance, as depicted in the pie chart below in figure 5, demonstrates a strong overall performance, with 61% of indicators falling within the "Green" category, which signifies that the majority of targets or key performance indicators (KPIs) were successfully achieved. The "Yellow" category accounts for 39% of performance indicators, suggesting that while these areas did not fully meet expectations, they remain within acceptable thresholds and may require minor adjustments or targeted support to reach optimal performance. Notably, there were no indicators in the "Orange" or "Red" categories, indicating that there were no significant underperforming areas or critical issues during the quarter. This absence of poor performance signifies a stable and effective execution of corporate service functions in Q1, though the presence of 39% in "Yellow" warrants attention to ensure continuous improvement in subsequent quarters.

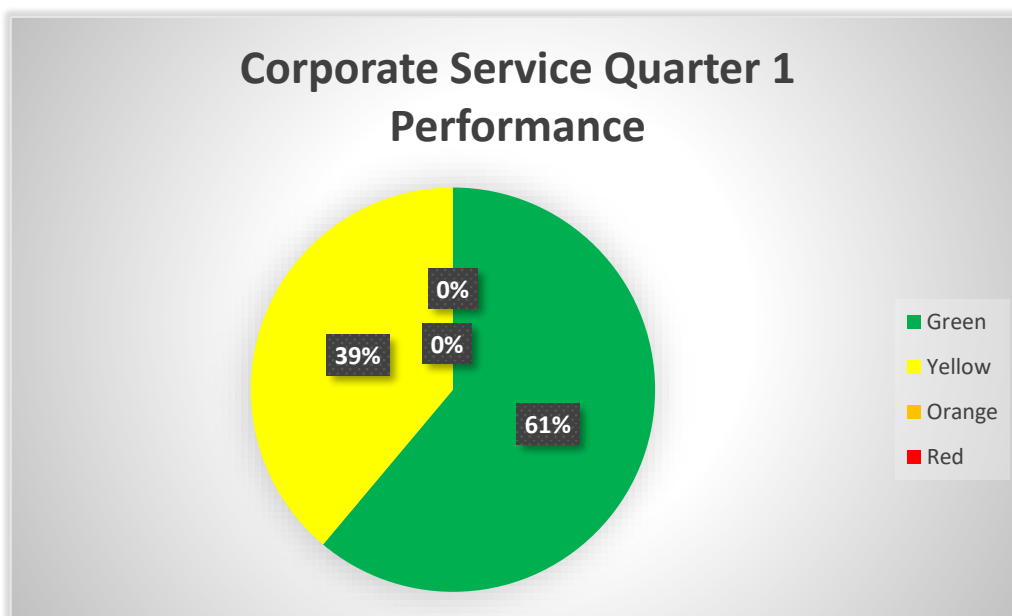


Figure 5. Corporate Service Performance for Quarter 1 2025

### 3. Ministry of Public Service Results

#### 3.0. Improved Allowances, Salaries, and Entitlements

One of the main activities that the Ministry of Public Service has been undertaking to improve Salaries is the Contracting of Senior Management Positions, which starts with Level 12/13 and upwards. The contracting package comes with a new, improved salary structure, allowances, and benefits. These see a great improvement in rewarding public servants, especially senior management posts, which are now going into a 3-year contract with an 18-month transition. This venture includes the ongoing review of the existing Contracting Manual signifies an important step towards modernizing and standardizing human resource management practices within the public service. This process reflects a broader commitment to enhancing transparency, consistency, and performance-based accountability in contractual engagements. The inclusion and development of Contract Performance Appraisal templates as part of this review further demonstrate a shift toward more structured performance evaluation mechanisms. These templates are likely intended to introduce clear criteria for assessing contract deliverables and individual performance, thereby promoting a culture of merit and accountability. However, the overall impact of these reforms will depend on the extent to which the revised manual integrates contemporary best practices, ensures alignment with broader public service policies, and is supported by effective implementation and capacity-building strategies across ministries and agencies.

#### **Contracting of Senior Management Positions**

##### **Ministry of Public Service – Contracting of Senior Management Positions (Levels 12/13)**

The Ministry of Public Service (MPS) has been undertaking reforms to enhance the professionalism and performance of the Solomon Islands Public Service (SIG). A key strategy is the contracting of senior management positions, particularly at Levels 12 and 13, which include positions such as:

- **Human Resource Managers (HRMs)**
- **Financial Controllers (FCs)**
- **Directors**
- **Statutory Positions**
- **Assistant Secretaries (AS)**

Contracting these roles ensures performance-based accountability, aligns with the SIG's Public Service Transformation Strategy, and supports a merit-based system rather than permanent appointments. Work on Contracting is ongoing as we speak.

*Table 2. Government Senior Positions under Contract by April*

<b>Category</b>	<b>Number of Ministries Reporting Contracted Positions</b>
<b>Human Resource Manager</b>	10 Ministries/Agencies
<b>Financial Controller</b>	9 Ministries/Agencies
<b>Directors</b>	13 Ministries/Agencies
<b>Statutory Positions</b>	5 Ministries/Agencies
<b>Assistant Secretaries</b>	1 Ministry (Public Service)

### **Human Resource Manager (HRM)**

Human Resource Managers (HRMs) have been contracted in 10 government entities, including key service delivery ministries such as Health, Police, and Education, highlighting the government's prioritization of professional HR leadership across critical sectors. Notably, the Ministry of Health and Medical Services (MHMS) has two HRMs under contract, which suggests a complex organizational structure requiring specialized HR oversight. This trend reflects a growing emphasis on strengthening workforce planning, enhancing human resource management systems, and supporting ongoing public service reforms aimed at improving efficiency, accountability, and service delivery.

### **Financial Controller (FC)**

Financial Controllers (FCs) have been contracted in 9 ministries, including major spending agencies such as the Ministry of Finance, the Ministry of Health, Provincial Government, and the Ministry of Forestry, signalling a strategic move to strengthen financial oversight. This contracting approach aligns with the government's objective of enhancing fiscal discipline, ensuring transparent and accountable management of public funds, and improving budget execution, particularly in ministries with large and complex financial portfolios. It reflects a commitment to professionalize financial management functions as part of broader public sector reforms.

### **Directors**

For directors, total of 13 ministries currently have at least one Director under contract, with several key ministries—such as the Office of the Prime Minister and Cabinet, Ministry of Finance and Treasury, Ministry of Police and National Security, Ministry of Environment and Climate Change, and Ministry of Women, Children, and Family Affairs—each having three Directors contracted. This indicates a targeted effort to strengthen leadership at the sectoral level through performance-based appointments. Contracting Directors allows ministries to ensure strategic oversight, accountability, and results-driven management, particularly in portfolios with diverse functions and high service delivery demands.

### **Statutory Positions**

Statutory positions have been contracted in five key government agencies, including the Civil Registrar in the Ministry of Home Affairs, Chief Statistician in the Ministry of Finance, Deputy Auditor General in the Office of the Auditor General, High Court Registrar in the National Judiciary, and both the Chair of the Trade Disputes Panel and the Registrar of Company Haus in the Ministry of Commerce. These roles are critical to upholding regulatory, legal, and administrative functions that require a high degree of professional integrity and independence. Contracting these positions through fixed-term arrangements ensures greater flexibility in recruitment and performance management while promoting accountability and minimizing potential conflicts of interest. This approach supports the government's broader goal of strengthening institutional credibility and service quality in key oversight and compliance functions.

## Assistant Secretaries (AS)

The Ministry of Public Service is currently the only ministry that has reported contracting seven Assistant Secretaries (AS), highlighting a unique and strategic move within the public sector. Assistant Secretary roles are central to driving policy coordination, overseeing operational planning, and ensuring alignment with ministerial objectives. The decision to contract these positions within MPS likely reflects a deliberate pilot initiative under the broader Public Service Transformation Strategy, aimed at enhancing performance, flexibility, and accountability at mid-management levels. This initiative may serve as a model for other ministries, setting a precedent for future reforms in strengthening the leadership pipeline and improving coordination across government functions.

## Observations and Gaps

### Ministries with No Reported Contracting as of April:

- National Parliament
- Foreign Affairs & External Trade
- National Planning
- Agriculture & Livestock
- Education
- Mines & Rural Electrification
- Rural Development
- Justice & Legal Affairs
- Communication & Aviation
- Traditional Governance
- Ombudsman
- Leadership Code Commission
- SIICAC

**Analysis:** These ministries and agencies may:

- Still be using permanent appointments
- Be in transition or awaiting reforms
- Have yet to develop or implement contracting frameworks

## Key Trends Identified with Contracting

1. **Core service delivery ministries** (e.g., Health, Finance, Environment) are leading in contracting efforts.
2. **Director-level contracting** is the most widespread across ministries, reflecting its importance.
3. **Strategic functions like HR and Finance** are increasingly being filled through contracts, suggesting a shift to performance-driven systems.
4. **Statutory offices** are selectively contracted, ensuring specialized roles are subject to scrutiny and performance oversight.
5. **MPS role-modelling** through full contracting of Assistant Secretaries suggests leadership in driving transformation.

The contracting of senior-level public service positions is gaining momentum across several Solomon Islands Government ministries, particularly for strategic and high-impact roles. However, uptake varies, and key governance, planning, and justice sectors have yet to fully adopt the model.

### Recommendations:

1. Expand the Contracting Framework to include ministries not yet engaged, particularly Foreign Affairs, Education, and Justice sectors.
2. Standardize Performance-Based Contracts for Level 12/13 posts with clearly defined KPIs.
3. Monitor Contract Effectiveness through annual M&E reviews and share lessons across ministries.
4. Develop Leadership Talent Pools to ensure contracted roles are filled by qualified professionals.
5. Align Contracting with Public Service Transformation Strategy to achieve a modern, agile, and responsive public service.

*Table 3. Overall, Solomon Islands Government Senior Positions under Contract as of April*

Ministry	Human Resource Manager	Financial Controller	Director	Statutory Position	Assistant Secretary
Government House					
Office of the Prime Minister & Cabinet	Contracted	Contracted	3 directors contracted		
National Parliament					
Ministry of Public Service	Contracted	Contracted	1 director (IPAM)contracted		7 AS Contracted
Ministry of Foreign Affairs & External Trade					
Ministry of Finance & Treasury	Contracted		3 Directors Contracted	1 Position (chief statistician) Contracted	
Ministry of Commerce, Labour & Immigration				3 positions Contracted (Dir. Immigration, Chair-TDP & Registrar Company Haus)	
Ministry of National Planning & Development Coordination					

Ministry of Health & Medical Services	2 HRM contracted	Contracted			
Ministry of Agriculture & Livestock					
Ministry of Fisheries & Marine Resources	Contracted				
Ministry of Lands, Housing & Survey	Contracted				
Ministry of Education & Human Resources Development					
Ministry of Home Affairs	Contracted		2 Directors Contracted	1 Civil Registrar Contracted	
Ministry of Provincial Government	Contracted	Contracted			
Ministry of Women, Children & Family Affairs	Contracted		3 Directors Contracted		
Ministry of Forestry & Research	Contracted	Contracted	2 Directors Contracted		
Ministry of Mines, Energy & Rural Electrification					
Ministry of Rural Development					
Ministry of Police, National Security & Correctional Services		Contracted	3 Directors Contracted		
Ministry of Justice & Legal Affairs					
Ministry of Culture & Tourism	Contracted				
Ministry of Infrastructure Development	Contracted	Contracted			
Ministry of Communication & Aviation					
Ministry of Environment, Climate Change & Disaster Management	Contracted	Contracted	3 Directors Contracted		
Ministry of Traditional Governance Peace & Ecclesiastic Affairs					
Office of the Auditor General		Contracted		Deputy Auditor General Contracted	
Ombudsman					

National Judiciary	Contracted	Contracted		High Court Registrar Contracted	
Leadership Code Commission					
Solomon Island Independent Commission against Corruption					

### Public Service Commissioners Meeting Allowances

In the first quarter, the Ministry of Public Service effectively supported the operations of the relevant Commissions by providing dynamic secretariat and administrative support essential for the smooth facilitation of appointment and separation processes. A total of 13 Commission meetings were conducted during this period, reflecting a consistent effort to manage public service human resource matters efficiently. Corresponding allowances were duly processed and paid to Commissioners, ensuring compliance with administrative entitlements and maintaining the integrity and functionality of the Commission’s decision-making roles.

### Public Servants COLA

This year the Cabinet has approved a Cost of Living Allowance payment of 3%. The Solomon Islands Public Service Cost of Living Allowance (COLA) of 3% is a government-approved financial adjustment aimed at supporting public servants in coping with the increasing cost of goods and services. Recognizing the impact of inflation on household incomes, the 3 percent COLA is intended to preserve the real value of public servants' wages and maintain morale and productivity across the public sector. The Ministry of Public Service (MPS) has taken the lead role in facilitating the implementation of this allowance by working closely with key government ministries and agencies. These include the Ministry of Finance and Treasury (MoFT), which is responsible for budgeting, payroll, and disbursement of funds to ensure the COLA is integrated into public servants’ salaries. MPS has also collaborated with the Ministry of the Public Service Commission (PSC) to ensure that policy directions align with public service employment terms and conditions. Additionally, MPS has engaged the Ministry of Education and Human Resources Development (MEHRD), the Ministry of Health and Medical Services (MHMS), and other line ministries to confirm payroll data and ensure all eligible officers are accounted for. Through inter-ministerial coordination, policy guidance, payroll verification, and clear communication, the Ministry of Public Service continues to ensure that the 3 percent COLA is applied equitably and consistently across all government ministries and agencies, reflecting the government’s broader commitment to public sector welfare and economic resilience.

## 3.1. Conducive Public Service Housing

### Public Service Housing Assistant

The Public Service Housing Policy is currently at a critical juncture, with several key decisions pending that could significantly impact its implementation. Under the Public Service Housing Assistance (PSHA) program, progress is stalled pending the Ministry of Finance and

Treasury’s (MOFT) decision on a proposed 40% gross-up, which likely aims to enhance the financial viability of housing support. Additionally, the confirmation of the rental payment system by MOFT is essential to operationalize the PSHA.

### **Mamara Housing Estate**

In parallel, the Mamara Rent-to-Own scheme requires revaluation of the housing assets by the Ministry of Lands, Housing and Survey (MLHS), indicating a potential reassessment of asset values to inform policy direction. A final decision on the future of the Mamara Houses remains outstanding, which suggests broader strategic considerations are at play, possibly involving affordability, demand, or public-private partnerships. The policy’s advancement hinges on inter-ministerial coordination and timely decision-making.

### **Ministry of Public Service Officers Rental Payments**

In the first quarter of the reporting period, the Ministry of Public Service successfully facilitated 21 rental payments under the Public Service Rental Scheme (PSRS), ensuring that eligible officers were supported with housing assistance in alignment with the Ministry’s mandate to improve public service welfare. The timely processing of these payments reflects the Ministry’s ongoing commitment to providing accessible and secure accommodation solutions for its workforce. Additionally, one application for temporary accommodation was received and processed, highlighting the scheme’s responsiveness to urgent or short-term housing needs. These outcomes underscore the vital role of the PSRS in enhancing the living standards and job satisfaction of public servants, while also contributing to the broader goal of public sector reform through improved employee well-being and retention.

## **3.2. Human Resources Capacity Development**

The Ministry of Public Service continues to demonstrate its commitment to professional development through the provision of both short-term and long-term accredited in-service training opportunities for public servants. In the first quarter, a total of 13 officers undertook short-term accredited training, with 9 staff enrolled in programs at local and regional institutions, including the Solomon Islands National University (SINU), the University of the South Pacific (USP), and Cambridge. Furthermore, two officers participated in online Master’s Degree training programs in Canberra, while another two undertook part-time studies at the University of Melbourne, doing their Master’s, reflecting the Ministry’s strategic investment in regional and international capacity-building initiatives. These targeted training opportunities aim to enhance technical skills, leadership capabilities, and sector-specific competencies across the public service. In parallel, four officers are currently engaged in long-term academic studies, further strengthening the knowledge base and professional readiness of the public workforce. This comprehensive approach to learning and development signals the Ministry’s strong focus on building a high-performing, future-ready public service through structured, accredited, and contextually relevant training interventions.

### 3.3. Institute of Public Administration and Management Training

Institute of Public Administration and Management (IPAM) work is ongoing. One of the main activities is to do consultation, design, review, and piloting of training materials and programs for IPAM. This includes the development and refinement of three key training areas namely Microsoft Access, and the Leadership Development Program (LDP), as well as the initial implementation of a localized WIL (Women in Leadership) Mentoring program.

#### Quantitative Summary

Table 4. Table showing training undergoing designing

Training Program	Designed	Reviewed	Piloted	Participants	Evaluation Completed
MP	✓	✗	✗	N/A	N/A
Microsoft Access	✓	✓	✓	20+	In Progress (Q3)
Leadership Development (LDP)	✗	✓	✓	20	✓
WIL Mentoring Program	✗	✗	✓	Up to 14	In Progress (Q3)

#### Leadership Development Program (LDP)

- **Consultation:** Extensive consultations with the LDP Executive Reference Group contributed to aligning the content with leadership competencies and institutional goals.
- **Review & Pilot:** The LDP was reviewed and piloted successfully with 20 selected participants. The evaluation report was completed in Q3 and indicated positive reception, high engagement, and useful feedback for further refinement.
- **Outcome:** The pilot revealed a strong need for structured leadership pathways and was praised for its relevance and applicability to current roles. Participant feedback recommended more localized case studies and interactive components.

#### Microsoft Access Training

- **Design & Pilot:** The Microsoft Access training was designed with practical modules tailored to the existing skill level of participants. The pilot was delivered in Q3 with positive anecdotal feedback regarding improved data management confidence.
- **Next Steps:** Evaluation tools are currently being reviewed to gather more robust insights. Early feedback suggests extending the training duration to accommodate hands-on sessions.



*Picture 1. Microsoft Excel Training Participants posing with the Director of IPAM*

## **WIL Mentoring Program**

- **Consultation:** Coordination with the NZ Fale team supported the development of a localized mentoring framework.
- **Pilot Implementation:** The WIL mentoring program was piloted in Q3 with up to 14 participants. Initial observations indicate strong mentor-mentee engagement and demand for a longer mentoring cycle.
- **Outcome:** The program is a promising initiative toward gender equity and leadership development, and the pilot will inform a broader rollout strategy.

## **Key Insights & Recommendations**

- **Customisation & Localisation:** Programs that included local input and context-specific examples, such as LDP and WIL mentoring, had stronger participant engagement.
- **Evaluation Mechanisms:** Future training should include pre- and post-assessments to better measure knowledge acquisition and impact.
- **Sustainability:** Establishing regular review cycles and integrating mentoring as a continuous process will support long-term capacity building.

## Next Steps

- Finalize evaluation of Microsoft Access training.
- Continue refinement of LDP based on pilot results.
- Expand and formalize the WIL Mentoring Program with lessons learned from pilot.

## Training of Public Officers in Honiara and the Provinces in 2025 (Quarter 1)

### Objective:

To provide training to public officers both in Honiara and across the Provinces as part of the ongoing capacity-building efforts by IPAM.

### Training Activities Conducted

In the first quarter of 2025, IPAM carried out the following training activities:

- **Scheduled Training Courses:**  
A total of 36 scheduled training courses were conducted. These formed the core of the training delivery plan.
- **Requested Trainings:**  
5 requested trainings were conducted, showing responsive training delivery based on demand from ministries and agencies.
- **Customised Training:**  
1 customised training session was delivered, tailored to meet specific organizational needs.
- **Percentage of Training Delivered as Planned:**  
Out of the 36 scheduled courses, only 9 were delivered, which is 25% of the planned schedule.
- **Training Delivery in Provinces:**  
*Nil trainings* were conducted in the provinces during this period.

### Training Participation and Coverage

- **Total Number of Public Officers Targeted for 2025:**  
Approximately 1,000 public officers across Honiara and the Provinces.
- **Total Number of Officers Trained in Quarter 1:**  
259 officers attended training programs during the first quarter.
- **Training Reach:**  
The participation rate stands at 26% (259 out of 1,000 officers), indicating a steady start towards the annual target.



*Picture 2. KYPs Participants with Director, CLD Unit Manager and Principal CLD Trainer*

## **Observations and Recommendations**

- While training participation is progressing, provincial outreach remains a gap with no training activities recorded in the provinces during Q1.
- The delivery rate of scheduled trainings (25%) highlights a need to assess and address potential challenges in implementation.
- There is a positive trend in annual growth of officer participation, but further engagement is needed to reach underserved regions.

The first quarter of 2025 has shown promising engagement in training activities in Honiara. However, to meet the national training objectives, particularly in the provinces, IPAM should intensify efforts to decentralize training delivery and enhance course execution rates moving forward.

## **IPAM Relocation Project**

The Institute of Public Administration and Management (IPAM) Relocation Project to its new site next to the Ministry of Public Service (MPS) Building is currently in the design stage, with the contractor having finalized the building design. This marks a critical step forward in the government's commitment to strengthening public sector capacity through improved training facilities. The project is now awaiting the release of funds to commence construction. Once completed, the new IPA facility will enhance coordination with MPS and support the professional development of public servants across the country.



*Picture 3. Engaging Adult Learners Participants (IPAM Associate Trainers)*

### **3.4. Monitoring, Evaluation, Accountability and Learning**

In pursuit of a more efficient, accountable, and performance driven public administration, the Ministry of Public Service (MPS) has developed and operationalized the Public Service Monitoring, Evaluation, Accountability, and Learning (PS MEAL) Framework. Officially endorsed and implemented in 2025, the Framework is designed to institutionalize results-based management, learning loops, and accountability mechanisms across the Solomon Islands Government (SIG) workforce. Implementing this Framework aligns with the broader public sector reform agenda, including the redesigned Public Service Transformation Strategy (PSTS) and the Gender Equality and Social Inclusion (GESI) Policy.

This analysis synthesizes both quantitative outputs and qualitative processes recorded during the first quarter of 2025, highlighting implementation progress, challenges, and strategic implications for institutional strengthening.

The following measurable milestones demonstrate initial progress:

- **Quarterly Reporting and Documentation Outputs:**
  - The first Quarterly Report for 2025 is expected to be compiled and published by 30 April 2025, marking a key performance milestone in timely information dissemination.
  - A Quarterly Newsletter is also scheduled for April 2025, with write-up activities to commence immediately following the Reflection Workshop.

- **Key Evaluation and Learning Events:**

- A Reflection and Reporting Workshop covering Quarter 1 (January–March 2025) has been successfully conducted. This session included senior leadership participation—Permanent Secretary (PS), Deputy Secretaries (DSs), and senior officials—which signals high-level buy-in and a commitment to reflective practice and continuous improvement.

- **Annual Strategic Reporting:**

- The 2024 Annual Report has been finalized, endorsed by the PS, and prepared for Cabinet vetting. This document provides a comprehensive overview of the Ministry's achievements, challenges, and forward-looking strategies, further strengthening transparency and accountability mechanisms.

- **Future Evaluation Instruments:**

- Plans are in place to conduct the Solomon Islands Public Sector and Public Service Satisfaction Surveys on a biennial basis, with the next iteration due in 2026. These long-term feedback instruments will evaluate citizen and workforce perceptions on the effectiveness of public service reforms and policy implementation under the New SIPSTS (2023–2033).

## **Qualitative Insights and Institutional Implications**

From a qualitative perspective, the early stages of implementation demonstrate a promising trajectory of institutionalization and stakeholder engagement:

- **Strategic Integration and Coherence:** The planned joint launch of the PS MEAL Framework, new PSTS, and GESI Policy reflects a deliberate effort to promote coherence across reform instruments. This integrated approach enhances policy alignment and provides a unified strategic direction for public service transformation.
- **Leadership Engagement and Ownership:** The high-level participation in the Reflection Workshop suggests strong institutional ownership and leadership commitment to evidence-based decision-making. This is crucial in setting a culture of accountability and learning within the public service.
- **Forward-Looking Orientation:** The preparation of the 2024 Annual Report and upcoming quarterly outputs suggests that routine reporting and performance reflection are being embedded into administrative processes. This reflects a shift from ad hoc evaluations to a more systematic and cyclical approach to monitoring, evaluation, and learning.
- **Capacity and Timeliness Risks:** While planned timelines for reports and newsletters are commendable, the reliance on post-Reflection Workshop processes for compilation indicates potential capacity constraints or process dependencies that may affect the timeliness of deliverables. Continued monitoring of delivery timelines and investment in staff capacity will be critical in sustaining implementation momentum.

- **Evaluation Frameworks with Long-Term Impact:** The biennial satisfaction surveys represent a valuable tool for measuring long-term outcomes and perceptions, yet their impact will depend on the development of clear methodologies, adequate resourcing, and consistent follow-up. It will also be essential to integrate survey findings into strategic planning and reform processes.

The first quarter of 2025 demonstrates encouraging progress in the operationalization of the PS MEAL Framework, evidenced by key outputs, stakeholder engagement, and institutional reflection. As the Framework moves from foundational implementation into a more mature phase, continued attention to timely reporting, leadership engagement, and capacity development will be critical to consolidating gains. The planned validation and rollout of complementary reform instruments (PSTS and GESI) further enhance the strategic landscape for driving public sector performance, inclusion, and responsiveness.

Future assessments should consider incorporating performance indicators, baseline metrics, and user feedback loops to ensure that the MEAL system remains adaptive, data-driven, and impactful.

### 3.5. Utilising Social Research

#### Key Policy Initiatives Under Study and Research Review in the Ministry of Public Service

The Ministry of Public Service (MPS) is undertaking an extensive review and development of a suite of policies and frameworks aimed at transforming public service delivery, improving governance, and ensuring accountability within the Solomon Islands' public administration. The policy initiatives span across performance management, human resource development, organizational behaviour, and institutional reform. The following provides a detailed overview of these ongoing and planned initiatives.

#### 1. Performance Management Policy (PMP) Review

The review of the Performance Management Policy (PMP) represents a foundational step toward strengthening performance-based human resource management across the public sector. The review process is well underway, with several critical components completed:

- **PMP Policy Draft:** A comprehensive draft of the revised PMP policy has been completed, incorporating international best practices and contextualized to the specific administrative needs of the Solomon Islands.
- **PMP Forms:** Standardized forms supporting performance planning, review, and appraisal have been developed to ensure uniformity and consistency across government ministries.
- **Performance Review Committee (PRC) Guidelines:** These guidelines have already been reviewed to align with the updated PMP framework, providing procedural clarity and evaluative fairness.

- **Outstanding Review:** The review of the PMP process and procedure manual remains pending. This component is vital as it provides operational details for implementing the policy.
- **Validation Workshop:** A validation workshop involving key stakeholders from line ministries and agencies is scheduled for the second quarter of 2025, around the end of May. This workshop is crucial for stakeholder buy-in and for finalizing the policy framework.

## 2. Contracting Manual Review

The Ministry is also engaged in reviewing the Contracting Manual to streamline contract management and ensure performance accountability.

- The existing manual is under review to reflect changes in public service needs, address implementation gaps, and enhance the effectiveness of contract administration.
- New contract performance appraisal templates are being developed to provide a standardized mechanism for evaluating contractual obligations and outcomes, thereby supporting a culture of results-based management.

## 3. Monitoring, Evaluation, Accountability and Learning Framework (MEALF)

The Public Service Monitoring, Evaluation, Accountability, and Learning Framework is an emerging policy tool designed to institutionalize a systematic approach to monitoring and evaluating public service delivery. It emphasizes the integration of learning and accountability mechanisms, promoting evidence-based decision-making and continuous improvement in service delivery. The framework seeks to:

- Align evaluation processes with strategic public service goals.
- Enhance institutional learning through feedback loops.
- Foster greater transparency and accountability in public administration.

## 4. Gender Equality and Social Inclusion (GESI) Policy

A significant milestone has been achieved with the endorsement of the GESI policy by Cabinet. The policy underscores the government's commitment to creating an inclusive public service environment that respects and promotes gender equity and social justice. Key developments include:

- **Socialization activities**, planned towards the end of April 2025, will introduce the policy across public institutions, ensuring that all stakeholders understand and embrace its principles.
- **Implementation planning** is underway to operationalize the policy and integrate GESI considerations into recruitment, promotions, capacity building, and workplace culture.

## **5. Anti-Harassment Policy**

The Ministry is actively working on the development of an Anti-Harassment Policy, which is currently in the planning and drafting stages. This policy seeks to establish a clear and enforceable framework to prevent, address, and redress harassment in the workplace. Once finalized, it will serve as a cornerstone in safeguarding the dignity and rights of public officers.

## **6. Performance Management Policy (Separate from PMP Review)**

In addition to the PMP-specific efforts, a broader Performance Management Policy is also under review. This policy will encapsulate strategic directives for managing performance at both the institutional and individual levels, thereby complementing the PMP and reinforcing a culture of accountability.

## **7. Discipline Manual**

To enhance disciplinary procedures and uphold ethical standards in the public service, the Discipline Manual is undergoing review. The process commenced in early 2025 and is projected to be completed by the third quarter of the year. The revised manual will provide clear guidelines for disciplinary actions, ensuring fairness, transparency, and adherence to due process.

## **8. Solomon Islands Public Service Transformation Strategy (SIPSTS)**

The SIPSTS, recently endorsed by Cabinet, outlines a comprehensive reform agenda aimed at modernizing the public service. It emphasizes digital transformation, capacity building, performance orientation, and citizen-centered service delivery. As a strategic umbrella document, it will guide the implementation of other related reforms and serve as a blueprint for institutional change over the medium to long term.

The Ministry of Public Service is engaged in a transformative agenda, driven by policy reviews and strategic planning to improve the efficiency, responsiveness, and integrity of the public sector. These initiatives, many of which are at advanced stages of completion or validation, underscore a systemic commitment to public service reform, inclusive governance, and institutional excellence. As implementation progresses, these policies are expected to bring about substantial improvements in workforce performance, service delivery, and public trust.

### **3.6. Gender and Social Inclusion Mainstreaming**

#### **Advancing Gender Equality through Institutional Reform: Current Progress on Gender Mainstreaming by the Ministry of Public Service**

The Ministry of Public Service (MPS) has taken significant strides in institutionalizing gender equality through policy formulation, strategic engagement, and knowledge dissemination. These efforts are aligned with the Solomon Islands Government’s broader agenda to ensure inclusive governance and gender-responsive public sector reform. The Ministry's current gender mainstreaming initiatives reflect a proactive and strategic commitment to embedding

Gender Equality and Social Inclusion (GESI) principles within public service systems, practices, and culture.

## **1. Endorsement of the Public Service GESI Policy 2025–2030**

A major policy milestone was reached in February 2025 when the Public Service GESI Policy 2025–2030 was formally endorsed by Cabinet. This endorsement marks a pivotal step in institutionalizing gender equality across the public administration machinery and reflects the government's recognition of gender mainstreaming as central to effective public service delivery.

The policy outlines a clear framework for embedding gender and social inclusion principles across all levels of the public service, emphasizing:

- Equal access to opportunities and resources for men, women, and marginalized groups;
- The promotion of gender-sensitive workplace environments;
- Strengthened accountability mechanisms for addressing discrimination and harassment;
- Targeted actions and measurable outcomes to track progress over the five-year implementation period.

By establishing this policy as a strategic anchor, the MPS is affirming its leadership role in fostering a public service that is not only efficient but also equitable and inclusive.

## **2. Public Socialization and Advocacy Activities**

The MPS has adopted a multi-tiered approach to public engagement and policy socialization, ensuring broad-based awareness and support for the GESI Policy.

- The initial public announcement of the policy's endorsement was made on International Women's Day (11 March 2025), with the Minister of Women, Youth, Children and Family Affairs (MWYCFA) publicly affirming Cabinet's decision. This symbolic act underscored the political importance of the policy and leveraged the visibility of International Women's Day to gain public attention.
- A second socialization event took place on 21 March 2025 during the National Gender Equality Stakeholders Workshop, where the Assistant Secretary for GESI from the Ministry of Public Service provided a detailed presentation of the policy, its strategic actions, and implementation targets. The presentation facilitated technical understanding and stakeholder dialogue around practical application of the policy across sectors.
  - 150 physical copies of the GESI Policy were distributed to stakeholders and partners in attendance. These included representatives from government ministries, development partners, civil society organizations, and international institutions participating in the week-long workshop.

Through these efforts, the Ministry has not only initiated the implementation phase of the policy but also built foundational awareness and ownership among key actors responsible for translating the policy into action.

### **3. Research Dissemination: Addressing Workplace Harassment**

Complementing the GESI policy rollout is the dissemination of the “Prevalence of Sexual Harassment in the Solomon Islands Public Service” Report, which provides empirical insights into the nature and scope of harassment within the public sector. This report serves as an important evidence base for informing policy actions and cultural change initiatives.

- A total of 15 hard copies of the report were disseminated during the International Women’s Day celebrations, targeting senior government officials, gender advocates, and development partners.
- An electronic version of the report was also disseminated through the Solomon Islands Government News Release platform, enabling broader access across ministries and the general public.

The dissemination of this report alongside the GESI Policy reflects the Ministry’s commitment to evidence-based policy making. It signals a shift toward transparency and responsiveness in addressing systemic gender issues within the public service. Moreover, it provides a research-backed rationale for advancing the development of the Anti-Harassment Policy, currently underway.

The Ministry of Public Service has made notable progress in operationalizing gender mainstreaming through strategic policy development, stakeholder engagement, and the dissemination of critical research. The GESI Policy 2025–2030, endorsed by Cabinet, provides a transformative blueprint for creating a gender-responsive public sector. Through coordinated socialization efforts and knowledge sharing, the Ministry is laying the groundwork for inclusive and equitable reforms, signalling a bold step forward in aligning public service transformation with national gender equality priorities.

#### **3.7. Effective and Efficient Office Management**

The Ministry of Public Service made notable strides in strengthening office operations and resource management through targeted procurement initiatives in the first quarter. A central procurement process was successfully facilitated to streamline acquisition and improve efficiency across the Ministry’s operational units. As part of this effort, a new printer was procured specifically to support the needs of the Public Service Commission (PSC), enhancing document processing and administrative functions. Additionally, five desktop computers were acquired to bolster the Graduate Training Program, ensuring that trainees have access to essential digital tools for their professional development and performance. These investments reflect the Ministry’s commitment to maintaining a well-equipped and functional working environment that supports service delivery and institutional learning.

#### **Public Service Commission Meetings**

In the first quarter, the Public Service Commission (PSC) demonstrated strong administrative engagement, holding a total of 13 meetings, with 13 agendas prepared and actioned. This indicates consistent governance and oversight activities, aligning with the Commission’s mandate to manage public service human resource matters effectively. The regularity of

meetings reflects a proactive approach to decision-making and timely response to ministry and agency staffing needs.

The Judicial and Legal Service Commission (JLSC) also undertook key functions during the same period, preparing four agendas. Of these, three were processed through circulation of papers, a method often used to expedite decisions without convening physical meetings, while one agenda was prepared for an actual meeting. This balance suggests the JLSC is leveraging both formal and informal mechanisms to address pressing matters, though at a lower frequency compared to the PSC.

The Police and Prison Service Commission (PCSC) had comparatively minimal activity, with one agenda prepared for circulation of paper and one agenda for a physical meeting. This limited number of sessions may reflect a smaller volume of cases or less demand for staffing decisions within the PCSC’s jurisdiction in Q1.

Regarding commissioners’ meeting allowances, all payments were processed except for the fourth circulation of papers under the JLSC. The non-payment was attributed to insufficient funds and delays in replenishment, highlighting an operational gap in financial planning or budget execution. While this did not appear to impact the Commission's ability to deliver on decisions, it underscores the importance of aligning financial resources with planned activities to avoid disruptions in administrative processes.

Overall, the data suggests that while the PSC remains the most active commission in managing public service appointments and oversight, both the JLSC and PCSC continue to play complementary roles within their respective domains. Strengthening financial coordination will be crucial to ensuring consistency across all commissions in future quarters.

### **3.8. Improving Financial Management**

The Ministry of Public Service made notable strides in strengthening office operations and resource management through targeted procurement initiatives in the first quarter. A central procurement process was successfully facilitated to streamline acquisition and improve efficiency across the Ministry’s operational units. As part of this effort, a new printer was procured specifically to support the needs of the Public Service Commission (PSC), enhancing document processing and administrative functions. Additionally, five desktop computers were acquired to bolster the Graduate Training Program, ensuring that trainees have access to essential digital tools for their professional development and performance. These investments utilising budgeted items reflect the Ministry’s commitment to maintaining a well-equipped and functional working environment that supports service delivery and institutional learning while managing the limited resources it has.

#### **1. Financial Summary**

This financial management report presents a consolidated analysis of the Ministry of Public Service (Headquarters) budget execution for the 1st Quarter of 2025. The Ministry was allocated a total revised budget of SBD 9,757,467.00 across Payroll, Operational Costs, Utilities, Capital Expenditure, and Grants. The Ministry spent SBD 2,079,639.82, leaving an unspent balance of SBD 7,677,827.18, indicating an overall utilization rate of approximately 21%, with significant underperformance in several budget lines. This is because the other

leftover amount lines are for the 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Quarters. What has been used is only for 1<sup>st</sup> Quarter.

## **2. Payroll Expenditure (SBD 1,700,280.00)**

There was no expenditure recorded under Payroll for Salaries, Housing Allowances, Overtime, or Employer Contributions. This leaves 100% of the payroll funds unspent, indicating potential issues in the alignment of HR and financial systems or delays in accounting for centrally paid salaries.

## **3. Operational Expenses – Other Charges (SBD 8,057,187.00)**

### **a. Administrative and Office Operations**

Core operational items such as printing, stationery, fuel, and ICT supplies showed mixed performance. While Printing and Stationery overspent by SBD 11,193.00 (-23%), and Maintain - Office Equipment overspent by SBD 10,000.00 (+35%), other areas such as Venue Hire, Gifts & Presents, and Recruitment Expenses had 0% utilization, despite significant allocations. ICT Supplies was underutilized by 30%, and Fuel underspent by SBD 30,036.00 (-73%).

### **b. Travel and Accommodation**

All budget lines for both MPs and Public Servants' travel and accommodation—including overseas and local fares, accommodation, and other costs—reported 0% utilization. This included a cumulative budget of over SBD 773,470.00. This may reflect delays or cancellations in planned travel for the quarter or postponed implementation of work programs involving mobility. This budget is for the full year and there are in and out of country trips expected in the next 3 quarters and this budget will be utilized for them.

### **c. Utilities and Communication**

Essential utilities such as Electricity (SBD 1.76 million), Water (SBD 264,000), and Telephone and fax (SBD 550,000) were significantly underutilized. Despite being critical for daily operations, spending was limited to SBD 305,077.60 (Electricity), SBD 100,107.21 (Telecom), and SBD 55,463.37 (Water), representing utilization rates between 17–21% and leaving SBD 2,114,689.18 unspent. This is because it is just the first quarter, and the leftovers are for the other 3 quarters of 2025.

### **d. Capital Expenditure and Asset Maintenance**

A total of SBD 228,366.00 was budgeted for capital items (residential buildings, office equipment, software/hardware). Of this, SBD 157,220.00 was spent, with marginal under-expenditures noted. For instance, Capex - Office Equipment and Residential Buildings underspent by SBD 8,530.00 (-9%) and SBD 32,300.00 (-91%), respectively.

Simultaneously, maintenance of existing assets such as buildings, vehicles, and equipment had uneven spending. Maintain - Non-Residential Buildings was used significantly (SBD 55,575.00 out of 101,850.00), while Motor Vehicles consumed 55% of its allocation. However,

overspending was recorded in Office Equipment maintenance, exceeding by SBD 10,000 (+35%).

#### **e. Programmatic Support and Grants**

The Ministry disbursed SBD 132,542.44 under Subventions and Grants, representing only 8% of the SBD 1.61 million allocation. Similarly, House Rent, a major recurring cost, had an execution rate of only 51%, with SBD 1,059,360.00 spent from an SBD 2.068 million budget.

#### **f. Security and Training**

Only SBD 1,600.00 of the SBD 23,750.00 security budget was used. Training programs, though budgeted at SBD 91,180.00, saw a mere SBD 4,945.00 in spending, reflecting just 5% utilization. These figures suggest either a delay in procurement or a postponement of capacity-building activities.

### **4. Overall Financial Performance**

*Table 5. Ministry of Public Service Overall Financial Performance for Quarter 1*

Category	Revised Budget (SBD)	YTD Expenditure (SBD)	Funds Remaining (SBD)	Utilization Rate
<b>Payroll</b>	1,700,280.00	0.00	1,700,280.00	0%
<b>Other Charges</b>	8,057,187.00	2,079,639.82	5,977,547.18	26%
<b>Grand Total</b>	<b>9,757,467.00</b>	<b>2,079,639.82</b>	<b>7,677,827.18</b>	<b>21%</b>

### **5. Conclusion and Recommendations**

The Ministry's Q1 financial execution shows considerable underutilization, particularly in Payroll, Travel, Grants, and Utilities. Operational overspending in a few areas must also be addressed. This is because most funds are budgeted for the rest of the 3 quarters of 2025. This is just the first quarter, and what has already been spent is for the first quarter. The remaining is for the leftover 3 quarters.

#### **Key Recommendations:**

- Conduct a mid-year budget review to reallocate underutilized funds.
- Improve synchronization between payroll and financial systems.
- Strengthen financial controls to avoid overspending.
- Monitor program delivery to align financial disbursements with output indicators.
- Accelerate planned activities in Q2 to avoid year-end implementation pressure.

### **3.9. Statutory and Strategic Mandates**

#### **Legislative and Regulatory Reform within the Solomon Islands Public Service**

As part of the Solomon Islands Government’s broader Public Sector Reform Agenda, the Ministry of Public Service (MPS) has made significant progress in advancing key legislative

and regulatory frameworks that underpin the operations, governance, and integrity of the public service. These reforms reflect a strategic commitment to modernizing the public service legal infrastructure, ensuring legal clarity, enhancing institutional efficiency, and promoting accountability in public administration. The following outlines the status and substance of key Bills and regulations currently under development or review.

## **1. Public Service Bill**

The Public Service Bill represents a landmark legislative initiative aimed at repealing and replacing the existing Public Service Act to reflect contemporary public administration principles, global best practices, and the socio-political context of the Solomon Islands.

- The Bill was endorsed by Cabinet on 14 March 2025, signalling high-level political commitment to reforming the legislative foundation of the public service.
- Parliamentary tabling remains pending, which will be the next critical milestone in the legislative process. Once tabled, the Bill will undergo debate, potential revisions, and approval before it becomes law.
- The proposed Bill seeks to:
  - Clarify the roles and responsibilities of the Public Service Commission, ministries, and public officers;
  - Strengthen mechanisms for merit-based appointments, performance management, and disciplinary procedures;
  - Enhance transparency and fairness in public service employment practices; and
  - Embed principles of ethical conduct, equity, and professionalism.

Its enactment is expected to provide a modern, comprehensive legal framework that supports effective human resource management and public sector accountability.

## **2. Public Service Commission Regulations**

Parallel to the legislative work on the Public Service Bill, the Public Service Commission (PSC) Regulations are also under development to ensure that the operational directives and powers of the PSC are clearly defined and legally enforceable.

- These regulations are being refined to align with the proposed Public Service Bill and to ensure consistency across the public service legal ecosystem.
- The regulations will outline the procedures for appointments, promotions, and disciplinary actions under the jurisdiction of the PSC, and provide interpretative guidance on applying powers and functions delegated under the enabling legislation.
- Once finalized, the PSC Regulations will play a crucial role in institutionalizing due process and upholding the integrity of the civil service.

### **3. Public Service Regulations**

The Public Service Regulations serve as a critical mechanism to operationalize the provisions of the Public Service Bill and guide the day-to-day administration of public service employment.

- A draft of the regulations is currently with the Attorney General’s Chambers for legal vetting and refinement. This phase is crucial to ensure that the regulations are legally sound and harmonized with the constitutional and legislative framework.
- Upon finalization and Cabinet endorsement, the regulations will be gazetted, granting them legal force.
- These regulations will provide detailed prescriptions on various employment matters, including:
  - Recruitment and appointment procedures;
  - Conditions of service;
  - Code of conduct;
  - Leave entitlements and benefits;
  - Performance appraisal processes.

The regulations will serve as an authoritative source of administrative law, guiding ministries and departments in ensuring consistency and compliance in public service delivery.

### **4. Public Service Orders**

Complementing the regulatory instruments are the Public Service Orders (PSOs), which provide internal administrative instructions and guidance to ministries and government agencies.

- The draft PSOs are also currently with the Attorney General’s Chambers, undergoing legal review to ensure they are aligned with the overarching legislative and policy framework.
- Following legal clearance and endorsement by Cabinet, the PSOs will be gazetted to give them official effect.
- The PSOs are designed to:
  - Provide operational guidance on the implementation of policies and regulations;
  - Clarify administrative roles and responsibilities at various levels of government;
  - Foster uniformity in interpretation and application of service rules;
  - Serve as a dynamic tool that can be periodically updated to reflect policy changes and evolving service delivery needs.

The development and review of the Public Service Bill, associated regulations, and administrative orders mark a transformative phase in the evolution of the Solomon Islands public service. These legal and regulatory instruments will form a robust governance architecture that promotes professionalism, accountability, and transparency within the public administration system. As these instruments move through final stages of review and approval,

their successful implementation will be critical to achieving the strategic goals of the Public Service Transformation Strategy and strengthening public sector performance for sustainable national development.

### **3.10. Ensuring smooth Separation and Retirement**

#### **Strengthening Governance through the Leadership and Disciplinary Services Board (LDSB)**

As part of ongoing efforts to enhance leadership accountability and uphold disciplinary integrity across the public service, the Ministry of Public Service has progressed with the activation and operationalization of the Leadership and Disciplinary Services Board (LDSB).

- A Terms of Reference (ToR) for the LDSB was finalized and formally circulated to relevant stakeholders, outlining the Board's mandate, procedural functions, and scope of authority in handling leadership and disciplinary matters affecting senior public officials.
- Following this, the first official meeting of the LDSB was successfully convened, marking a critical milestone in institutionalizing the Board's role within the public service architecture. The meeting facilitated orientation on the ToR, clarification of decision-making protocols, and the prioritization of cases requiring urgent review.

These foundational activities reflect the Ministry's commitment to transparent, fair, and consistent handling of disciplinary issues, while also reinforcing ethical conduct at the senior management level. The operationalization of the LDSB is a vital step in upholding the credibility and professionalism of the public sector.

#### **Public Service Retirement Coordination and Workforce Transition Planning**

The Ministry of Public Service has made substantial progress in preparing the 2025 retirement data as part of its workforce transition and planning responsibilities. However, several ministries are yet to submit confirmations of their expected retirees for the year.

- In response, the Ministry's Retirement and Workforce Transition Unit has proactively engaged in direct liaison with non-responsive ministries, aiming to validate and confirm retiree lists, and ensure that associated HR processes—such as retirement submissions, requests for deferments, and the processing of Fixed-Term Appointments (FTAs)—continue without undue delay.
- Despite partial data gaps, the unit has maintained momentum in processing cases and is set to issue additional reminders and formal notices during the second quarter of **2025** to expedite compliance and ensure full retirement readiness across the public service.

These activities are critical for ensuring smooth workforce succession, maintaining service continuity, and upholding the integrity of retirement entitlements. Furthermore, timely and accurate retirement data supports broader policy planning efforts related to public service reform, budgeting, and recruitment forecasting.

The data presented in the bar chart below in figure 6 illustrates various retirement and employment-related actions across multiple Solomon Islands Government ministries and agencies. The Ministry of Public Service (MPS) and the Ministry of Finance and Treasury (MOFT) recorded the highest number of cases, particularly in retirement notice issuance and retirement submissions to the Public Service Commission (PSC). The Ministry of Health and Medical Services (MHMS) and the Ministry of Education and Human Resources Development (MEHRD) also reported substantial activity, including multiple deferment conveys, FTA (Fixed-Term Appointment) conveys, and resignation notifications. Notably, MOFT shows the highest number of retirement submissions, indicating a higher turnover or more advanced retirement planning in that ministry. Several ministries, such as MID, PMO, and MFAET have very minimal or no data recorded across the indicators, possibly reflecting either a lack of retirement cases or delays in submission. The presence of retirement under medical grounds and their related submissions is limited but still visible in select ministries, emphasizing a smaller but significant category of workforce exit. Overall, the data indicates varied levels of engagement and responsiveness among ministries, with some actively processing transitions while others lag in compliance with retirement and employment policy protocols.

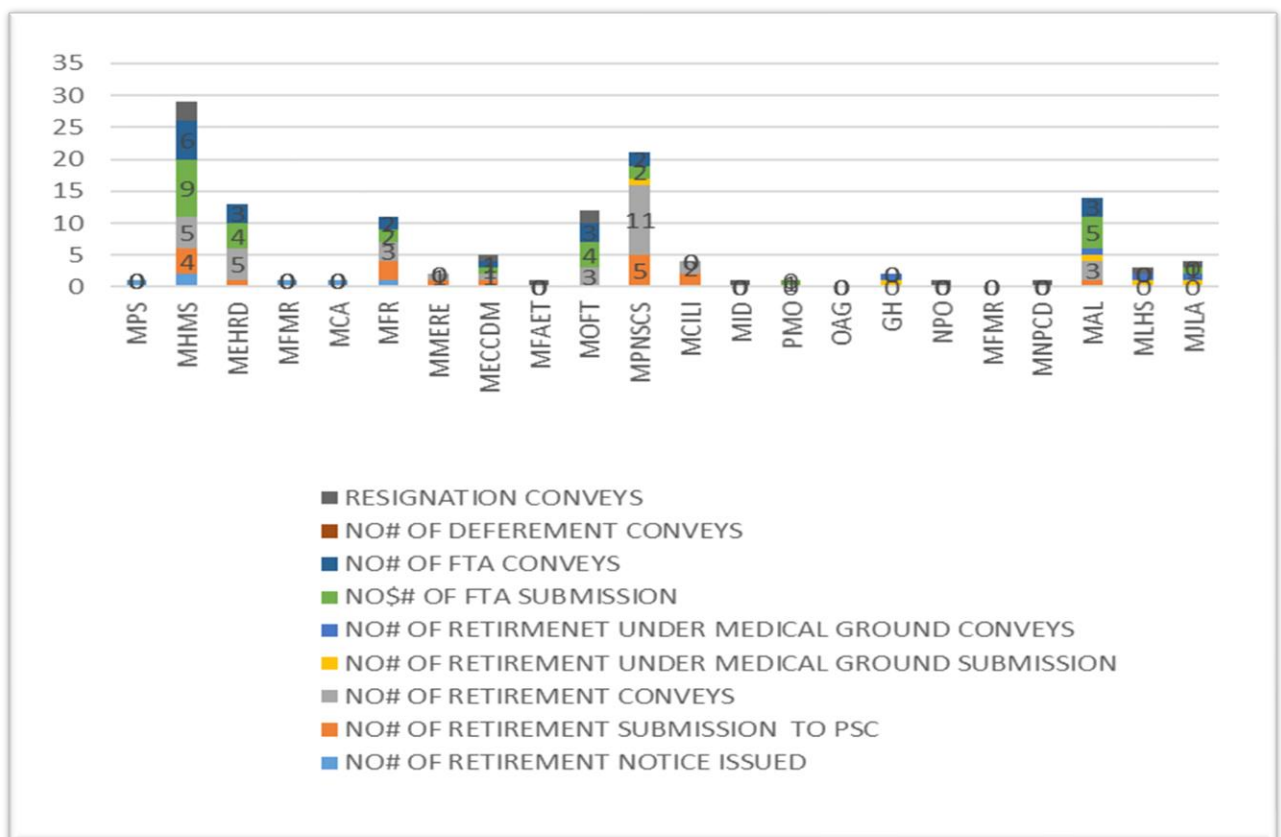


Figure 6. Graph of Separation of Solomon Islands Government Public Officers

### Long Dedicated Service Benefit

During the first quarter, the Ministry of Public Service recorded significant progress in the administration of the Long-Dedicated Service Benefit (LDSB) scheme. A total of four LDSB meetings were conducted, demonstrating active coordination and decision-making by the relevant committee. Over the reporting period, 95 applications for the LDSB were received from eligible public servants. Of these, 90 applications were approved, indicating a high approval rate of approximately 95%, which reflects the effectiveness of application screening

and the eligibility of the applicants. Only 5 applications were deferred, suggesting that a small portion required further clarification or supporting documentation before a final decision could be made. This outcome highlights both the efficiency of the LDSB process and the Ministry’s commitment to recognizing and rewarding long-serving public servants for their dedication and contribution to the public sector.

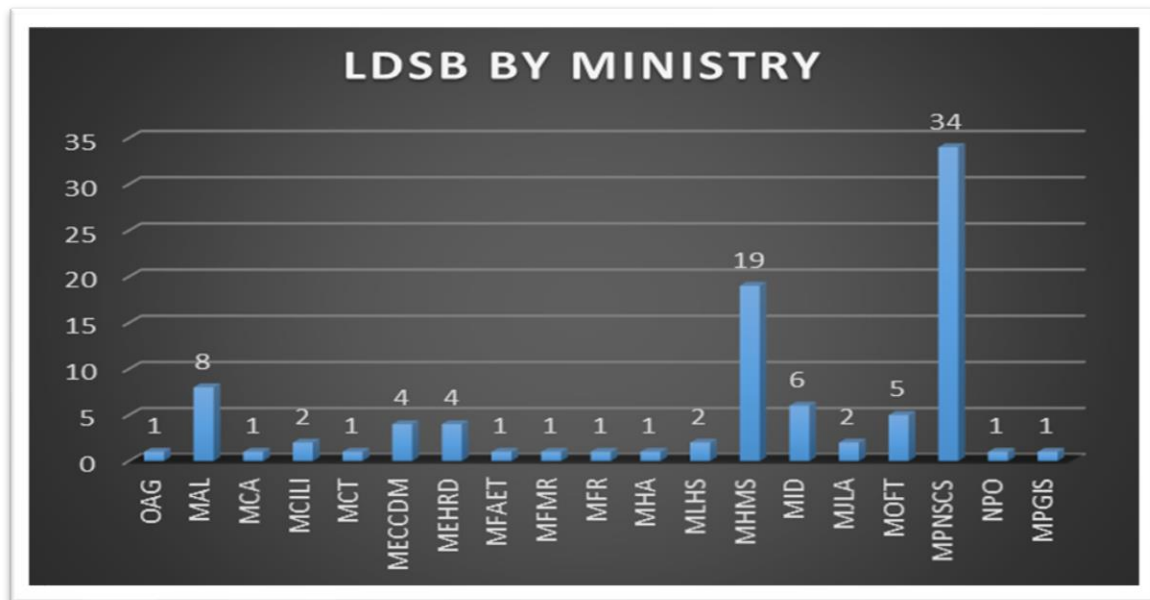


Figure 7. Graph showing Long Dedicated Service Benefit by Ministry for Q1

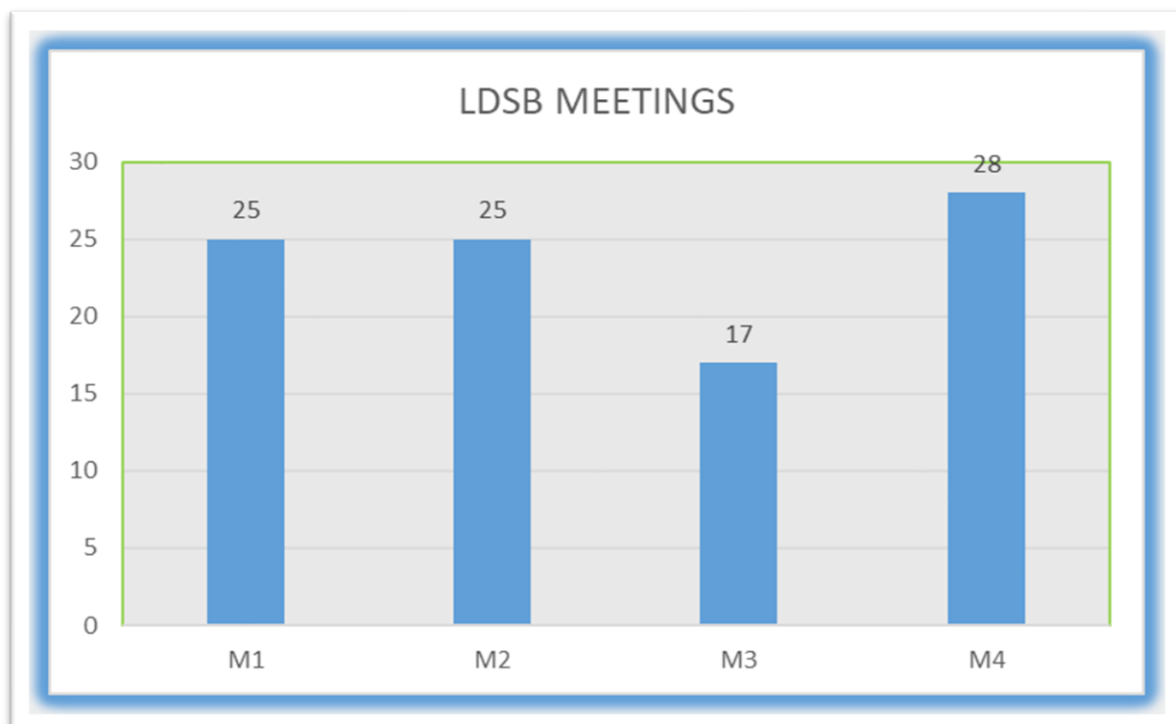


Figure 8. Graph of Long-Dedicated Service Benefit Meetings conducted

### 3.11. Improving Performance Management Procedures

The review of the Performance Management Process (PMP) represents a structured and progressive approach toward strengthening public sector accountability and performance. The completion of the PMP policy draft and accompanying forms indicates substantive progress in laying the foundational framework for the revised performance management system. Furthermore, the review of the Performance Review Committee (PRC) guidelines reflect an effort to align oversight mechanisms with the evolving policy framework. However, a critical component of the reform—namely, the review of the PMP process and procedure manual remains outstanding, signifying an incomplete consolidation of operational guidelines that are essential for implementation fidelity. The scheduling of a validation workshop with line ministries and agencies in the second quarter of 2025, particularly around the end of May, is a pivotal step towards fostering stakeholder ownership, soliciting practical feedback, and ensuring the contextual relevance of the revised PMP instruments. Overall, while notable progress has been made, the effectiveness of the reform will ultimately depend on the timely completion of the procedural review and the successful facilitation of inter-agency validation and engagement.

#### **Performance Management Policy Form Submissions**

As of the current reporting period, the total number of Project Monitoring Plan (PMP) forms received from the relevant ministries excluding the Ministry of Education and Human Resources Development (MEHRD), Ministry of Finance and Treasury (MoFT), Ministry of Agriculture and Livestock (MAL), and Ministry of Health and Medical Services (MHMS) amounts to twenty-two (22). The distribution of submissions is as follows:

- **Ministry of Communication and Aviation (MCA):** 8 forms
- **Ministry of Fisheries and Marine Resources (MFMR):** 4 forms
- **Ministry of Police, National Security and Correctional Services (MPNSCS):** 1 form
- **Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECCDM):** 9 forms

This quantitative data reflects varying degrees of engagement across the ministries. MECCDM and MCA have demonstrated comparatively higher levels of compliance and responsiveness, jointly contributing approximately 77% of all submissions. In contrast, MPNSCS has submitted only one form, signalling limited engagement or potential systemic constraints.

The completion of the 2024 Performance Management Process (PMP) assessments mark a critical milestone in the Ministry of Public Service’s effort to institutionalize a culture of performance and accountability within the public service. A total of 30 appraisal forms were submitted for the first quarter, with contributions from Government Payroll Management (GPM) (3), Corporate Services (CS) (7), the Institute of Public Administration and Management (IPAM) (11), and the Public Service Commission (PSC) (9). The highest submission came from IPAM, indicating a strong internal compliance culture and commitment to performance monitoring. While this number reflects steady progress in embedding performance appraisals across the Ministry, the absence of promotion submissions during Q1

suggests a strategic deferral of such HR decisions to the second quarter, possibly to allow for comprehensive review and alignment with PMP outcomes. This trend underscores the Ministry’s intention to ensure that performance results meaningfully inform staff mobility and career development, reinforcing merit-based progression across the public service.

### **Qualitative Implications**

The disparity in submissions across ministries reveals a heterogeneous institutional landscape with respect to PMP implementation. Ministries such as MECCDM and MCA appear to be better positioned in terms of integrating the PMP reporting framework within their operational systems. This suggests stronger internal monitoring capabilities, clearer lines of accountability, or proactive leadership support.

On the other hand, minimal submissions from MPNSCS may reflect operational bottlenecks, including limited human resources, inadequate technical capacity, or lower prioritization of PMP compliance. These issues warrant tailored support measures, including training, sensitization, and strategic engagement, to build institutional ownership and capacity.

### **Operational Delays and Mitigating Actions**

It is important to note that the progress in delivering this output during the first quarter has been delayed due to concurrent engagements in contracting work for the Senior Executive under the Umi Waka Gud Program. This competing priority affected the timely rollout of PMP-related tasks.

Nonetheless, significant preparatory milestones have been achieved. The PMP policy draft, PMP forms, and Project Review Committee (PRC) guidelines have all been reviewed and finalized, and are now ready for the validation workshop. The only remaining task is the review of the PMP process and procedure manual, which is expected to be completed ahead of the upcoming workshop.

### **Next Steps and Forward Outlook**

In alignment with the project work plan, the validation workshop with line ministries and agencies is scheduled for the second quarter, around the end of May 2025. This workshop will be pivotal in securing consensus, strengthening implementation fidelity, and institutionalizing the PMP framework across government entities.

Moving forward, addressing the institutional gaps identified through the submission data—particularly in ministries with low or no submissions—will be essential to achieve a harmonized and effective monitoring and evaluation system. Continued coordination, technical support, and adherence to the validation timeline will ensure that the groundwork laid in the first quarter translates into tangible systemic improvements in subsequent periods.

### 3.12. Improving the Management of Attendance

This report provides an update on the progress of the Attendance Management System (AMS) being piloted by the Ministry of Public Service (MPS). The system is designed to enhance attendance tracking and workforce discipline through the use of biometric fingerprint scanners and card-based sign-in/sign-out functionality. The initiative aligns with broader Public Service reforms to modernize HR processes, ensure accountability, and support data-driven workforce management.

#### System Implementation and Oversight

The Ministry continues to coordinate and manage the implementation of the AMS, ensuring the system aligns with operational needs and public service regulations. The system's pilot phase covers selected departments at MPS HQ, and feedback is being actively collected for refinement.

#### Technical Engagement and Stakeholder Coordination

To support the pilot:

- **Two formal coordination meetings** have been held with the ICT Unit to address technical issues and operational challenges encountered since the launch. Key issues discussed included:
  - Delays in synchronization of fingerprint registration with real-time data logs.
  - Occasional card reader malfunction due to power interruptions.
  - User unfamiliarity with the system interface and reporting tools.

These meetings have led to technical recommendations and adjustments, including software updates and improved user orientation.

#### System Updates and Enhancements

Several enhancements have been made as part of ongoing system refinement:

- System stability has improved through a recent software patch addressing login synchronization.
- Data export functions have been tested to integrate attendance logs with HR records for reporting and compliance tracking.
- Manual override protocols have been introduced for verified technical downtime.

#### Monitoring and Reporting

A fortnightly reporting mechanism has been established. Reports include:

- Individual staff attendance summaries.
- Department-level compliance metrics.
- Alerts for irregular attendance patterns.

These reports are submitted to the Permanent Secretary and are used for management decision-making and policy enforcement where necessary.

### **Next Steps**

- Continue the pilot for another quarter with technical monitoring and user feedback loops.
- Explore integration with payroll and performance management systems.
- Finalize the Attendance Management Guidelines, which will be submitted for approval alongside the AMS rollout plan.

The pilot of the Attendance Management System marks a significant step towards enhancing transparency, accountability, and efficiency in the public service. Early results are promising, and continued stakeholder engagement and system refinement are critical to full implementation.

### **3.13. Upholding Professional Standards and Disciplinary**

This report provides a comprehensive summary and analysis of activities undertaken by the Disciplinary and Professional Standards Division of the Ministry of Public Service (MPS) for the first quarter (Q1) of 2025. The report highlights key developments in case management, awareness programs, policy development, and the Ministry’s ongoing digital transformation efforts. These activities reflect the Ministry’s commitment to strengthening professional standards, promoting accountability, and enhancing performance within the Solomon Islands Public Service.

#### **Disciplinary Cases Overview**

During Q1 2025, the Public Service Unit (PSU) received eight (8) new cases of reported misconduct. These cases are in addition to thirteen (13) unresolved cases carried over from the year 2024. This brings the total number of active disciplinary cases currently under PSU’s management to twenty-one (21). The nature of these cases varies in terms of severity and complexity, requiring multi-stakeholder coordination and varying timelines for resolution.

Of the total cases, three (3) have been referred to the Attorney General’s Chambers and are currently awaiting legal advice. Two (2) additional cases are pending decisions from the Permanent Secretary of the Ministry of Public Service. The remaining cases are at various stages of internal processing and investigation.

The distribution of cases across government ministries reveals that the Ministry of Finance and Treasury (MOFT) and the Ministry of Health and Medical Services (MHMS) recorded the highest number of cases, with four (4) each. The Ministry of Commerce, Industry, Labour and Immigration (MCILI) followed with three (3) cases, and the Ministry of Infrastructure Development (MID) also recorded three (3) cases. Several other ministries, including the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECCDM), the Ministry of Lands, Housing and Survey (MLHS), and others, had one or two cases each. This distribution underscores the widespread nature of disciplinary challenges across the public service.

In terms of gender, the data indicates that twenty (20) of the cases involve male officers, while only two (2) involve female officers. Regarding the nature of offences, thirteen (13) were classified as serious misconduct, while eight (8) were considered minor infractions. These statistics suggest a need for continued emphasis on preventive measures, including ethical training and professional conduct awareness.

### **Professional Standards Initiatives**

To complement disciplinary processes, the PSU commenced a public service-wide awareness and capacity-building campaign aimed at enhancing understanding of professional and ethical standards. This initiative began on 26th March 2025 and targets all twenty-four (24) government ministries. By the end of Q1, awareness sessions had been successfully conducted for the Office of the Attorney General (OAG) and the Ministry of Education and Human Resource Development (MEHRD). The next session is scheduled for the Ministry of Agriculture and Livestock (MAL) on 9th April 2025. These workshops are designed to build internal capacity, promote early compliance, and reduce the incidence of disciplinary violations.

In parallel, significant progress has been made in the development of a Professional Standards and Discipline (PSD) Manual. A dedicated taskforce was formally established on 26th February 2025 to lead the drafting process. The first official meeting of the taskforce was held on 18th March 2025, during which members discussed the manual’s structure and outlined initial responsibilities. A follow-up meeting is scheduled for the second week of April to finalize the work plan and allocate tasks among the members.

Following the development of the draft PSD Manual, the Ministry plans to conduct a series of consultations with key stakeholders. These consultations will serve to validate the content, gather technical and sectoral feedback, and ensure that the final version is both relevant and widely accepted across government agencies. This participatory process is critical to ensuring ownership and institutional alignment with the proposed standards and procedures.

### **Digital Transformation Initiatives**

In support of modernization and information management, the PSU has initiated efforts to establish a digital repository for all disciplinary and professional standards-related documentation. During Q1, initial consultations were held between the PSU and the Information and Communication Technology Support Unit (ICTSU). As a result, a Terms of Reference (ToR) for the digitization project has been finalized, outlining the scope and operational framework for digital records management.

The ICTSU has also completed the preparation of the Expression of Interest (EOI) and tender documents for the procurement of technical services to carry out the digitization. These documents are now ready for public advertisement. However, the project is currently on hold pending budgetary approval from the Permanent Secretary of the Ministry of Public Service. Once approved, this initiative is expected to significantly improve the accessibility, transparency, and long-term preservation of disciplinary records.

The first quarter of 2025 has been a productive period for the Disciplinary and Professional Standards Division, marked by active case management, the initiation of sector-wide awareness programs, the drafting of the PSD Manual, and significant groundwork for digital transformation. While the number of disciplinary cases remains high, the Ministry continues to implement structured reforms and capacity-building initiatives aimed at fostering a more ethical, accountable, and high-performing public service.

## **Appointment and Recruitment**

During the reporting period, the Ministry of Public Service oversaw a significant volume of staffing decisions across 24 Ministries and Agencies under the Public Service Commission (PSC), Judicial and Legal Service Commission (JLSC), and the Police and Prison Service Commission (PCSC).

Under the PSC, staffing activities were robust:

- New appointments were conveyed for 16 Ministries and 2 Agencies, while 15 Ministries and 2 Agencies had decisions on promotions.
- 15 Ministries received decisions regarding appointments on contract, and 13 Ministries were conveyed decisions for confirmation of probationary appointments.
- Additional activities included confirmations for trial promotions across 11 Ministries and 1 Agency, direct appointments in 4 Ministries, normal promotions in 2 Ministries, and upper segment promotions across 5 Ministries. There were also decisions on contract extensions in 1 Ministry, FTA appointments across 6 Ministries, and accelerated promotions in 1 Ministry.

In terms of appointment figures:

- Upper segment promotions totalled 21 appointments under the PSC.
- Normal promotions were relatively fewer, with 2 appointments.
- Accelerated promotions and FTA (Fixed Term Appointments) stood at 2 and 24 appointments respectively.
- Notably, there were no cases of renewal of appointments under the PSC.

Under the JLSC:

- Staffing decisions were more limited, with 1 Ministry receiving a decision for a new appointment, 2 Ministries for appointments on promotion, and 1 Agency for an appointment on contract.
- There were no promotions, accelerated promotions, FTAs, or renewals recorded for the JLSC.

For the PCSC, activity remained minimal:

- No new appointments, promotions, or FTAs were reported.
- However, there was one instance of a renewal of appointment.

In total, 330 appointments were conveyed, a figure that notably excludes retirements, study leave, and appeal cases, which are accounted for separately.

The distribution of activities highlights the PSC's dominant role in staffing matters compared to the JLSC and PCSC. While the PSC exhibited a broad range of staffing actions, activities under the JLSC and PCSC remained comparatively sparse, pointing to either a lower staffing turnover or differing organizational needs.

### **3.14. Evolving into E - Platforms**

#### **Implementation of the E-Platform for the Ministry of Public Service – Digital Repository for PSU**

The Ministry of Public Service (MPS) has commenced the foundational steps toward the implementation of a Digital Repository for the Public Service Unit (PSU) under Activity 9.1 of its digital transformation agenda. The initiative represents a critical shift toward modernizing records management practices, improving accessibility, and enhancing the efficiency of administrative processes across the Ministry.

The initial phase has involved consultations with the Information Communication Technology Support Unit (ICTSU) and the PSU Team. These consultations were pivotal in aligning the technological requirements with user needs, ensuring that the envisioned platform is both technically sound and operationally relevant. Engaging internal stakeholders early in the process demonstrates a participatory approach to digital reform, likely to foster stronger ownership and smoother adoption during implementation.

Following these consultations, a Terms of Reference (TOR) for the digitization of files was successfully established. The TOR serves as a critical governance tool, defining the scope, objectives, and expected outcomes of the digitization process. It also sets out the standards for data security, file management protocols, and service delivery benchmarks, reflecting good practice in public sector digital project design.

In preparation for procurement, the ICTSU has developed an Expression of Interest (EOI) and accompanying tender documents, both of which are ready to be advertised. This proactive step illustrates an understanding of procurement timelines and the necessity to engage qualified service providers through a competitive, transparent process. The use of open tendering, beginning with an EOI, ensures that the Ministry can attract a broad pool of competent firms, thereby increasing the likelihood of successful project delivery.

However, despite these preparatory activities, the project currently faces a bottleneck: awaiting approval from the Permanent Secretary (PS) of the Ministry of Public Service for the project budget. Budgetary approval is a critical dependency; without it, the project cannot proceed to procurement and implementation phases. This delay highlights the common challenges faced in public sector digital transformation, where financial governance processes, while necessary for accountability, can create procedural slowdowns.

Overall, while significant groundwork has been laid through stakeholder engagement, TOR development, and procurement preparation, the implementation of the Digital Repository remains at a preparatory stage. Timely budgetary approval will be essential to maintain project

momentum and realize the intended benefits of a digitized, accessible, and efficient information management system for the Public Service Unit.

## **Setting up E-Learning Systems at IPAM**

The Institute of Public Administration and Management (IPAM) has undertaken a series of structured activities aimed at operationalizing its e-learning system, marking a critical step towards expanding access to public service training through digital platforms.

IPAM has initiated a debrief and design phase for online instructional delivery, ensuring that the shift from traditional face-to-face modes to online modalities is pedagogically sound and fit for purpose. This early activity reflects a strategic understanding that effective online learning requires intentional design adjustments, rather than a mere transfer of content.

Its activity is focused on uploading the 2025 IPAM Prospectus online, an important milestone for promoting transparency and broadening information accessibility. By making training offerings visible online, IPAM enhances its engagement with a wider audience, including potential participants from the provinces.

The development of human resource capacity to manage the e-learning system was addressed through its designed activity, which involved conducting Quarterly Learning Management System (LMS) refresher training. These sessions ensure that staff and administrators are adequately skilled to use, troubleshoot, and improve the LMS, thus supporting the platform’s sustainability.

According to IPAM's activities, the nomination and registration processes for IPAM trainings were successfully conducted via the LMS. This shift to online nomination and registration represents a significant procedural modernization, reducing administrative burdens and allowing easier tracking and management of participant data.

A key outcome was the delivery of three trainings through the LMS, demonstrating tangible progress in online program implementation. Specifically, Activity 3.5.0 supported this rollout by designing instructional materials and revising course content for the selected training programs: *Developing Workplace Procedure*, *Project Management Professional (PMP)*, and *Microsoft Word*. These revisions ensured that course content was adapted appropriately for an online format, with consideration given to interactivity, pacing, and digital engagement techniques.

Importantly, participants were successfully registered on the IPAM LMS platform, with access granted to the selected courses by the third quarter (Q3). Notably, nominees from provincial locations were also registered and given access to the e-learning platform, demonstrating a commitment to inclusivity and the decentralization of training opportunities.

Overall, the progress on the e-learning system demonstrates a comprehensive, phased approach to digital transformation within IPAM. The combination of platform design, content adaptation, human resource upskilling, and user engagement reflects a strong foundation for embedding sustainable online learning practices within the public service training framework. As activities continue, the key to success will be maintaining the quality of course offerings, expanding the range of online trainings, and ensuring consistent user support across urban and provincial areas.

## **4. Challenges**

### **1. Resource and Infrastructure Limitations**

The Ministry of Public Service (MPS) continues to operate within modest resource allocations, which affect day-to-day administrative efficiency. Constraints such as the limited supply of colored paper for official documentation and a non-functional printer pose challenges for timely communication and internal processes. Additionally, the current printing equipment used for training materials would benefit from quality upgrades to enhance the professional delivery of capacity-building initiatives. Environmental factors such as inadequate air conditioning and limited training room space also affect the overall conduciveness of the working and learning environment. Addressing these issues incrementally would support a more enabling environment for staff productivity and service delivery.

### **2. Logistical and Transportation Considerations**

Effective logistical support is essential for the Ministry’s training and outreach activities. Current limitations, such as the seating capacity of the Ministry’s van and the cost implications of fuel usage, have placed constraints on field missions and support services. These logistical challenges may reduce the reach and consistency of critical initiatives such as training delivery and monitoring visits. Exploring cost-efficient solutions and logistical planning strategies could enhance operational flexibility and ensure continued engagement with provincial and remote stakeholders.

### **3. Human Resource Data and Coordination**

Ensuring the accuracy and completeness of human resource data is a priority for MPS. Challenges in verifying retirement records—particularly those dating back to the early 2000s—highlight the need to strengthen archival and information management systems. In addition, there are opportunities to enhance collaboration with Human Resource Managers (HRMs) across line ministries to ensure timely updates to employee data and responsiveness to information requests. Strengthening coordination mechanisms will enable a more coherent and unified approach to public service workforce management.

### **4. Capacity Development and Stakeholder Engagement**

The Ministry welcomes the strong interest in IPAM training programs, reflected in the high volume of nominations received. However, ensuring the alignment of these nominations with training priorities and relevance to job roles remains important. Further, improving the consistency of stakeholder engagement, particularly in responding to consultation requests and information sharing, would enhance the quality and effectiveness of training offerings. The Ministry also sees value in further dialogue and coordination with SITESA regarding scholarship processes to ensure alignment with MPS criteria and policies. Enhancing these collaborative efforts will support a more streamlined and transparent approach to public sector training and development.

## **5. Institutional Capacity and Workforce Availability**

The Ministry acknowledges current staffing limitations within key units, including the impact of study leave arrangements on operational capacity. These constraints have placed increased workloads on the remaining staff, particularly in areas such as monitoring, evaluation, and reporting. Given that many deliverables depend on inputs from other ministries with their own operational priorities, improved inter-agency coordination and phased work planning would help manage workload and expectations. Strengthening workforce planning will also ensure sustained institutional performance over time.

## **6. Monitoring, Evaluation, and Implementation**

The Ministry recognizes the importance of timely implementation of evaluation findings to inform policy and operational improvements. While evaluations are conducted, translating recommendations into action requires continued attention and coordination. In addition, managing attendance systems for training and other events remains an area for process improvement. Ongoing efforts to refine monitoring systems and administrative processes will enhance the Ministry’s ability to track progress and drive continuous improvement.

## **7. Financial Resourcing**

Financial limitations continue to influence the scope and pace of Ministry initiatives. Resource constraints have affected the Ministry’s ability to upgrade infrastructure, support field-based activities, and expand training and development efforts. These challenges underscore the importance of strategic budgeting, resource prioritization, and external engagement to support implementation of the Ministry’s public service transformation agenda. Identifying cost-effective measures and exploring potential partnerships could contribute positively to addressing these resourcing gaps.



*Picture 4. Deputy Secretary's Corporate, Human Resource Managers, Senior Administration Officers, together with the MPS Team, posing during the Governance Forum on where resolutions were discussed to improve policy implementation*

## **5. Way Forward**

### **1. Strengthening Inter-Ministerial Coordination and Communication**

One of the core challenges facing MPS is the continuous coordination required with various ministries and agencies to successfully implement its reform agenda. Achieving the Ministry’s strategic goals depends heavily on timely communication and mutual understanding across government institutions. There is an identified need for more systematic and sustained collaboration to ensure that the Ministry’s priorities are understood, supported, and translated into joint action. Strengthening communication channels, formalizing engagement protocols, and enhancing collaboration mechanisms with key stakeholders, particularly HR Managers (HRMs) and senior officials in line ministries, will be critical to improving implementation efficiency.

### **2. Enhancing Collaboration with Internal Teams**

Close collaboration with internal support teams such as the MPS Accounts Unit is vital for the smooth delivery of program activities and for maintaining financial accountability. Delays or misalignments in internal coordination can affect service delivery timelines, including procurement, payments for training logistics, and allowances. Regular joint planning and integrated workflows between the MPS core divisions and its accounts team will contribute to more responsive and accountable internal processes.

### **3. Improving the Nomination and Training Process**

The nomination process for training continues to face challenges relating to adherence to criteria, communication gaps, and inactive nomination committees. Nomination committees must become more engaged, proactive, and innovative in identifying suitable candidates for training based on strategic workforce needs. Closer liaison with HRMs and training officers across ministries and agencies is also necessary to ensure nominations are relevant and in line with MPS-approved criteria. Furthermore, better orientation for officers selected for long-term training would help clarify expectations and mandatory requirements, minimizing administrative delays or compliance gaps during their studies.

### **4. Strengthening Monitoring, Evaluation, and Learning**

The Ministry’s monitoring and evaluation (M&E) efforts require stronger integration into decision-making processes. Greater collaboration with the MPS MEAL Unit is essential to support timely analysis, documentation, and implementation of evaluation recommendations. Evaluation results should feed directly into planning, training redesign, and performance improvement processes. Establishing clear feedback loops and communication pathways for evaluation findings will help enhance the Ministry’s capacity for evidence-based decision-making.

### **5. Fostering Stakeholder Commitment and Engagement**

Ensuring the active commitment of stakeholders remains a critical challenge. Weak engagement from some ministries and agencies has hindered the effectiveness of consultations and data collection. To address this, the Ministry must improve its communication strategy—

both in clarity and consistency to better convey the importance of participation and alignment with the broader public service reform goals. Targeted stakeholder engagement plans, personalized follow-ups, and feedback mechanisms can contribute to a stronger sense of ownership and shared accountability among partners.

## **6. Strengthening Logistics and Transport Support**

Logistical capacity remains a significant operational concern. The current Ministry vehicle is no longer adequate to support the growing needs of field-based training and monitoring activities. A replacement with a more efficient and durable model, such as a 15-seater Toyota van, is recommended to ensure safe and reliable transport for both staff and materials. Strengthening the Ministry’s logistical capabilities will directly improve its ability to conduct outreach, training, and supervision visits nationwide.

## **7. Upgrading Printing and Learning Equipment**

The quality and reliability of printing machines remain an operational gap. The Ministry would benefit from investing in a high-quality, dual-purpose printer supporting document binding. This would enhance the professional presentation of training and reporting materials, reduce reliance on external service providers, and improve overall efficiency. Additionally, consistent procurement of essential supplies such as printing paper or, where feasible, digitizing submissions, would further streamline internal workflows and reduce administrative delays.

## **8. Creating a Conducive and Modern Work Environment**

The physical work and learning environments within MPS require ongoing maintenance and investment. Regular repair and monitoring of facilities, particularly air conditioning units and general training spaces, is necessary to create a conducive and motivating environment for both staff and participants. Looking ahead, the Ministry should explore options for establishing a dedicated IPAM training facility or complex. Such an investment would serve as a central hub for public sector learning, innovation, and professional development, reinforcing MPS’s role as a leader in public service transformation.

## **9. Digitization and Information Management Systems**

Manual file tracking processes continue to present inefficiencies and risks of misplacement or delay. Establishing a digital tracking system for HRMs to monitor submissions, approvals, and file movement would greatly improve transparency and reduce administrative burden. Close collaboration with the Ministry’s ICT Unit and service providers is essential to expedite system improvements and ensure digital platforms are secure, accessible, and user-friendly.

## **10. Improving Cross-Agency Consultations and Alignment**

Greater alignment between MPS and key agencies, such as Attorney General Chambers and SIG Ministries/Agencies, is necessary to ensure coordinated and policy-compliant management of inter organisational activity implementation. Issues delaying progress can be mitigated through joint constant policy briefings, checklist reviews, and precogitation of key tasks. Regular consultation meetings with HRMs and Deputy Secretary Corporate will also help strengthen compliance and streamline decision-making processes.

## 6. Summary

The Quarter 1 2025 Report of the Ministry of Public Service reflects the ongoing efforts and commitment of all five divisions Public Service Commission, Governance and Performance Management, Workforce Management, Institute of Public Administration and Management, and Corporate Services in delivering on the Ministry’s Annual Work Plan and supporting broader public sector transformation goals.

The progress made during this quarter demonstrates encouraging momentum in key areas such as merit-based recruitment, performance management, workforce planning, capacity building, and operational efficiency. While there were some implementation challenges due to resource constraints and institutional capacity gaps, each division maintained a strong focus on achieving results, improving accountability mechanisms, and fostering collaboration across government ministries.

Financially, the Ministry maintained prudent management of its allocated resources, ensuring expenditures were aligned with approved priorities and contributing directly to the Ministry’s operational and strategic outcomes.

As the Ministry moves into Quarter 2, there will be a continued focus on consolidating reforms, strengthening monitoring and evaluation systems, and delivering high-impact activities that align with the Solomon Islands Government’s public service transformation agenda. The Ministry remains committed to fostering a professional, efficient, and accountable public service that delivers quality outcomes for all citizens of Solomon Islands.

The Ministry acknowledges the dedication of its staff, the cooperation of line ministries, and the support of development partners in achieving the milestones documented in this report. We look forward to building on these foundations in the coming quarters.

## ANNEXURE

### 1. Public Service Commission Quarter 1 Report Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs, and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you managed to accomplish the result.	Annual Work Plan Activity Output	TRAFFIC LIGHT (GREEN, YELLOW, ORANGE, RED)
OKRA1	Appointment and Recruitment (Convey)	Institutionalizing Human Resources Governance	SIG 24 Ministries and Agencies, Appointments and Recruitments conveyed	<p>Out of 24 Ministries and agencies under PSC:</p> <p>16 Ministries and 2 agencies decisions conveyed for new appointments</p> <p>15 ministries and 2 agencies decisions conveyed for appointment on promotion</p> <p>15 ministries for appointment on contract</p> <p>13 ministries for confirmation of probationary appointment</p> <p>11 ministries and 1 agency for confirmation of trial promotion</p> <p>4 ministries for direct appointment</p> <p>2 ministries for normal promotion</p> <p>5 ministries for upper segment promotion</p> <p>1 ministry for extension of contract</p> <p>6 ministries for FTA</p> <p>1 ministry for accelerated promotion</p> <p>Ministries &amp; agencies under JLSC:</p>	Decisions despatched to Ministries	

				<p>1 ministry for new appointment  2 Ministries for appointment on promotion  1 agency for appointment on contract</p>		
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				<ul style="list-style-type: none"> <li>• 1 agency for re-appointment</li> <li>• 1 agency for acting appointment</li> <li>• 2 ministries for confirmation of probationary appointment</li> </ul> <p>Agencies under PCSC:</p> <ul style="list-style-type: none"> <li>• RSIPF for appointment on promotion</li> <li>• CSSI for normal promotion</li> <li>• CSSI for renewal of FTA</li> </ul>		
				<p>3.</p>		
				<p>4.</p>		
				<p>5. 13 minutes have been produced by PSC containing these decisions. Decisions in minutes 1-11<sup>th</sup> have been conveyed except 12 and 13<sup>th</sup> which will be in the process of conveyance.</p>		
				<p>6. 5 minutes have been produced by JLSC containing its decisions. Decisions have already been conveyed. 2 minutes have been produced by PCSC containing its decisions. Decisions for 1<sup>st</sup> minutes have been</p>		

			No. of appointments and recruitment conveyed by Ministries per year	<p>1. conveyed, for the 2<sup>nd</sup> minutes is in the process of</p> <p>2. conveying.</p> <p>The number of appointments conveyed: The number of direct appointments were:</p> <p>3. <ul style="list-style-type: none"> <li>• PSC: 21 appointments</li> <li>• JLSC: Nil</li> <li>• PCSC: Nil</li> </ul> </p> <p>The number of Re-appointments were:</p> <ul style="list-style-type: none"> <li>• PSC: nil</li> <li>• JLSC: 1 appointment</li> </ul>		
				<ul style="list-style-type: none"> <li>• PCSC: Nil</li> </ul> <p>4. The number of newly appointees were:</p> <ul style="list-style-type: none"> <li>• PSC: 66 appointments (60 approvals and 6 deferrals)</li> <li>• JLSC: 1 appointment (Approved)</li> <li>• PCSC: None</li> <li>• Total number of new appointments = 67</li> </ul> <p>5. Number of Appointment on promotion (serving officers who are appointed to higher posts) were:</p> <ul style="list-style-type: none"> <li>• PSC: 46 appointments (No deferrals)</li> <li>• JLSC: 4 appointments (No deferrals)</li> <li>• PCSC: 9 appointments (No deferrals)</li> <li>• Total number of decisions 59 appointments</li> </ul>		

				<p><b>6. Number of appointments on contract under the UMI WAKA GUD POLICY were:</b></p> <ul style="list-style-type: none"> <li>• PSC: 28 appointments (no deferrals)</li> <li>• JLSC: 1 appointment (no deferrals)</li> <li>• PCSC: Nil</li> <li>• 10 ministries and 1 agency who have their senior executive officers transitioned to contract as well as one agency.</li> </ul> <p>The ministries and Agency are as follows:</p> <ol style="list-style-type: none"> <li>1. MJLA – FC</li> <li>2. MCT – HRM</li> <li>3. MFR – FC, HRM, and 4 Directors</li> <li>4. NJ – FC &amp; HRM</li> <li>5. MPNSCS – 2 Directors</li> <li>6. MOFT – HRM, 2 Directors</li> </ol>		
				<ol style="list-style-type: none"> <li>7. MEDCCM – HRM, FC &amp; 2 Directors</li> <li>8. MHMS – FC</li> <li>9. MNPDC - HRM &amp; 2 Directors</li> <li>10. MHA – HRM, 2 Directors, and 1 Statutory post Registrar</li> <li>11. MFMR – HRM</li> </ol> <p>7. Under normal recruitment for appointment on contract there were:</p> <p>Total appointments: 7 (no deferrals)</p> <ul style="list-style-type: none"> <li>• Ministries submitting under this were:</li> </ul>		

				<ol style="list-style-type: none"> <li>1. MID</li> <li>2. MOFT</li> <li>3. MWYCFA</li> <li>4. OAG and</li> <li>5. MTGPEA</li> </ol> <ul style="list-style-type: none"> <li>• Total of 35 appointments</li> </ul> <p>8. Number of acting appointments were:</p> <ul style="list-style-type: none"> <li>• PSC: Nil</li> <li>• JLSC: 2 appointments</li> <li>• PCSC: Nil</li> </ul> <p>9. Number of confirmations of probationary appointment were:</p> <ul style="list-style-type: none"> <li>• PSC: 49 appointments</li> <li>• JLSC: 2 appointments</li> <li>• PCSC: Nil</li> </ul> <p>10. Number of confirmations of trial promotion were:</p> <ul style="list-style-type: none"> <li>• PSC: 27 appointments</li> </ul>		
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				<ul style="list-style-type: none"> <li>• JLSC: 2 appointments</li> <li>• PCSC: Nil</li> </ul> <p>11. Number of Upper segment promotions were:</p> <ul style="list-style-type: none"> <li>• PSC: 21 appointments</li> <li>• JLSC: Nil</li> <li>• PCSC: Nil</li> </ul> <p>12. Number of promotions were:</p> <ul style="list-style-type: none"> <li>• PSC: 2 appointments</li> <li>• JLSC: Nil</li> <li>• PCSC: Nil</li> </ul> <p>13. No. of accelerated promotions were:</p> <ul style="list-style-type: none"> <li>• PSC: 2 appointments</li> <li>• JLSC: Nil</li> <li>• PCSC: Nil</li> </ul> <p>14. No. of FTAs were:</p> <ul style="list-style-type: none"> <li>• PSC: 24 appointments</li> <li>• JLSC: Nil</li> <li>• PCSC: Nil</li> </ul> <p>15. No. of Renewal of appointment were:</p> <ul style="list-style-type: none"> <li>• PSC: nil</li> <li>• JLSC: Nil</li> <li>• PCSC: 1 appointment</li> </ul> <p>Total appointments conveyed = 330. These exclude Retirements, Study leave, and appeal as they are reported in the next column.</p>		
<b>OKRA2</b>	Appointment and Recruitment	Institutionalizing Human Resources Governance	Ministries' Permanent Secretaries are recruited			

	(Permanent Secretary)		<p>and appointments are facilitated-</p> <p>No. of Permanent secretaries recruited and appointed p. (Include facilitation)</p> <p>No. of PS recruitment facilitated</p> <p>No. of PS appointment facilitated.</p>	<p>There are no recruitment and selection for PS post for Q1 as it is expected in Q3 as indicated in the PSC AWP where two PS Posts will be vacant.</p> <p>However, a decision to transfer PS MNPDC to OPMC as the new SPM this quarter, left the post vacant and is now advertised. Hence, selection of the candidate for PS MNPDC is anticipated in Q2.</p>		
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<p><b>OKRA3</b></p>	<p>Appointment and Recruitment (Submissions)</p>	<p>Institutionalizing Human Resources Governance</p>	<p>Submissions on new appointments , promotion, confirmation, acting appointments , FTA &amp; retirement, appeal cases,</p>	<ol style="list-style-type: none"> <li>1. Total number of submissions for new appointments: 67.</li> <li>2. Total number of submissions for appointment promotion: 59.</li> <li>3. Total number of FTA: 24</li> <li>4. Total number of Retirement: 32</li> <li>5. Total No. of Retirement Under Medical: 4</li> <li>6. Total number of study leave: 28</li> </ol>	<p>Submissions on new appointments, promotions, confirmation, acting appointments, FTA &amp; retirement,</p>	
			<p>and others are considered-</p> <p>No. of submissions on new appointment on promotion</p>	<ol style="list-style-type: none"> <li>7. Total no. of appeals: 4</li> <li>8. Total number of recommendations for dismissal: 1</li> <li>9. Total number of dismissals: 2</li> </ol> <p>NB: The Commissions do not facilitate Posting or transfer as they are under administrative powers of the PS MPS and the CSSI Commissioner and Police Commissioner.</p>	<p>appointments, FTA &amp; retirement, appeal cases, and others are considered.</p>	

			<p>convey/ facilitated per year</p> <p>No. of appointments on promotion convey/ Facilitated per year</p> <p>No. of FTA Appointments convey per year</p> <p>No. of Request for FTA by Ministry</p>	<p>Categorizing these outputs into sectors to fulfill GNUT's policy to fill critical posts in Resource and Productive sectors:</p> <ol style="list-style-type: none"> <li>1. Fundamental: MoFT 19 vacant posts were filled</li> <li>2. Productive: MCILI 16 vacant posts were filled</li> <li>3. Social: MHMS 27 vacant posts were filled</li> <li>4. Resource Sector: MMERE 3 vacant posts were filled</li> </ol> <p>Important highlights:</p> <ul style="list-style-type: none"> <li>- Less deferrals for first quarter only for appointments – compliance is improving compare to previous year.</li> <li>- Ministries opted for recruitment other than normal promotions overtime.</li> <li>- Umi Waka Gud Policy is progressing with 10 ministries implementing it.</li> <li>- Productive and Resource Sector are low in their appointments for this quarter.</li> </ul>		
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			<p>No. of Retirements convey per year</p> <p>No. of appeal cases considered per year</p> <p>No. of Postings of Public Officers by Ministry</p>			
<b>OKRA4</b>	Office Management	Create a dynamic and lean organization	<p>Provide the relevant Commissions with dynamic secretariat and administrative support roles-</p> <p>No. of PSC meeting facilitated by the PSC secretariat</p>	<ol style="list-style-type: none"> <li>1. The PSC prepared 13 agenda and conducted 13 meetings for Q1.</li> <li>2. The JLSC prepared 4 agenda: 3 circulation of papers and the other for 1 agenda for meeting.</li> <li>3. The PCSC prepared 1 agenda for circulation of paper &amp; 1 agenda for meeting.</li> </ol> <p>In terms of allowance – the Commissions allowance were paid for all meetings except for 4<sup>th</sup> circulation of papers for JLSC. This was due to insufficient funds as well as replenishment.</p>	<p>Submissions on new appointments, promotions, confirmation, acting appointments, FTA &amp; retirement, appeal cases, and others are considered</p>	

			Funding support for PSC meeting - Allowances			
<b>2. Issues encountered with implementation</b>			<b>3. How to address the issues</b>			
<ul style="list-style-type: none"> <li>• Low supply of colour papers for minutes</li> <li>• Non-functional printer</li> <li>• Challenge of tracking of decisions by HRMs in Ministries</li> </ul>			<ul style="list-style-type: none"> <li>• Supply of papers need to be procured in high number/digitize submissions</li> <li>• Procure of new printer</li> <li>• Create a tracking system for HRMs to monitor files or submissions to avoid manual checking.</li> </ul>			

**2. Governance and Performance Management Quarter 1 Report  
Progress and Results Table**

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION AREA	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the result)	Annual Work Plan Activity Output	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
OKRA5	E-Governance Platforms	Creating highly capable organizations	Develop and Implement E-Learning and Governance Platforms	<b>E-governance and digital platforms</b> <b>1. Professional Standards Unit Digital Repository.</b> <ol style="list-style-type: none"> <li>a. Awaiting budget approval</li> <li>b. Tender for contractor</li> <li>c. ICTSU to coordinate the project.</li> </ol>	Developing E –Platforms 1. Establish PSU Digital repository	

			- No. of E- Learning and Governance Platforms established	2.		
<b>OKRA6</b>	Performance Management	Institutionalizing human resource governance	<p>Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry</p> <p>- No. of Public Officers PMP processed and actioned.</p>	<p>The current status of the PMP forms received from various ministries and conveyed (excluding MEHRD, MoFT, MAL, and MHMS) is as follows:</p> <ol style="list-style-type: none"> <li>1. MCA: 8</li> <li>2. MFMR: 4</li> <li>3. MPNSCS: 1</li> <li>4. MECCDM: 9</li> </ol> <p>In line with the work plan, progress in delivering this output for the first quarter has been delayed due to engagement in the contracting work for the Senior Executive under the Umi Waka Gud Program. However, the PMP policy draft, PMP forms, and PRC guidelines have already been reviewed and are ready for the validation workshop. The remaining task is to review the PMP process and procedure manual.</p> <p>Validation workshop with line ministries/agencies is schedule for second quarter around end of May 2025.</p>	Redesigning and socialization of the PMP policy	

<b>OKRA7</b>	Disciplinary	Institutionalizing human resource governance	Ethical behaviour and productivity  - No. of Misconduct Cases Reported by type	8 cases of alleged misconduct reported to MPS.  2 cases within Level 1 to 6 to be dealt with by Ministry PSs  Awareness programs in Ministries /agencies on going.	Investigation into reported cases of alleged misconduct (both ongoing and new) conducted	
<b>OKRA8</b>	Monitoring, Evaluation, Learning	Create an environment to foster research & innovation	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.	To ensure that there is efficient Administration and Management of Public Service, the Ministry has developed a MEAL Framework to help monitor, evaluate, learn, and hold accountable the SIG workforce. The PS MEAL Framework is already endorsed for implementation, and this year, 2025, is its first year of full implementation. The MEL Team is planning to launch it together with the Redesigned PSTS and GESI Policy in April. The following indicator updates are related to its implementation-  <ul style="list-style-type: none"> <li>1 Reflection and Reporting Workshop for Quarter 1 2025 January, February and March is already conducted. Most of the Senior staff of MPS, including the PS and DS's attended the Session, which was successful in reflecting on the progress of implementation</li> </ul>	Launch, Socialise, and Pilot the Monitoring, Evaluation Accountability & Learning Framework for Public Service	

			- No. of PSSS Survey Conducted	<p>and planning how to approach the 2<sup>nd</sup> quarter together.</p> <ul style="list-style-type: none"> <li>• The 2024 Annual Report is already finalized and endorsed at the Ministerial Level by PS and is now ready to be presented to the Cabinet for vetting. The Report contains all the information on the work of the Ministry, including Performance, Results, Challenges, and the way forward for 2025. It is highly recommended that all officers read it in order to reflect and plan how to improve work outputs in 2025.</li> <li>• The first Quarterly Report for 2025 is expected to be compiled and published by the last day of April 2025. Its collection and collating of information are expected to be done straight after the Reflection Workshop.</li> <li>• The first Quarterly Newsletter for 2025 is expected to be compiled and published by April. Writeup is expected to begin straight after the Reflection Workshop</li> </ul>		
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				<ul style="list-style-type: none"> <li>The Solomon Islands Public Sector and Public Service Satisfaction Surveys are expected to be conducted Biennially which is next year and after 5 years of the implementation of the New SIPSTS 2023 to 2033. They are long term instruments that will be used by Ministry of Public Service to evaluate the progress of implementing its Policies</li> </ul>		
<b>OKRA9</b>	Gender Mainstreaming	Sensitizing Gender & Inclusion in governance	<p>Gender Equality and Social Inclusion in Public Service Workforce</p> <ul style="list-style-type: none"> <li>- No. of Male Public Officers Recruited</li> <li>- No. of Female Public Officers Recruited</li> <li>- No. of Special Need person Recruited</li> </ul> <p>Gender Equality and Social Inclusion in Public Service Workforce</p>	<p>Public Service GESI policy 2025-2030 endorsed by Cabinet in February.</p> <p>Initial socialization was done on International Women’s Day on 11th March – Minister MWYCFA announcement of the endorsement.</p> <p>Second socialization – AS GESI Presented the Policy overview, actions and targets at National Gender Equality Stakeholders Workshop on 21st March. 150 copies of the policy were provided to stakeholders and partners attending the weeklong workshop.</p> <p>The Prevalence of Sexual Harassment in the Solomon Islands Public Service Report</p>	GESI policy is socialised across the Public Service	

			<ul style="list-style-type: none"> <li>- No. of Public Servants recruited by Ministry /Gender per year</li> <li>- No. of Public servants recruited with Special Needs by gender</li> <li>- No. of women/male with Executive roles in the public service.</li> <li>- No. of women/male with Managerial roles in Public Service</li> <li>- No. of Public servants trained in Gender per year</li> </ul>	(15 copies) was disseminated during the International Women’s Day. The electronic copy is disseminated via SIG New Release as well.		
<b>OKRA10</b>	Policy Research and Innovation (Performance)	Create an environment to foster research & innovation	Provide an environment that facilitates employee performance, creativity, and innovation.	<b>3 Performance Policies.</b> <ol style="list-style-type: none"> <li>1. PMP review commenced <ol style="list-style-type: none"> <li>a. PMP policy draft completed,</li> <li>b. PMP forms completed</li> <li>c. PRC guidelines already reviewed</li> <li>d. Yet to review the PMP process and procedure manual.</li> </ol> </li> </ol>	Policy Development <ol style="list-style-type: none"> <li>1. Performance Management Policy.</li> <li>2. Contracting Manual</li> <li>3. Monitoring Evaluation Accountability Learning Framework</li> </ol>	

			<p>- No. of Social Researches/Study to improve Public Service Conducted and Report Published.</p> <p>- No. of Policy to improve Public Service endorsed by Cabinet</p>	<p>e. Validation workshop with line ministries/agencies is schedule for second quarter around end of May 2025.</p> <p>2. Contracting manual</p> <p>a. Existing manual under review</p> <p>b. Contract Performance appraisal templates.</p> <p>3. Monitoring Evaluation Accountability and Learning Framework (MEALF)</p>		
<b>OKRA11</b>	Policy Research and Innovation (Regulations)	Create an environment to foster research & innovation	<p>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.</p> <p>- No. of SIG Public Service Policies Endorsed by Cabinet</p> <p>- No of SIG policies reviewed</p>	<p><b>10 Legislations/Regulations/ policies currently on drafting/review/implementation.</b></p> <p>1. Public Service Bill</p> <p>a. Endorsed by Cabinet 14/3/2025</p> <p>b. Yet to be tabled in parliament</p> <p>2. Public Service Commission Regulations</p> <p>3. Public Service Regulations</p> <p>a. Draft with AG Chambers</p> <p>b. To be gazetted after Cabinet endorsement.</p> <p>4. Public Service Orders</p> <p>a. Draft with AG Chambers</p> <p>b. To be gazetted after Cabinet endorsement.</p> <p>5. Public Service Housing Policy</p> <p>a. Public Service Housing Assistance (PSHA)</p>	<p><b>Legislations/Regulations/ policies</b></p> <p>1. Public Service Bill</p> <p>2. Public Service Commission Regulations</p> <p>3. Public Service Regulations</p> <p>4. Public Service Orders</p> <p>5. Public Service Housing Policy</p> <p>a. Public Service Housing Assistance</p> <p>b. Mamara Rent to own</p> <p>6. GESI policy</p>	

				<ul style="list-style-type: none"> <li>i. Awaiting MOFT decision on 40% gross-up proposal</li> <li>ii. MOFT confirmation of rental payment system needed.</li> <li>b. Mamara Rent to own houses <ul style="list-style-type: none"> <li>i. Revaluation of Mamara to be done by MLHS</li> <li>ii. Decision on Mamara Houses.</li> </ul> </li> </ul> <p>6. GESI policy</p> <ul style="list-style-type: none"> <li>a. Endorsed by Cabinet</li> <li>b. Socialization towards end of April</li> <li>c. Implementation</li> </ul> <p>7. Anti-harassment policy</p> <ul style="list-style-type: none"> <li>a. Policy planning and drafting on going</li> </ul> <p>8. Performance Management policy</p> <ul style="list-style-type: none"> <li>a. Currently under review</li> </ul> <p>9. Discipline manual</p> <ul style="list-style-type: none"> <li>a. Review process commenced</li> <li>b. Expected to be completed by 3<sup>rd</sup> quarter 2025</li> </ul> <p>10. Solomon Islands Public Service Transformation Strategy (SIPSTS)</p> <ul style="list-style-type: none"> <li>a. Endorsed by Cabinet</li> <li>b.</li> </ul>	<ul style="list-style-type: none"> <li>7. Anti-harassment policy</li> <li>8. Performance Management policy</li> <li>9. Discipline manual</li> <li>10. Solomon Islands Public Service Transformation Strategy (SIPSTS)</li> </ul>	
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				<b>4 Laws/ Regulations/Policies/ Guidelines and strategies endorsed by Cabinet.</b> 1. Public Service Bill 2. Public Service Housing Assistance Policy 3. GESI policy 4. SIPSTS		
<b>3. Issues encountered with implementation</b>				<b>4. How to address the issues</b>		
<b>Two key challenges:</b> 1. Deliverables need inputs from other ministries/agencies where they have their own priorities. 2. Financial constraints				<b>Solutions</b> 1. Continuous communication and coordination of ministries/agencies to support achievement of MPS goals 2. Close collaboration with MPS Accounts team		

### 3. Workforce Management Quarter 1 Report

#### Progress and Results Table

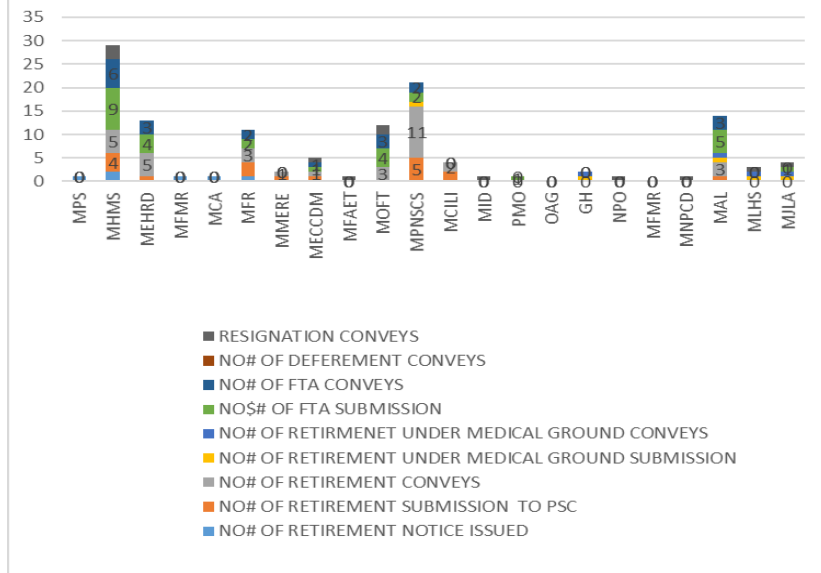
RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the result)	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
OKRA 12	Human Resources Capacity Development	Building Skills, Developing Talents	Provide Public Service Long and Short Term Accredited In-Service Trainings-	<b>Those attended the consultation meeting: (100%)</b>  SIG Ministries.....18 SIG agencies .....3	

		<p>- No. of Public servants undertaken long term trainings by ministry /Gender per year</p> <p>- No. of Public servants completed short tern accredited trainings by ministry /Gender per year.</p> <p>- No. of Public Officers under Training Extension.</p> <p>- No. of Endorsed Training Program by Actual Training Program undertaken by Officers.</p> <p>- No. of In-service applications from Line Ministries.</p> <p>- No. of In-Service endorsed applicants from Line Ministries. (Inter-Mediate)</p>	<p>SIG Ministries that did not attend the consultation have separate individual consultations with them.</p> <p>Most of the HRD Plans collected by March 31<sup>st</sup> 2025 (90%)  Conducted consultation meetings with 67 constituency officials (24 CDOs, 40 CPOs and 2 CAOs). (100%)</p> <p><b>Feb – April 2025</b></p> <p><b>2025 scholarship Facilitation. (80%)</b></p> <ul style="list-style-type: none"> <li>• 34/76 completed</li> <li>• 42/76 uncompleted</li> </ul> <p><b>2024 Scholarship Facilitations. (70%)</b>  5/104</p>	
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OKRA 13	E-Platforms	Creating highly capable organizations	<p>Develop and Implement E-Learning and Governance Platforms</p> <ul style="list-style-type: none"> <li>- No. HRMIS Trainings</li> <li>- No. of Admin Officers Trained on HRMIS</li> <li>- No. of Officers Access HRMIS</li> <li>- No. of Officers applied via HRMIS by type</li> </ul>		
OKRA 14	HRMIS/Functional Review	Creating highly capable organizations	<p>Manage the Establishment Register through the Aurion (HRMIS) system</p> <ul style="list-style-type: none"> <li>- No. of Establishment restructured through HRMIS System successfully Managed</li> </ul>		

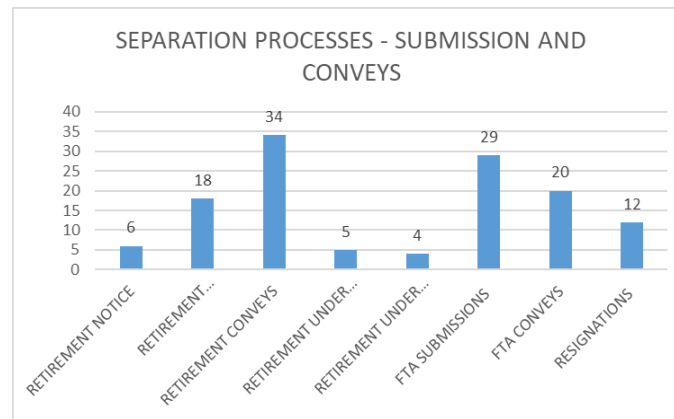
			<ul style="list-style-type: none"> <li>- No. of reprioritize position quarterly or yearly.</li> <li>- No. of reactivated positions in a year.</li> <li>- No. of Position created</li> </ul>		
OKRA 15	Separation and Retirement	Institutionalizing human resource governance	Manage the retirement and separation processes in an efficient and effective manner.	<p><b>Activity 4.1 to 4.4</b></p> <ul style="list-style-type: none"> <li>- <b>LDSB TOR</b> send out, 1<sup>st</sup> meeting conducted.</li> </ul> <p><b>Activity 7. 1 to 7.2</b></p> <ul style="list-style-type: none"> <li>- 2025 retirement data ready, few ministry did not response to confirm their retirees. Whilst waiting for this retirement confirmation, unit liaise direct with ministries to keep retirement submissions, deferments, FTAs process going. Unit will be issuing more notices in the second quarter.</li> </ul> <p><b>Activity 7.3: DETAILS OF THE SEPARATION PROCESSES BY MINISTRY</b></p>	

- No. of LDSB Submission received quarterly and yearly.  
 - No. of LDSB submission by Ministries



- No. of LDSB Meetings Conducted

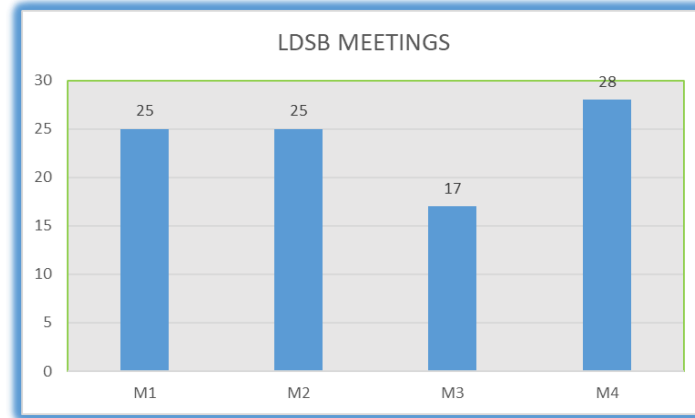
**SUMMARY OF SUBMISSIONS AND CONVEYS BY EACH PROCESS**



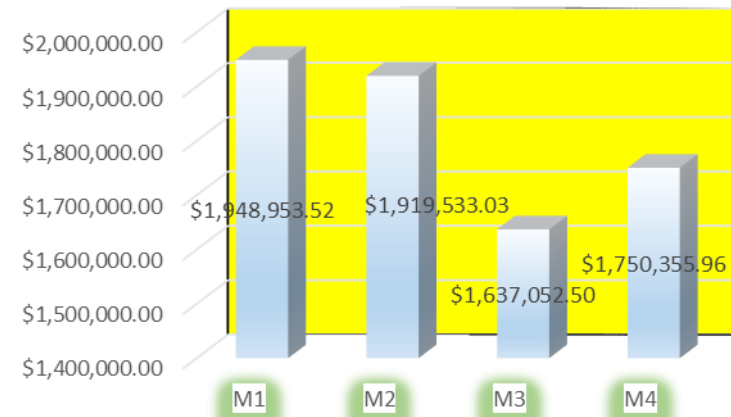
**Activity 7.4: PACILITATION OF LDSB..**

- No of LDSB submissions approved

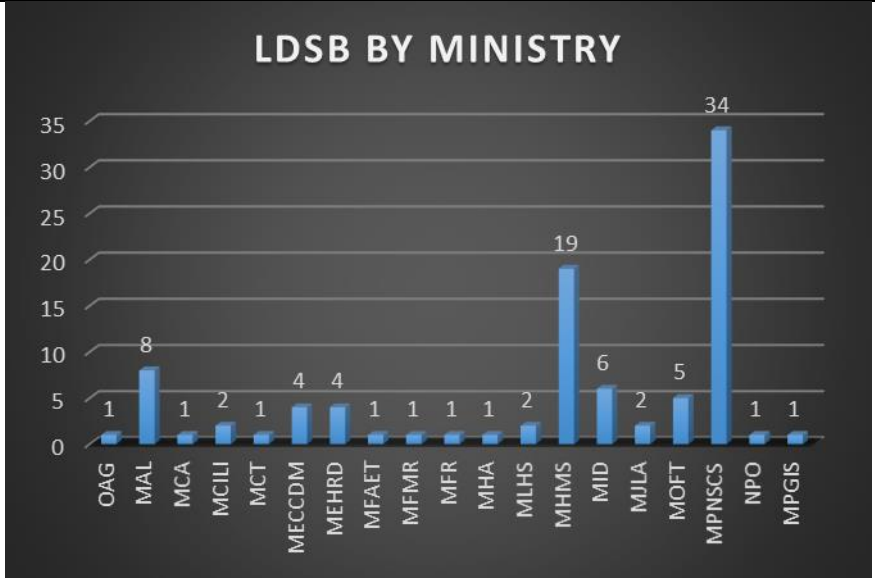
**APPLICANTS**



**TOTAL BUDGET ALLOCATED FOR EACH MEETING**



				No of Officers approved for ERESA
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**4 LDSB MEETINGS HELD IN Q1.**

- 95 applicants received
- 5 deferred
- 90 approved

**ACTIVITY: 7.5 ERESA UNDER REVIEW – YET TO START.**

OKRA 16	Financial Resources are well budgeted and expended according to Annual Work Plan, Expected Outputs		Total SIG MPS Recurrent (payroll) Budget by Outputs		
<b>1. Issues encountered with implementation</b>				<b>2. How to address the issues</b>	
<ol style="list-style-type: none"> <li>1. Some of the HRM are not supportive in monitoring and honestly responding to our correspondences.</li> <li>2. Scholarship awards are not properly managed. Those eliminated through using Public Service criteria and submitted to SITESA they still process their awards without informing MPS Training unit.</li> <li>3. Need to conduct more consultation meetings with the HRMs &amp; DSC.</li> <li>4. Man power of the unit (two staff on studies) permanent staff.</li> <li>5. Slow and none response to verify retirement list by HRMs</li> <li>6. Experiencing retiree from 2000s, location of information not available.</li> <li>7. Aurion issues – need update employee information.</li> <li>8. Working environment is not conducive for working, heat, this affects our work.</li> <li>9. Need to consult with SITESA and include in their checklist and to observed Public Service Training policy mandatory criteria.</li> </ol>				<ol style="list-style-type: none"> <li>1. Need to consult with SITESA and include in their checklist and to observed Public Service Training policy mandatory criteria.</li> <li>2. Need to conduct more consultation meetings with the HRMs &amp; DSC.</li> </ol>	

3. Institute of Public Administration and Management Quarter 1 Report  
Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the results)	Annual Work Plan Activity Output	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
<b>OKRA 17</b>	IPAM Trainings (Knowledge)	Building Skills, Developing Talents	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.	Activity 1.5.0: Consultation and Design of IPAM Training Material Guideline  2 trainings are designed – MP and Microsoft Access 1 training is reviewed – LDP  Facilitate review of LDP and to be completed by Q2. Facilitate pilot and evaluation of LDP LDP Pilot training is conducted for 20 selected participants with evaluation report in Q3 Consultation with LDP Executive Reference group Implement Microsoft Access review & pilot Microsoft Access course pilot training conducted in Q3  Consultation with relevant team in NZ Fale team for Mentoring framework WIL mentoring program conducted as pilot for up to 14 participants in Q3 Piloting the localised WIL Mentoring program	Design and implement IPAM procedures to guide IPAM operations and training  Design the Introduction to Microsoft Access manual for public officers  Design and Implementation of Localized Women in	<b>Leadership Development program [LDP] consultation 1 done</b>  <b>Mentoring Program consultation 2 done</b>  <b>Consultation with Fale is done and ongoing</b>  <b>Microsoft Access review already done pilot training</b>

					Leadership Mentoring program	<b>to be in Quarter 3</b> <b>The design &amp; review is in progress</b>
<b>OKRA 18</b>	IPAM Trainings (Outreach)	Building Skills, Developing Talents	<p>Provide training to public officers both in the Provinces and Honiara</p> <p>- No. of trainings series conducted in Honiara each year.</p> <p>- No. of trainings series conducted in each province annually.</p> <p>- No. of officers attended the IPAM trainings series in Honiara and the provinces increase annually</p>	<p>Public Officers (1,000) in Honiara and Provinces completed</p> <p>36 scheduled courses in 2025 5 requested trainings in 2025 1 customised training in 2025 9/36 = 25%</p> <p>Nil</p> <p>Total Number attended training in quarter 1: 259 259/1000 = 26%</p>	Train Public Officers in Honiara and Provinces with the relevant skills & knowledge to enhance work performance	<b>Quarter 1 trainings completed as scheduled in time</b>
<b>OKRA 19</b>	IPAM Trainings (Delivery)	Building Skills, Developing Talents	Source training programmes from other reputable international training providers,	<p>Consultation and arrangements done in 2025 with ISIA, CEIT, SINU</p> <p>MOU signed between IPAM stakeholders in 2025 Trainings are managed and administered in 2025</p>	Facilitate accredited trainings and programs for public officers	<b>Consultations done with ISIA, SINU and</b>

			<p>and academic institutions and facilitates the local delivery of those programs</p> <p>- No. of trainings delivered and facilitated by IPAM from reputable international training providers/institutes.</p>	<p>Activity 6.1.3 Facilitate or co-facilitate administration of ongoing trainings from external training providers</p>		<p><b>Ombudsman's Office</b></p> <p><b>MOU not yet developed</b></p> <p><b>Will need approval by MPS PS</b></p> <p><b>Signings to occur afterwards</b></p>
<b>OKRA 20</b>	IPAM Trainings (M&E)	Building Skills, Developing Talents	<p>Monitors and evaluate the impacts of training on individual and organisational performance</p> <p>- No. of Evaluation conducted for each course in a year annually.</p>	<p>Activity 2.3.1: IPAM MEL Taskforce finalize and launch framework to stakeholders IPAM MEL framework is launched Q4</p> <p>Activity 2.3.2: Conduct IPAM MEL on trainings with support from MPS MEAL team MEL activities are conducted and reported for each quarter</p> <p>Reaction &amp; Learning Evaluation compiled and stored in the IPAM shared drive in 2025.</p> <p>Activity 3.2.2: Facilitate pilot and evaluation of LDP</p> <p>Activity 3.3.3: Facilitate Evaluation of Mentoring program and share with stakeholders. Evaluation report of WIL Mentoring program completed by Q4</p> <p>Activity 2.3.0: Collect and compile reaction &amp; learning Evaluation data Reaction &amp; Learning Evaluation compiled and stored in the IPAM shared drive in 2025</p>	Maintain training quality and standards through IPAM Reaction & Learning Evaluations and MEL framework	<p><b>IPAM MEL task now in initial stage</b></p> <p><b>Initial stage is to be done with current Reaction &amp; Learning evaluation templates</b></p> <p><b>Evaluations for Mentoring Program [MP] &amp; Leadership Development program [LDP] will</b></p>

				Evaluation to be done in the year 2025 for the 36 scheduled trainings and 5 requested trainings. 8 evaluations out of 36 = 22%		<b>commence when pilots are completed.</b>
<b>OKRA 21</b>	IPAM Trainings (Resources)	Building Skills, Developing Talents	Provide resources to support course participants	PS MPS is notified of the volunteer needed AVI engagement Contract signed by Q1	Recruitment of design expert (volunteer) to	<b>AVI now progressing activities well according to schedule</b>

		<p>- Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning annually.</p> <p>- Percentage (%) increase in participant's rating of the quality of the IPAM course materials annually</p> <p>- Percentage (%) increase in satisfactory rating of the relevance of the course content to the needs of leaners/trainees annually.</p>	<p>Activity 2.3.3: Consult SITESA on organizational audit as training provider. Consultation with SITESA is conduct by Q2.</p> <p>Extremely Satisfied: 61% Very Satisfied: 32% Slightly Satisfied: 3%</p> <p>Activity 1.5.0: Consultation and Design of IPAM Training Material Guideline. IPAM Training Material guideline endorsed and distributed in quarter 2. Extremely Satisfied: 55% Very Satisfied: 35% Slightly Satisfied:0 %</p> <p>Reaction and Learning Evaluation to be done in the year 2025 for the 36 scheduled trainings and 5 requested trainings, will cover percentages in course relevance, effective environment for adult learning and facilities</p> <p>Activity 2.3.0: Collect and compile reaction &amp; learning Evaluation data Reaction &amp; Learning Evaluation compiled and stored in the IPAM shared drive in 2025. Extremely Satisfied: 56% Very Satisfied: 35% Slightly Satisfied: 1%</p>	<p>review IPAM courses</p>	<p><b>Quarter 2 Activity</b></p> <p><b>Consultation and Meeting 1 done</b></p> <p><b>Procedure is in progress</b></p> <p><b>Reaction and Learning Evaluation for Quarter 1 all done</b></p> <p><b>Reaction and learning evaluation contain information for analysis to provide Quantitative and Qualitative data - percentages</b></p>
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			<p>- Percentage (%) increase in satisfactory response rate in terms of learning environment and facilities annually.</p>	<p>Extremely Satisfied: 50% Very Satisfied: 39% Slightly Satisfied: 0.5%</p>		
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<b>OKRA 22</b>	Human Resources Capacity Development	Building Skills, Developing Talents	<p>Provide Public Service Long and Short Term Accredited In-Service Trainings</p> <p>- No. of accredited courses facilitated by IPAM to public officers' increases annually</p>	<p>Activity 6.1.0: Receive request to liaise and formalize arrangements with training providers  Activity 6.1.1: Develop and negotiate with training providers and experts through MOUs  Activity 6.1.2.: Advertise training opportunities to get EOI  Activity 6.1.3: Facilitate or co-facilitate administration of ongoing trainings  Activity 6.2.0: Support officer's graduation and certification</p> <p>1 ISIA  1 SINU</p>	Facilitate accredited trainings and programs for public officers	<p><b>Negotiation for accredited trainings not done</b></p> <p><b>Will explore in Quarter 2</b></p>
<b>OKRA 23</b>	E-Platforms	Creating highly capable organizations	<p>Develop and Implement E-Learning and Governance Platforms</p> <p>- No. of trainings integrated from manual to online increases annually</p> <p>- No. of public officers' access to IPAM online</p>	<p>Activity 5.1.0: Debrief &amp; Design of online version instruction  Activity 5.1.1: Upload 2025 Prospectus online  Activity 5.1.2 Quarterly LMS refresher training  Activity 5.1.3: Nomination and registration for IPAM trainings is conducted  Activity 5. 1.4: Three trainings conducted through LMS  Activity 3.5.0: Design instruction material and revise course content for the three trainings [Developing Workplace Procedure PMP and Microsoft Word], for the online learning  Nominees are registered in the IPAM LMS platform  Participant access to the selected three IPAM training courses online by Q3</p>	Instructional guidelines and material for the IPAM online learning courses supports online learning	<p><b>Training information for each course now in Online platform</b></p> <p><b>Online registration of participants with SIG accounts now in use</b></p>

			<p>trainings increases annually</p> <p>- No. of provinces access to IPAM online training platforms increases annually</p>	<p>Nominees from Province are registered and access the online learning platform.</p> <p>To carry out survey and analysis in Q2</p>		
<b>4. Issues encountered with implementation</b>				<b>5. How to address the issues</b>		
<p><b>1. Nominations for IPAM trainings</b></p> <p>a. High nomination</p> <p>b. Relevant nominations</p> <p><b>2. Evaluation</b></p> <p>a. Analysis and implementation of recommendations in timely manner</p> <p><b>3. Stakeholder commitment</b></p> <p>a. Ability to commit to IPAM requests for consultations and information</p> <p><b>4. Logistics for office support &amp; training field trips</b></p> <p>a. Van capacity</p> <p>b. Fuel consumption</p> <p><b>5. Printing Machine Quality</b></p> <p>a. Needs upgrade for quality in training materials</p> <p><b>6. Conducive training environment</b></p> <p>a. Air condition faulty</p> <p>b. Training room space</p>				<p><b>1. Nominations</b></p> <p>a. Nomination committee and nomination process to be active and innovative</p> <p>b. Follow criteria</p> <p>c. Liaise with HRMs and training officers in line ministries and agencies</p> <p><b>2. Evaluations</b></p> <p>a. Liaise with MPS MEAL to support with analysis and recommendations</p> <p><b>3. Stakeholder Commitment</b></p> <p>a. Improve the communication strategy to engage stakeholders</p> <p><b>6. Logistics</b></p> <p>a. &amp; b. Replace Van with efficient and durable vehicle such as Toyota 15-seater etc.</p> <p><b>7. Printing machine</b></p> <p>a. Purchase quality machine with dual use; printing and binding</p> <p><b>8. Conducive Environment</b></p> <p>a. Repair and monitor condition regularly</p> <p>b. IPAM training facility, or training complex.</p>		

#### 4. Corporate Service Quarter 1 Report

##### Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the results represented by the result)	Annual Work Plan Outputs	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
OKRA24	Public Service Housing	Motivating the workforce	Coordinate and manage work programs related to staff accommodation  - No. of staff applied for PSRS/PSHA by Ministry	<ul style="list-style-type: none"> <li>21 Payments for PSRS done in Q1</li> <li>1 application for temporary accommodation</li> </ul>	Staff Welfare entitlements facilitated (PSRS/PSHA)	Green
					Residential & Non-Residential	
OKRA25	Human Resources Capacity Development	Building Skills, Developing Talents	Provide Public Service Long and Short Term Accredited In-Service Trainings  - No. of staff attend the training	<ul style="list-style-type: none"> <li>9 staff undertake training from SINU, USP and Cambridge</li> <li>2 Canberra</li> <li>2 Melbourne</li> <li>4 officers currently in long term study</li> </ul>	Welfare entitlements facilitated (Training)	Green

<b>OKRA26</b>	Performance Management	Institutionalizing human resource governance	<p>Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry</p> <p>- No. of staff Appraisals being rated by Ministry.</p> <p>- No. of PMP Submitted by Ministry.</p> <p>- No. of Promotions by Ministry</p> <p>- No. of Upper Segment by Ministry</p>	<ul style="list-style-type: none"> <li>• PMP assessment for 2024 closed <ul style="list-style-type: none"> <li>○ 3 – GPM</li> <li>○ 7 – CS</li> <li>○ 11 – IPAM</li> <li>○ 9 – PSC</li> </ul> <p>A total of 30 forms received</p> </li> <li>• No promotion submitted in Q1, most of the activities moved to Q2</li> </ul>	Welfare entitlements facilitated (Appraisal)	
					Welfare entitlements facilitated (Performance Management Forms)	
					Welfare entitlements facilitated (Promotions)	
					Welfare entitlements facilitated (Upper Segment)	

<b>OKRA27</b>	Office Management (Support to Meetings)	Create a dynamic and lean organization	Provide the relevant Commissions with dynamic secretariat and administrative support roles;  - No. of meetings per week  - No. of request received – allowances	- Commission held 13 meeting in Q1 and the allowances were paid accordingly	PSC Commission Sitting Allowance	
<b>OKRA28</b>	Financial Management (Budget Process)	Create a dynamic and lean organization	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.	<ul style="list-style-type: none"> <li>• Monthly Budget updates Provided to Heads of department</li> <li>• No of reports provided – 3 in the first quarter</li> </ul>	Budget Process	

			- No. of financial statements per quarter issued			
<b>OKRA29</b>	Financial Management (Budget)	Create a dynamic and lean organization	Coordination of the Ministry's budgetary processes in accordance with the Public Financial Management Act.  - Timely Preparation of Budget Support by each division	<ul style="list-style-type: none"> <li>• Coordination budget for 2026 will commence at 3<sup>rd</sup> Quarter 2025</li> </ul>	Budgeting	
<b>OKRA30</b>	Office Management (Procurement Support)	Create a dynamic and lean organization	Procurement of equipment, office goods and other services  - No. of Inventory undertaken	<ul style="list-style-type: none"> <li>• A central procurement for the ministry was facilitated</li> <li>• A new printer was procured for PSC</li> <li>• 5 desktop computers procured to support Graduate Training program</li> </ul>	Systems and Filling	
					Procurement /Maintenance of Office Equipment	
<b>OKRA31</b>	Attendance Management System	Institutionalizing human resource governance	Coordinate and manage the implementation of Attendance Management System and other	<ul style="list-style-type: none"> <li>• 2 meetings held with ICT team discuss matters encountered with the system</li> <li>• Update on the system</li> </ul>	Management of Attendance Electronic Registry	
					Management of Attendance Electronic Registry	

		<p>related regulations.</p> <ul style="list-style-type: none"> <li>- No. of Attendance Management Reports published</li> <li>- No. of Staff attendance per month</li> <li>- No. of Staff on Leave Annually</li> <li>- No. of Maternity/Paternity Leave.</li> <li>- No. of Officers on sick leave</li> <li>- No of Officers on Study Leave (Short and Long)</li> </ul>	<ul style="list-style-type: none"> <li>• Fortnightly report provided</li> <li>• A total 25 staff taken their 2025 Annual Leave in Q1</li> <li>• 3 officers on study leave</li> </ul>	<p>(Attendance Management Report)</p> <p>Management of Attendance Electronic Registry (Staff Attendance)</p> <p>Management of Attendance Electronic Registry (Annual Leave)</p> <p>Management of Attendance Electronic Registry (Maternity/Paternity Leave)</p> <p>Management of Attendance Electronic Registry (Sick Leave)</p> <p>Management of Attendance Electronic Registry (Study Leave)</p>	<p style="background-color: yellow;"> </p> <p style="background-color: yellow;"> </p> <p style="background-color: lightgreen;"> </p> <p style="background-color: yellow;"> </p> <p style="background-color: yellow;"> </p> <p style="background-color: lightgreen;"> </p>
<b>3. Issues encountered with implementation</b>			<b>4. How to address the issues</b>		
<ul style="list-style-type: none"> <li>• Management of attendance system is a challenge</li> </ul>			<ul style="list-style-type: none"> <li>• Continue to work with service provider and ICT to rectify the issue</li> </ul>		