



Solomon Islands Government

MINISTRY OF PUBLIC SERVICE



QUARTER 2 REPORT

2025

April – June

© Ministry of Public Service, Solomon Islands 2025

All rights reserved. No part of this publication, maybe reproduced, stored in a retrieval system, or transmitted in any form, or by any means, electronic, mechanic, photocopying, recording, scanning, or otherwise, without the prior written permission in writing of the Minister and Permanent Secretary of the Ministry of Public Service.

Compiled by MEL Unit
Ministry of Public Service

Permanent Secretary Foreword

It is my privilege to present the Ministry of Public Service’s Quarter 2 Report for 2025. This quarter represents a period of steady progress in advancing the Government’s vision for a modern, professional, and accountable public service. As the central institution responsible for the stewardship of our nation’s human resources, the Ministry continues to champion reforms that strengthen systems, empower officers, and ensure public services remain responsive to the needs of our people.

The second quarter has been marked by important milestones that build upon the momentum established earlier this year. Notable among these is the phased implementation of the Public Service Remuneration Review, which seeks to promote fairness and equity across salary structures, while also piloting contractual arrangements for senior management positions. At the same time, the Ministry has maintained its focus on improving the welfare of officers, with continued work on the Public Service Housing Assistance Initiative to support dignified living standards across the service. Preparations have also advanced towards the introduction of the Public Service Bill—a pivotal piece of legislation designed to anchor accountability, transparency, and performance as the foundation of our public administration.

While achievements in Quarter 2 are encouraging, we are mindful of the challenges that persist. Resource constraints, competing demands, and evolving national priorities continue to shape the way we operate. In response, the Ministry has remained adaptive, using the Traffic Light Reporting System and evidence-based approaches to track performance and guide adjustments where necessary. These tools not only help us to measure progress but also to ensure that our strategies remain aligned with the broader development agenda of the Solomon Islands Government.

Looking ahead, the Ministry’s work will remain focused on embedding the 2 pillars, improving Workforce and Institutional interventions of the Public Service Transformation Strategy into everyday practice. This means investing in leadership development, institutional strengthening, and workforce planning, while fostering a culture of professionalism and service excellence. None of this would be possible without the dedication of our staff and the support of our stakeholders, to whom I extend my sincere appreciation.

As we continue into the second half of 2025, I am confident that the Ministry of Public Service will sustain its reform trajectory, working collaboratively to build a public service that is efficient, accountable, and equipped to meet the aspirations of our nation.



Mr. Luke Cheka
Permanent Secretary
Ministry of Public Service
Solomon Islands Government

Abbreviations

AMP	Attendance Management Policy
APTC	Australia Pacific Technical Corporation
APSC	Australian Public Service Commission
AWP	Annual Work Plan
AS	Assistant Secretary
COC	Allowance Code of Conduct
COLA	Cost of Living
DFAT	Department of Foreign Affairs and Trade
ERESA	Early Retirement Economic Stimulus Assistant
FC	Financial Controller
FTA	Fixed Term Appointment
GESI	Gender Equality and Social Inclusion
GNUT	Government for National Unity and Transformation
GNUT	Government for National Unity and Advancement
GPM	Governance and Performance Management
HRD	Human Resource Development
HRM	Human Resource Manager
HRMIS	Human Resource Management System
IPAM	Institute of Public Administration
JLSC	Justice and Legal Service Commission
KPI	Key Performance Indicator
KYPS	Know Your Public Service
LDSB	Long Dedicated Service Benefit
M&E	Monitoring and Evaluation
MCILI	Ministry of Commerce, Industries, Labour and Immigration
MFMR	Fisheries and Marine Resources
MMERE	Ministry of Mines, Energy and Rural Electrification
MOFT	Ministry of Finance and Treasury
MPS	Ministry of Public Service
MWYCFA	Ministry of Women, Youth, Children and Family Affairs
OKRA	Output Key Result Area
OPMC	Office of the Prime Minister and Cabinet
PCSC	Police and Correctional Service Commission
PMP	Performance Management Policy
PSHA	Public Service Housing Assistance
PSHP	Public Service Housing Policy
PSHRS	Public Service Housing Rental Scheme
PSTS	Public Service Transformation Strategy
TLR	Traffic Light Report
SIPS	Solomon Islands Public Service
SITESA	Solomon Islands Tertiary Education and Skills Authority
WMD	Workforce Management Division

Table of Content

Abbreviations.....	4
Table of Content.....	5
Table of Figures.....	6
Executive Summary	7
Reporting Methodology	8
1. Introduction	10
2. Ministry of Public Service Quarter 2 Performance	11
2.0. Public Service Commission.....	11
2.1. Governance and Performance Management.....	13
2.2. Workforce Management	15
2.3. Institute of Public Administration and Management	17
2.4. Corporate Services.....	19
3. Ministry of Public Service Results	21
3.0. Improved Allowances, Salaries, and Entitlements	21
3.1. Conducive Public Service Housing	24
3.2. Human Resources Capacity Development	25
3.3. Institute of Public Administration and Management Training	27
3.4. Monitoring, Evaluation, Accountability and Learning	32
3.5. Utilising Social Research	34
3.6. Gender and Social Inclusion Mainstreaming	37
3.7. Effective and Efficient Office Management	39
3.8. Improving Financial Management.....	40
3.9. Statutory and Strategic Mandates	47
3.10. Ensuring smooth Separation and Retirement.....	48
3.11. Improving Performance Management Procedures.....	62
3.12. Improving the Management of Attendance	64
3.13. Human Resources Management Information System.....	65
3.14. Upholding Professional Standards and Disciplinary.....	66
3.14 Recruitment and Appointment	68
3.15. Evolving into E-Platforms	71
4. Challenges.....	74
1. Human Resource Capacity and Workload Pressures	74
2. Aurion System Limitations and Technical Capacity	74

3. Training and Capacity Development Constraints.....	74
4. Organisational and Structural Challenges.....	75
5. Financial and Resource Constraints	75
6. Records and Information Management	75
7. Stakeholder Responsiveness.....	75
5. Way Forward	76
Strengthening Collaboration and Communication Across Ministries and Agencies	76
2. Human Resource Capacity Building and Recruitment.....	76
3. System Development and Technical Strengthening (Aurion & HRMIS)	76
4. Training and Evaluation Reform.....	77
5. Financial and Resource Mobilisation.....	77
6. Operational Performance and Accountability.....	77
7. Workplace Management and Environment.....	78
6. Summary	78

Table of Figures

Figure 1. Public Service Commission Performance for Quarter 2 2025.....	11
Figure 2. Governance and Performance Management Performance in Quarter 2 2025	13
Figure 3. Workforce Management Performance for Quarter 1 2025	15
Figure 4. Institute of Public Administration and Management Quarter 2 Performance.....	17
Figure 5. Corporate Services Quarter 2 Performance.....	19
Figure 6. Divisional Expenditure	46
Figure 7. Total Budget Expenditure and Remaining for 2025.....	47
Figure 8. Retirement by Gender	49
Figure 9. Retirement Notice by Ministry.....	50
Figure 10. Retirement submission by Gender	51
Figure 11. Retirement Convey by Ministry	52
Figure 12. Retirement under Medical Ground by Ministry	53
Figure 13. Fixed Term Appointment Submission by Gender	54
Figure 14. FTA Submission by Ministry	55
Figure 15. Fixed Term Appointment Convey Submission by Ministry	57
Figure 16. Resignation by Gender.....	58
Figure 17. Resignation by Ministry	59
Figure 18. Long-Dedicated Service Benefit by Gender	60
Figure 19. Long-Dedicated Service Benefit by Type	60
Figure 20. Long-Dedicated Service Benefit by the Ministry.....	60
Figure 21. Number of LDSB meeting and applicants	61
Figure 22. LDSB Meeting.....	61
Figure 23. LDSB Committee Decisions	62

Executive Summary

The Ministry of Public Service (MPS) achieved a highly commendable performance in Quarter 2 of 2025, reflecting steady progress in driving public sector reforms, strengthening governance systems, and improving service delivery across the Solomon Islands Public Service. Overall results indicate significant improvement and institutional stability, driven by strong leadership, effective coordination, and a committed workforce.

The Public Service Commission (PSC) recorded an exceptional outcome, with 100% of activities rated Green, a major improvement from Quarter 1’s 75% Green and 25% Red. The elimination of Red indicators highlights the Commission’s success in addressing previous performance gaps and ensuring all planned outputs were achieved. This “all-green” result demonstrates enhanced governance oversight, workforce discipline, and strong alignment with the Public Service Transformation Strategy, positioning the Commission as a model of accountability and service excellence. Across the Ministry’s divisions, performance results reflect steady progress and consolidation:

- **Governance and Performance Management Division (GPMD):** Achieved 22% Green, 67% Yellow, and 11% Orange, with no Red indicators. This shows consistent progress in governance reforms, with most activities active and progressing. Efforts will focus on fast-tracking Yellow-rated activities and resolving coordination challenges to improve timeliness and delivery.
- **Workforce Management Division (WMD):** Achieved a major turnaround from Quarter 1’s 60% Red to 42% Green, 50% Yellow, 8% Orange, and 0% Red. The removal of all Red indicators reflects strong recovery, improved oversight, and resilience in implementation. Over 90% of activities are now Green or Yellow, indicating steady advancement toward workforce reform goals.
- **Institute of Public Administration and Management (IPAM):** Maintained solid performance with a balanced mix of Green, Yellow, and Orange, and no Red indicators. IPAM continues to deliver core training programs and leadership initiatives while addressing delays from resource and logistical constraints. Its consistent “no Red” record reflects strong institutional resilience and commitment to public service capacity development.
- **Corporate Services Division:** Delivered 87% Green and 13% Yellow, improving from Quarter 1’s 61% Green and 39% Yellow. The results highlight enhanced efficiency, better financial and administrative management, and strong operational systems, with no Orange or Red indicators recorded.

Collectively, the Ministry’s Quarter 2 performance demonstrates a strengthened institutional framework, improved accountability, and effective coordination across all divisions. The results affirm MPS’s growing capacity to manage reforms, optimize resources, and align with national priorities under the Public Service Transformation Strategy. Looking ahead, the Ministry’s focus will be on sustaining momentum, consolidating gains, and embedding these improvements into long-term systems. Continued emphasis on innovation, workforce development, and governance reform will be key to maintaining high standards of service delivery and advancing the transformation of the Solomon Islands Public Service.

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 (OKRA) 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 (TLR) 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 minimal 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, prompting divisions to address obstacles before they become critical.

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


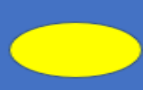


Orange indicates that activities are lagging significantly. With only 26–50% of the planned work completed, the division is struggling to meet its targets. This status suggests that key implementation problems are present, and without prompt management intervention, the division may fail to deliver expected 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 2 Report for the 2025 fiscal year, providing an overview of divisional achievements, performance outcomes, and resource utilization across its five core divisions: The Public Service Commission (PSC), Governance and Performance Management (GPM), Workforce Management (WFM), the Institute of Public Administration and Management (IPAM), and Corporate Services.

This quarter reflects a period of consolidation and accelerated progress, as the Ministry advanced key reforms under the Public Service Transformation Strategy and delivered on priority actions within the Annual Work Plan (AWP). The results demonstrate strengthened institutional capacity, improved service delivery, and a sharper focus on embedding a performance-driven culture across the public service.

- **Public Service Commission (PSC):** Achieved an unprecedented “all green” performance rating for Quarter 2, reinforcing its credibility in safeguarding merit-based recruitment, appointments, and disciplinary processes. This included the resolution of high-priority cases and the endorsement of new appointments, reflecting greater efficiency and integrity in Commission operations.
- **Governance and Performance Management (GPM):** Progressed the rollout of the Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework, finalized critical policies such as the Terms and Conditions of Senior Management Posts and the draft Public Service Bill, and advanced gender and social inclusion initiatives, ensuring policy alignment with modern governance standards.
- **Workforce Management (WFM):** Strengthened HR planning through establishment reviews, compliance monitoring, and the consolidation of workforce data, laying the foundation for more evidence-based forecasting and strategic human resource deployment.
- **Institute of Public Administration and Management (IPAM):** Delivered an expanded training program, conducting over 15 sessions across diverse themes including leadership, financial management, and policy skills. More than 350 officers benefited, underscoring IPAM’s central role in building a capable, professional, and ethical public service workforce.
- **Corporate Services:** Maintained robust internal support systems, with Quarter 2 performance showing significant gains compared to Quarter 1. Core functions such as procurement, logistics, ICT, and financial management operated with high efficiency, ensuring smooth divisional delivery and alignment with corporate priorities.

Overall, Quarter 2 highlights a positive trajectory for the Ministry, with performance improvements evident across divisions and no major setbacks recorded. The gains made demonstrate the Ministry’s commitment to institutional resilience, continuous improvement, and the pursuit of a modern, effective, and citizen-focused public service.

2. Ministry of Public Service Quarter 2 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.

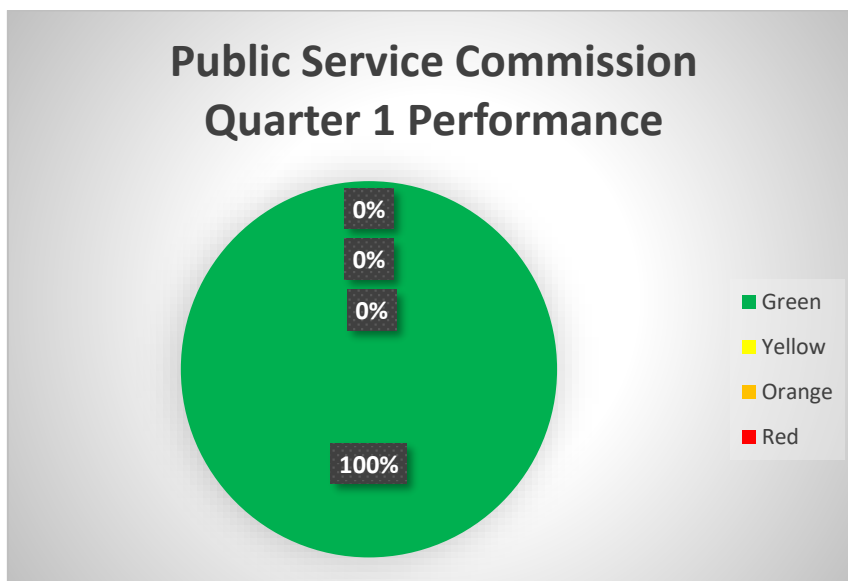


Figure 1. Public Service Commission Performance for Quarter 2 2025

According to the data illustrated, a significant proportion (100%) of activities 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.

The Public Service Commission has once again recorded an outstanding achievement in Quarter 2 of 2025, with performance indicators across all divisions rated Green. This result signifies that every planned activity and reform initiative under the Commission's mandate was delivered effectively, on time, and to the expected standards.

The Public Service Commission's performance profile demonstrates a remarkable improvement between Quarter 1 and Quarter 2 of 2025. In Quarter 1, results showed a binary distribution with 75% Green and 25% Red. While the majority of activities were successfully achieved, a quarter of outputs faced critical underperformance, highlighting systemic challenges such as resourcing gaps, coordination inefficiencies, or policy bottlenecks. The absence of Yellow or Orange ratings indicated limited nuance in performance tracking, with activities either fully achieved or critically off-track.

By contrast, Quarter 2 results marked a significant leap forward, with 100% of activities rated Green. This “all green” achievement reflects the Commission’s ability to not only sustain strong performance but also address areas of underperformance from the previous quarter. The improvement signifies enhanced governance oversight, stronger workforce commitment, and closer alignment with the Public Service Transformation Strategy. The elimination of Red indicators also suggests that corrective actions were effectively implemented, enabling the Commission to stabilise operations and ensure consistent delivery across all divisions.

Taken together, the comparison highlights a shift from a mixed and uneven performance profile in Quarter 1 to a position of complete achievement in Quarter 2. This progress underscores the Commission’s adaptability, strengthened institutional systems, and growing culture of accountability. The challenge ahead will be maintaining this “all green” performance in subsequent quarters, ensuring that gains are consolidated and embedded into long-term institutional reforms.

Achieving an “all green” outcome demonstrates not only compliance with quarterly work plans but also a high level of organisational efficiency, teamwork, and accountability. The Commission’s ability to consistently meet targets reflects its strengthened institutional systems, proactive leadership, and alignment with the broader goals of the Public Service Transformation Strategy. It also underscores the Commission’s growing capacity to adapt to challenges, optimise resources, and ensure timely service delivery despite the fiscal and operational pressures affecting the wider public sector.

Key contributing factors to this achievement include:

- **Effective Governance & Oversight** – Enhanced monitoring mechanisms and evidence-based decision-making ensured that progress was closely tracked and corrective actions applied swiftly where needed.
- **Workforce Discipline & Commitment** – Staff across the Commission displayed strong dedication, professionalism, and ownership of results, which collectively reinforced performance outcomes.
- **Strategic Alignment** – Activities remained closely aligned with national priorities and the Ministry of Public Service’s transformation pillars, ensuring coherence and relevance in all outputs.
- **Efficient Service Delivery** – Recruitment processes, policy reviews, and advisory functions were executed with improved timeliness and quality, directly contributing to operational excellence.

The Quarter 2 performance achievement places the Commission as a leading example of accountability and results-oriented service within the public sector. Importantly, it sets a strong foundation for sustaining reform momentum into the second half of 2025, particularly in areas of institutional strengthening, workforce management, and policy modernisation.

The Commission acknowledges the tireless commitment of its staff and the support of key stakeholders whose collaboration has been vital to this success. Maintaining “all green” status is a significant milestone, but it also serves as motivation to push further—embedding a culture of performance, innovation, and integrity across the public service.

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.

The performance of the Governance and Performance Management Division (GPMD) between Quarter 1 and Quarter 2 reflects both continuity and gradual progress in strengthening governance reforms and performance management systems. In Quarter 1, the Division recorded 29% Green, 57% Yellow, and 14% Orange, with no Red indicators. This distribution suggested that while certain areas were performing well, the majority of activities were delayed or only partially achieved, and a smaller but notable portion faced significant challenges. Importantly, the absence of any Red results signalled a baseline level of operational effectiveness, with no activities completely failing or abandoned.

In Quarter 2, the performance profile shifted slightly, with results showing 22% Green, 67% Yellow, and 11% Orange, again with no Red indicators. While the proportion of completed activities in the Green zone fell compared to Q1, the increase in Yellow suggests that more activities are progressing, albeit with delays, rather than falling into outright underperformance. The slight reduction in Orange from 14% in Q1 to 11% in Q2 further reflects the Division’s ability to stabilise some of its previously at-risk activities through corrective measures and adaptive approaches.

Taken together, the two quarters highlight a mixed but encouraging trajectory. Quarter 1 demonstrated the Division’s capacity to deliver strong results in selected areas while also exposing systemic challenges, particularly in timeliness and resourcing. Quarter 2, meanwhile, reflects resilience and consolidation, with the Division preventing slippage into Red while ensuring that the bulk of activities remain active and progressing. Moving forward, the key challenge will be to accelerate the delivery of Yellow-rated activities and increase the share of Green results, building on lessons learned from completed outputs and continuing to address structural and coordination barriers.

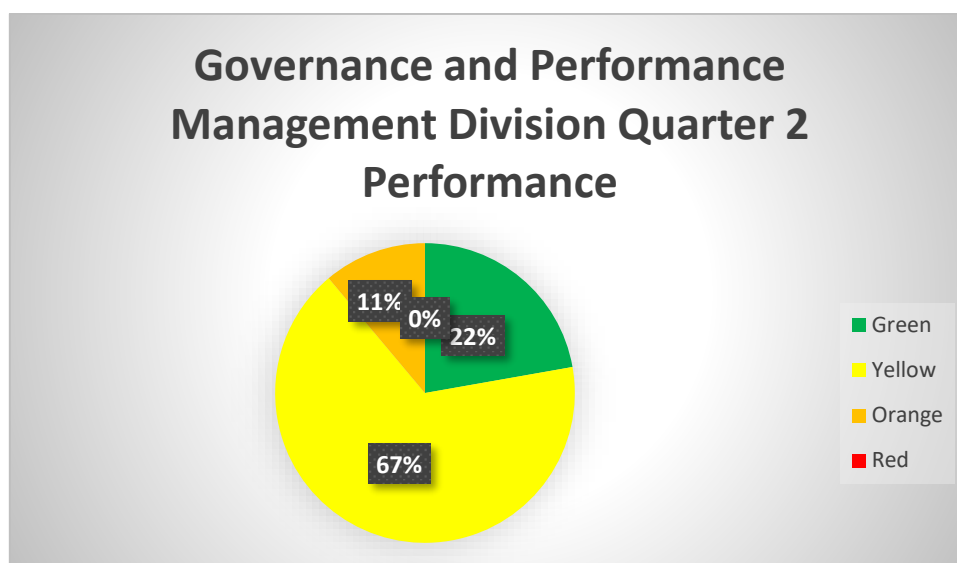


Figure 2. Governance and Performance Management Performance in Quarter 2 2025

During Quarter 2 of 2025, the Governance and Performance Management Division (GPMD) of the Ministry of Public Service demonstrated solid progress in driving forward its mandate of strengthening governance systems, monitoring reforms, and embedding a performance-driven culture across the public service.

The division's performance results, as reflected in the Traffic Light Reporting System, indicate the following distribution: 22% of activities achieved "Green" status, 67% were rated "Yellow," and 11% recorded "Orange," with no activities falling into the "Red" category.

- **Green (22%) – Achieved Results:**

A significant share of the division's activities were completed within the quarter. These achievements highlight areas where project planning, implementation, and monitoring were strong, including policy advisory functions, reporting obligations, and selected reform initiatives aligned with the Public Service Transformation Strategy.

- **Yellow (67%) – On Track but with Minor Delays:**

The majority of activities were rated yellow, indicating steady progress but with some requiring additional time, resources, or adjustments to meet expected standards. These activities reflect the division's ongoing work in governance reforms, institutional capacity building, and strengthening of performance frameworks. While not yet fully delivered, these initiatives remain on course and demonstrate the division's resilience in managing competing priorities.

- **Orange (11%) – Facing Challenges:**

A smaller portion of activities encountered challenges that slowed implementation. These challenges primarily stemmed from resource constraints, coordination bottlenecks with stakeholders, and evolving sectoral demands. Importantly, none of the activities were abandoned or placed in the "Red" category, showing that corrective measures are being applied to bring these initiatives back on track in subsequent quarters.

Key Observations and Significance

The absence of "Red" ratings reflects positively on the division's capacity to manage risks and maintain oversight. The performance profile heavily weighted in the "Yellow" category indicates that while there has been good progress, there remains work to be done to accelerate delivery and convert in-progress activities into completed results. The combination of green achievements and ongoing yellow initiatives shows that the division is laying down strong groundwork for reform outcomes that are likely to mature in the second half of 2025.

Looking Ahead

For the upcoming quarters, the division will focus on:

- Strengthening implementation planning to reduce slippage into "Yellow."
- Providing additional technical and resource support to areas in "Orange."
- Leveraging lessons from completed (Green) activities to fast-track outstanding ones.
- Continuing to foster accountability and evidence-based reporting across the Ministry.

Overall, Quarter 2 reflects a performance of steady progress, resilience, and determination by the Governance and Performance Management Division. With focused leadership and continued stakeholder collaboration, the division is well-positioned to achieve stronger “Green” outcomes in the second half of the year.

2.2. Workforce Management

The Workforce Management Division (WMD) recorded a balanced yet promising performance during Quarter 2 of 2025, reflecting both achievements and areas requiring greater attention. The Traffic Light Reporting System highlights the following breakdown: 42% Green, 50% Yellow, 8% Orange, and 0% Red.

The Workforce Management Division’s performance in Quarter 2 shows a marked improvement when compared to Quarter 1 results, which were dominated by 60% Red and only 40% Green. In Quarter 1, the majority of activities were in a critical state, highlighting systemic issues such as capacity gaps, resource shortages, and implementation challenges that required urgent intervention. The absence of Yellow and Orange categories also suggested a lack of early warning mechanisms, with performance often falling directly into the “Red” zone rather than being flagged at moderate stages.

In contrast, Quarter 2 results indicate a significant turnaround, with 42% of activities rated Green, 50% Yellow, 8% Orange, and 0% Red. The complete elimination of the “Red” category represents a major recovery from the previous quarter’s critical underperformance. While the share of Green activities remains relatively stable compared to Q1, the emergence of Yellow (50%) and Orange (8%) demonstrates better tracking of progress and a more balanced performance profile. This shift suggests that the Division has introduced corrective measures, strengthened oversight, and built resilience in its operations. The progress from a predominantly “Red-heavy” Quarter 1 to a more distributed performance profile in Quarter 2 reflects an encouraging trajectory toward stability and continuous improvement. Figure 3 below shows WMD performance progress.

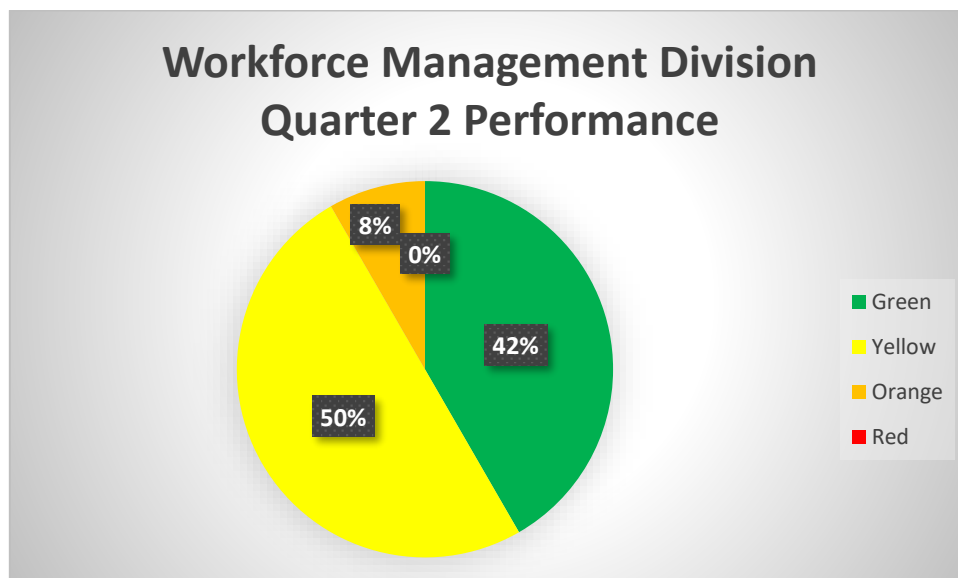


Figure 3. Workforce Management Performance for Quarter 1 2025

- **Green (42%) – Completed/On Target Achievements:**
Nearly half of the Division’s planned activities were successfully implemented and achieved the intended results. These “Green” areas showcase strong performance in critical functions such as workforce planning, staff management processes, and compliance monitoring. This outcome reflects the Division’s ability to maintain efficiency and deliver on its mandate despite the challenging operating environment.
- **Yellow (50%) – Progressing with Minor Delays:**
The majority of activities fall under the “Yellow” category, indicating that implementation is underway but requiring additional effort to fully meet expected targets. This result points to areas where resource limitations, coordination demands, or time constraints affected progress. However, the fact that these activities remain active shows resilience and commitment to achieving outcomes in upcoming quarters.
- **Orange (8%) – Facing Noticeable Challenges:**
A small share of activities encountered significant hurdles that slowed progress. These challenges are likely tied to systemic issues such as limited staffing, technical gaps, or dependencies on external stakeholders. Importantly, however, none of the Division’s activities were rated “Red,” meaning corrective measures are already in place to recover these initiatives.

Key Insights

The performance profile indicates that the Division is performing solidly, with more than 90% of its work rated as either Green or Yellow. This suggests a strong institutional foundation and operational commitment. However, the dominance of “Yellow” (50%) signals the need for strategic adjustments to accelerate implementation and shift more activities into the “Green” zone. The small but notable portion of “Orange” highlights the importance of targeted interventions to address persistent bottlenecks.

Way Forward

To strengthen future performance, the Division will need to:

- Provide closer oversight and technical support for delayed activities.
- Mobilize resources strategically to fast-track “Yellow” activities into completion.
- Address structural and coordination challenges affecting the “Orange” category.
- Consolidate lessons learned from successful “Green” outcomes to replicate best practices across other activities.

The Quarter 2 performance demonstrates that the Workforce Management Division is progressing steadily, with encouraging achievements balanced by areas requiring improvement. The absence of “Red” ratings is a positive sign of institutional stability and accountability. With sustained focus and strengthened collaboration, the Division is well placed to transform its large share of “Yellow” activities into fully achieved “Green” results in the second half of 2025.

2.3. Institute of Public Administration and Management

The Institute of Public Administration and Management (IPAM) continued to play a central role in building the capacity and professionalism of the Solomon Islands Public Service during Quarter 2 of 2025. Performance results, as measured through the Traffic Light Reporting System, reveal a mixed but encouraging picture, highlighting both areas of success and those requiring greater support.

While the specific breakdown indicates variation across the Green, Yellow, and Orange categories, the overall profile demonstrates that the majority of IPAM’s activities remain active and progressing, with no recorded “Red” failures. This is an important reflection of the Institute’s resilience in managing its training programs, leadership development initiatives, and institutional strengthening reforms.

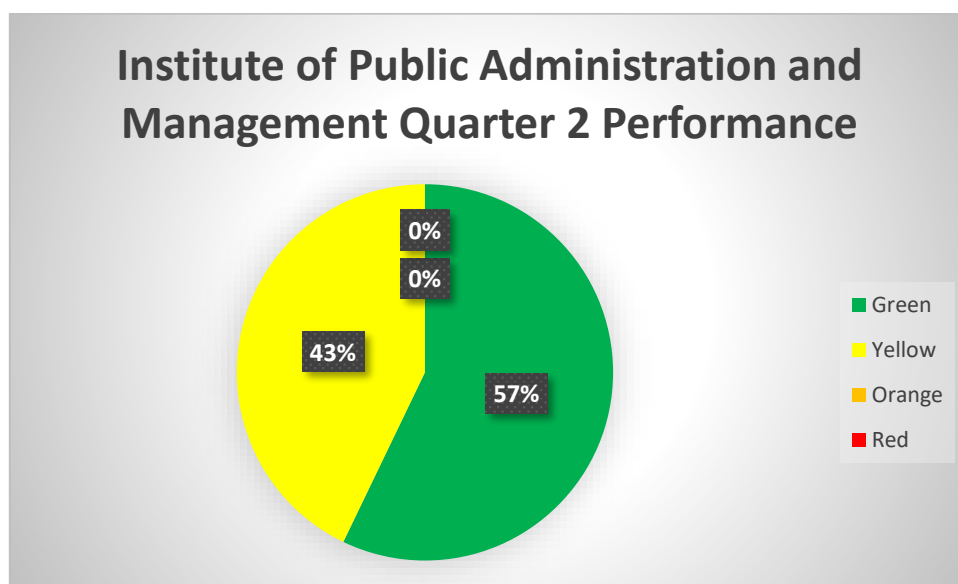


Figure 4. Institute of Public Administration and Management Quarter 2 Performance

- **Green – Completed/On Target Activities:**
A considerable proportion of IPAM’s work was rated “Green,” showing that training modules, leadership workshops, and capacity-building programs were successfully delivered in line with the annual plan. These achievements reinforce IPAM’s role as the Government’s training arm and demonstrate its continued contribution toward developing a professional and service-oriented workforce.
- **Yellow – On Track but With Delays:**
A significant share of activities were rated “Yellow,” meaning progress was steady but delayed by logistical, financial, or coordination challenges. Many of these activities relate to the rollout of new training curricula, expansion of management development programs, and stakeholder engagement processes. While delayed, these remain active and are expected to transition to completion in the next reporting cycle.
- **Orange – Facing Noticeable Challenges:**
A smaller portion of activities were rated “Orange,” reflecting initiatives that faced more significant challenges in implementation. These issues often stemmed from resource constraints, limited technical capacity, or competing national priorities.

However, the absence of "Red" results shows that remedial measures are already being put in place to ensure these activities are not derailed.

Key Insights

The Quarter 2 performance indicates that IPAM has maintained strong delivery in its core training mandate, while also laying the groundwork for longer-term reforms in leadership development and workforce professionalization. The presence of both "Yellow" and "Orange" results highlights the need for greater resourcing, planning, and collaboration with line ministries to ensure full implementation of its ambitious reform agenda.

Way Forward

To build on Quarter 2 results, IPAM will focus on:

- Strengthening implementation planning and resource mobilization to minimize delays.
- Prioritizing high-demand training programs that directly support the Public Service Transformation Strategy.
- Addressing systemic challenges affecting "Orange" areas through stronger technical partnerships and adaptive approaches.
- Consolidating lessons learned from successful activities to improve efficiency and delivery in upcoming quarters.

Quarter 2 results confirm IPAM's central role in driving capacity development within the public service. With the majority of activities either completed or in progress and no "Red" failures, the Institute remains firmly on course to deliver its strategic objectives. Continued investment in leadership training, institutional strengthening, and professional development will be key to ensuring that IPAM sustains momentum and supports the transformation of the Solomon Islands Public Service in the months ahead.

When comparing Quarter 2 results with Quarter 1 performance, IPAM demonstrates both continuity in strengths and improvements in several areas. In Quarter 1, 57% of activities were rated Green, reflecting more than half of the planned outputs being delivered successfully, while 29% fell under Yellow due to moderate delays and 14% were rated Orange, signalling significant challenges. Importantly, no activities were rated Red, which showed that despite delays, all initiatives were at least in progress.

By Quarter 2, the results reveal a more balanced performance profile, with a considerable share of activities continuing to be rated Green, supported by improvements in the delivery of training programs, leadership workshops, and institutional strengthening initiatives. The proportion of Yellow and Orange activities indicates that while delays and challenges persist, the overall spread suggests more activities have remained active and progressing compared to Quarter 1. Crucially, IPAM once again avoided any Red ratings, underscoring its resilience and determination in implementation. This consistency reflects a stable trajectory, with remedial measures and adaptive approaches beginning to address the systemic issues identified earlier.

2.4. Corporate Services

The performance of the Corporate Services Division in Quarter 2 demonstrates a strong and commendable achievement, reflecting its critical role as the backbone of the Ministry’s operations. According to the performance assessment, the Division recorded 87% Green, 13% Yellow, and 0% in both Orange and Red categories. These results highlight the Division’s overall effectiveness in delivering its mandated functions and meeting the majority of its planned targets, thereby providing consistent and reliable support to the Ministry’s strategic and operational goals. Figure 5 below visualises Corporate Service progress performance in quarter 2.

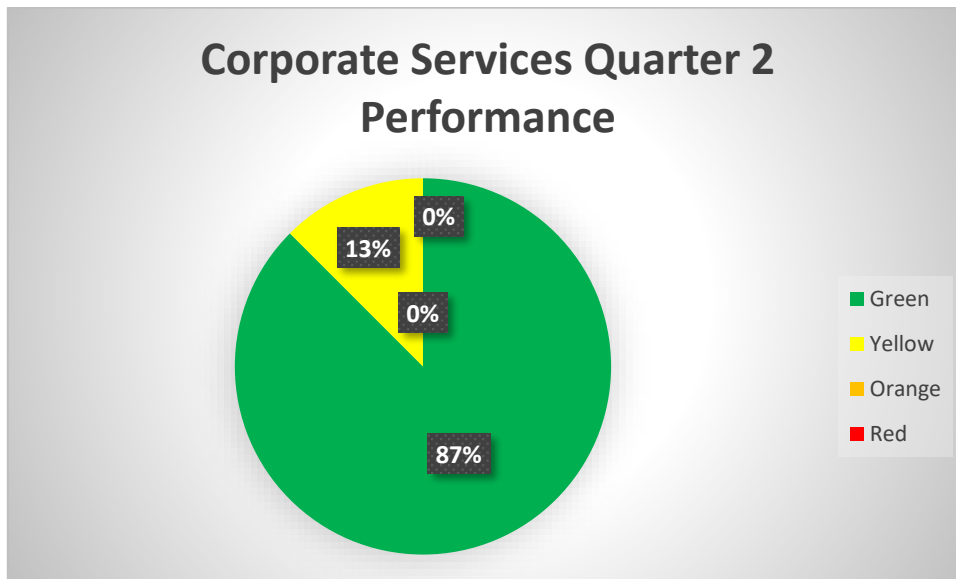


Figure 5. Corporate Services Quarter 2 Performance

The 87% Green rating signifies that most of the Division’s activities were successfully implemented within the reporting period. Core functions such as human resource support, financial management, procurement, and general administration were executed efficiently, underscoring the Division’s strong operational discipline and organizational stability. This high percentage of Green performance also reflects the Division’s ability to align its enabling services with the Ministry’s broader objectives, ensuring seamless support for policy and program delivery.

On the other hand, the 13% Yellow performance indicates that a small portion of activities encountered moderate challenges or delays. These issues are most likely linked to factors such as resource constraints, process timing, or dependencies on external stakeholders. While these areas require some management attention, the absence of any Orange or Red ratings is significant. It demonstrates that no critical failures or high-risk performance gaps were recorded, affirming that the Division has maintained a proactive approach in risk management and ensured continuity of essential services.

When compared with Quarter 1 results, where the Division achieved 61% Green and 39% Yellow, the Quarter 2 performance reflects a substantial improvement. The 26-percentage point increase in Green performance highlights the effectiveness of corrective measures and targeted interventions implemented after the first quarter. Similarly, the reduction of Yellow indicators from 39% to 13% shows that many activities previously facing moderate challenges were

successfully brought up to full achievement status, reflecting greater consistency and operational resilience.

The 87% Green performance reflects the Division’s ability to effectively implement the majority of its core functions, including human resource support, financial management, procurement, and general administration. This demonstrates a high level of organizational stability and operational discipline, ensuring that key enabling services are well aligned with the Ministry’s broader strategic objectives.

The 13% Yellow rating indicates that a small proportion of activities faced moderate delays or challenges that require closer management attention. These are likely linked to resource constraints, timing of processes, or dependencies on external stakeholders. However, the absence of any activities in the Orange or Red categories shows that no critical failures or high-risk issues were encountered, and that the Division has maintained a proactive approach in managing risks and ensuring business continuity.

When compared to the Quarter 1 performance of 61% Green and 39% Yellow, the Quarter 2 results represent a notable improvement. The increase of Green performance by 26 percentage points demonstrates that corrective actions taken from Q1 were effective in strengthening processes and enhancing efficiency. At the same time, the reduction of Yellow performance from 39% to 13% reflects a successful transition of many previously moderate-performing areas into the fully achieved category.

This positive trend underscores the Division’s ability to learn from past challenges and implement adjustments to ensure continuous progress. The absence of any Orange or Red indicators across both quarters reinforces the stability of Corporate Services, while the significant reduction in Yellow indicators signals stronger consistency in service delivery. Moving forward, maintaining this upward trajectory will depend on sustaining the improvements made and applying similar targeted interventions to address any remaining Yellow areas.



Picture 1. Human Resource Manager presenting Corporate Division Report

3. Ministry of Public Service Results

3.0. Improved Allowances, Salaries, and Entitlements

Contracting of Senior Management Positions

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

The Umi Waka Gud Contract Policy is a core mechanism of the Ministry of Public Service (MPS) aimed at strengthening the appointment, management, and oversight of contract-based positions across the Solomon Islands Government (SIG). The policy ensures that critical leadership, management, and technical roles are adequately staffed, contributing to improved service delivery and organizational performance. This report provides an analysis of contract appointments processed in Quarter 2 (Q2) of 2025.

Contract Appointments Overview

During Q2, a total of 81 submissions were processed under the contract policy. Of these:

- 68 appointments were approved, reflecting proactive implementation.
- 13 submissions were deferred pending further clarification or review.
- This represents a notable increase of 18 appointments compared to Quarter 1 (Q1), showing growing reliance on the contract policy to address staffing needs.

Contract Duration and Distribution

Appointments were categorized under two main contract periods: under 18 months and up to 3 years, reflecting variations in ministry staffing strategies and needs.

Under 18 Months Contracts

A total of 46 contract appointments were approved for terms below 18 months. These were mainly to fill urgent leadership and specialist vacancies across ministries. Notable allocations include:

- **MWYCFA** – 6 contracts (covering 4 Directors, FC, and HRM)
- **OPMC** – 6 contracts (including Director Communications, CRU, and Assistant Secretary Cabinet)
- **MCILI** – 5 contracts (HRM and 4 Directors)
- **MMERE** – 4 contracts (Finance, HRM, Director Water, Director Petroleum)
This reflects the policy’s role in ensuring continuity and responsiveness in ministries with high operational demands.

Under 3 Years Contracts

A further 22 contract appointments were approved for terms of up to 3 years. These focused largely on senior executive, technical, and professional positions. Key examples include:

- **MHMS** – 10 contracts (Medical Consultants), addressing the critical health sector needs.
- **MLHS** – 3 contracts (Deputy Secretaries and Finance Controller).
- **OPMC** – 3 contracts (Director Investment, Director Policy & Program, Registrar Political Parties).
- **MFMR** – 3 contracts (Deputy Secretary Corporate, Deputy Secretary Project, and Finance Controller).

The Quarter 2 data highlights several key trends in the implementation of the Umi Waka Gud Contract Policy:

1. **Growth in Usage** – The increase from Q1 indicates that ministries are increasingly adopting contract appointments as a flexible staffing tool to fill urgent and specialized roles.
2. **Short-Term Contracts Dominant** – A larger proportion of under 18-month contracts suggests a preference for short-term arrangements, possibly linked to project timelines, budget cycles, or transitional staffing needs.
3. **Sector-Specific Priorities** – Ministries such as MHMS, MWYCFA, OPMC, and MCILI stand out with higher contract allocations, reflecting demand for technical expertise, policy leadership, and service continuity.
4. **Policy Effectiveness** – The relatively high approval rate (68 out of 81) demonstrates efficiency in contract processing, while the 13 deferrals suggest that compliance and due diligence measures remain strong under the policy framework.

The Umi Waka Gud Contract Policy continues to be an effective instrument in supporting SIG’s human resource management strategy. Quarter 2 shows expanded uptake, especially in short-term contracts, enabling ministries to address immediate workforce gaps while maintaining flexibility. The policy not only enhances workforce responsiveness but also strengthens the government’s ability to deliver on national priorities.

The Ministry of Public Service (MPS) continues to oversee the implementation of the government’s policy on the contracting of senior officers, as mandated under Cabinet Conclusion [2019] 99 and the Umi Waka Gud Contract Policy. This initiative ensures merit-based appointments, competitive contract terms, and stronger accountability for performance in senior positions across the Public Service. This report provides an update for Quarter 2 of 2025.

Key Updates

a) Officers Contracted under Cabinet Conclusion [2019]99

As of the second quarter, a total of 81 officers have been contracted out of the 126 senior positions endorsed by Cabinet Conclusion [2019]99. These include Permanent Secretaries, Deputy Secretaries, Financial Controllers, Human Resource Managers, and Directors across government ministries. The progress reflects a 64% completion rate, with the remaining positions currently under consideration or in the recruitment process. This demonstrates steady implementation, though some gaps remain in filling highly technical and specialized roles.

b) Draft Cabinet Paper for Officers Not Named in Cabinet Conclusion [2019]99

In addition to the positions already endorsed, MPS has prepared a Draft Cabinet Paper to cater for 196 senior officers not covered under Cabinet Conclusion [2019]99. These officers occupy key leadership and professional roles critical to government operations. The draft paper seeks the Cabinet’s endorsement to formalize their contracting arrangement, ensuring consistency, fairness, and alignment with the broader public service reform agenda.

c) Officers under Schemes of Service (SOS)

Alongside contract appointments, a total of 284 officers are currently employed under Schemes of Service (SOS). This category covers positions with established salary structures and conditions, providing stability within the workforce. The co-existence of SOS and contract arrangements highlights a dual staffing model that balances continuity with flexibility.

The Quarter 2 update reflects ongoing progress in strengthening senior staffing arrangements across the Public Service. Key points include:

- **Progressive Implementation** – Over half of the senior roles identified by Cabinet Conclusion [2019]99 have been contracted, with further appointments underway.
- **Expansion Beyond 2019 Mandate** – The development of a new Cabinet submission for 196 additional officers indicates recognition of emerging workforce needs not captured in the original policy.
- **Balanced Workforce Model** – With 284 officers under SOS, government maintains a balance between permanent/structured appointments and contract-based flexibility.

The contracting of senior officers continues to progress steadily under the guidance of MPS. With 81 out of 126 endorsed positions already contracted, and the draft Cabinet paper in place to expand coverage, the policy framework is evolving to meet current and future workforce needs. Maintaining a dual structure of contracts and Schemes of Service provides the Government with both stability and adaptability, supporting effective service delivery and public sector transformation.

Public Service Commissioners Meeting Allowances

The Public Service Commissioners’ allowances form an integral part of their remuneration package and are provided in recognition of the high-level responsibilities, decision-making roles, and statutory functions they perform under the Public Service Act. These allowances ensure that Commissioners are adequately supported to discharge their duties with integrity, independence, and impartiality in managing the affairs of the Solomon Islands Public Service.

Timely payment of these allowances is critical as it upholds the Government’s commitment to good governance, strengthens accountability, and maintains morale and motivation at the leadership level. It also demonstrates respect for the constitutional mandate of the Commissioners and sets a positive example of compliance with established employment standards across the public service.

For the reporting period, allowances were paid accordingly and on time, ensuring that Commissioners were fully resourced to continue delivering their mandated responsibilities effectively.

3.1. Conducive Public Service Housing

Public Service Housing Assistant

In Quarter 1 of 2025, the Public Service Housing Policy was at a critical but stalled stage. The program’s progress was heavily dependent on the Ministry of Finance and Treasury’s (MOFT) decision regarding the proposed 40% gross-up, which was intended to enhance the affordability and sustainability of rental support for public servants. Additionally, the confirmation of a functional rental payment system was pending, leaving the implementation of the PSHA uncertain and inoperative.

In contrast, by Quarter 2 of 2025, there has been a notable shift from inaction to active assessment. While MOFT has not yet delivered a final decision, it has moved into the technical stage of verifying rental data against the available budget to determine the fiscal feasibility of the 40% gross-up proposal. This demonstrates incremental progress—transitioning the policy from a waiting phase in Quarter 1 to an evidence-based verification phase in Quarter 2.

The difference between the two quarters, therefore, lies in the movement from policy uncertainty to financial scrutiny. Quarter 1 highlighted dependency on high-level decision-making without concrete action, whereas Quarter 2 reflects active engagement by MOFT in validating data, a critical step toward eventual approval and operationalization of the PSHA.

Mamara Housing Estate

In Quarter 1 of 2025, the Mamara Rent-to-Own Scheme was at a stage requiring critical reassessment. The Ministry of Lands, Housing and Survey (MLHS) was tasked with revaluing the Mamara housing assets, an exercise aimed at informing future policy direction and ensuring fair valuation of the properties. At that point, a final decision on the future of the Mamara Houses remained outstanding, with broader strategic considerations—such as affordability, demand, and potential public-private partnership arrangements—still under review. The overall advancement of the scheme hinged largely on inter-ministerial coordination and timely decision-making.

By Quarter 2 of 2025, progress had shifted towards concrete actions and institutional decision-making. The revaluation of the Mamara houses by MLHS was identified as a continuing requirement, but additional developments had taken place. The Land Board Allocated Type A houses to former Members of Parliament (MPs) for direct purchase, signalling a move from policy uncertainty to allocation and distribution. Furthermore, a Cabinet paper was drafted to formally inform Cabinet about the Land Board’s authority to allocate Mamara land and properties, noting that the Commissioner of Lands (COL) holds the land title.

The key difference between the two quarters is that Quarter 1 reflected a strategic planning and reassessment phase, whereas Quarter 2 demonstrated a shift toward implementation and institutional alignment, with active steps taken by the Land Board and Cabinet preparation processes underway. This indicates that the policy is evolving from theoretical reassessment toward practical decision-making and operationalization.

Ministry of Public Service Officers Rental Payments

The Ministry of Public Service is pleased to report that all payments under the Public Service Rental Scheme (PSRS) for officers were completed in Quarter 2, 2025. This ensured that officers continued to access secure and reliable housing support without disruption. In addition to rental payments, the Ministry also facilitated the settlement of utility costs, further easing the financial burden on officers and ensuring the effective delivery of housing-related benefits.

The timely facilitation of both rental and utility payments reflects the Ministry’s commitment to supporting the welfare of public officers, while also demonstrating sound financial management and adherence to policy objectives.

3.2. Human Resources Capacity Development

Public Service Accredited Trainings

During Quarter 2 of 2025, the Institute of Public Administration and Management (IPAM) focused on strengthening its strategic partnerships and laying the groundwork for future accredited training programs. While no accredited training was delivered in this period, significant progress was made through two key consultation processes aimed at enhancing IPAM’s training portfolio and regional engagement.

SINU Consultations

- IPAM has initiated discussions with the Solomon Islands National University (SINU) to explore collaboration opportunities for accredited public service training programs.
- The first consultation meeting was successfully held on 4th June 2025, providing a platform to align training needs of the public service with SINU’s academic programs.
- These discussions are expected to lead to formalized arrangements for developing and delivering nationally accredited training for public officers.

Fale Pacific Public Service Partnership (PPP) Consultations

- As part of the regional collaboration agenda, IPAM engaged in the Fale Pacific Public Service Partnership (PPP), which brings together IPAM, the Vanuatu Institute of Public Administration and Management (VIPAM), the Fiji Leadership and Integrity Public Service (FLIPS), and the Samoa Institute of Leadership and Governance (SILAG).
- The focus of this collaboration is the development of a Memorandum of Understanding (MOU) to establish a framework for regional accredited training programs.
- The first consultation meeting under this initiative took place on 26th June 2025, signalling the start of stronger regional cooperation in public service training and development.

Although Quarter 2 did not record any accredited training delivery, the consultations held with SINU and under the Fale Pacific PPP are critical milestones. They demonstrate IPAM’s proactive approach in building national and regional partnerships to ensure that future training offerings are not only accredited but also aligned with public service capacity development

needs. These efforts are expected to yield tangible outcomes in subsequent quarters, contributing to a more skilled and professional public service workforce.

Public Service In-Service Training

The Ministry of Public Service (MPS), through its In-Service Training Division, continued to facilitate long-term capacity development opportunities for public officers across line ministries in Quarter 2 of 2025. The data reflect a strong demand for training and demonstrate the government’s commitment to building a professional and skilled workforce.

Key Highlights

- **Total Applications Received:** 142
- **Total Endorsed Applicants:** 93
- **Type of Training:**
 - Long-Term Training (LTT): 93
 - Short-Term Training (STT): 0
- **Endorsed Programs:** 93

This indicates that all approved training in Quarter 2 were long-term programs, with no short-term training delivered.

Ministry Participation

- The Ministry of Health and Medical Services (MHMS) recorded the highest number of endorsed participants with 40 officers (30 males, 10 female). This highlights the Ministry’s continued focus on developing professional and technical capacity in the health sector.
- Other notable contributions include:
 - **Ministry of Justice and Legal Affairs (MJLA):** 8 officers (2 males, 6 female)
 - **Ministry of Lands, Housing and Survey (MLHS):** 8 officers (4 males, 4 female)
 - **Ministry of Infrastructure Development (MID):** 5 officers (2 males, 3 female)
 - Several smaller ministries endorsed between 1–3 officers each, reflecting broader distribution of training opportunities across the public service.

Gender Balance

- Out of the 93 endorsed officers:
 - 49 were male
 - 44 were female
- This demonstrates a balanced gender representation in in-service training, with a nearly equal distribution across male and female participants. Notably, ministries such as MJLA (6 females vs 2 males) and MHMS (10 females vs 30 males) highlight gender-specific sectoral patterns in training participation.

- The high number of applications (142) compared to endorsements (93) indicates a strong demand for in-service training, though resource and selection constraints limited approvals to about 65% of applicants.
- The dominance of long-term training suggests a strategic emphasis on sustainable skills development and higher education qualifications over short-term capacity building.
- The balanced gender representation demonstrates progress toward inclusivity, though certain ministries still show male-dominated participation (e.g., MID, MAL), while others lean female (MJLA).
- The concentration of training endorsements in key service delivery ministries such as MHMS, MJLA, and MLHS reflects alignment with national development priorities.

The Quarter 2 in-service training outcomes reflect a robust commitment to building long-term professional capacity within the Solomon Islands Public Service. While no short-term programs were undertaken, the strong uptake of long-term training opportunities across ministries, with near gender balance, signals positive progress in developing a more competent and inclusive public service workforce. Going forward, efforts may focus on increasing the number of short-term training programs to address immediate skill gaps while sustaining the long-term trajectory.

Ministry of Public Service Training

The Ministry of Public Service (MPS) continues to prioritize staff capacity development through formal education and professional training opportunities. During the current reporting period:

- Nine officers are undertaking various training programs with institutions such as the Solomon Islands National University (SINU), the University of the South Pacific (USP), and Cambridge University, aimed at enhancing technical and professional competencies.
- Five officers are pursuing training in Canberra, while two officers are engaged in specialized programs in Melbourne, reflecting the Ministry’s commitment to sourcing high-quality international training opportunities.
- In addition, four officers are currently on long-term study programs, further strengthening the Ministry’s human resource base for future leadership and technical roles.

These training and study initiatives align with the Ministry’s broader objective of improving workforce skills, building institutional capacity, and ensuring the delivery of an effective, efficient, and accountable public service.

3.3. Institute of Public Administration and Management Training

Institute of Public Administration and Management – Instilling Knowledge

The Institute of Public Administration and Management (IPAM) continued to strengthen its role as the central training hub for the Solomon Islands Public Service in Quarter 2 of 2025. Through the design, review, and delivery of training programs, IPAM sought to instill

knowledge, skills, and competencies in public officers to enhance service delivery and professional standards.

Key Training Developments

1. **Training Resources and Materials**
 - Draft 1 of the IPAM Quality Training Material and Resources Guide was completed, setting the foundation for standardized and high-quality course delivery across all programs.
2. **Course Design**
 - **Introduction to Microsoft Access Manual** – development ongoing.
 - **Mentoring Program for Women Leaders** – launched under the Leadership and Management Development (LMD) unit in partnership with AVI, commenced on 1st July 2025.
 - **Employability Skills** – designed under the Core Learning and Development (CLD) unit with AVI support.
3. **Course Review**
 - **Leadership Development Program (LDP)** – review is ongoing; to be completed in Quarter 3 following the pilot training on 19th August 2025.
 - **Know Your Public Service (KYPS)** – customized course structure has been reviewed to ensure relevance to current workforce needs.

Training Delivery – Quarter 2

- **Scheduled Trainings (Honiara):**
 - 36 scheduled for 2025; 12 delivered in Q2 (33% completion to date).
- **Requested Trainings:**
 - 5 requests in 2025; 8 delivered in Q2, showing flexibility to respond to emerging ministry needs.
- **Provincial Trainings:** None delivered in Q2, indicating capacity gaps for extending programs beyond Honiara.
- **Total Trainings Delivered in Q2: 20**

Training Participation Data

- **By Nomination:**
 - Mastered: 699
 - Recommended: 696
 - Commenced: 607
 - Certified: 616
- **By Gender:**
 - Male: 349
 - Female: 267
 - The distribution demonstrates balanced gender participation, though male participation slightly outweighs female.
- **By Series:**
 - CLD: 4 scheduled + 8 request-based trainings
 - LMD: 3 delivered + 1 keynote speaker series
 - ICT: 3 delivered, including support for online learning. The 3 trainings that are now online are PMP, DWPP and Microsoft Word

Outcomes

- 616 officers were trained and certified in Quarter 2.
- 20 training programs were successfully delivered in Honiara.
- Emphasis on both core skills (CLD, ICT) and leadership development (LMD) reflects IPAM’s balanced approach in addressing technical competencies and managerial capacity across the public service.
- The delivery of 20 trainings in Q2 demonstrates strong progress, with scheduled targets being complemented by additional requested trainings. This indicates that IPAM is responsive to evolving ministry training needs.
- While the program performed strongly in Honiara, provincial coverage remains at zero, highlighting the need to extend IPAM’s reach to rural-based officers to ensure equitable access to capacity-building opportunities.
- The balance between male (349) and female (267) participants demonstrates inclusivity in training participation. The launch of the Mentoring Program for Women Leaders also reinforces IPAM’s commitment to gender-responsive leadership development.
- The ongoing review of flagship programs such as LDP and KYPS suggests a forward-looking approach to ensure training content remains relevant, impactful, and aligned with the evolving needs of the public service.

In Quarter 2 of 2025, IPAM delivered impactful training programs that reached over six hundred officers, instilled critical knowledge and skills, and strengthened leadership pathways, particularly for women. With quality training materials under development and key course reviews underway, IPAM is well-positioned to further consolidate its role in professionalizing the public service. However, moving training access beyond Honiara into the provinces remains a priority to achieve nationwide capacity development.

IPAM Training – Delivery and Resources

During Quarter 2 of 2025, the Institute of Public Administration and Management (IPAM) delivered limited training programs, with no accredited or externally recognized courses from reputable institutions provided, except for one specialized initiative.

The sole training conducted was the “Good Decision Making (GDM)” program, delivered in collaboration with the Ombudsman Office of Solomon Islands (OOSI). This training focused on strengthening ethical standards, integrity, and accountability among public officers, equipping them with practical skills to make sound decisions in line with public service values and good governance principles.

In addition, IPAM engaged in ongoing consultations with the Solomon Islands National University (SINU) during Quarter 2. These discussions are expected to pave the way for accredited training programs in Quarter 3, strengthening IPAM’s ability to provide high-quality and recognized capacity-building opportunities for the public service.

Although delivery was limited in Quarter 2, the successful rollout of the GDM training reflects IPAM’s commitment to promoting ethical and accountable leadership within the public service. Looking ahead, the consultations with SINU hold promise for diversifying and upgrading IPAM’s training portfolio, with a stronger focus on accredited and reputable programs in future quarters.

The Institute of Public Administration and Management (IPAM) has continued to demonstrate strong performance in the delivery of training programs and resources, ensuring that participants receive high-quality learning materials and structured content.

Training and Learning Resources

- 100% of course participants received training and learning development (L&D) materials, ensuring all officers had equal access to resources that supported their learning experience.
- The review and design of materials for the Mentoring Program (MP), Leadership Development Program (LDP), and Know Your Public Service (KYPS) are fully up to date (100%), reflecting IPAM’s commitment to maintaining relevance and quality in its training content.
- For the LDP pilot program, content design based on the reviewed structure is ongoing, with participation capped at a maximum of 25 officers to ensure quality engagement and effective learning.

Evaluation of Training Effectiveness

Feedback from participants and monitoring results indicate the following:

- **Training content quality and relevance:** Larger to greater extent – 97%, small to moderate extent – 3%.
- **Effectiveness of resources provided:** Larger to greater extent – 98%, small to moderate extent – 2%.
- **Trainer facilitation and delivery:** Larger to greater extent – 97%, small to moderate extent – 3%.
- **Pace of training:** Larger to greater extent – 88%, small to moderate extent – 12%, indicating a need to improve delivery pace for certain sessions.
- **Learning environment and facilities:** Larger to greater extent – 93%, small to moderate extent – 7%, suggesting that while the majority of participants are satisfied, improvements to the physical training environment and facilities are necessary.

The data shows that IPAM has achieved very high satisfaction levels across most areas, with over 95% of participants rating training delivery, materials, and facilitation positively. However, two areas require attention:

1. **Pace of Training** – A significant 12% of participants noted challenges, suggesting some sessions may move too quickly or too slowly for effective absorption of content.
2. **Learning Environment and Facilities** – While generally positive, 7% highlighted room for improvement in training venues, equipment, and overall learning conditions.

Quarter 2 outcomes confirm that IPAM continues to deliver high-quality training programs with excellent participant satisfaction and complete provision of training resources. The effective review and updating of core programs such as LDP, KYPS, and MP further demonstrate IPAM’s proactive approach to curriculum development. To enhance training effectiveness, attention should now be directed towards improving training pace and upgrading learning facilities to meet the needs of all participants and sustain long-term quality.

IPAM Training Monitoring and Evaluation

The Institute of Public Administration and Management (IPAM) continued to prioritize accountability and quality assurance in its training programs through systematic evaluation processes.

Reaction Evaluation

- All courses delivered were evaluated, covering 36 scheduled and 8 requested trainings.
- Evaluations were carried out satisfactorily, ensuring feedback was collected to inform future improvements.
- A total of 15 course evaluations were formally recorded, while 5 Code of Conduct (COC) trainings did not undergo full evaluation but were supported through signed pledges of compliance.
- Overall, this reflects 100% evaluation coverage, demonstrating IPAM’s commitment to monitoring training effectiveness and capturing participant reactions to improve delivery and content.

IPAM Monitoring, Evaluation, Accountability, and Learning (MEL)

- Work on establishing a comprehensive IPAM MEL framework is scheduled to commence following the launch of the broader Monitoring, Evaluation, Accountability, and Learning Framework (MEALF) for the Ministry of Public Service.
- This alignment will enable IPAM to move beyond reaction evaluations towards more robust monitoring of training outcomes, impact, and organizational learning.

Quarter 2 marked a strong performance in training evaluation, with full coverage achieved across all courses delivered. While reaction-level evaluations remain the primary tool, the forthcoming adoption of a formal MEL framework will allow IPAM to assess deeper learning outcomes and strengthen accountability for public service capacity development.

Development of Materials for IPAM

The Institute of Public Administration and Management (IPAM) has made significant progress in advancing its digital learning initiatives through the development and deployment of online training resources. This reflects the Ministry’s broader commitment to modernizing public service training and ensuring accessibility through blended learning approaches.

Development of Online Materials

- Online learning materials for three core courses have been compiled and are currently being uploaded to the IPAM system, with an estimated 90% completion rate.
- The courses include:
 - **Leadership and Management Development (LMD)** – Project Management Program (PMP)
 - **Corporate Learning and Development (CLD)** – Developing Workplace Policy and Procedures (DWPP)

- **Information and Communications Technology (ICT)** – Microsoft Word (MSW)

Training Capacity

- The current design allows for a maximum enrolment of:
 - 35 participants for PMP
 - 35 participants for DWPP
 - 25 participants for MSW

This structured capacity ensures manageable class sizes, effective engagement, and quality learning outcomes for each course.

Accessibility and Reach

- At present, there are no provincial-level online training programs, with participation restricted to applicants who enroll in the three available courses.
- This highlight both the progress of digital training resources and the continuing need to extend online accessibility to officers serving in provincial locations.

Quarter 2 progress demonstrates that IPAM is nearing full implementation of its first set of online training materials, with 90% completion achieved. The rollout of LMD, CLD, and ICT online modules will provide flexible and scalable training opportunities for public officers, though expanding access to provincial participants remains an area requiring further development to ensure equitable reach.

3.4. Monitoring, Evaluation, Accountability and Learning

The Ministry of Public Service (MPS) has made significant progress in strengthening accountability, transparency, and evidence-based decision-making through the full rollout of the Public Service Monitoring, Evaluation, Accountability, and Learning (PS MEAL) Framework. The Framework was formally endorsed and successfully launched on 19th August 2025, marking a milestone in institutionalizing a culture of performance and learning within the Solomon Islands Public Service. Two training sessions for MPS and line ministries are planned to build capacity for implementation.

Key Progress Updates

1. Reflection and Reporting Workshops

Two reflection workshops for Quarter 1 and Quarter 2 (January–June 2025) have been conducted, enabling senior staff to review progress, address challenges, and realign priorities. The Quarter 2 Reflection Workshop, initially scheduled for early July, was delayed due to financial processes and is now taking place in August. Despite this, participation by senior MPS staff has been strong, and the workshops are proving effective in fostering shared ownership of performance planning.

2. Annual and Quarterly Reporting

The 2024 Annual Report has been finalized and endorsed at ministerial level and is now ready for Cabinet vetting. It provides a comprehensive record of MPS’s performance, achievements,

challenges, and forward plans. All officers are encouraged to read it as a tool for reflection and improvement in 2025.

The First Quarter Report 2025 has already been published and made accessible to both public servants and citizens, reinforcing accountability and transparency.

The Second Quarter Report 2025 will be compiled following the Reflection Workshop, with data collection, verification, and collation scheduled to commence immediately thereafter.

3. Quarterly Newsletter

The Second Quarterly Newsletter for 2025 will also be prepared following the Quarter 2 Reflection Workshop. The write-up process will begin once the workshop outcomes are finalized.

4. Public Sector and Public Service Satisfaction Surveys

Plans are in place to conduct two key perception surveys:

A Biennial Public Service Satisfaction Survey to be rolled out in 2026.

A Five-Year Progress Survey tied to the Solomon Islands Public Service Transformation Strategy (SIPSTS) 2023–2033.

These instruments will provide long-term evidence for evaluating policy impact and service delivery effectiveness.

5. Semi-Governance Forum

The Semi-Governance Forum for the first half of 2025 has been confirmed for Tuesday, 19th August 2025. This forum will provide a platform for accountability dialogue, policy reflection, and cross-ministerial learning.

The implementation of the PS MEAL Framework has placed MPS in a stronger position to embed accountability and evidence-driven planning within the public service. The timely production of reports and reflection sessions is improving performance monitoring, though delays due to financial processes highlight the need for stronger administrative efficiency. The planned surveys and governance forums will further enhance MPS’s ability to track progress, measure satisfaction, and align service delivery with national transformation goals.

The full implementation of the PS MEAL Framework represents a major step in strengthening governance and accountability within the Solomon Islands Public Service. With reflection workshops, reporting mechanisms, and long-term survey tools now in place, MPS is well-positioned to drive continuous improvement and deliver on the goals of the SIPSTS 2023–2033. Future focus should be on ensuring timeliness of processes, sustaining staff engagement, and expanding the use of MEAL outputs to inform policy and program decision-making.



Picture 2. SIG Line Ministries and Agencies participants at the Ministry of Public Service Semi Annual Governance Forum

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) continues to drive reforms to strengthen accountability, efficiency, and performance across the Solomon Islands Public Service. As part of its 2025 reform agenda, three major policy areas are currently under review: The Performance Management Policy (PMP), the Contracting Manual, and the Monitoring, Evaluation, Accountability, and Learning Framework (MEALF). These reviews are central to aligning the public service with the Solomon Islands Public Service Transformation Strategy (SIPSTS) 2023–2033 and ensuring the delivery of quality services to citizens.

1. Performance Management Policy (PMP)

The PMP is one of the most critical tools for enhancing performance accountability across the public service. The review process is well advanced, with the following milestones achieved:

- **Draft PMP Policy Completed** – The updated draft reflects contemporary approaches to performance management, focusing on efficiency, accountability, and alignment with national goals.
- **PMP Forms Completed** – Standardized forms have been developed to improve consistency in reporting, appraisal, and performance documentation across ministries and agencies.
- **Performance Review Committee (PRC) Guidelines Reviewed** – The PRC guidelines have been updated to streamline oversight and ensure fair, transparent assessment processes.
- **Pending Review of PMP Process and Procedure Manual** – This remains outstanding and will be a key focus in the next stage of the review. The manual will provide practical, step-by-step guidance for implementation.
- **Validation Workshop Scheduled** – A validation workshop with line ministries and agencies is planned for **end of May 2025 (Q2)**. This will be an important opportunity to test the policy, incorporate stakeholder feedback, and prepare for final endorsement and roll-out.

Once finalized, the revised PMP will create a stronger foundation for appraising performance, addressing capacity gaps, and rewarding merit across the service.

2. Contracting Manual

The Contracting Manual is under active review to ensure contracts for senior officers and technical staff are managed with transparency and accountability. Key progress includes:

- **Review of Existing Manual** – The current manual is being updated to align with Cabinet Conclusion [2019]99 and new governance reforms.

- **Development of Contract Performance Appraisal Templates** – Draft templates have been introduced to strengthen monitoring of contract officer performance, ensuring accountability for outputs and outcomes.

The review of the Contracting Manual is expected to provide greater clarity on contract conditions, performance expectations, and compliance measures, thereby improving the management of contracted officers within the public service.

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

The PS MEALF was endorsed and launched in August 2025, and it is now under full implementation. The framework provides the overarching system for monitoring and evaluating the effectiveness of public service reforms and policies.

Key features include:

- **Structured Reflection and Reporting Mechanisms** – Quarterly reflection workshops, ministerial reports, and newsletters are improving accountability and fostering a culture of learning.
- **Evidence-Based Policy Tracking** – MEALF ensures that decisions are informed by accurate data, performance results, and citizen feedback.
- **Long-Term Evaluation Tools** – The biennial Public Service Satisfaction Surveys and the five-year SIPSTS review will provide evidence for assessing reform progress and identifying areas for improvement.

MEALF’s role is not limited to compliance; it creates feedback loops to enhance continuous learning, strengthen policy effectiveness, and build trust in public institutions.

The ongoing review of the Performance Management Policy, Contracting Manual, and the active implementation of the MEALF represent a strategic reform package aimed at building a more accountable, high-performing public service. Together, these policies will improve performance management, strengthen contract accountability, and embed monitoring and evaluation as core functions of public sector governance. The Ministry of Public Service is committed to completing these reviews in 2025 and ensuring their effective rollout to support the delivery of the Solomon Islands Public Service Transformation Strategy 2023–2033.

The Ministry of Public Service (MPS) continues to advance comprehensive reforms through the development, review, and implementation of key public service regulations and policies. A total of 10 legislations, regulations, and policies are currently under various stages of drafting, review, or operationalization, while four have been formally endorsed by Cabinet. These initiatives are critical for enhancing governance, accountability, and performance across the Solomon Islands Public Service.

Policies and Regulations Under Study/Review/Implementation

1. Public Service Bill

- Endorsed by Cabinet on 14 March 2025.
- Tabled in Parliament on 6 June 2025, but yet to be debated.

- Serves as the foundational legislation guiding public service management, governance, and regulatory frameworks.
- 2. **Public Service Commission Regulations**
 - No significant progress reported during this quarter.
- 3. **Public Service Regulations**
 - Draft is currently with the Attorney General's Chambers (AGC).
 - Drafting Instructions (DI) required by AGC; the PS Bill Committee is preparing the DI to facilitate drafting.
- 4. **Public Service Orders**
 - Draft with AGC; awaiting DI from the PS Bill Committee.
 - Intended to operationalize provisions under the Public Service Bill and Regulations.
- 5. **Public Service Housing Policy**
 - **Public Service Housing Assistance (PSHA):**
 - Awaiting Ministry of Finance and Treasury (MOFT) decision on the 40% gross-up proposal.
 - MOFT is verifying rental data against the budget to determine feasibility.
 - Housing Committee scheduled to meet on 14 August 2025.
 - **Mamara Rent-to-Own Houses:**
 - Revaluation to be conducted by Ministry of Lands, Housing, and Survey (MLHS).
 - Land Board has allocated Type A houses to former MPs for direct purchase.
 - Draft Cabinet paper prepared to clarify Land Board authority to allocate Mamara land and property, with COL holding the land title.
- 6. **GESI Policy (Gender Equality and Social Inclusion)**
 - Endorsed by Cabinet.
 - Socialization and awareness-raising ongoing.
 - Implementation has commenced across ministries.
- 7. **Anti-Harassment Policy**
 - Policy planning and drafting currently underway.
 - Focuses on creating safe, respectful, and inclusive workplaces within the public service.
- 8. **Performance Management Policy**
 - Currently under review.
 - Review aims to strengthen accountability, appraisals, and alignment of officer performance with organizational goals.
- 9. **Discipline Manual (Output 3.2)**
 - Review process has commenced.
 - Discipline procedures are specified in the PSC Regulations, which are themselves under review.
 - A **taskforce** is examining the best approach to finalize the manual, with members actively working on a draft.
- 10. **Solomon Islands Public Service Transformation Strategy (SIPSTS 2023–2033)**
 - Endorsed by Cabinet.
 - To be formally launched on 18 August 2025.
 - Serves as a strategic roadmap for long-term reform, modernization, and capacity-building across the public service.

Policies and Regulations Endorsed by Cabinet

Four key frameworks have been officially endorsed, providing a firm foundation for public service reform:

1. **Public Service Bill** – 14 March 2025
2. **Public Service Housing Assistance Policy**
3. **GESI Policy**
4. **SIPSTS 2023–2033**

These endorsements reflect Cabinet’s commitment to improving governance, accountability, and service delivery across the public service.

- The Ministry is making steady progress in institutionalizing reforms, with several policies moving from drafting to validation stages.
- Areas requiring attention include the Public Service Regulations, Orders, and Contracting Manual, where drafting instructions and procedural clarifications remain pending.
- Housing reforms and GESI implementation demonstrate the Ministry’s focus on improving officer welfare and inclusivity.
- Launch of the SIPSTS and the Public Service Bill will provide legal and strategic direction to anchor other policy initiatives.

Quarter 2, 2025, reflects strong momentum in the review and implementation of key public service regulations and policies. With four major frameworks endorsed by the Cabinet and ongoing drafting, validation, and stakeholder consultation processes, the Ministry of Public Service is well-positioned to enhance governance, accountability, and service delivery. Priority focus areas for the coming quarters include: completing drafting instructions, finalizing the Discipline Manual, and operationalizing housing and performance management reforms.

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 continues to strengthen its gender mainstreaming efforts through a series of policy, training, and collaborative initiatives.

On 20th June 2025, the Public Service Gender Equality and Social Inclusion (GESI) Policy 2025–2030 was socialized with the Correctional Services of Solomon Islands (CSSI), marking an important step toward wider institutional awareness and adoption.

In line with promoting safe and inclusive workplaces, the Prevalence Study on Sexual Harassment in the Public Service was disseminated through a SIG news release, ensuring public servants are informed of the findings and implications. Building on this, an Anti-Sexual Harassment Concept Note was submitted to the Director, Change Facilitator, International

Center for Advocates Against Discrimination (ICAAD), to support the rollout of anti-sexual harassment training for HR officers in the third quarter.

Collaborative work with the Institute of Public Administration and Management (IPAM) and the Ministry of Women, Youth, Children, and Family Affairs (MWYCFA) has advanced the Women in Leadership Mentoring Program. A comprehensive Women in Leadership Toolkit, including guides for both mentors and mentees, has been finalized. Mentors and mentees have been identified, and the program is now underway.

Further, an initial meeting with the ASIP GESI Consultant was held to plan priority areas for the remainder of 2025 and into 2026, including:

- Provincial socialization of the GESI Policy,
- Convening Gender Focal Points Network meetings,
- Development of an Anti-Harassment Policy, and
- Delivery of Women in Leadership training.

The Terms of Reference for the SIG Gender Focal Points have been revised, and with ASIP’s support, a draft Annual Workplan has been developed. To sustain momentum, a Gender Focal Point Network Learning Meeting is proposed for the third quarter, to be funded under ASIP.

These activities reflect strong progress in institutionalizing gender equality, social inclusion, and safeguarding measures across the public service.

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.

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 has continued to strengthen its office management systems by ensuring timely facilitation of essential services and resources that support smooth operations. Key updates during the period under review include the following:

1. Central Procurement

A centralized procurement process was facilitated for the Ministry, covering critical office supplies. This included the timely processing of toner requests to ensure uninterrupted printing and documentation support across all divisions. The centralized approach enhanced efficiency, reduced duplication, and ensured cost-effective use of resources.

2. Commissioners’ Meeting Allowances

The Ministry ensured the prompt disbursement of allowances for Public Service Commission (PSC) Commissioners’ meetings. This timely facilitation not only supported the effective conduct of meetings but also reinforced accountability and commitment to the Commission’s governance responsibilities.

3. Payment of Utilities and Services

All essential utilities, including water, power, and other operational services, were facilitated and paid accordingly. This proactive management approach prevented service disruptions and created an enabling work environment for staff productivity.

4. Building Maintenance and Infrastructure Support

The Ministry, through the architectural unit, secured and reviewed the Building Bill of Quantities (BOQ). Payment for the BOQ was facilitated, marking progress in maintaining and upgrading infrastructure to support a conducive workplace for staff.

The above updates highlight the Ministry's commitment to effective and efficient office management. By ensuring timely procurement, payments, and resource allocation, the Ministry strengthened its administrative systems, maintained operational continuity, and supported the productivity of its workforce.

3.8. Improving Financial Management

Cost-effective Headquarter Budgeting

The financial performance of the Ministry of Public Service (Headquarters) for the second quarter of 2025 reflects steady progress in budget utilization across several key expenditure areas. The report highlights areas where funds have been effectively absorbed, alongside budget lines where underutilization or overspending was noted and requires closer management attention.

During the quarter, the Ministry demonstrated strong budget absorption in a number of areas. Expenditure on capital office equipment reached 95.17 percent, with SI\$122,710 already spent from the total revised budget of SI\$128,940. This shows that investments in office equipment have been prioritized and are near full completion. Similarly, residential building maintenance recorded 67.73 percent utilization, with SI\$126,777.01 spent, ensuring that staff housing and facilities are properly supported. Public servants' overseas accommodation accounted for 90.74 percent of its allocation, reflecting a high level of overseas travel-related commitments, while annual leave fares reached 72.02 percent utilization. Sitting allowances were fully expended, with 100 percent of the allocation utilized.

Moderate levels of expenditure were observed in other key areas. Office stationery recorded 63.73 percent expenditure, demonstrating ongoing demand to sustain operational functions across the Ministry. Telephone and fax costs consumed 50.36 percent of the budget, indicating that communication services remain a significant recurrent expense. Meanwhile, training (other) registered 37.69 percent utilization, suggesting that although some investment in staff development has taken place, a considerable balance remains for implementation in the second half of the year.

Despite the overall positive financial absorption, several expenditure lines remain notably underutilized. Venue hire, local fares, and other local costs all recorded zero expenditure in the second quarter, pointing to delays or activities yet to be undertaken. Meeting expenses only absorbed 26.28 percent of the allocation, while security services registered the lowest uptake at just 11.64 percent. These figures suggest areas where planned activities are lagging behind schedule and require closer attention to avoid low absorption rates at year's end.

It is also important to note that subventions and grants have only recorded 44.93 percent expenditure, with SI\$178,871.44 out of the allocated SI\$810,000 utilized. This underperformance highlights the need for stronger alignment between fund disbursement and program delivery timelines. Additionally, the budget line for sitting allowances shows a negative balance of SI\$5,360, reflecting overspending that will require corrective measures during budget revisions.

In conclusion, the Ministry’s budget performance for the second quarter of 2025 indicates a generally effective absorption of resources in priority areas such as equipment, maintenance, travel, and allowances. However, the underutilization of training funds, local travel, security, and meeting costs points to areas that need accelerated implementation in the coming quarters. Moreover, overspending on sitting allowances signals the importance of strengthening financial controls to ensure expenditures remain within approved allocations. Overall, the Ministry has demonstrated a good financial performance but will need to address the highlighted gaps to ensure efficient and balanced budget execution for the remainder of the year.

Table 2. Headquarter Expenditure

Dimension descriptions	Budget funds available	Total revised budget	Total actual expenditures	Budget reservations for encumbrances	Budget reservations for pre-encumbrances	Percent used
Sitting Allowances	-5,360.00	0.00	5,360.00	0.00	0.00	100.00
Printing, stationary & photocopying	21,193.00	69,693.00	38,500.00	0.00	10,000.00	69.59
Publicity & promotions	10,716.00	10,716.00	0.00	0.00	0.00	0.00
Recruitment Expenses	4,000.00	4,000.00	0.00	0.00	0.00	0.00
Minor Office Expenses	23,352.00	35,800.00	5,000.00	7,448.00	0.00	34.77
Entertainment	26,193.14	40,000.00	13,806.86	0.00	0.00	34.52
Gifts and Presents	11,277.00	13,477.00	2,200.00	0.00	0.00	16.32
ICT Supplies	10,800.00	55,000.00	28,000.00	6,200.00	10,000.00	80.36
Office Stationery	31,667.00	87,300.00	55,633.00	0.00	0.00	63.73
Fuel	33,038.80	45,000.00	11,961.20	0.00	0.00	26.58
Venue Hire	20,000.00	20,000.00	0.00	0.00	0.00	0.00
Maintain - Non Residential Buildings	41,835.00	151,850.00	97,815.00	12,200.00	0.00	72.45
Maintain - Residential Buildings	71,704.02	222,175.00	126,777.01	23,693.97	0.00	67.73
Maintain - Motor Vehicles	7,983.37	55,000.00	36,618.79	4,000.00	6,397.84	85.48
Maintain - Office Equipment	40,930.00	62,930.00	22,000.00	0.00	0.00	34.96
Maintain - Computer Equipment	23,172.00	34,716.00	11,544.00	0.00	0.00	33.25
Maintain - Other Equipment	30,500.00	48,000.00	17,500.00	0.00	0.00	36.46
Conferences, Seminars and Workshop	24,600.00	45,000.00	13,200.00	7,200.00	0.00	45.33
Training - Other	56,813.51	91,180.00	34,366.49	0.00	0.00	37.69
MP's and MPA's - Overseas Fares	40,899.94	192,000.00	131,756.58	19,343.48	0.00	78.70
MP's and MPA's - Overseas Accommodation	8,135.77	100,000.00	83,804.45	8,059.78	0.00	91.86
MP's and MPA's - Overseas Other Costs	14,573.45	100,000.00	70,989.20	14,437.35	0.00	85.43
Public Servants - Local Fares	54,902.00	54,902.00	0.00	0.00	0.00	0.00
Public Servants - Local Accommodation-	18,360.00	18,360.00	0.00	0.00	0.00	0.00
Public Servants - Local Other costs	10,800.00	10,800.00	0.00	0.00	0.00	0.00
Public Servants - Overseas Fares	45,886.06	155,000.00	87,412.29	21,701.65	0.00	70.40
Public Servants - Overseas Accommodation	10,646.30	115,000.00	90,425.24	13,928.46	0.00	90.74
Public Servants - Overseas Other Costs	8,984.16	120,000.00	95,034.22	15,981.62	0.00	92.51
Public Servants - Annual Leave Fares	64,408.00	230,208.00	165,800.00	0.00	0.00	72.02
Electricity	995,046.17	1,761,338.00	766,291.83	0.00	0.00	43.51
Telephone and Faxes	273,032.64	550,000.00	244,749.16	0.00	32,218.20	50.36
Water	161,165.79	264,000.00	100,285.80	2,548.41	0.00	38.95
Meeting Expenses	13,326.00	18,076.00	750.00	4,000.00	0.00	26.28
Capex - Residential Buildings	32,300.00	35,600.00	3,300.00	0.00	0.00	9.27
Capex - Office Equipment	6,230.00	128,940.00	122,710.00	0.00	0.00	95.17
Capex - Computer Software and Hardware	20,316.00	83,826.00	63,510.00	0.00	0.00	75.76
Subventions and Grant	446,031.56	810,000.00	178,871.44	185,097.00	0.00	44.93
House Rent	852,230.00	2,068,550.00	938,640.00	0.00	277,680.00	58.80
Security	12,150.00	13,750.00	1,600.00	0.00	0.00	11.64
	3,573,838.68	7,922,187.00	3,666,212.56			

Workforce Management Division Budget Expenditure

The Workforce Management Division’s budget performance for the second quarter of 2025 demonstrates mixed levels of expenditure across key operational areas.

Expenditure on Printing, Stationery, and Photocopying reached 35.36 percent, with SI\$68,600 spent from the revised budget of SI\$194,000. This indicates moderate utilization, ensuring that essential office supplies for workforce management functions are being met, though a substantial balance remains for subsequent quarters.

Training – In Service absorbed 49.20 percent of its allocation, with SI\$241,969.22 expended from a revised budget of SI\$492,000. This reflects significant investment in capacity-building for public servants, strengthening skills development and service delivery. However, the budget shows an additional SI\$114.93 posted under expenditures, suggesting a minor overspend adjustment that should be monitored in future reporting.

In the area of Capex – Computer Software and Hardware, the Division utilized 56.42 percent, with SI\$39,074.60 spent from SI\$69,252. This demonstrates prioritization of digital systems and infrastructure to support workforce management operations.

Meanwhile, some budget lines remain underutilized or not utilized at all. Venue Hire, Public Servants Local Other Costs, and Meeting Expenses all recorded zero expenditure despite their allocations. This underperformance suggests that planned activities in these areas have either been delayed, deprioritized, or shifted to later quarters.

Overall, the Division has demonstrated good progress in key expenditure areas, particularly training and ICT support, which are critical to workforce development and modernization. However, the complete absence of spending in meeting-related costs and venue hire highlights a need to accelerate planned engagements and ensure that the Division achieves a balanced financial absorption across all budget lines in the remaining quarters of the year.

Table 3. Workforce Management Expenditure

Budget control dimension values	Dimension descriptions	Budget funds available	Total revised budget	Total actual expenditure	Budget reservations for encumbrances	Budget reservations for pre-encumbranc	Percent used
22109-101-24-450-	Printing, stationary & photocopying	125,400.00	194,000.00	68,600.00	0.00	0.00	35.36
22205-101-24-450-	Office Stationery	12,570.00	31,500.00	18,930.00	0.00	0.00	60.10
22255-101-24-450-	Venue Hire	10,000.00	10,000.00	0.00	0.00	0.00	0.00
22401-101-24-450-	Conferences, Seminars and Workshop	6,000.00	6,000.00	0.00	0.00	0.00	0.00
22402-101-24-450-	Training - In Service	249,915.85	492,000.00	241,969.22	114.93	0.00	49.20
22508-101-24-450-	Public Servants - Local Fares	30,000.00	30,000.00	0.00	0.00	0.00	0.00
22510-101-24-450-	Public Servants - Local Other costs	10,000.00	10,000.00	0.00	0.00	0.00	0.00
22514-101-24-450-	Public Servants - Annual Leave Fares	87,343.00	100,343.00	13,000.00	0.00	0.00	12.96
22903-101-24-450-	Meeting Expenses	5,000.00	5,000.00	0.00	0.00	0.00	0.00
23011-101-24-450-	Capex - Office Equipment	33,000.00	65,000.00	32,000.00	0.00	0.00	49.23
23013-101-24-450-	Capex - Computer Software and Hardware	30,177.40	69,252.00	39,074.60	0.00	0.00	56.42
		599,406.25	1,013,095.00	413,573.82			

Public Service Commission Expenditure

Expenditure Analysis Brief – Public Service Commission (Q2, 2025)

The Public Service Commission (PSC), under the Ministry of Public Service, recorded varying expenditure patterns across its major budget lines in Quarter 2 of 2025.

For Printing, Stationery, and Photocopying, the Commission was allocated a revised budget of \$25,000. Of this, \$16,000 has already been spent, with an additional \$4,800 committed under pre-encumbrances. This leaves only \$4,200 available, representing an overall utilization rate of 83.2%. The high absorption reflects strong operational demand, particularly for support services, but the tight balance signals a need for close monitoring to prevent overspending in the remaining quarters.

On Office Stationery, the revised budget stood at \$15,000, with \$7,875 expended to date. This represents 52.5% utilization, leaving a balance of \$7,125. The moderate level of use suggests prudent financial management, with sufficient funds still available to cover future requirements.

In contrast, no expenditure has yet been recorded for Conferences, Seminars and Workshops, despite a full allocation of \$10,000. With utilization at 0%, this indicates either delays in implementation or a reprioritization of activities. Unless addressed, there is a risk of underutilization in this area by year-end.

The largest expenditure item is Meeting Expenses, with a substantial budget of \$724,750. To date, \$619,572.90 has been spent, leaving a balance of \$105,177.10. This represents a high utilization rate of 85.5%, highlighting that meetings remain a central operational activity of the Commission. While the funds are being absorbed effectively, the high spending rate will require careful oversight to ensure resources are sustained through the remainder of the fiscal year.

In summary, the analysis shows that PSC spending is heavily concentrated in Meetings and Printing/Photocopying, both of which are nearing full absorption. Office Stationery is being managed more moderately, while Conferences and Workshops remain untouched. To maintain balance, the Commission will need to closely monitor high-use categories, fast-track delayed activities, and consider reallocating funds if underutilization persists in certain areas. Regular quarterly reviews will remain essential to ensure resources are used efficiently and in line with operational priorities.

Table 4. Public Service Commission Expenditure

Budget control dimension values	Dimension descriptions	Budget funds available	Total revised budget	Total actual expenditures	Budget reservations for encumbrances	Budget reservations for pre-encumbrances	Percent used
22109-101-24-451-	Printing, stationary & photocopying	4,200.00	25,000.00	16,000.00	0.00	4,800.00	83.20
22117-101-24-451-	Entertainment	5,000.00	10,000.00	5,000.00	0.00	0.00	50.00
22205-101-24-451-	Office Stationery	7,125.00	15,000.00	7,875.00	0.00	0.00	52.50
22255-101-24-451-	Venue Hire	20,000.00	20,000.00	0.00	0.00	0.00	0.00
22401-101-24-451-	Conferences, Seminars and Workshop	10,000.00	10,000.00	0.00	0.00	0.00	0.00
22514-101-24-451-	Public Servants - Annual Leave Fares	18,900.00	40,000.00	21,100.00	0.00	0.00	52.75
22903-101-24-451-	Meeting Expenses	105,177.10	724,750.00	619,572.90	0.00	0.00	85.49
		170,402.10	844,750.00	669,547.90			

Institute of Public Administration and Management

The budget performance report highlights the allocation, expenditures, and utilisation across different budget lines. Overall, the analysis shows varying levels of budget absorption, with some categories fully utilised while others remain underspent.

Sitting Allowances recorded an over-expenditure of \$1,000 against a zero-budget provision, resulting in a negative fund balance of \$1,000. This indicates unplanned spending, reflecting a need for better budget alignment in future allocations.

Publicity & Promotions had a total revised budget of \$11,848, but no expenditures were recorded to date. The entire budget remains unutilized, signalling either delays in planned promotional activities or a possible overestimation of funding needs in this area.

Office Stationery shows a revised budget of \$103,332, of which \$87,669 has been expended, leaving \$15,663 available. This represents a high utilisation rate of 84.84%, suggesting the budget is on track and actively used to meet operational needs.

Venue Hire was allocated \$44,448, but no expenditures have been incurred so far. This could indicate postponed events or under-execution of planned activities requiring venue services.

Maintain – Office Equipment reflects a budget of \$45,500, with \$16,170 spent and \$20,500 committed (inclusive of \$12,200 encumbrances and \$8,300 pre-encumbrances). With 80.59% utilisation, this budget line shows active use but requires close monitoring to avoid overspending.

Training – Other received the largest allocation of \$533,500. Actual expenditures stand at \$207,985, with \$124,171 encumbered, leaving \$201,344 available. Utilisation stands at 62.26%, showing good progress but also leaving room for more implementation in the remaining period.

Capex – Office Equipment had a total revised budget of \$105,536, with only \$3,423 committed as pre-encumbrances and no actual expenditure recorded. Utilisation is low at 3.24%, highlighting significant delays in capital investment activities.

The analysis reveals strong budget absorption in Office Stationery and Maintenance – Office Equipment, moderate implementation in Training – Other, and low to zero utilization in Publicity & Promotions, Venue Hire, and Capex – Office Equipment. The overspend in Sitting Allowances underscores the need for improved expenditure control and budget realignment. Overall, while operational lines are fairly well utilized, capital and event-related expenditures remain significantly under-spent, indicating potential delays in project implementation.

Table 5. Institute of Public Administration and Management Expenditure

Budget control dimension values	Dimension descriptions	Budget funds available	Total revised budget	Total actual expenditures	Budget reservations for encumbrances	Budget reservations for pre-encumbrances	Percent used
21209-101-24-452-	Sitting Allowances	-1,000.00	0.00	1,000.00	0.00	0.00	100.00
22109-101-24-452-	Printing, stationary & photocopying	16,568.00	49,368.00	32,800.00	0.00	0.00	66.44
22110-101-24-452-	Publicity & promotions	11,848.00	11,848.00	0.00	0.00	0.00	0.00
22117-101-24-452-	Entertainment	5,101.00	11,101.00	6,000.00	0.00	0.00	54.05
22205-101-24-452-	Office Stationery	15,663.00	103,332.00	87,669.00	0.00	0.00	84.84
22211-101-24-452-	Fuel	15,800.00	20,800.00	0.00	5,000.00	0.00	24.04
22255-101-24-452-	Venue Hire	44,448.00	44,448.00	0.00	0.00	0.00	0.00
22306-101-24-452-	Maintain - Motor Vehicles	10,900.61	20,000.00	0.00	9,099.39	0.00	45.50
22308-101-24-452-	Maintain - Office Equipment	8,830.00	45,500.00	16,170.00	12,200.00	8,300.00	80.59
22401-101-24-452-	Conferences, Seminars and Workshop	39,178.00	58,200.00	0.00	0.00	19,022.00	32.68
22404-101-24-452-	Training - Other	201,344.00	533,500.00	207,985.00	124,171.00	0.00	62.26
22514-101-24-452-	Public Servants - Annual Leave Fares	74,325.60	142,464.00	68,138.40	0.00	0.00	47.83
23011-101-24-452-	Capex - Office Equipment	102,113.00	105,536.00	0.00	3,423.00	0.00	3.24
23013-101-24-452-	Capex - Computer Software and Hardware	134,531.98	237,013.00	102,481.02	0.00	0.00	43.24
		679,651.19	1,383,110.00	522,243.42			

Governance and Performance Management budget expenditure

The Quarter 2 budget performance for Governance and Performance Management shows a mix of full utilisation and underutilization across expenditure lines.

Sitting Allowances recorded actual spending of \$16,250 against no revised budget allocation. This resulted in an over-expenditure and a negative balance of \$16,250, highlighting a budget control issue and the need for closer alignment of expenditure with approved allocations.

Publicity & Promotions was allocated \$6,300; however, no expenditures were made during the quarter. The full amount remains unutilized, pointing to either delays in implementing promotional activities or potential over-budgeting.

Venue Hire had a provision of \$50,000 but registered no expenditures to date. This indicates that planned events or activities requiring venue hire have not been executed within the reporting period.

Public Servants – Local Fares received a budget allocation of \$32,400, which also remains completely unspent. This suggests that travel-related activities were either postponed or underutilised.

Meeting Expenses were allocated \$5,000, yet no expenditures have been reported. The absence of spending in this category signals delays or non-implementation of planned meetings in Quarter 2.

The overall budget execution in Quarter 2 reveals very limited spending, with only Sitting Allowances incurring costs—albeit overspending beyond allocation. All other categories, including Publicity & Promotions, Venue Hire, Local Fares, and Meeting Expenses, remain fully unutilized. This underperformance raises concerns regarding implementation delays, weak expenditure planning, or bottlenecks in execution.

The Governance and Performance Management budget for Quarter 2 reflects a critical imbalance between planned allocations and actual spending. While one budget line overspent significantly, the rest remain idle, signalling a need for improved expenditure management, timely implementation of activities, and stricter budget monitoring to ensure alignment with approved resources. The tables and graphs below show GPM’s and overall divisional expenditure.

Table 6. Governance and Performance Management Expenditure

Budget control dimension values	Dimension descriptions	Budget funds available	Total revised budget	Total actual expenditures	Budget reservations for encumbrances	Budget reservations for pre-encumbrances	Percent used
21209-101-24-455-	Sitting Allowances	-16,250.00	0.00	16,250.00	0.00	0.00	100.00
22109-101-24-455-	Printing, stationary & photocopying	47,002.00	58,976.00	11,974.00	0.00	0.00	20.30
22110-101-24-455-	Publicity & promotions	6,300.00	6,300.00	0.00	0.00	0.00	0.00
22205-101-24-455-	Office Stationery	11,725.00	30,600.00	18,875.00	0.00	0.00	61.68
22255-101-24-455-	Venue Hire	50,000.00	50,000.00	0.00	0.00	0.00	0.00
22401-101-24-455-	Conferences, Seminars and Workshop	25,791.00	50,070.00	24,279.00	0.00	0.00	48.49
22508-101-24-455-	Public Servants - Local Fares	32,400.00	32,400.00	0.00	0.00	0.00	0.00
22514-101-24-455-	Public Servants - Annual Leave Fares	-60,600.00	80,000.00	140,600.00	0.00	0.00	175.75
22903-101-24-455-	Meeting Expenses	5,000.00	5,000.00	0.00	0.00	0.00	0.00
23013-101-24-455-	Capex - Computer Software and Hardware	20,251.00	31,471.00	11,220.00	0.00	0.00	35.65
		121,619.00	344,817.00	223,198.00			

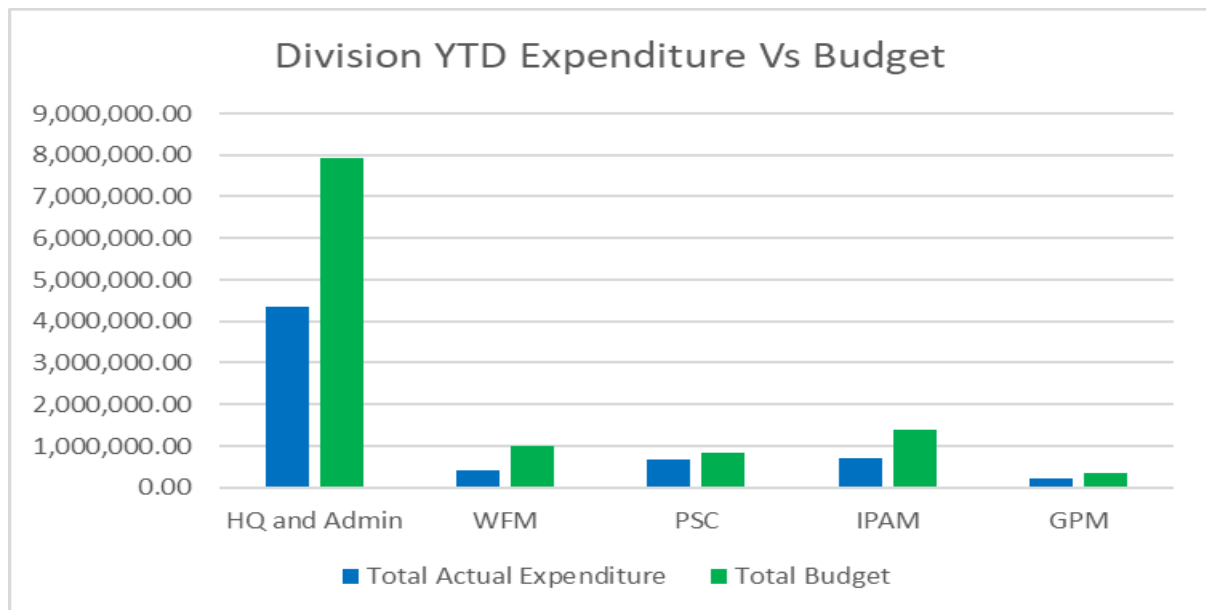


Figure 6. Divisional Expenditure

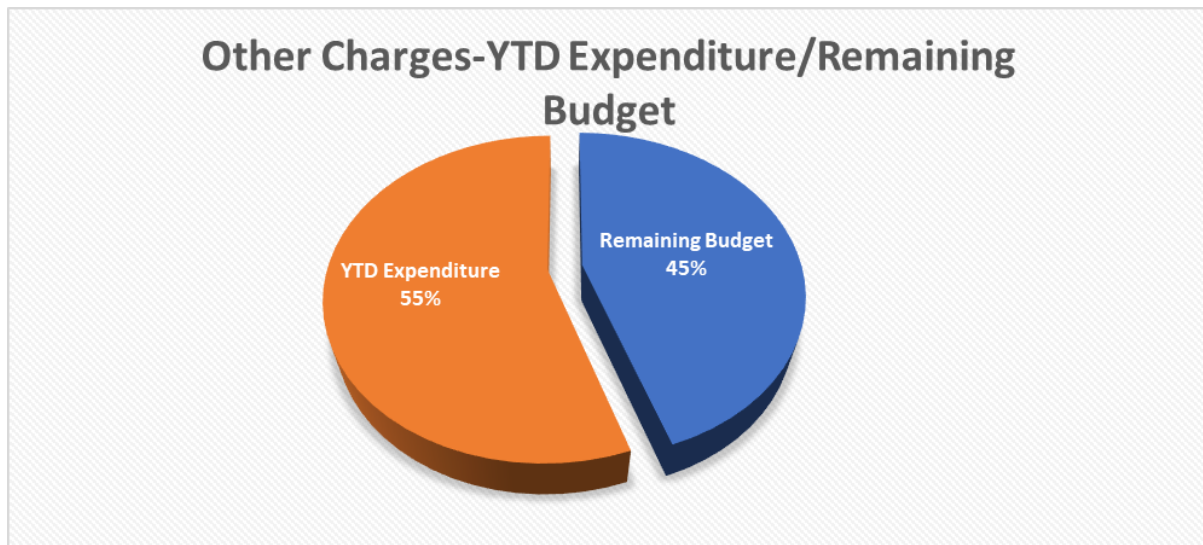


Figure 7. Total Budget Expenditure and Remaining for 2025

3.9. Statutory and Strategic Mandates

The Ministry of Public Service (MPS) continues to progress the review, drafting, and implementation of statutory instruments that provide the legal and policy foundation for the effective management of the Solomon Islands Public Service. As of the second quarter of 2025, eleven key legislations, regulations, and policies fall under the Ministry's mandate. Among them, four priority instruments are at various stages of development, as outlined below.

1. Public Service Bill

The Public Service Bill is a major reform initiative designed to modernise and strengthen the governance of the public service.

- **Progress to date:** The Bill was endorsed by Cabinet on 14 March 2025 and has since been tabled in Parliament.
- **Current status:** The Bill is awaiting debate in Parliament before it can be passed into law. Once enacted, it will serve as the principal legal framework guiding the public service.

2. Public Service Commission Regulations

These regulations are intended to operationalize the functions of the Public Service Commission, providing clarity on procedures, appointments, disciplinary matters, and related governance processes.

- **Progress to date:** No further progress has been made since initial drafting work.
- **Current status:** The regulations remain pending and require renewed attention to move forward.

3. Public Service Regulations

The Public Service Regulations are being reviewed to ensure alignment with the proposed Public Service Bill and other contemporary governance requirements.

- **Progress to date:**
 - A draft is currently with the Attorney General’s Chambers (AGC).
 - The AGC has requested formal Drafting Instructions (DI) before further work can proceed.
 - The Public Service Bill Committee is actively preparing the required DI.
- **Current status:** Work remains at the preparatory stage pending submission of DI to AGC.

4. Public Service Orders

The Public Service Orders outline specific operational directives that regulate the day-to-day management of the Public Service workforce.

- **Progress to date:**
 - A draft is with the AG Chambers.
 - AGC requires Drafting Instructions (DI) to advance drafting work.
 - The PS Bill Committee is working to finalize the DI.
- **Current status:** Similar to the Public Service Regulations, the Orders are awaiting DI before further progress can be achieved.

The statutory reform work under the Ministry of Public Service reflects a critical stage of legal and policy development aimed at reshaping the public service into a modern, transparent, and accountable institution. The Public Service Bill has achieved significant progress, having reached Parliament, while related instruments such as the Public Service Regulations and Public Service Orders remain in the preparatory phase, dependent on the timely completion of Drafting Instructions. The Public Service Commission Regulations require renewed attention to ensure progress is not stalled.

These statutory mandates are foundational to ensuring that the Solomon Islands Public Service operates with legal clarity, consistency, and efficiency in delivering services to the nation.

3.10. Ensuring smooth Separation and Retirement

Long and Dedicated Service Benefits

The Long-Dedicated Service Benefit Committee has continued its scheduled consultations and meetings to progress discussions on the proposed benefit framework. To date, the Committee has successfully convened its second meeting, where key matters were deliberated to advance stakeholder engagement.

As part of the consultation process, the Committee has engaged with three key organizations:

- **Solomon Power** – guided questions were formally sent to gather inputs.
- **Solomon Islands National Provident Fund (SINPF)** – a face-to-face consultation was conducted to collect views and technical advice.
- **Central Bank of Solomon Islands (CBSI)** – relevant information was shared and the Committee is currently awaiting feedback.

These consultations are vital in ensuring that the benefit scheme is comprehensive, inclusive, and aligned with the financial and institutional frameworks of the country. The Committee will continue engagements and follow-up actions to secure inputs from all relevant stakeholders.

Public Servants Retirement

During the second quarter of 2025, a total of 58 retirement notices were issued by the Ministry of Public Service. Of these, 42 notices were issued to male officers and 16 notices to female officers. This update reflects the Ministry’s ongoing implementation of retirement processes in line with established public service policies and regulations.

In the second quarter of 2025, the Ministry of Public Service issued retirement notices across several government ministries. A total of retirement notices comprised 28% female officers and 72% male officers, reflecting the gender distribution of officers retiring this period. The graph below shows the retirement notice issued by Gender for Q2.

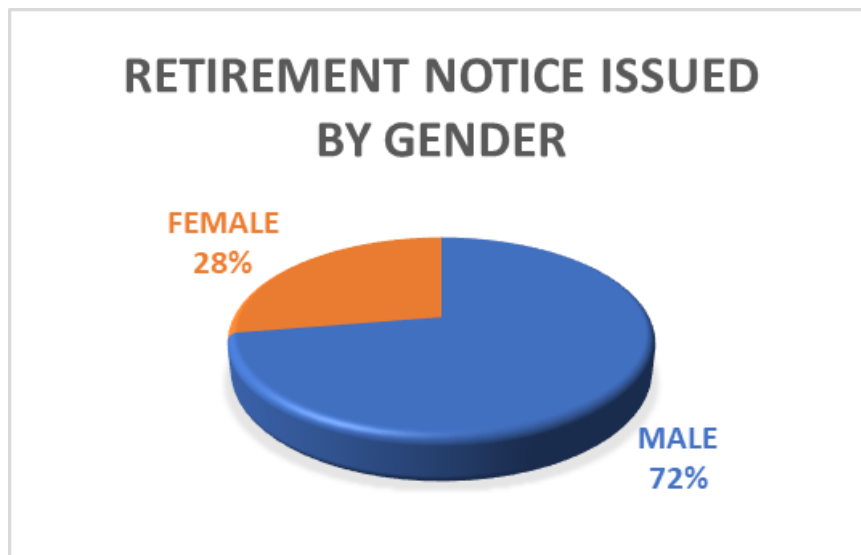


Figure 8. Retirement by Gender

The breakdown of retirement notices by ministry is as follows:

- Ministry of Agriculture and Livestock (MAL) – 2
- Ministry of Communication and Aviation (MCT) – 3
- Ministry of Education and Human Resources Development (MEHRD) – 3
- Ministry of Finance and Treasury (MOFT) – 2
- Ministry of Forestry and Research (MFR) – 5
- Ministry of Health and Medical Services (MHMS) – 20
- Ministry of Infrastructure Development (MID) – 2
- Ministry of Lands, Housing and Survey (MLHS) – 1
- Ministry of Provincial Government and Institutional Strengthening (MPGIS) – 1
- Ministry of Police, National Security and Correctional Services (MPNSCS) – 19

This update demonstrates that the highest number of retirements were recorded in the Ministry of Health and Medical Services (20 officers) and the Ministry of Police, National Security and Correctional Services (19 officers), together accounting for more than two-thirds of all retirements in this quarter. Figure 9 below shows retirement by Ministry.

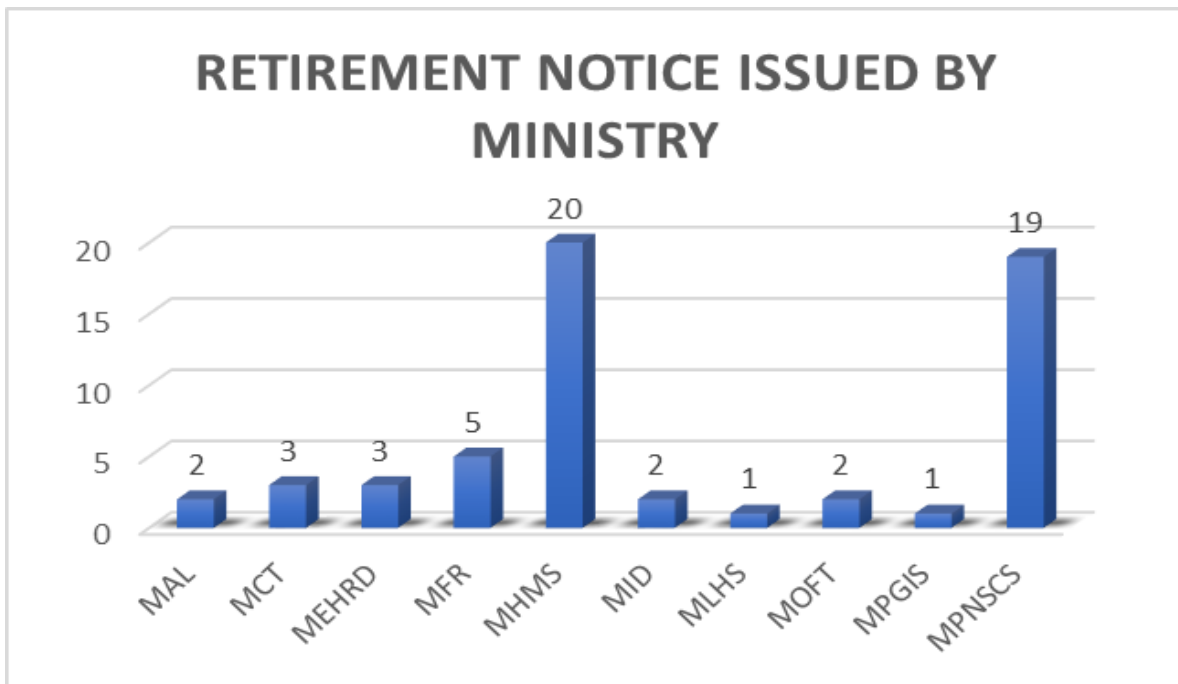


Figure 9. Retirement Notice by Ministry

A total of 64 retirement notices have been issued by the Ministry of Public Service in the first half of 2025. In Quarter 1, only 6 notices were issued, while in Quarter 2, this number significantly increased to 58 notices. This sharp rise reflects the growing number of officers reaching the mandatory retirement stage during the second quarter compared to the first.

During Quarter 2, the Public Service recorded notable activity in retirement submissions, conveyances, and related human resource processes, reflecting the continued workforce transition across ministries and sectors.

Retirement Submissions

A total of 20 retirement submissions were received in Quarter 2, showing a slight increase from the 18 recorded in Quarter 1, bringing the cumulative figure for the first half of the year to 38 submissions. Gender distribution indicates that female officers accounted for 11 submissions while male officers lodged 9, suggesting a higher female representation in retirement considerations during the quarter. This balance highlights an emerging trend of gender parity in exit submissions compared to previous quarters, where males often dominated retirement numbers. The table and graph below show retirement submissions to the commission by gender.

RETIREMENT SUBMISSION BY GENDER	
MALE	9
FEMALE	11
TOTAL Q2	20

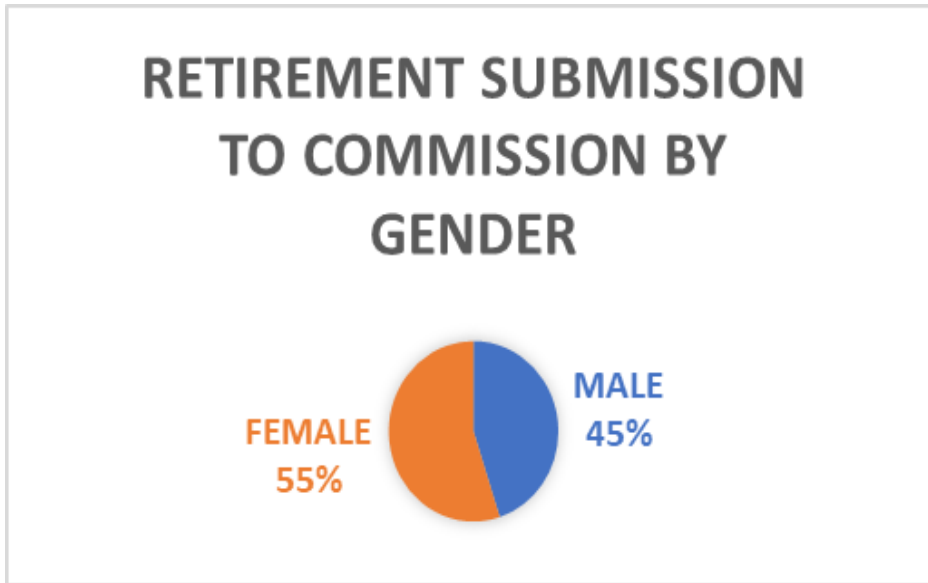


Figure 10. Retirement submission by Gender

Retirement Conveyed

In terms of formal retirement conveyances, Quarter 2 recorded 18 cases (7 male and 11 female), a sharp decline compared to the 34 conveyances in Quarter 1. Overall, 52 retirements were conveyed across the two quarters, with the Quarter 2 slowdown potentially linked to administrative processing timelines or the need for further verification of submissions before final conveyance. Notably, female officers again featured more prominently than their male counterparts, with 61% of Quarter 2 conveyances being female, which may indicate earlier submission readiness or faster processing of their cases. The table and graph below show total retirement submissions to the commission by Ministry.

TOTAL RETIREMENT SUBMISSION	
Q1	18
Q2	20
TOTAL Q1 & Q2	38

RETIREMENT CONVEY BY GENDER	
MALE	7
FEMALE	11
TOTAL Q2	18

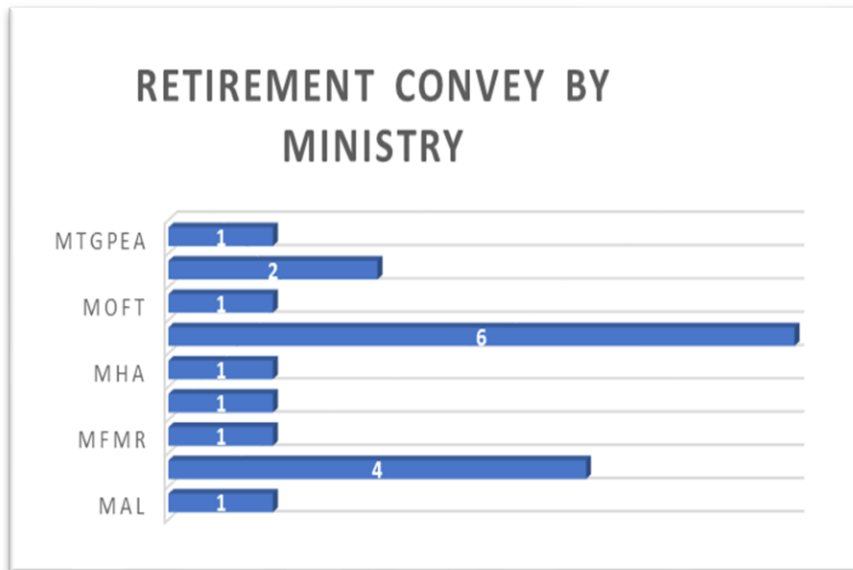


Figure 11. Retirement Convey by Ministry

Mandatory/Grace Period (M/G) Retirements

Mandatory/Grace period retirements remained stable, with 5 conveyances recorded in both Quarter 1 and Quarter 2, bringing the total to 10 for the half year. This consistency shows that retirement under compulsory service completion timelines continues to be monitored and managed without fluctuations.

In Quarter 2, the Solomon Islands Public Service recorded a total of five retirements conveyed under medical grounds, reflecting cases where officers were formally released from service due to health-related reasons. Of these, 60% were male officers and 40% were female officers.

The data indicates that male officers are more frequently affected by medical retirements compared to their female counterparts. This could be linked to the types of duties commonly undertaken by men in the Public Service, some of which may be more physically demanding or expose officers to greater health risks. It may also reflect broader lifestyle or health factors that lead to earlier work-related health challenges among male officers.

At the same time, the substantial proportion of female officers (40%) retiring on medical grounds shows that health challenges affect both genders in the Public Service. This highlights the importance of designing inclusive health and wellbeing interventions that cater to the needs of both male and female officers across ministries.

For the Solomon Islands Public Service, the occurrence of medical retirements has two key implications:

1. **Workforce stability and succession planning** – Medical retirements can create unexpected vacancies, disrupting service delivery in affected ministries and requiring timely recruitment or redeployment strategies.
2. **Policy and support measures** – The data reinforces the need for stronger investment in occupational health services, preventive medical checks, and wellness programs across the Public Service. Proactive support can help reduce the incidence of

premature exits due to medical grounds, allowing officers to continue contributing their skills and experience.

In summary, the Quarter 2 medical retirement trend underlines the critical role of health-focused workforce management policies in safeguarding both employee wellbeing and the operational capacity of the Solomon Islands Public Service. The graph and tables below show retirement under medical grounds.

RETIREMENT UNDER M/G CONVEYED	
Q1	5
Q2	5
TOTAL Q1 & Q2	10

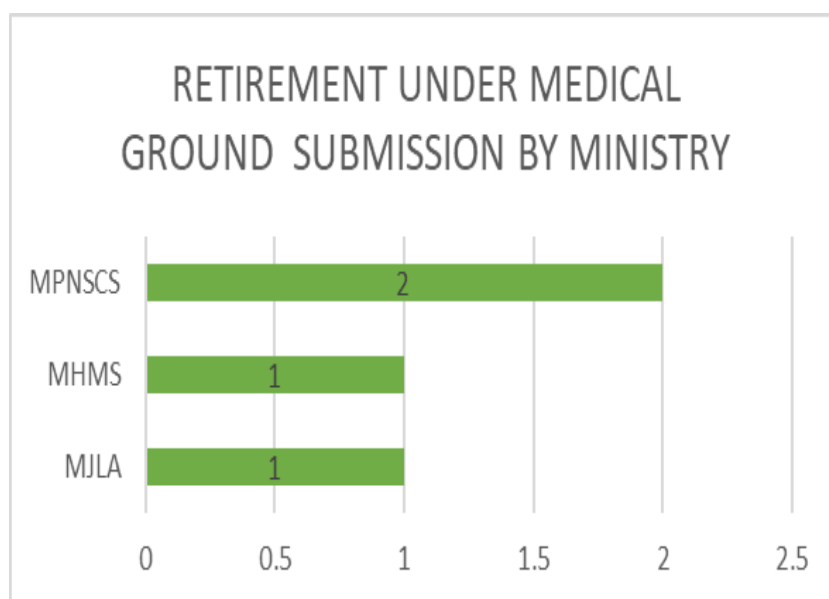


Figure 12. Retirement under Medical Ground by Ministry

Fixed-Term Appointments (FTA)

FTA submissions formed another significant component of workforce exits. 20 submissions were received in Quarter 2 (11 male and 9 female), compared to 29 in Quarter 1, resulting in 49 submissions across the two quarters. While Quarter 2 submissions dropped, the gender split was relatively balanced. Interestingly, conveyances of FTAs in Quarter 2 were slightly higher, with 22 finalized (13 male and 9 female), indicating a catch-up effect from earlier submissions.

FTA Submissions by Gender

The first chart shows the gender distribution of Fixed Term Appointment (FTA) submissions to the Public Service Commission. Out of the total submissions, 55% were male officers while 45% were female officers. This indicates a relatively balanced gender participation, with men slightly outnumbering women.

The close margin between male and female submissions demonstrates that both genders are equally represented in FTA applications, reflecting progress towards gender inclusivity in public sector employment opportunities. However, the slight male dominance may suggest that men continue to occupy more roles that are structured under FTA contracts.

FTA Submissions by Ministry

The second chart disaggregates FTA submissions across government ministries. The analysis reveals notable variations:

- **Ministry of Health and Medical Services (MHMS)** recorded the highest number of submissions with **six officers**, reflecting the critical demand for fixed-term expertise in the health sector. This trend is not surprising given the ongoing need for medical professionals and technical staff to support public health delivery.
- **Ministry of Education and Human Resources Development (MEHRD)** followed with **four submissions**, underlining the education sector’s reliance on contractual staffing to address workforce gaps and specialized teaching needs.
- **Ministry of Commerce, Labour, Industry and Immigration (MCLII)** submitted **three cases**, reflecting moderate use of fixed-term staffing.
- **Ministry of Forestry and Research (MFR)** had two submissions, while other ministries such as MAL, MCT, MECDM, MOFT, and MPNCSS each submitted one case.

This distribution suggests that ministries with service-delivery mandates, particularly in health and education, are more dependent on fixed-term appointments compared to policy-based or administrative ministries, which recorded fewer submissions. The figures below show Fixed Term Appointment by Gender and Ministry.

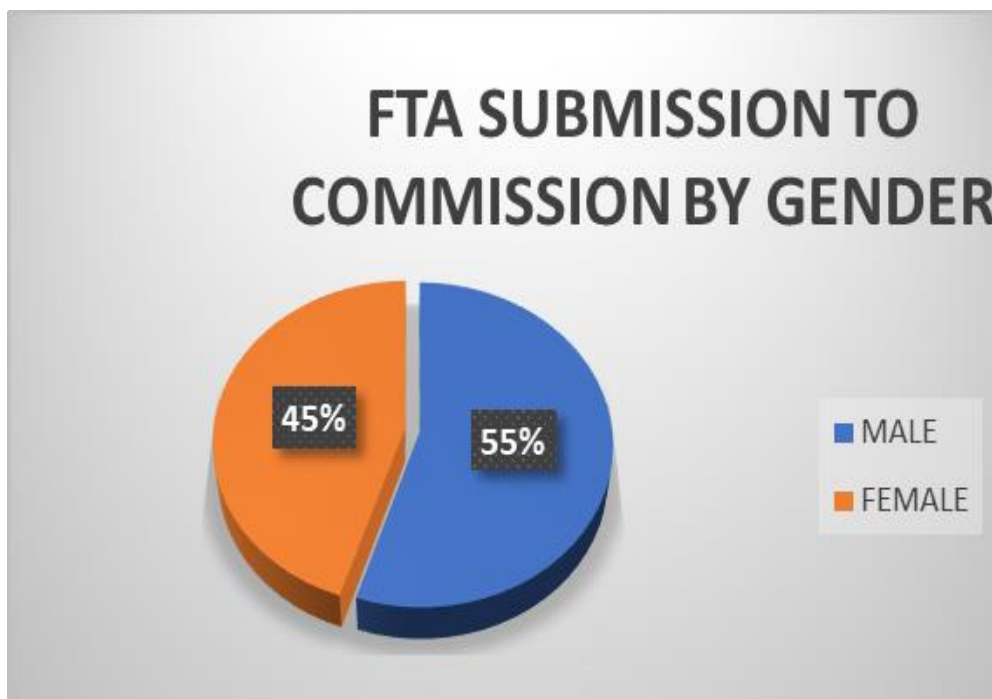


Figure 13. Fixed Term Appointment Submission by Gender

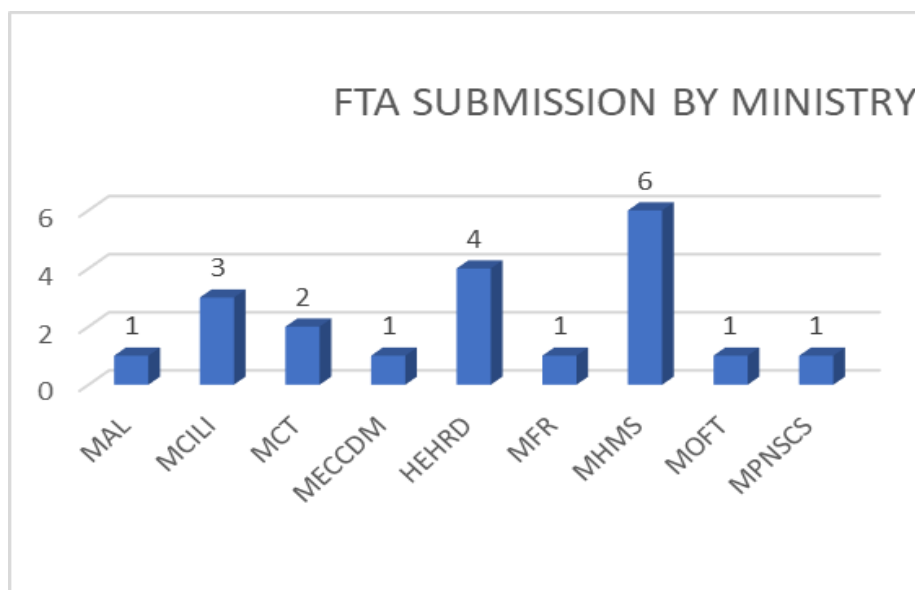


Figure 14. FTA Submission by Ministry

The Quarter 2 data illustrates that FTAs remain an essential mechanism for filling critical human resource needs within the Solomon Islands Public Service. Two key patterns emerge:

1. **Sectoral Demand** – Ministries with large frontline service delivery responsibilities, particularly MHMS and MEHRD, rely more heavily on FTAs to sustain service delivery. This reliance highlights workforce gaps in permanent staffing that are being supplemented by contractual arrangements.
2. **Gender Participation** – The near balance between male and female submissions shows inclusivity, though men still slightly dominate. This may be attributed to the higher number of men in technical or leadership positions that are often recruited on fixed-term contracts.

Implications for Workforce Management

The data underscores the importance of strategic workforce planning. Heavy reliance on FTAs in health and education suggests structural staffing shortages that require long-term solutions such as permanent recruitment, succession planning, and capacity development. Moreover, the balanced gender participation in FTA submissions should be encouraged and further strengthened through equitable recruitment practices to ensure continued gender inclusivity in contractual roles across ministries.

Resignations

The Public Service also recorded 13 resignations in Quarter 2 (8 male and 5 female), adding to 12 from Quarter 1 and totalling 25 resignations across the first half of the year. The marginal increase highlights ongoing voluntary exits, with males representing the majority at 62%. This suggests that while retirement remains the structured pathway out of service, resignation is increasingly chosen by officers, particularly males, perhaps due to alternative career opportunities or personal reasons.

Unpaid Leave

Quarter 2 registered one officer on unpaid leave, a minimal figure that has little impact on overall workforce mobility but still reflects the flexibility provided within the service for special personal circumstances.

Long and Dedicated Service Benefits (LDSB)

The LDSB program continued to be a critical aspect of workforce transition management. In Quarter 2, 81 applications were processed (58 males, 23 female), compared to 95 in Quarter 1, totalling 176 applications for the half-year. Of these, 169 were approved while 7 were not approved, demonstrating a very high approval rate of 96%.

Three LDSB Committee meetings were convened in Quarter 2 to process applications:

- **Meeting 5:** 27 applicants, budget allocation **\$2,673,402.84**
- **Meeting 6:** 32 applicants, budget allocation **\$2,228,250.23**
- **Meeting 7:** 22 applicants, budget allocation **\$2,162,989.12**

The total budget committed to LDSB in Quarter 2 amounted to \$7,064,642.19, reflecting the significant financial investment made to recognize and reward long-serving officers.

Quarter 2 data illustrate several important workforce dynamics in the Public Service:

- Retirement submissions are gradually increasing, though conveyances dropped sharply, suggesting processing backlogs.
- Female officers outpaced males in both retirement submissions and conveyances, signalling changing gender patterns in workforce exits.
- FTA and resignation data indicate that alongside retirement, voluntary exits are also reshaping the workforce, particularly among male officers.
- LDSB remains a cornerstone of exit management, with large financial implications, highlighting the need for careful budget planning to sustain the scheme.

Overall, the combined impact of retirements, resignations, FTAs, and LDSB continues to reshape the composition of the Public Service, requiring planning in succession management, recruitment, and budget allocation.

FTA SUBMISSIONS MADE TO COMMISSIONS

FTA SUBMISSION BY GENDER	
MALE	11
FEMALE	9
TOTAL Q2	20

NOTE:

FTA SUBMISSION Q1 & Q2	
Q1	29
Q2	20
TOTAL Q1 & Q2	49

FTA submissions was high in last quarter. A total of 49 FTA request made for FTA in q1 & q2

FTA CONVEYED

FTA CONVEY BY GENDER	
MALE	13
FEMALE	9
TOTAL Q2	22

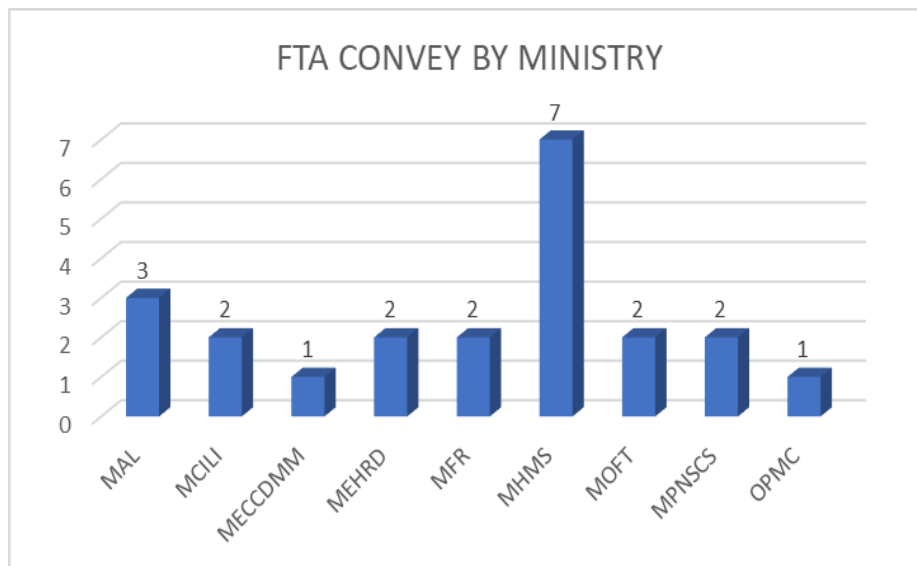


Figure 15. Fixed Term Appointment Convey Submission by Ministry

RESIGNATION FROM PUBLIC SERVICE

The chart titled “Resignation by Ministry” provides a breakdown of staff resignations across several ministries and government offices. The data indicate varying levels of resignation, with a few ministries recording higher cases compared to others, reflecting potential differences in workforce pressures, organizational environments, or sector-specific challenges.

1. Ministry of Health and Medical Services (MHMS) recorded the highest number of resignations (4). This is significant because it represents the largest portion of total resignations in the reporting period. The high resignation rate could be attributed to the demanding nature of health services, work pressures, or better employment opportunities in external or private health sectors, which are common pull factors in this field.

2. Ministry of Finance and Treasury (MOFT) follows with 3 resignations, making it the second highest. This may reflect the technical and high-pressure nature of finance-related roles, where workload intensity and skill marketability often contribute to staff turnover.
3. A cluster of ministries—Ministry of Agriculture and Livestock (MAL), Ministry of Education and Human Resource Development (MEHRD), Ministry of Foreign Affairs and External Trade (MFAET), Ministry of National Planning and Development Coordination (MNPDC), Office of the Ombudsman, and the Office of the Prime Minister and Cabinet (OPMC)—each recorded 1 resignation. While individually these numbers appear low, collectively they represent a notable spread of resignations across critical sectors of government.
4. Importantly, the data shows that resignations are not isolated to one or two ministries but occur across a range of agencies. This suggests that staff turnover is a broader public service concern, not confined to specific sectors.

Implications:

- The relatively high resignations in MHMS and MOFT signal areas that may require closer investigation into staff retention strategies, including workload management, incentives, and professional development opportunities.
- Ministries with lower resignations (1 each) should not be overlooked, as even a single resignation in specialized roles could create service delivery gaps, especially in technical or leadership positions.
- The spread of resignations across multiple ministries underscores the importance of implementing a whole-of-government human resource strategy focused on retention, career pathways, and employee welfare.

In conclusion, while overall resignations appear modest in number, the concentration in MHMS and MOFT highlights specific workforce vulnerabilities. The government may need to prioritize interventions in these ministries while maintaining a broader focus on strengthening retention policies across the entire public service.

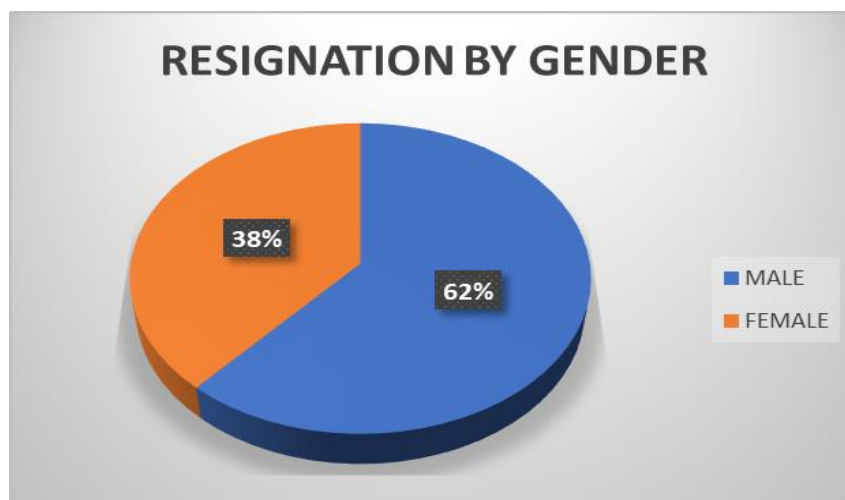


Figure 16. Resignation by Gender

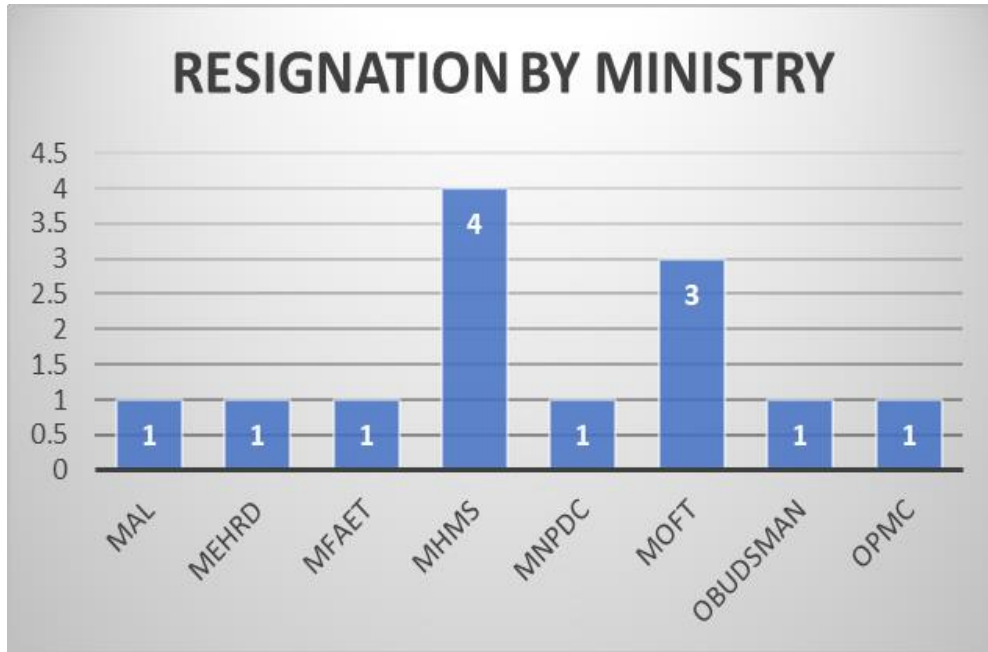


Figure 17. Resignation by Ministry

NOTE:

RESIGNATION Q1 & Q2	
Q1	12
Q2	13
TOTAL Q1 & Q2	25

25 officers resigned from public service in q1 & q2

I: UNPAID LEAVE.

1 Officer on unpaid leave in q2.

LONG AND DEDICATED SERVICE BENEFITS (LDSB)

LDSB BY GENDER Q2	
MALE	58
FEMALE	23
TOTAL Q2 LDSB APP	81

The figures and table below show information on the Long-Dedicated Service Benefits payment to officers in Quarter 2 of 2025. The data are disaggregated by gender and Ministry.

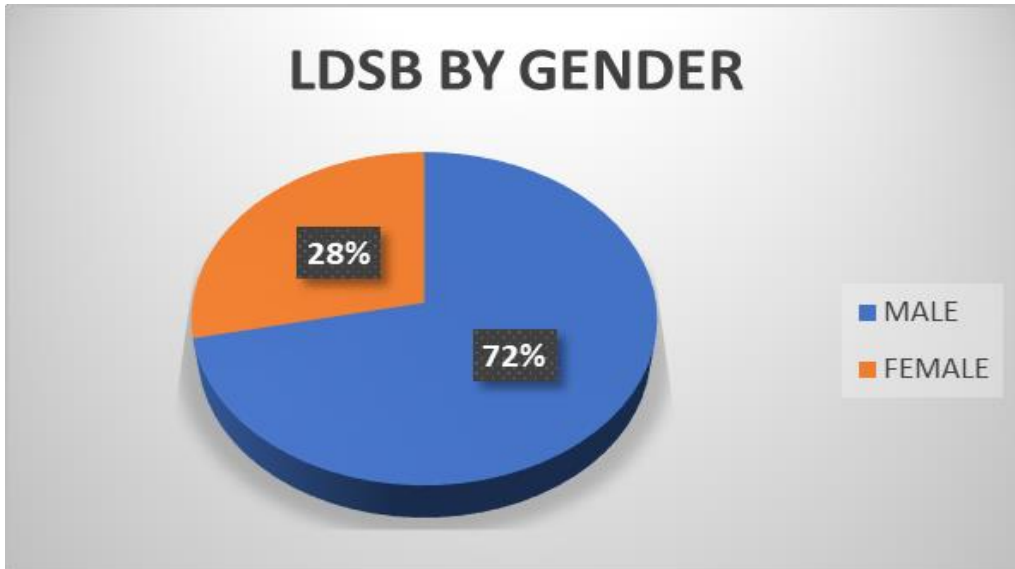


Figure 18. Long-Dedicated Service Benefit by Gender

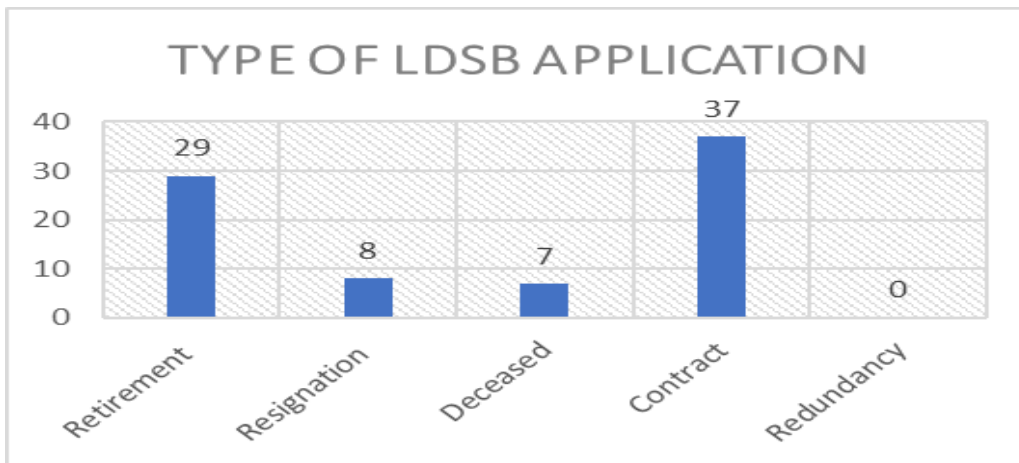


Figure 19. Long-Dedicated Service Benefit by Type

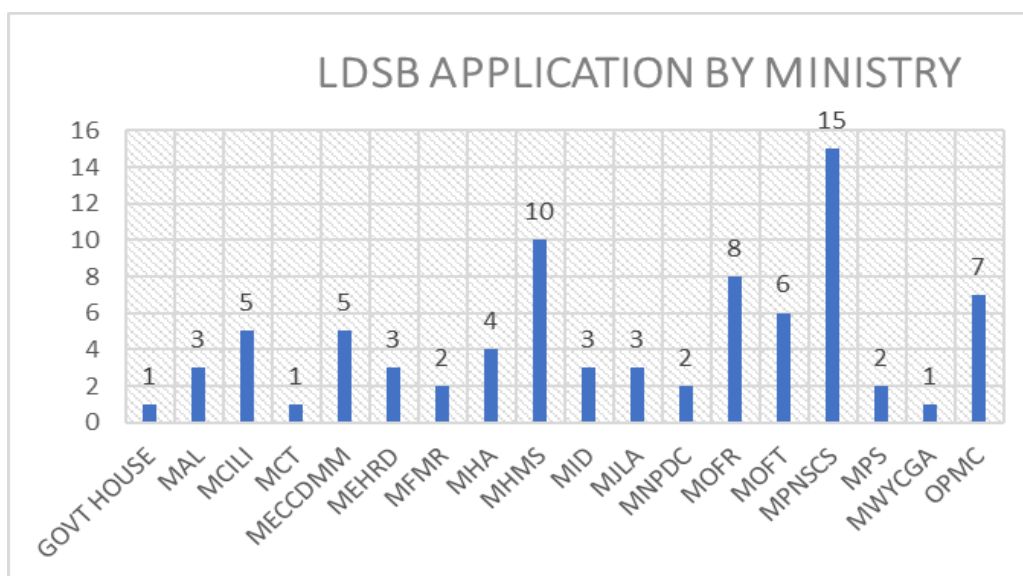


Figure 20. Long-Dedicated Service Benefit by the Ministry

MEETINGS	NO# APPLICANTS
Meeting No# 5	27
Meeting No# 6	32
Meeting No# 7	22
TOTAL APPLICANTS	81

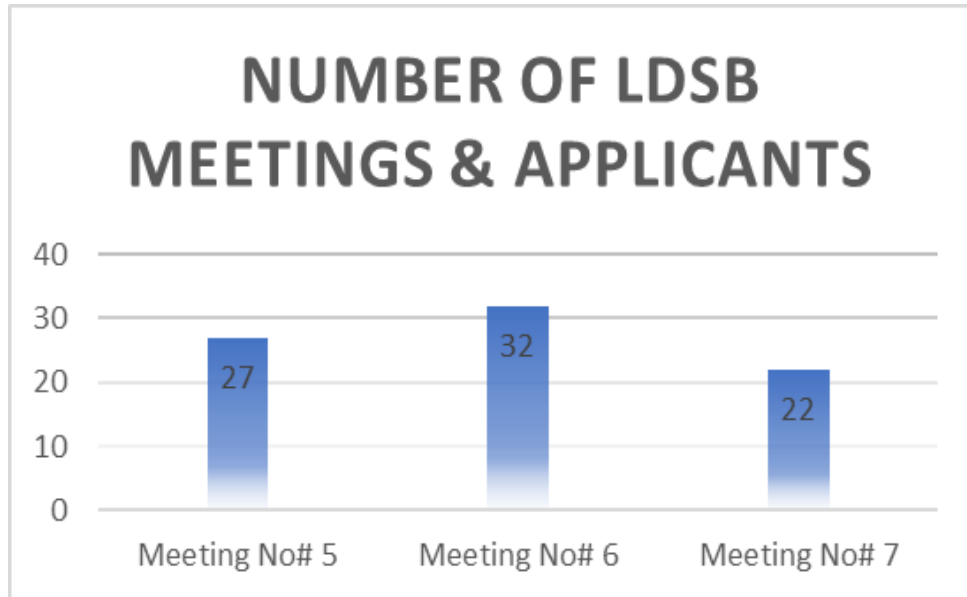


Figure 21. Number of LDSB meeting and applicants

BUDGET ALLOCATIONS	
Meeting No# 5	\$ 2,673,402.84
Meeting No# 6	\$ 2,228,250.23
Meeting No# 7	\$ 2,162,989.12
TOTAL BUDGET	\$ 7,064,642.19

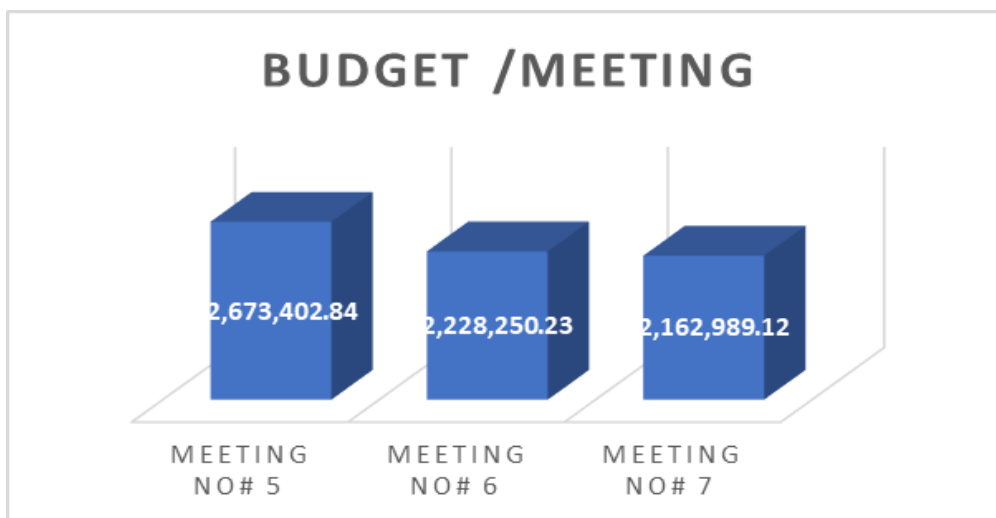


Figure 22. LDSB Meeting

LDSB COMMITTEE DECISION	
Approved	79
Not Approved	2
TOTAL Q2	81

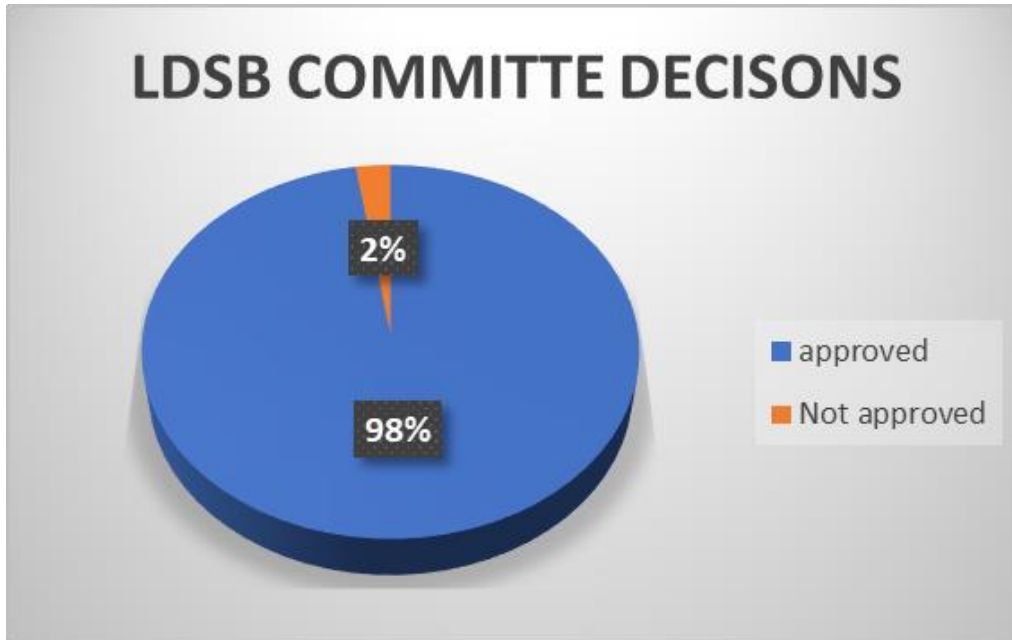


Figure 23. LDSB Committee Decisions

NOTE:

LDSB APPLICANTS Q1 & Q2	
q1	95
q2	81
TOTAL Q1 & Q2	176

A total of 176 applicants received (Q1 and Q2). Approved 169 (Q1 & Q2) and 7 applicants not approved (Q1 & Q2).

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 MECDDM 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

The Ministry of Public Service continues to strengthen its workforce oversight through the Electronic Attendance Management System, which has become the central platform for recording staff attendance and managing leave. The system is undergoing ongoing updates to improve accuracy, functionality, and user-friendliness, ensuring that staff records are properly maintained and accessible to management for timely decision-making.

In line with reporting standards, the Ministry produces fortnightly reports from the system, which provide timely insights into attendance patterns, leave balances, and compliance with human resource policies. These reports are also critical for improving transparency and accountability across the Ministry’s divisions.

As of Quarter 2 (Q2), leave data shows that a total of 40 staff members across the Ministry have taken their annual leave. This distribution includes 8 staff from the Institute of Public Administration and Management (IPAM), 8 from Workforce Management (WFM), 5 from the Public Service Commission (PSC), 4 from Governance and Performance Management (GPM), and 15 from Corporate Services Division (CSD). Notably, there were no maternity or paternity leave cases recorded during this period, reflecting either the absence of applications or that eligible cases have yet to arise.

Additionally, 4 officers are currently on study leave, highlighting the Ministry’s ongoing commitment to professional development and capacity building within the Public Service.

Overall, the Attendance Management System continues to provide valuable real-time data on staff attendance and leave management, thereby supporting effective workforce planning and enhancing the Ministry’s service delivery.

3.13. Human Resources Management Information System

During Quarter 2 of 2025, the Human Resource Management Information System (HRMIS) Unit of the Ministry of Public Service (MPS) continued to play a critical role in managing, maintaining, and supporting human resource data and systems across the Solomon Islands Government (SIG). The Unit demonstrated solid progress in data management, system maintenance, and establishment reforms, despite ongoing capacity and system challenges.

Operational Performance

Throughout the first half of 2025, the HRMIS Unit received and processed a total of 1,382 requests, excluding 698 user configuration and 2,021 data cleansing instances. Requests originated from ministries, agencies, MPS divisions, NGOs, and individuals, and were received through files, emails, or direct delegation. Of these, 444 were processed in Quarter 1 and 938 in Quarter 2, indicating a substantial workload increase and improved throughput efficiency.

Establishment and Restructure Management

The Unit successfully managed 13 major restructure activities during the reporting period, including:

- 12 restructures from the 2024 bidding process, approved and implemented in early 2025.
- NPO Phase 1 restructure, implemented through cost-saving measures. These activities resulted in the creation of 295 new positions and 65 upgraded positions across ministries and agencies, managed through the Aurion HRMIS platform.

Data Cleansing and System Accuracy

Significant progress was made in ensuring data integrity within Aurion. With support from the Graduate Trainee Program, a total of 2,021 erroneous entries across ministries and

agencies were identified and corrected. This exercise strengthened payroll and establishment data accuracy and supports ongoing reforms toward cleaner, reliable data management systems.

Aurion Operations and User Management

Aurion remains the central HR and payroll management platform for the public service. As of Quarter 2, there were 1,714 registered users, with 36.8% of profiles updated or added in Quarter 1. The HRMIS Unit continued to manage both Self-Service and Aurion Core profiles, maintaining user access for HR managers and corporate officers across SIG institutions.

However, the recruitment module within Aurion, introduced more than five years ago, remains unused due to the Unit's limited technical capacity. Plans are underway to seek technical assistance and conduct capacity-building for HRMIS officers before piloting the module's activation.

Training and Capacity Development

Formal Aurion training was minimal in the reporting period due to staffing constraints. A three-day hands-on session was conducted for four MEHRD officers to update pay grades under the new Education Act. Broader HRMIS training was not included in the 2025 workplan as the team prioritised revising user profiles and developing training manuals aligned with revised HR task specifications. The Unit, however, provided in-house support and basic read-only training to officers from the RSIPF and other ministries.

Standard Operating Procedures (SOPs)

Progress was made toward developing SOPs for Establishment Change and Annual Workforce Budgeting (Activities 1.2 and 1.3 of the 2025 MPS Annual Workplan). Workflow diagrams and legal frameworks guiding current processes have been documented. Further detailed analysis will be undertaken to identify process gaps and inform a realistic and efficient SOP for HRMIS operations.

Summary Outlook

The Quarter 2 performance of the HRMIS Unit reflects a phase of stabilization, accuracy improvement, and foundational reform. The Unit demonstrated strong operational delivery under high demand and continued its focus on system reliability and process documentation. Moving forward, priorities include technical capacity building, activation of the recruitment module, and completion of SOP development to strengthen the governance and efficiency of HR data management across the public service.

3.14. Upholding Professional Standards and Disciplinary

The Professional Standards Unit (PSU) within the Ministry of Public Service continues to play a central role in upholding integrity, accountability, and professionalism across the Public Service through the effective management of misconduct cases. As of the reporting period, the PSU has a total of 23 misconduct cases under its oversight. Of these, 14 cases were newly reported in Quarters 1 and 2 of 2025, while 9 cases remain outstanding from 2024, reflecting both the flow of new disciplinary issues and the carry-over of unresolved matters requiring extended review or legal processes.

Currently, the PSU is actively managing these cases in close collaboration with line ministries and the Attorney General’s Chambers (AGC). Out of the total, 2 cases are already with AGC for legal advice, indicating their complexity and the need for statutory interpretation before final disciplinary action can be taken.

A ministry-level breakdown highlights that misconduct cases are widely distributed across the Public Service. The Ministry of Finance and Treasury (MOFT) accounts for the largest share with 6 cases, followed by the Ministry of Health and Medical Services (MHMS) with 5 cases and the Ministry of Infrastructure Development (MID) with 3 cases. Other ministries with reported cases include MCILI (2 cases), MECCDM (2 cases), and single cases from MCA, MRD, MPGIS, MLHS, and MPS. This distribution underscores both the diversity of disciplinary issues across ministries and the concentration of cases in ministries with large operational mandates.

In terms of demographics, disciplinary cases remain heavily male-dominated, with 22 cases involving male officers and only 1 case involving a female officer. This pattern may reflect the gender distribution of the workforce in certain operational areas, but it also highlights the need for further analysis of workplace conduct dynamics across genders.

The nature of offences indicates a serious concern for the professionalism of the Public Service. Of the 23 cases, 20 are categorized as serious offences, while only 3 are considered minor. The high proportion of serious cases demonstrates both the gravity of the issues being reported and the importance of strong disciplinary mechanisms to safeguard public trust and service delivery standards.

Overall, the data suggests that while the PSU has made progress in addressing reported misconduct, there remains a significant workload of cases requiring resolution. The reliance on AGC advice for complex cases highlights the legal sensitivities involved, while the high number of serious offences points to a need for stronger preventive measures, including ethics training, supervisory accountability, and reinforcement of the Public Service Code of Conduct.

Professional Standards Initiatives

The Ministry of Public Service, through the Professional Standards Unit, has continued to strengthen awareness and compliance with disciplinary processes and professional conduct across the Public Service. In line with this effort, awareness workshops on discipline and professional conduct commenced on 26th March 2025 as part of the broader reform to improve accountability, ethical behavior, and workplace professionalism.

To date, the program has made substantive progress, with 14 ministries completing the awareness sessions. These workshops are designed to inform public officers of the disciplinary procedures outlined under the Public Service Code of Conduct, highlight the importance of upholding professional standards, and provide clear guidance on handling misconduct matters in accordance with due process.

Despite this achievement, 12 ministries remain yet to be covered, indicating the continuation of the awareness rollout in the upcoming period. The Ministry has maintained a strict schedule to ensure that all ministries receive equal opportunity to build understanding of disciplinary processes and professional obligations.

Importantly, the rollout is reported to be on schedule, demonstrating effective planning and coordination by the Professional Standards Unit. This timely progress reflects the Ministry’s commitment to embedding a culture of discipline and integrity across all levels of the Public Service.

Once completed, the awareness program is expected to enhance compliance, reduce cases of misconduct, and strengthen trust in the disciplinary system, thereby contributing to a more accountable and professional public administration.

Digital Transformation Initiatives

The establishment of a Digital Repository for the Professional Standards Unit (PSU) was initiated as part of the Ministry of Public Service’s drive to modernize disciplinary case management and strengthen record-keeping systems. The proposed repository is intended to provide a centralized, secure, and easily accessible platform for storing and managing case files, ensuring efficiency, transparency, and accountability in the handling of disciplinary matters.

However, progress on this important initiative has been halted due to budgetary constraints. Despite the successful completion of the tender process, which included the advertisement, evaluation, and selection of a preferred service provider, the project cannot proceed until funding is made available. An identified contractor has already been recommended and is pending confirmation, awaiting final approval and allocation of resources.

The delay underscores the challenges of implementing digital reforms within the Public Service, particularly when budget limitations affect the rollout of critical systems. While the groundwork has been laid, including clear technical specifications and procurement processes, the absence of funds risks slowing down the PSU’s momentum in improving disciplinary management practices.

Once funding is secured and the contractor confirmed, the Digital Repository is expected to transform PSU operations by introducing more reliable storage of records, reducing reliance on manual filing, minimizing risks of data loss, and improving timely access to information for both management and legal processes. Until then, the PSU continues to rely on its traditional systems, which remain less efficient in addressing the growing caseload of misconduct matters.

3.14 Recruitment and Appointment

During Quarter 2 of 2025, the Public Service Commission (PSC) recorded significant activity across all categories of recruitment and appointments, reflecting an expanding demand for skilled human resources across government ministries. In total, 496 appointments were approved, alongside 24 deferrals and 1 rejection, representing a marked increase compared to Quarter 1 across nearly all categories. This indicates both stronger compliance with PSC processes and heightened recruitment efforts to fill service gaps.

1. Direct Appointments

There were 27 submissions for direct appointments, with 26 approvals and 1 deferral. This represents a sharp increase from Q1 (6), showing a growing reliance on direct appointments to fill urgent staffing needs.

2. Recruitment and Appointment (Open Merit)

Recruitment remained the highest HR activity, with 117 submissions and 115 approvals, an increase from Q1 (70). This demonstrates widespread compliance with PSC Regulation 19 (merit-based recruitment), while also highlighting ministries’ commitment to fair and transparent processes.

3. Appointment on Promotion

A total of 43 submissions were received, with 42 approvals and 1 deferral, up from Q1 (27). This reflects an upward trend in career progression within the service, supporting staff morale and retention.

4. Appointment on Contract

Contractual appointments rose significantly, with 81 submissions (68 approvals, 13 deferrals), up from Q1 (18). Analysis shows most contract terms were under 18 months or 3 years, with concentrations in technical and senior management posts across ministries such as MAL, MCILI, MID, MFMR, MLHS, MMERE, MNPDC, MOFT, MPNSCS, MWYCFA, OPMC, and others. Notably, MHMS recorded 10 medical consultant appointments, indicating the continuing demand for specialist skills in the health sector. The rise in contractual appointments signals an urgent reliance on specialized expertise, but also underlines the need for succession planning to reduce over-dependence on short-term contracts.

5. Acting Appointment

Only 1 case was submitted and approved, suggesting ministries are prioritizing permanent arrangements over acting appointments.

6. Confirmation of Probationary Appointment

There were 79 confirmations, all approved, up from Q1 (50). This reflects successful integration of newly recruited officers into the service.

7. Confirmation of Trial Promotion

A total of 71 cases were submitted, with 70 approvals and 1 deferral, a notable increase from Q1 (26).

8. Upper Segment Promotion

There were 47 submissions (46 approved, 1 deferred), compared to 19 in Q1, indicating growth in higher-level promotions across ministries.

9. Normal and Accelerated Promotions

Normal promotions stood at 7 approvals (up from Q1’s 3), while accelerated promotions recorded 3 approvals (up from Q1’s 1). These trends highlight recognition of staff performance and the strengthening of promotion pathways.

10. Retirement and Medical Retirement

Retirements increased to 25 cases, while 2 retirements on medical grounds were also processed. Both increases emphasize the ongoing loss of experienced officers, pointing to the importance of robust succession planning and capacity building to sustain institutional knowledge.

11. Fixed-Term Appointments (FTA)

There were 24 submissions (20 approved, 4 deferred), compared to 13 in Q1. The increase highlights a continuing demand for skilled and technical personnel.

12. Study Leave

Study leave approvals rose significantly, with 38 submissions (37 approved, 1 rejected), up from Q1 (26). Technical ministries continue to dominate in this category, reinforcing the need to build specialist knowledge and strengthen the workforce for the future.

13. Extension of Contracts & Reshuffles

Two contract extensions were approved, and 4 Permanent Secretaries were reshuffled (up from 1 in Q1). The reshuffles demonstrate strategic adjustments in leadership to align ministry priorities with government objectives.

14. Appeals

No appeals were recorded in Q2, a decrease from Q1 (1), suggesting improved compliance with recruitment and promotion decisions.

Judicial and Legal Services Commission (JLSC)

The JLSC processed 22 submissions with 21 approvals and 1 deferral, compared to only 8 in Q1. Recruitment and appointment submissions (7 approvals) and promotions (9, with 8 approved) were the most prevalent, while confirmations of probation and trial promotions were fully approved. This highlights rising judicial staffing demands.

Parliamentary and Constitutional Services Commission (PCSC)

The PCSC received 16 submissions, approving 13 and deferring 3. While Q2 activity declined in some categories (e.g., promotions), new appointments and fixed-term contracts (2 each) show continuing workforce adjustments. The quarter also recorded 1 appeal, which was upheld.

Key Highlights and Observations

1. Recruitment and appointment through open merit remained the largest HR activity (117 new officers), showing compliance with PSC Regulation 19 and reinforcing merit-based employment.
2. Deferrals increased slightly, but were not widespread. Ministries with higher deferrals have been reminded to strengthen compliance with procedural requirements.

3. Contractual appointments and FTAs rose sharply, particularly in technical areas (e.g., health, finance, infrastructure). While necessary, this underscores the urgent need for succession planning to reduce dependence on short-term contracts.
4. Retirements increased, indicating the loss of highly experienced officers. Strategic workforce planning is required to ensure knowledge transfer.
5. Study leave numbers increased, particularly among technical ministries, showing strong investment in capacity development but also creating short-term workforce gaps.
6. The Ministry of Health and Medical Services (MHMS) and the Ministry of Finance and Treasury (MOFT) submitted the highest number of cases, reflecting their large workforce size and critical mandates. By contrast, ministries in the Resources and Productive Sector recorded the lowest submissions.
7. The UMI WAKA contract continues to be successfully implemented, supporting efficiency in HR processes.

Quarter 2 reflects a period of intensified recruitment, promotions, and workforce transitions across the Public Service. While approvals far outweighed deferrals or rejections, the increase in retirements, contract reliance, and study leave approvals highlights pressing challenges in maintaining service continuity. Going forward, the PSC and ministries will need to prioritize succession planning, knowledge transfer, and targeted training to ensure a sustainable and capable public workforce.

3.15. Evolving into E-Platforms

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

During Quarter 1 of 2025, the Ministry of Public Service (MPS) made significant strides in laying the groundwork for the implementation of a Digital Repository for the Public Service Unit (PSU) under Activity 9.1 of its digital transformation agenda. This period was characterized by intensive preparatory work, including consultations with the Information Communication Technology Support Unit (ICTSU) and the PSU team. These engagements were pivotal in aligning the technological requirements of the repository with operational needs, demonstrating a participatory approach that promotes ownership and smooth adoption of the system across the Ministry.

A major milestone achieved in Q1 was the development of a comprehensive Terms of Reference (TOR) for the digitization of files. The TOR clearly outlined the scope, objectives, standards for data security, file management protocols, and service delivery benchmarks, reflecting strong governance and adherence to good public sector practices. Concurrently, the ICTSU prepared an Expression of Interest (EOI) and tender documentation, ensuring readiness for procurement processes and a competitive, transparent engagement with potential service providers. Despite these preparatory achievements, the project was constrained by the pending approval of the project budget by the Permanent Secretary (PS), highlighting a common procedural challenge in public sector digital initiatives, where financial governance requirements can slow down implementation.

In Quarter 2 of 2025, the project transitioned from preparation to the procurement phase, with the Ministry ready to award the tender to the winning service provider. However, progress was halted due to budgetary constraints. Analysis of the tender submissions revealed that the amounts proposed by bidders exceeded the budget allocated by the Ministry, creating a financial impasse. This situation underscores a critical dependency on realistic budget planning and effective alignment between project cost estimates and approved funding. Unlike Q1, which focused on preparatory work and establishing governance frameworks, Q2 highlighted operational and financial limitations as the key barrier to implementation.

The comparison between Q1 and Q2 illustrates a shift in project challenges: while Quarter 1 was dominated by foundational planning, stakeholder engagement, and process readiness, Quarter 2 emphasized the practical realities of project execution, specifically budgetary adequacy. This progression demonstrates that although the Ministry has established robust processes and governance mechanisms, timely and sufficient budget allocation is essential to transition from planning to actual implementation. Without resolving the financial constraint identified in Q2, the benefits of a digitized, accessible, and efficient information management system for the Public Service Unit remain unrealized.

In conclusion, the first half of 2025 reflects a strong commitment by the Ministry to modernize records management and implement digital transformation initiatives. However, the contrast between Q1’s preparatory achievements and Q2’s operational bottleneck highlights the critical importance of aligning project design with financial resources to ensure sustainable and timely implementation.

Setting up E-Learning Systems at IPAM

In Quarter 1 of 2025, the Institute of Public Administration and Management (IPAM) concentrated on laying the foundational groundwork for its e-learning program. The activities during this period primarily focused on system readiness and institutional capacity to manage the digital shift. Central to this was the debrief and design phase for online instructional delivery, which ensured that the move from face-to-face training to online modalities was pedagogically sound and tailored for digital learning environments. This strategic step reflected a forward-thinking approach, emphasizing that effective e-learning requires purposeful instructional design rather than a simple transfer of existing content.

Alongside course design, IPAM prioritized visibility and accessibility by uploading the 2025 IPAM Prospectus online, enabling a wider pool of public servants, including those in the provinces, to access training information. This was complemented by Quarterly Learning Management System (LMS) refresher training, aimed at equipping IPAM staff with the technical skills needed to sustain and manage the new digital platform.

Quarter 1 also marked the beginning of procedural modernization, as nominations and registrations for training were successfully managed through the LMS. This significantly reduced administrative inefficiencies while improving data tracking. By the close of the quarter, instructional materials for three courses—Developing Workplace Procedures, Project Management Professional (PMP), and Microsoft Word—were designed and adapted for digital delivery, ensuring they incorporated interactive elements and learner-focused pacing. Importantly, provincial nominees were registered on the LMS, signalling IPAM’s commitment to inclusivity and the decentralization of training access.

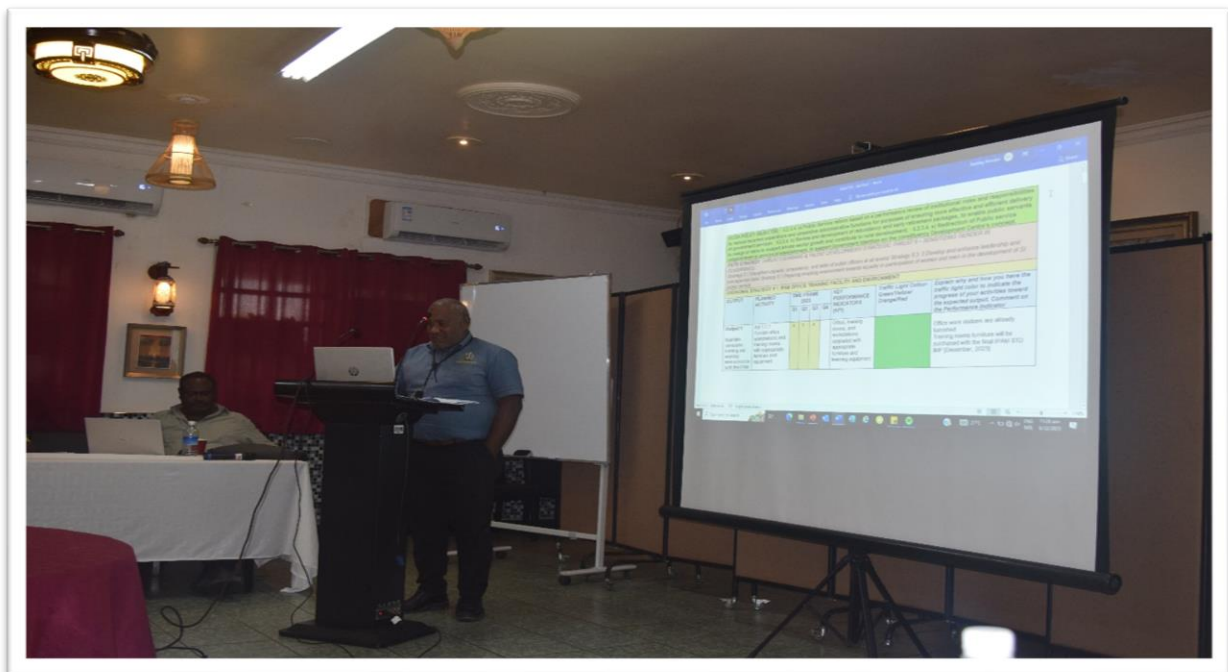
Moving into Quarter 2 of 2025, the program transitioned from system setup to practical delivery and implementation. At this stage, the e-learning system achieved tangible results, with three courses fully uploaded and nearing completion (90%). These were:

- **Leadership and Management Development (LMD) for PMP with 35 participants,**
- **Community Leadership Development (CLD) for DWPP with 35 participants,** and
- **ICT training for Microsoft Word with 25 participants.**

The courses represent a refinement from Quarter 1, where content adaptation was underway, to Quarter 2, where training materials were actively uploaded and participants enrolled. Unlike Quarter 1, which emphasized design and capacity-building, Quarter 2 showcased progress in content readiness and user engagement, with participants now accessing the training online.

However, a key contrast between the two quarters lies in provincial participation. While Quarter 1 emphasized inclusivity by registering provincial nominees, in Quarter 2, online training opportunities were largely limited to applicants of the three courses, with no dedicated provincial training rollout yet operationalized. This reveals both progress and a gap: IPAM has moved forward with central-level course delivery but has yet to extend structured online training access to provincial participants beyond those already nominated.

Overall, the comparison shows a clear progression from planning to execution. Quarter 1 was about building the platform, designing content, and training staff, whereas Quarter 2 focused on loading content, enrolling participants, and nearing full operationalization of specific courses. The next step, looking toward Quarter 3, will be to expand course offerings, fully complete the system setup, and address the challenge of provincial access to ensure equitable training opportunities across the entire Public Service.



Picture 3. Director IPAM presenting his divisions Report during MPS Reflection Workshop

4. Challenges

1. Human Resource Capacity and Workload Pressures

One of the most pressing challenges for the Ministry of Public Service in Quarter 2 is the acute shortage of manpower in critical units, particularly the HRMIS Unit, which is currently staffed by only one officer since mid-2024. This has significantly compromised the unit’s ability to deliver on its core functions, given that over 1,382 service requests were processed between January and June 2025. The heavy workload, combined with the complexity of tasks ranging from simple workforce compliance to budget formulation and restructuring, has resulted in an unsustainable operational environment. While temporary support from the SAO ORU and graduate trainees has filled some gaps, this arrangement is not sustainable in the long term.

Closely linked is the blurred distinction between HRMIS and ORU responsibilities, where overlapping tasks force HRMIS to assume ORU duties, further stretching limited resources and undermining performance. This challenge underscores the urgent need for workforce strengthening and clearer task delegation.

2. Aurion System Limitations and Technical Capacity

Another recurring theme is the ineffective utilisation and technical shortcomings of the Aurion HRMIS system. Several challenges arise here:

- New officers face difficulties accessing the system.
- Aurion data requires updates to reflect current employee information.
- The lack of technical capacity within MPS limits the ability to customise Aurion for SIG’s specific requirements. Unlike previous HRMIS officers who received formal Aurion training, current staff lack technical expertise, leading to inefficiencies and over-reliance on manual verification with line ministries.
- The absence of a comprehensive review of Aurion’s alignment with SIG’s functional needs since its adoption over 15 years ago has left the system underutilised and outdated.

These issues collectively compromise real-time decision-making and undermine the system’s potential to drive efficiency and performance measurement within the Public Service.

3. Training and Capacity Development Constraints

Training-related issues are also among the most frequently cited challenges. First, the review of existing courses has yet to be undertaken, creating a gap between current training offerings and evolving public service needs. Additionally, provincial training programs were suspended due to lack of funds, limiting the reach of professional development opportunities to officers outside Honiara. Compounding this is the inability to meet the high demand for training with the current number of training officers, reflecting both resource and capacity constraints.

The absence of an impact evaluation of training programs further limits evidence-based decision-making regarding the effectiveness of investments in capacity building. Without such evaluations, it is difficult to measure whether trainings are translating into improved public service delivery outcomes.

4. Organisational and Structural Challenges

The Ministry also faces systemic challenges in its operations. Deliverables often require inputs from other ministries and agencies, but conflicting priorities across government delay progress. Similarly, the difficulty in convening supervisors for meetings due to busy schedules has hindered timely decision-making and collective planning.

In addition, issues with workplace Occupational Health and Safety (OHS), particularly the unproductive working environment caused by excessive heat, have been raised as a factor undermining staff productivity and morale. Monitoring of sick leave management is another area flagged as requiring attention, pointing to gaps in accountability and workforce oversight.

5. Financial and Resource Constraints

The recurring theme of financial limitations runs across several challenges. The suspension of provincial training and delays in implementing initiatives can largely be traced back to resource shortages. Financial constraints not only hinder training but also affect the Ministry’s ability to invest in system upgrades, conduct reviews, and provide a conducive working environment. This theme highlights the interdependence of financial resources and operational efficiency across the Ministry’s functions.

6. Records and Information Management

Another challenge lies in missing personnel files (P/F) when needed, which affects the Ministry’s ability to carry out its HR-related functions efficiently. Missing or misplaced files compromise the accuracy of workforce records, delay decision-making, and undermine trust in the integrity of administrative processes. This issue is symptomatic of broader weaknesses in records management systems.

7. Stakeholder Responsiveness

Slow or non-responsiveness from organizations was also identified as a challenge. This weakens coordination and slows the Ministry’s ability to deliver on commitments that depend on inter-agency collaboration. Timely communication and engagement are crucial for the Ministry’s reform agenda, yet delays remain a recurring barrier.



Picture 4. Permanent Secretary Ministry of Public Service Mr. Luke Cheka giving his remarks during the Governance Form 2025

5. Way Forward

Strengthening Collaboration and Communication Across Ministries and Agencies

A central way forward repeatedly highlighted is the need for continuous communication and coordination with ministries and agencies to support the achievement of MPS goals. This approach addresses challenges linked to delayed responses, conflicting priorities, and inter-agency dependencies. The Ministry plans to sustain this through proactive follow-ups, such as liaising with organisations via email reminders and working closely with registry staff to ensure personnel files are readily available.

Additionally, close collaboration with the MPS Accounts Team is seen as critical to aligning budgetary priorities with operational needs, especially in light of financial constraints. To strengthen accountability and coherence in oversight, MPS also intends to schedule follow-up meetings on key agenda items (such as SOP reviews) and to empower supervisors by formally seeking the authority of direct managers to convene cross-supervisory meetings, which has already proven to be effective.

2. Human Resource Capacity Building and Recruitment

Addressing manpower shortages is another major theme in the Ministry's way forward. Several specific actions are outlined:

1. Recruitment of a PDD officer to lead program reviews and design, ensuring programs are kept relevant and responsive to evolving needs.
2. Recruitment of facilitators to meet the growing demand for training delivery, particularly as demand has outpaced the Ministry's existing training officer capacity.
3. Maintaining the current number of staff while simultaneously pursuing targeted recruitment to strengthen critical units such as HRMIS and ORU.

Furthermore, circulation of personnel files (P/F) for graduate officers to supervisors is identified as an operational step to improve efficiency in staff oversight and development.

3. System Development and Technical Strengthening (Aurion & HRMIS)

Improving the effectiveness of the Aurion HRMIS system and clarifying its operational boundaries with ORU is recognised as a high priority. The Ministry has committed to:

- Following up on Aurion issues to ensure accurate updating of employee records and smooth access for new officers.
- Drawing a clear distinction between Aurion and ORU responsibilities, supported by a targeted recruitment drive to fill HRMIS vacancies.
- Providing formal training for HRMIS staff—both physical and online—to enhance technical capacity.

While recognising the limitations of current staffing and training arrangements, the HRMIS unit continues to process a heavy workload (averaging 12 requests per working day). However, for sustainability, the Ministry acknowledges that Aurion Core Training must be revisited once user profiles are updated from read-only restrictions, and the HRMIS recruitment module—inactive since inception five years ago—must be revived with clear operational guidelines.

4. Training and Evaluation Reform

To strengthen the Ministry’s training and development mandate, several forward-looking actions are proposed:

- Hosting three courses in 2025 through an evaluation e-learning system, followed by an evaluation before scaling further. This introduces a phased approach that balances innovation with evidence-based expansion.
- Recruiting facilitators (as mentioned earlier) to meet the high demand for training delivery.
- Conducting program and course reviews under the leadership of the new PDD officer, once recruited.

The launch of the Monitoring, Accountability, Evaluation and Learning Framework (MEALF) is another critical milestone. This framework will provide the foundation for assessing the effectiveness of training, programs, and broader institutional performance—addressing the current lack of impact evaluation and evidence-based decision-making.

5. Financial and Resource Mobilisation

The Ministry also recognises that sustainable reform depends on adequate financing. A dual strategy is identified:

1. Bidding for increased funding in 2026 to strengthen resourcing and expand program delivery.
2. Utilising online systems where possible to reduce costs, extend reach, and maintain program momentum despite fiscal limitations.

This balanced approach reflects the Ministry’s need to both advocate for more resources while maximising the efficiency of existing allocations.

6. Operational Performance and Accountability

Operational adjustments form another important theme of the way forward. To overcome delays and coordination challenges, the Ministry will:

- Continue to schedule meetings with supervisors, ensuring managerial oversight and timely action on critical matters.
- Sustain momentum by adhering to the Annual Work Plan (AWP) and ensuring that any delays (such as the shift of SOP tasks to Quarter 3) do not compromise overall progress.

In terms of performance tracking, alignment with OKRA reporting specifications will be maintained, particularly on critical e-Platform areas such as recruitment through HRMIS and

Aurion Core Training. This alignment will ensure the Ministry continues to demonstrate accountability and transparency in reporting outcomes.

7. Workplace Management and Environment

Though mentioned less frequently, a workplace-related way forward was also identified. These include better coordination with supervisors on scheduling and ensuring that operational challenges such as access to files and the monitoring of leave management are systematically addressed through structured follow-ups and clear communication protocols.

The way forward for the Ministry of Public Service in Quarter 2 builds upon lessons from its challenges, with actions clustered around six main themes:

1. Collaboration and communication as the cornerstones of cross-government coordination.
2. Capacity building and recruitment to address manpower shortages.
3. Technical strengthening of Aurion and HRMIS, underpinned by training and clearer task distinctions.
4. Training and evaluation reforms, including the phased rollout of an e-learning system and launch of MEALF.
5. Financial resourcing strategies, through both increased funding bids and greater use of online systems.
6. Operational accountability and workplace management to maintain progress despite constraints.

Taken together, these way forwards position the Ministry not only to address its immediate operational bottlenecks but also to lay a stronger foundation for long-term efficiency, evidence-based decision-making, and improved public service delivery.

6. Summary

The Ministry of Public Service (MPS) delivered a strong and stable performance in Quarter 2 of 2025, reflecting continued progress in advancing public sector reforms, strengthening governance systems, and improving service delivery across the Solomon Islands Public Service. The Public Service Commission (PSC) achieved a remarkable 100% Green rating, up from 75% in Quarter 1, signaling full delivery of planned outputs and strengthened oversight under the Public Service Transformation Strategy. Across divisions, the Governance and Performance Management Division recorded 22% Green, 67% Yellow, and 11% Orange; the Workforce Management Division achieved a major turnaround from 60% Red in Quarter 1 to 42% Green, 50% Yellow, and 8% Orange; the Institute of Public Administration and Management maintained balanced performance with no Red indicators; and the Corporate Services Division achieved 87% Green and 13% Yellow, reflecting high operational efficiency.

The Human Resource Management Information System (HRMIS) Unit processed 1,382 requests in the first half of 2025, including 938 in Quarter 2, and successfully managed 13 major restructure activities resulting in 295 new and 65 upgraded positions while correcting 2,021 data entries in the Aurion system to enhance data accuracy. Progress was also made in developing Standard Operating Procedures (SOPs) for establishment changes and workforce

budgeting, with in-house training conducted to maintain system functionality despite staffing limitations.

During Quarter 2 of 2025, the Ministry of Public Service faced several interlinked challenges affecting its operational efficiency and reform progress. A major issue was human resource capacity, particularly in the HRMIS Unit, which has been operating with only one officer since mid-2024 despite handling over 1,382 service requests, creating an unsustainable workload and blurred task boundaries with the ORU. Compounding this are technical limitations in the Aurion HRMIS system, including outdated data, restricted access, and a lack of trained personnel to customize and maintain the system effectively. Training and capacity development constraints also persisted, with no course reviews, suspended provincial programs due to funding shortages, and insufficient staff to meet high training demand—further hindered by the absence of impact evaluations. At an organizational level, structural challenges such as delays from other ministries, limited meeting coordination, poor workplace conditions, and weak sick leave monitoring affected productivity. Persistent financial constraints continued to restrict training, system upgrades, and conducive working conditions, while records management issues—notably missing personnel files—undermined HR operations. Finally, slow stakeholder responsiveness from ministries and agencies weakened coordination and delayed implementation of key reforms. Collectively, these challenges underscore the urgent need for strengthened capacity, improved systems, and better inter-agency collaboration to sustain the Ministry’s

Overall, the Ministry demonstrated significant improvement in accountability, coordination, and institutional performance, marking a phase of consolidation and reform momentum that positions the MPS to sustain transformation and strengthen service delivery across the Solomon Islands Government.



Picture 5. Minister of Public Service Hon. Francis Sade, Chairman Public Service Commission Milner Tozaka, Permanent Secretary Luke Cheka, and Australian High Commission Representative posing with the new PSTS, PS MEALF and GESI Policy during the Launching Program at Rock Haven Conference Room

ANNEXURE

Public Service Commission Quarter 2 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

PUBLIC SERVICE COMMISSION
QUARTERLY REPORTING TEMPLATE

1. 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)	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 No. of appointments and recruitment conveyed by Ministries per year	Decisions: 445 decisions were made. All 24 ministries submitted plus 4 agencies namely; OAG, NJ, OGG, and NP. EMU to present on this part.	Decisions despatched to Ministries	

OKRA2	Appointment and Recruitment (Permanent Secretary)	Institutionalizing Human Resources Governance	Ministries' Permanent Secretaries are recruited and appointments are facilitated- No. of Permanent secretaries recruited and appointed p. (Include facilitation) No. of PS recruitment facilitated No. of PS appointment facilitated.	PS appointment: 1 appointed for Post of the Permanent Secretary of the Ministry of National Planning and Development Coordination. No. of the applicants: 10	Candidates for Permanent Secretary post interviewed , selected and appointment	
OKRA3	Appointment and Recruitment (Submissions)	Institutionalizing Human Resources Governance	Submissions on new appointments , promotion, confirmation,	i. DIRECT APPOINTMENT: Total submissions: 27 Approvals: 26 Deferral: 1 Increase from Q1 (6)	Submissions on new appointments, promotions,	

			<p>acting appointments , FTA & retirement, appeal cases, and others are considered-</p> <p>No. of submissions on new appointment on promotion 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>ii. RECRUITMENT AND APPOINTMENT (new appointments: Total submissions: 117 Approvals: 115 Deferrals: 2 Q1 (70)</p> <p>iii. APPOINTMENT ON PROMOTION: Total submissions: 43 Approvals: 42 Deferral: 1 Increase from Q1 (27)</p> <p>iv. Appointment on Contract Total submissions: 81 Approvals: 68 Deferrals: 13 Increase from Q1 (18) Under 18 months contract:</p> <ul style="list-style-type: none"> • MAL – 3 (HRM, FC & Director Extension) • MCA – 1 (FC) • MCILI – 5 (HRM & 4 Directors) • MCT – 2 (Director Culture & Govt. Archivist) • MFMR – 1 (FC) • MID - 2 (FC& HRM) • MLHS – 2 (HRM & Director Physical Planning) • MMERE – 4 (FC, HRM, Director Water, & Director Pet.) 	<p>confirmation, acting appointments, FTA & retirement, appointments, FTA & retirement, appeal cases, and others are considered.</p>	

		<p>No. of Request for FTA by Ministry</p> <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>	<ul style="list-style-type: none"> • MNPDC – 3 (HRM, Director Economic & Director Social Development) • MOFT – 3 (Director Economic Reform Unit Director Internal Audit & FC) • MPNSCS- 3 (FC, Director Infrastr. & Director Nat. Security) • MRD – 3 (FC, HRM & Director Rural Dev) • MWYCFCA – 6 (4 Directors, FC and HRM) • OPMC – 6 (Director Com., HRM, FC, Director CRU, & Assistant Sec. Cabinet) <p>Under 3 years: OAG – 2 (Dep. AG and FC) MPGIS - 2 (DS Admin & DS Tech) MJLA – 1 (DSC) OPMC – 3 (Direct Invest. & Director Policy & Prog, and Registrar Political Parties) MLHS - 3 (DSC, DST & FC) MFMR – 3 (DSC, DS Project and FC) MPNSCS – 1 (DS Nat. Security) MNPDC – 1 (DS Prog. Development) MTGPEA – 1 (Director Peace) MHMS - 10 (Medical Consultants)</p> <p>v. ACTING APPOINTMENT Total submission: 1 Approval: 1</p> <p>vi. CONFIRMATION OF PROBATIONARY APPOINTMENT Total submissions: 79 Approvals: 79</p>	
--	--	--	--	--

			<p>Increase from Q1 (50)</p> <p>vii. CONFIRMATION OF TRIAL PROMOTION Total submissions: 71 Approval: 70 Deferral: 1 Increase from Q1 (26)</p> <p>viii. UPPER SEGMENT PROMOTION Total submissions: 47 Approvals: 46 Deferral: 1 Increase from Q1 (19)</p> <p>ix. NORMAL PROMOTION Total submissions: 7 Approval: 7 Increase from Q1 (3)</p> <p>x. ACCELERATED PROMOTION Total submissions: 3 Approvals: 3 Increase from Q1 (1)</p> <p>xi. RETIREMENT Total submissions: 25 Approvals: 25 Increase from Q1 (2)</p> <p>xii. RETIREMENT UNDER MEDICAL GROUNDS</p>		
--	--	--	--	--	--

			<p>Total submissions: 2 Approvals: 2 Increase by 1 submission.</p> <p>xiii. FIXED TERM APPOINTMENT Total submissions: 24 Approvals: 20 Deferrals: 4 Increase from Q1 (13)</p> <p>xiv. STUDY LEAVE Total submissions: 38 Approvals: 37 Rejected: 1 Increase from Q1 (26)</p> <p>xv. EXTENSION OF CONTRACT Total submission: 2 Approvals:2</p> <p>xvi. RESHUFFLE OF PSs Total reshuffle: 4 Increase from q1 (1)</p> <p>xvii. APPEAL No appeals for 2nd quarter. Q1 (1)</p> <p>JLSC: RECRUITMENT & APPOINTMENT</p>	
--	--	--	---	--

			<p>Total: 7 Approvals: 7 Q1 (2) APPOINTMENT ON PROMOTION Total: 9 Approvals: 8 Deferral: 1 Q1 (4) CONFIRMATION OF PROB. APPOINTMENT Total: 2 Approval: 2 Q1 (2) CONFIRMATION OF TRIAL PROMOTION Total: 4 Approvals: 4</p> <p>Total Submissions: 22 Approval: 21 Deferral: 1</p> <p>PCSC: APPOINTMENT ON PROMOTION Total: 3 Approvals: 3 Q1 (9) UPPER SEGMENT PROMOTION Total: 1 Approval:1 RETIREMENT Total: 1</p>	
--	--	--	---	--

			<p>Approval: 1 Q1 (9) RETIREMENT UNDER MEDICAL Total: 1</p> <p>Approval: 1 FIXED TERM APPOINTMENT Total: 2</p> <p>Approval: 2 Q1 (1) EXTENSION FTA Total: 2</p> <p>Approval: 2 APPEAL Approval: 1 (Upheld) STUDY LEAVE Total: 6</p> <p>Approval: 3 Deferral: 3</p> <p>Total submissions: 16 Approvals: 13 Deferrals:3</p> <p>PSC: Q2 496 approvals, 24 deferrals, 1 not approved JLSC: Q2 28 approvals, 1 deferral PCSC: Q2 13 approvals, 3 deferrals</p> <p>Important Highlights:</p> <ul style="list-style-type: none"> • Deferrals increased however not for every Ministry. Those ministries have been reminded. 		
--	--	--	---	--	--

			<ul style="list-style-type: none">• Recruitment (Open merit) remained the highest HR activity indicating that ministries complied with PSC Regulation 19. Therefore, 117 new officers are recruited.• FTA increase compared to Q1 indicating skilled and technical people are still needed in the service. Therefore, succession planning is important.• Retirement increase compared to Q1 indicating highly experienced people are leaving the service. Therefore, succession planning is important.• A good number of officers are on study leave. Particularly, technical ministries.• UMI WAKA good contract under continues to be implemented.• Ministry with the highest submissions to PSC is MHMS followed by MOFT. The least submissions are from the agencies and particularly the Ministries under Resources and Productive Sector.	
--	--	--	--	--

OKRA4	Office Management	Create a dynamic and lean organization	Provide the relevant Commissions with dynamic secretariat and administrative support roles- No. of PSC meeting facilitated by the PSC secretariat Funding support for PSC meeting - Allowances	<ul style="list-style-type: none"> • PSC meetings: 25 and of these, 2 of the meetings were extraordinary meetings. • JLSC: 3 Circulation of Papers. • PCSC: 2 Circulation of Papers. • In terms of funding, all sitting allowances were paid. No issue of funding. 	Submissions on new appointments, promotions, confirmation, acting appointments, FTA & retirement, appeal cases, and others are considered	
2. Issues encountered with implementation			3. How to address the issues			
No major issue was encountered.						

Governance and Performance Management Quarter 2 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

GOVERNANCE AND PERFORMANCE MANAGEMENT
QUARTERLY REPORTING TEMPLATE

1. 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 - No. of E- Learning and Governance Platforms established	E-governance and digital platforms 1. Professional Standards Unit Digital Repository. <ol style="list-style-type: none"> a. Consultation with ICTSU completed b. Work TOR completed c. EOI and Tender advert completed d. TEC bid evaluation completed e. TEC report submitted for MTB decision and budget approval. 	Developing E –Platforms 1. Establish PSU Digital repository	

				<p>Establish digital Governance Committee to overseas e-government.</p> <ol style="list-style-type: none"> a) TOR of Committee drafted b) First meeting 15/09/2025 c) Committee to coordinate work with UNDESA 	<p>Establish Digital governance committee to oversee e-government development in the Public service in accordance with GNUTs policy statement 8.1.7 (f) & (h)</p>	
OKRA6	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 dispatched for increments for the 2nd Quarter (excluding MEHRD, MoFT, MAL, and MHMS) is as follows.</p> <ol style="list-style-type: none"> i. MHMS – 1 ii. MCA - 2 iii. MECDM - 2 iv. MHA – 2 v. MPNSCS - 3 vi. MJLA – 8 vii. MNPDC - 14 <ol style="list-style-type: none"> 1. Submissions dispatched by May 2025. 2. 32 submission in Q2 showed improved coordination & timely processing from ministries. 3. MNPDC recorded the highest number of submissions for this quarter. 4. Majority were awarded <ol style="list-style-type: none"> a. 2 and 3 incremental Points 	<p>Redesigning and socialization of the PMP policy</p>	

				<ul style="list-style-type: none"> b. Indicates a general positive performance assessment across the ministries. c. This data indicate many employees met or exceeded the expected standards for this review period. <p>However, it is important to note that most ministries have yet to submit their PMP forms, with some ministries not having implemented the PMP process at all. This highlights the need for increased follow-up and support to ensure full participation and compliance in future cycles.</p> <p>Continued adherence to submission timelines will help maintain this positive momentum and ensure that increments are processed efficiently in the coming quarters.</p>		
OKRA7	Disciplinary	Institutionalizing human resource governance	<p>Ethical behaviour and productivity</p> <ul style="list-style-type: none"> - No. of Misconduct Cases Reported by type 	<p>Output 3.1</p> <ul style="list-style-type: none"> 1. 23 total reported misconduct cases <ul style="list-style-type: none"> a. 14 reported in Q1 & Q2 b. 9 outstanding from 2024. 2. Current cases with PSU Team <ul style="list-style-type: none"> a. 2 with AGC for Legal Advice b. Cases by Ministries <ul style="list-style-type: none"> (i) 6 MOFT 	Investigation into reported cases of alleged misconduct (both ongoing and new) conducted	

				<ul style="list-style-type: none"> (ii) 2 MCIL, (iii) 1 MCA, (iv) 1 MRD, (v) 5 MHMS, (vi) 1 MPGIS, (vii) 2 MECCDM, (viii) 1 MLHS, (ix) 3 MID, (x) 1 MPS <p>c. Cases by Gender</p> <ul style="list-style-type: none"> (i) 22 Males (ii) 1 Female <p>d. Cases by nature of offence</p> <ul style="list-style-type: none"> (i) Serious- 20 (ii) Minor – 3 		
				<p>Output 3.2</p> <p>Awareness workshops on discipline and professional conduct commences 26th March</p> <ul style="list-style-type: none"> a) 14 Ministries Completed b) 12 Ministries yet to cover c) On schedule 		
OKRA8	Monitoring, Evaluation, Learning	Create an environment to foster research & innovation	<p>Ensure the efficient Administration and Management of the Public Service</p> <p>- No. of MPS Reflections/Reporting</p>	The Public Service Monitoring, Evaluation, Accountability, and Learning Framework is now endorsed. It is now in full implementation and its launch is expected for 19th August 2025, and two training sessions for MPS and Line Ministries are expected to follow from there. As part of the PS MEAL Framework, the following	Launch, Socialise, and Pilot the Monitoring, Evaluation Accountability & Learning Framework for Public Service	

			<p>Workshops Conducted.</p> <ul style="list-style-type: none"> - No. of Quarterly Reports Published. - No. of Annual Reports Produced. - No. of Newsletters Published. - No. of SIPS Survey conducted. - No. of PSSS Survey Conducted 	<p>outputs to indicate its progress are as follows-</p> <ul style="list-style-type: none"> • 2 Reflection and Reporting Workshops for Quarter 1 and 2 2025, January, February, March, April, May, and June have already been conducted. The second quarter reflection workshop should be conducted by the first week of July. However, it was moved to August due to issues with financial processes. It is now being organized as we speak. Most of the Senior staff of MPS attended the Sessions, which were successful in reflecting on the progress of implementation and planning how to approach the 2nd quarter together. • 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. 		
--	--	--	--	---	--	--

				<ul style="list-style-type: none"> • First Quarter Report 2025 has already been published and accessed by all public servants and the citizens of Solomon Islands. The Second Quarterly Report for 2025 is expected to be compiled and published straight after the workshop. Its collection, verification, and collating of information are expected to be done straight after the Reflection Workshop. • The second Quarterly Newsletter for 2025 is expected to be compiled and published straight after the 2nd Quarter Reflection. Write-up is expected to begin straight after the Reflection Workshop • 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 the Ministry of Public Service to evaluate the progress of implementing its Policies. • Semi Governance Forum for the First Half of 2025 is now confirmed for August 19th Tuesday 2025. 		
--	--	--	--	--	--	--

OKRA9	Gender Mainstreaming	Sensitizing Gender & Inclusion in governance	<p>Gender Equality and Social Inclusion in Public Service Workforce</p> <ul style="list-style-type: none"> - No. of Male Public Officers Recruited - No. of Female Public Officers Recruited - No. of Special Need person Recruited - No. of Public Servants recruited by Ministry /Gender per year - No. of Public servants recruited with Special Needs by gender - No. of women/male with Executive roles in the public service. 	<p>The Public Service Gender Equality and Social Inclusion Policy 2025-2030 socialization conducted with the Correctional Services of Solomon Islands (CSSI) on 20th June, 2025.</p>	GESI policy is socialised across the Public Service	
				<p>The Prevalence Study on Sexual Harassment in the Public Service was disseminated via SIG News Release across the Public Service.</p> <p>Anti-Sexual Harassment Concept Note sent to Director, Change Facilitator, International Center for Advocates Against Discrimination (ICAAD). This is for the proposed Anti Sexual Harassment training to be held in the 3rd quarter with HR Officers in the public service.</p> <p>Collaborative work with IPAM and Ministry of Women, Youth, Children and Family Affairs (MWYCFA) on Women in Leadership Mentoring Program.</p> <p>Women in Leadership Toolkit completed. Which include Mentors and Mentees guides.</p> <p>Mentees and mentors were identified. Program currently in progress.</p>		

			<p>- No. of women/male with Managerial roles in Public Service</p> <p>- No. of Public servants trained in Gender per year</p>	<p>Initial meeting held with ASIP GEDSI Consultant on key Public Service areas for this year and next year including socialization of GESI Policy in the provinces, Gender Focal Points Network meetings, Anti-Harassment Policy formulation and Women in Leadership Trainings.</p> <p>SIG Gender focal Points Terms of Reference revised and draft Annual Workplan developed with assistance from Australia Solomon Islands Partnership – GEDSI Consultant.</p> <p>Gender Focal Point Network Learning meeting proposed for the third quarter and to be funded by ASIP.</p>		
OKRA10	Policy Research and Innovation (Performance)	Create an environment to foster research & innovation	<p>Provide an environment that facilitates employee performance, creativity, and innovation.</p> <p>- No. of Social Researches/Study to improve Public</p>	<p>3 Performance Policies.</p> <p>1. PMP review commenced</p> <p>a. PMP policy draft completed,</p> <p>b. PMP forms completed</p> <p>c. PRC guidelines already reviewed</p> <p>d. Yet to review the PMP process and procedure manual.</p> <p>e. Validation workshop with line ministries/agencies is schedule</p>	Policy Development	<p>1. Performance Management Policy.</p> <p>2. Contracting Manual</p> <p>3. Monitoring Evaluation Accountability Learning Framework</p>

			Service Conducted and Report Published. - No. of Policy to improve Public Service endorsed by Cabinet	for second quarter around end of May 2025. 2. Contracting manual a. Existing manual under review b. Contract Performance appraisal templates. 3. Monitoring Evaluation Accountability and Learning Framework (MEALF)		
OKRA11	Policy Research and Innovation (Regulations)	Create an environment to foster research & innovation	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.	11 Legislations/Regulations/ policies currently on drafting /review / implementation. 1. Public Service Bill a. Endorsed by Cabinet 14/3/2025 b. Tabled in Parliament but yet to be debated.	Legislations/Regulations/ policies 1. Public Service Bill 2. GESI policy 3. Anti-harassment policy 4. Performance Management policy 5. Discipline manual 6. SI Public Service Transformation Strategy (SIPSTS)	
			- No of SIG policies reviewed	2. Public Service Commission Regulations. No further progress on this	Public Service Commission Regulations	
				3. Public Service Regulations a. Draft with AG Chambers b. AGC requires Drafting Instructions c. PS Bill Committee working on DI.	Public Service Regulations	

				<p>4. Public Service Orders</p> <ul style="list-style-type: none"> a. Draft with AG Chambers b. AGC requires Drafting Instructions c. PS Bill Committee working on DI. 	Public Service Orders	
				<p>5. Public Service Housing Policy</p> <ul style="list-style-type: none"> c. Public Service Housing Assistance (PSHA) <ul style="list-style-type: none"> i. Awaiting MOFT decision on 40% gross-up proposal. ii. MOFT is verifying data on rental against budget for the proposed gross-up. iii. Housing committee to meet 14/8/2025. d. Mamara Rent to own houses <ul style="list-style-type: none"> i. Revaluation of Mamara to be done by MLHS ii. Land Board has allocated type A houses to former MPs for direct purchase. iii. Cabinet paper drafted to inform Cabinet of Landboard authority to allocate Mamara land and property as COL holds the land title. 	Public Service Housing Policies implemented <ul style="list-style-type: none"> a. Public Service Housing Assistance b. Mamara Rent to own policy 	

				<p>11. lumi Waka Gud Contract policy implementation.</p> <p>a) 81 officers contracted out of 126 among positions named by Cabinet Conclusion [2019]99</p> <p>b) Draft Cabinet paper for 196 officers not named in CAB conclusion [2019]99</p> <p>c) 284 officers under SOS.</p>		
			- No. of SIG Public Service Policies Endorsed by Cabinet	<p>4 Laws/ Regulations/Policies/ Guidelines and strategies endorsed by Cabinet.</p> <p>1. Public Service Bill 14 March</p> <p>a. 14 march Cabinet endorsed</p> <p>b. 6 June Tabled in parliament</p> <p>2. Public Service Housing Assistance Policy</p> <p>3. GESI policy</p> <p>4. SIPSTS</p>		
3. Issues encountered with implementation				4. How to address the issues		
<p>Two key challenges:</p> <ol style="list-style-type: none"> 1. Deliverables need inputs from other ministries/agencies where they have their own priorities. 2. Financial constraints 				<p>Solutions</p> <ol style="list-style-type: none"> 1. Continuous communication and coordination of ministries/agencies to support achievement of MPS goals 2. Close collaboration with MPS Accounts team 		

Institute of Public Administration and Management Quarter 2 Report



**Solomon Islands Government
Ministry of Public Service**

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT DIVISION

QUARTERLY REPORTING TEMPLATE


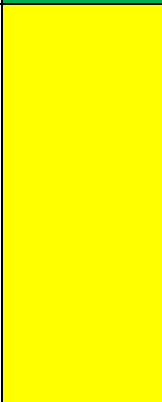

GNUT POLICY [MPS]

e) Support IPAM to improve infrastructure, update curriculum and training modules, engage in meaningful collaboration with national and international recognized institutions

3. 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)
OKRA 17	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.	IPAM quality training material and resources guide draft 1 completed Design courses are; 1. Introduction to Microsoft Access manual ongoing 2. Mentoring Program for Women Leaders [under LMD unit/AVI] –1 st July commenced 3. Employability Skills [under CLD unit /AVI] Review Courses are; 1. LDP review is ongoing will complete in Q3 after the pilot training to begin on the 19 th August 2. KYPS customized structure is reviewed	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 Leadership Mentoring program																			
OKRA 18	IPAM Trainings (Outreach)	Building Skills, Developing Talents	<p>Provide training to public officers both in the Provinces and Honiara</p> <ul style="list-style-type: none"> - No. of trainings series conducted in Honiara each year. - No. of trainings series conducted in each province annually. - No. of officers attended the IPAM trainings series in Honiara and the provinces increase annually 	<p>Provide trainings to Honiara</p> <ul style="list-style-type: none"> • 36 scheduled trainings for Honiara • 5 request trainings in 2025 <p>Total of 20 trainings delivered in Q2 Scheduled trainings to date: 12/36 = 33% Requested trainings: 8 in Q2</p> <p>0 courses scheduled for province</p> <p>Training data</p> <p>By Nomination</p> <table border="1"> <tr> <td>Master</td> <td>699</td> </tr> <tr> <td>Recommended</td> <td>696</td> </tr> <tr> <td>Commenced</td> <td>607</td> </tr> <tr> <td>Certified</td> <td>616</td> </tr> </table> <p>By Gender</p> <table border="1"> <tr> <td>Male</td> <td>349</td> </tr> <tr> <td>Female</td> <td>267</td> </tr> </table> <p>By Series</p> <table border="1"> <tr> <td>CLD</td> <td>4 + 8 Request</td> </tr> <tr> <td>LMD</td> <td>3 + 1 Keynote Speaker series</td> </tr> <tr> <td>ICT</td> <td>3 + support for online trainings</td> </tr> </table> <p>Total Q2 trained:</p> <ul style="list-style-type: none"> • 616 officers trained and certificates • 20 trainings delivered in Quarter 2, in Honiara 	Master	699	Recommended	696	Commenced	607	Certified	616	Male	349	Female	267	CLD	4 + 8 Request	LMD	3 + 1 Keynote Speaker series	ICT	3 + support for online trainings	Train Public Officers in Honiara and Provinces with the relevant skills & knowledge to enhance work performance	
Master	699																							
Recommended	696																							
Commenced	607																							
Certified	616																							
Male	349																							
Female	267																							
CLD	4 + 8 Request																							
LMD	3 + 1 Keynote Speaker series																							
ICT	3 + support for online trainings																							

<p>OKRA 19</p>	<p>IPAM Trainings (Delivery)</p>	<p>Building Skills, Developing Talents</p>	<p>Source training programmes from other reputable international training providers, 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>	<ul style="list-style-type: none"> • No training programs from reputable institutions provided, expect GDM • Good Decision Making with Ombudsman Office of Solomon Islands (OOSI) • Consultation with SINU for Quarter 3 <p>One (1) training the “Good Decision Making” training from Ombudsman office Of Solomon Islands</p>	<p>Facilitate accredited trainings and programs for public officers</p>	
<p>OKRA 20</p>	<p>IPAM Trainings (M&E)</p>	<p>Building Skills, Developing Talents</p>	<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><u>Reaction Evaluation:</u></p> <ul style="list-style-type: none"> • All courses are evaluated. 36 scheduled and 8 requested trainings evaluated and referenced • Evaluation of trainings done satisfactorily • 15 course evaluations are recorded and 5 COC non evaluated, signed pledge • 100% evaluation done <p><u>IPAM MEL</u></p> <ul style="list-style-type: none"> • to be commenced after launch of MEALF 	<p>Maintain training quality and standards through IPAM Reaction & Learning Evaluations and MEL framework</p>	
<p>OKRA 21</p>	<p>IPAM Trainings (Resources)</p>	<p>Building Skills, Developing Talents</p>	<p>Provide resources to support course participants</p>	<ul style="list-style-type: none"> ○ Training and L&D materials provided for course participants is 100% ○ Reviewed materials and designed materials for MP, LDP and KYPS is up to date 100% ○ For the LDP pilot program the maximum is 25 participants, design on reviewed content is ongoing 	<p>Recruitment of design expert (volunteer) to review IPAM courses</p>	

			<ul style="list-style-type: none"> - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning annually. - Percentage (%) increase in participant's rating of the quality of the IPAM course materials annually - Percentage (%) increase in satisfactory rating of the relevance of the course content to the needs of learners/trainees annually. - Percentage (%) increase in satisfactory rating in terms of the pace of the course - Percentage (%) increase in satisfactory response rate in terms of learning 	<p>Larger to Greater extent: 97 % Small to moderate extent 3 %</p> <p>Larger to Greater extent: 98% Small to moderate extent 2%</p> <p>Larger to Greater extent: 97 % Small to moderate extent 3 %</p> <p>Larger to Greater extent: 88 % Small to moderate extent 12% Indication of a significant % that requires an improvement of the pace</p> <p>Larger to Greater extent: 93 % Small to moderate extent 7% Indication of a small but significant % that requires better learning environment & facilities</p>		
--	--	--	---	---	--	--

			environment and facilities annually.			
OKRA 22	Human Resources Capacity Development	Building Skills, Developing Talents	Provide Public Service Long and Short Term Accredited In-Service Trainings - No. of accredited courses facilitated by IPAM to public officers' increases annually	No (0) accredited training in Qtr. 2 However, two consultations are ongoing; SINU consultations <ul style="list-style-type: none"> Meeting 1 done on 4th of June, Fale Pacific Public Service Partnership (PPP) <ul style="list-style-type: none"> collaboration between IPAM, VIPAM, FLIPS & SILAG for MOU for regional accredited trainings Meeting 1 done on 26th June 	Facilitate accredited trainings and programs for public officers	
OKRA 23	e-Platforms	Creating highly capable organizations	Develop and Implement e-Learning and Governance Platforms - No. of trainings integrated from manual to online increases annually - No. of public officers' access to IPAM online trainings increases annually - No. of provinces access to IPAM online training platforms increases annually	Online material for 3 courses currently been complied and are now loaded onto the system. Approximately 90 % complete 3 trainings <ul style="list-style-type: none"> LMD for PMP CLD for DWPP ICT for Microsoft word 35 for PMP, 35 for DWPP, 25 for MSW Currently no provincial online training, except applicants who apply on in the 3 trainings.	Instructional guidelines and material for the IPAM online learning courses supports online learning	
4. Issues encountered with implementation				5. How to address the issues		

<ol style="list-style-type: none">1. Review of some courses needs to be done2. Provincial Trainings suspended due to funds3. Inability to meet high demand for trainings due to officers4. Impact evaluation yet to be conducted5. Fully utilise the system	<ol style="list-style-type: none">1. Recruit PDD officer to lead reviews and designs of program2. Bid for funding increase in 2026/ Or utilize online system3. Recruit facilitators to meet demand4. Await launch of MPS Monitoring Accountability Evaluation and Learning Framework (MEALF)5. Do evaluation e-learning system to host three courses in 2025, then evaluate before further development
--	--

Corporate Services Quarter 2 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

CORPORATE SERVICES **QUARTERLY REPORTING TEMPLATE**

3. 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	<ul style="list-style-type: none"> All Payments for PSRS done in Q2 Payment for utilities were facilitated 	Staff Welfare entitlements facilitated (PSRS/PSHA)	
			- No. of staff applied for PSRS/PSHA by Ministry		<ul style="list-style-type: none"> Building BOQ was provided by architecture – payment was also facilitated 	
			IPAM Building			

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"> • 9 staff undertake training from SINU, USP and Cambridge • 5 Canberra • 2 Melbourne • 4 officers currently in long term study 	Welfare entitlements facilitated (Training)	
OKRA26	Performance Management	Institutionalizing human resource governance	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry - No. of staff Appraisals being rated by Ministry. - No. of PMP Submitted by Ministry. - No. of Promotions by Ministry	<ul style="list-style-type: none"> • A total of 33 staff were appraised and were given increments – changes of salary facilitated in Q2 • PMP 2025 cycle – stage 2, supervisors and staff to complete the review. • 2 staff promotions done in Q2 	Welfare entitlements facilitated (Appraisal)	
					Welfare entitlements facilitated (Performance Management Forms)	
					Welfare entitlements facilitated (Promotions)	
					Welfare entitlements facilitated (Upper Segment)	

			- No. of Upper Segment by Ministry	<ul style="list-style-type: none"> 4 upper segments facilitated in Q2 		
OKRA27	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	<ul style="list-style-type: none"> Allowances were paid accordingly 	PSC Commission Sitting Allowance	
OKRA28	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"> Monthly Budget updates Provided to Heads of department 	Budget Process	

			- No. of financial statements per quarter issued			
OKRA29	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"> • Coordination budget for 2026 will commence at 3rd Quarter 2025 	Budgeting	
OKRA30	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"> • A central procurement for the ministry was facilitated – toner requests 	Systems and Filling	
					Procurement /Maintenance of Office Equipment	
OKRA31	Attendance Management System	Institutionalizing human resource governance	Coordinate and manage the implementation of	<ul style="list-style-type: none"> • Ongoing update on the system 	Management of Attendance Electronic Registry	

			<p>Attendance Management System and other related regulations.</p> <p>- No. of Attendance Management Reports published</p> <p>- No. of Staff attendance per month</p> <p>- No. of Staff on Leave Annually</p> <p>- No. of Maternity/Paternity Leave.</p> <p>- No. of Officers on sick leave</p> <p>- No of Officers on Study Leave (Short and Long)</p>	<ul style="list-style-type: none"> • Fortnightly report provided <p>As of Q2, 40 staff have taken their annual leave</p> <ul style="list-style-type: none"> • IPAM – 8 • WFM – 8 • PSC – 5 • GPM – 4 • CSD – 15 <ul style="list-style-type: none"> • No maternity/paternity leave recorded in Q2 <ul style="list-style-type: none"> • 4 officers on study leave 	<p>Management of Attendance Electronic Registry (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>Yellow</p> <p>Yellow</p> <p>Green</p> <p>Green</p> <p>Yellow</p> <p>Green</p>
<p>4. Issues encountered with implementation</p>			<p>5. How to address the issues</p>			

<ul style="list-style-type: none"> • Monitoring of sick leaves • Workplace OHS issue 	<ul style="list-style-type: none"> • Activate a registry for all sick requests and certificates. • Discussion and identification of options to rectify the issue.

Workforce Management Division Reports



WFM separation
unit Q2 report - FIN



HRMIS MID YEAR
REPORT.docx



Planning and
Strategy Quarter 2 R



Training Unit
Report.docx