



Solomon Islands Government

MINISTRY OF PUBLIC SERVICE



ANNUAL REPORT 2025

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Compiled by MEL Unit
Ministry of Public Service

i. Permanent Secretary Forward

The year 2025 represents another significant point for reflection for the Ministry of Public Service as we review the progress made in implementing our strategic objectives and annual work plan. Periodic reporting remains a vital component of sound public administration, providing a clear record of achievements, challenges, and lessons learned throughout the year. It also reinforces the principles of transparency and accountability, which are central to the effective functioning of the Solomon Islands Public Service. As a key institution within the Solomon Islands Government, the Ministry continues to play an important role in strengthening the systems, policies, and workforce that enable the government to deliver services efficiently and responsibly.

The Ministry operates through an established planning and management framework that guides its activities from the initial stages of planning and budgeting to implementation, monitoring, evaluation, and reporting. This systematic approach helps ensure that government priorities are translated into practical actions and measurable results. It also supports the responsible management of public resources while promoting continuous improvement across the public service. Central to this work is the Ministry’s commitment to building and maintaining a professional, capable, and responsive workforce that can effectively meet the evolving needs of government and the people of the Solomon Islands.

Throughout 2025, the Ministry continued to implement several important initiatives under the Public Service Transformation agenda. Among the most notable developments was the continued progress of passing the Public Service Act. This initiative aims to establish a more balanced and transparent workforce structure that recognizes qualifications, responsibilities, and performance. By working toward a fair and sustainable Governance system, the Ministry seeks to strengthen motivation and professionalism across the public sector.

Another key development during the year was the advancement of the Public Service Transformation Strategy and its Monitoring, Evaluation, Accountability, and Learning Framework. These initiatives are designed to help manage all reform programs of the Ministry and hold together all actors towards advancing the Public Service mandate.

In addition to these initiatives, the Ministry maintained its focus on legislative reform. The passing of the Public Service Act by parliament is intended to modernize the legal framework that governs the administration of the public service. Now enacted, the new legislation will provide clearer guidance on governance structures, strengthen accountability mechanisms, and promote a more efficient and performance-oriented public administration system.

The Ministry has also continued to strengthen human resource management practices across government ministries and agencies. Efforts during the year included improvements to recruitment procedures, staff training and development programs, employee welfare initiatives, and performance management systems. These efforts are aimed at developing a capable, motivated, and well-supported workforce. At the same time, greater attention has been given to leadership development and succession planning to ensure that the public service remains strong and resilient in the years ahead.

While important progress has been made, the Ministry has also encountered several challenges during the year. Financial constraints, changing economic circumstances, and evolving government priorities have required careful management and flexibility. Despite these

challenges, the Ministry has remained committed to delivering its responsibilities while adapting its approaches to meet emerging national needs.

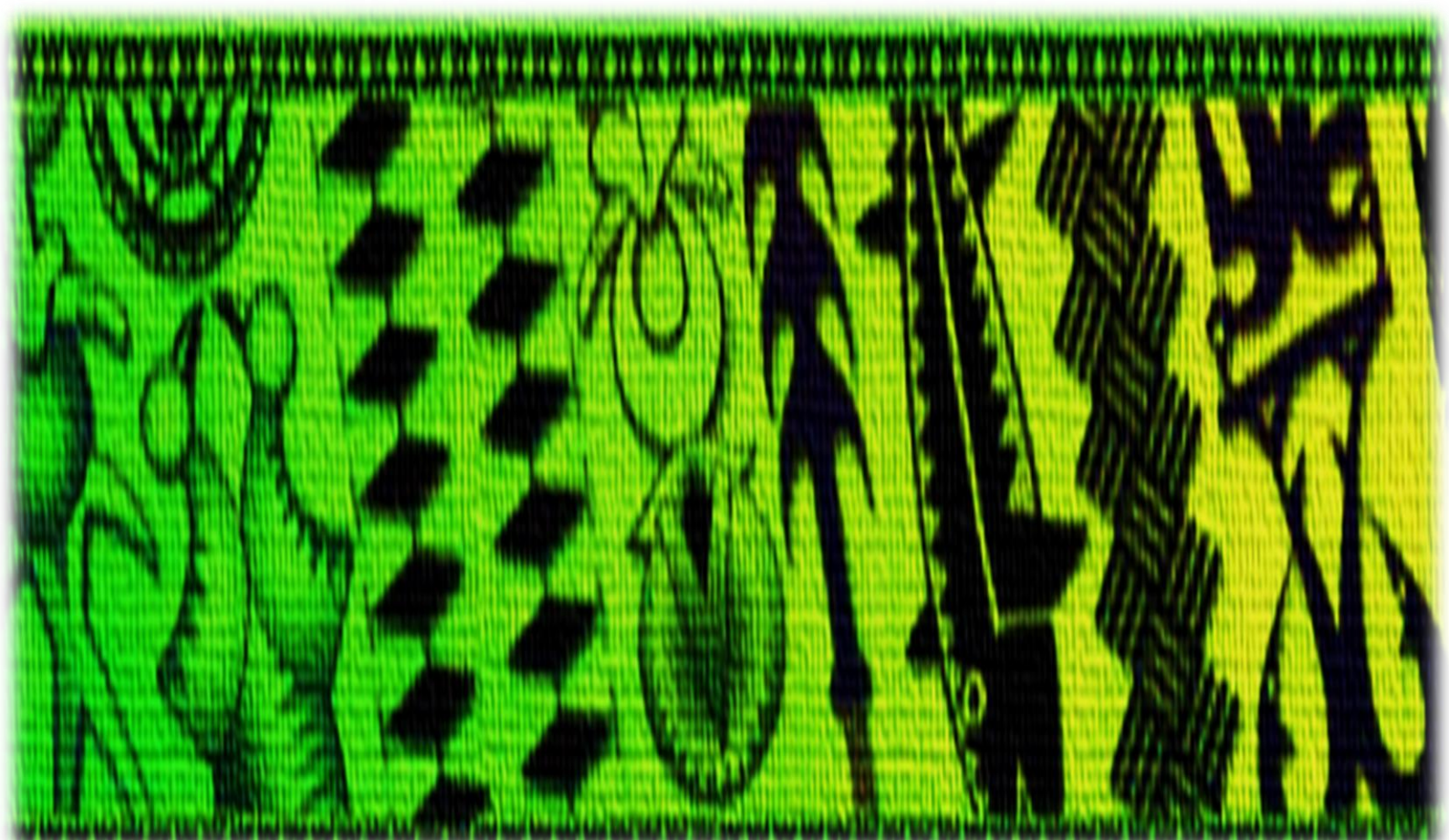
Looking forward, the Ministry of Public Service will continue to focus on strengthening the Solomon Islands Public Service through ongoing reform and institutional development. Key priorities moving ahead include progressing the Public Service Transformation Roadmap, expanding professional development opportunities for public officers, strengthening coordination and collaboration among government ministries, and fostering a culture of performance, accountability, and continuous learning.

The progress recorded during the year would not have been possible without the dedication and support of many individuals and partners. I would like to express my appreciation to all public officers, government institutions, development partners, and stakeholders who have contributed to the work of the Ministry throughout the year.

As we move into the future, we remain confident that through collaboration, innovation, and shared commitment, the Solomon Islands Public Service will continue to strengthen its capacity to serve the nation effectively and responsibly.



Mr. Luke Cheka
Permanent Secretary
Ministry of Public Service



ii. Abbreviation

AMP	Attendance Management Policy
AWP	Annual Work Plan
CMS	Case Management System
COC	Code of Conduct
ERMS	Electronic Records Management System
FALE	Public Service Fale
FAO	Food and Agriculture Organization
FLIPS	Future Leaders In Public Service
FMA	Financial Management Act
FTA	Fixed Term Appointment
GESI	Gender Equality and Social Inclusion
GNUT	Government for National Unity and Advancement
GPM	Governance and Performance Management
HRD	Human Resource Development
HRMIS	Human Resource Management System
IDMDS	Integrated Development Management Database System
IRD	Inland Revenue Department
IPAM	Institute of Public Administration
JICA	Japanese International Corporation Agency
JIMS	Justice Information Management System
JLSC	Justice and Legal Service Commission
KYPS	Know Your Public Service
LDSB	Long Dedicated Service Benefit
MCAS	Mining Cadastre Administration System
MEAL	Monitoring Evaluation Accountability and Learning
MOFT	Ministry of Finance and Treasury
MPS	Ministry of Public Service
OKRA	Output Key Result Area
PCSC	Police and Correctional Service Commission
PDA	Public Sector Development Academy
PMP	Performance Management Policy
PSHA	Public Service Housing Assistance
PSHRS	Public Service Housing Rental Scheme
PSTS	Public Service Transformation Strategy
PPSTI	Pacific Public Service Training Institute
PSC	Public Service Commission
SIPS	Solomon Islands Public Service
SITESA	Solomon Islands Tertiary Education and Skills Authority
SILAG	Somare Institute of Leadership and Governance
UNDESA	United Nation Department for Economic and Social Affairs
VIPAM	Vanuatu Institute of Public Administration and Management
YTD	Year to Date

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Cover Picture: L-R Australia High Commission Representative, Minister of Public Service Hon. Francis Sade, Permanent Secretary Mr. Luke Cheka during launching of the PSTS, PS MEALF and GESI Policy

v. Executive Summary

1. Strong Overall Performance:

A key highlight of 2025 is the high level of performance achievement, with 70% of planned outputs fully achieved. This demonstrates effective implementation of priority activities within planned timelines and scope.

2. Legislative Milestone:

The successful passing of the Public Service Act by Parliament marks a significant reform milestone, providing an updated legal framework to guide public service management and operations.

3. Strategic Reform Implementation:

The launch of the Public Service Transformation Strategy 2023–2033 provides a long-term roadmap to modernize and improve the efficiency, effectiveness, and responsiveness of the public service.

4. Strengthened M&E Systems:

The launch of the Public Service Monitoring, Evaluation, Accountability and Learning (MEAL) Framework establishes a structured approach to tracking performance, enhancing accountability, and promoting evidence-based decision-making across government.

5. Full Compliance by Oversight Body:

The Public Service Commission achieved a 100% performance score, reflecting full compliance in executing its constitutional and administrative mandates.

6. Improved Performance Management Compliance:

There was a notable increase in the submission of Performance Management Process (PMP) forms, attributed to strengthened monitoring mechanisms and consistent follow-ups with ministries and agencies.

7. Expanded Capacity Development:

A total of 1,690 public servants were certified through the Institute of Public Administration and Management's various training programs in 2025. This reflects strong participation and continued investment in enhancing skills, knowledge, and professional competencies across the public service.

8. Gender Equity in Training Participation:

Training data indicates near gender-balanced participation, highlighting equitable access to capacity development opportunities for both male and female public servants.

Overall, the Ministry of Public Service recorded significant progress in institutional strengthening, legislative reform, performance management, and capacity development, positioning the public service for improved service delivery and sustainable transformation.

vi. Reporting Methodology

The Ministry of Public Service (MPS) applies a systematic and evidence-driven approach to monitoring and reporting on the implementation of public service policies and workforce management initiatives. This approach enables the Ministry to track progress, assess performance, and inform decision-making across the public sector. Information used for reporting is gathered from government ministries and agencies through administrative records, progress updates, performance reviews, policy assessments, and consultations with relevant stakeholders. Both statistical information and descriptive insights are analyzed to produce comprehensive reports that support transparency and accountability in public administration.

The reporting process follows established review cycles, including annual performance, quarterly reporting, and periodic governance discussions, which provide opportunities for ministries and divisions to reflect on achievements, identify constraints, and propose improvements to existing policies and programs. Through this structured process, the Ministry ensures that public service initiatives are implemented effectively and remain aligned with the broader development priorities of the Solomon Islands Government.

Integrated Method for Annual Performance Reporting

The preparation of the Ministry’s Annual Performance Report relies on a blended research approach that combines numerical data with qualitative insights. This mixed method allows the Ministry to capture both measurable achievements and contextual explanations that influence performance across its divisions. The methodology mainly relies on a forward-looking assessment process, where actual achievements are compared against targets previously agreed upon in divisional work plans.

A central feature of this approach is the ex-ante performance assessment, which evaluates the extent to which planned activities and outputs have been achieved during the reporting period. Divisions establish their targets at the beginning of the planning cycle, and these targets later serve as benchmarks for evaluating implementation progress. By comparing planned outputs with actual results, the Ministry is able to identify implementation gaps early and take corrective action where necessary.

To simplify monitoring, a traffic-light performance-tracking system is used across divisions. This system provides a visual summary of progress against established Output Key Result Areas and Intermediate Outcome Indicators (OKRA and IO). Activities that are progressing according to plan are categorized as green, indicating satisfactory implementation. Yellow or amber signals partial progress where challenges or delays have been experienced. Red is used to indicate limited or no progress and signals the need for immediate management attention or intervention. This colour-coded system enables managers and decision-makers to quickly understand the status of various initiatives.

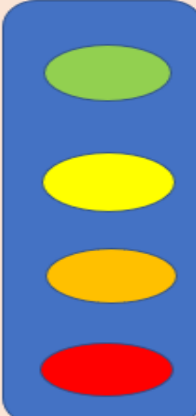
Traffic Light	Meaning	Percentage of work (Outputs /Activities) completed
	Activities /outputs were on track, successfully achieved or is progressing well	76- 100 %
	Activities /Outputs were progressing with minor issues	51-75 %
	Activities /Outputs were not progressing well	26-50%
	Activities /Outputs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

Figure 1. Traffic Light Reporting Matrix

The reporting process also incorporates both qualitative and quantitative analysis. Quantitative information includes indicators such as the number of activities completed, progress percentages, and the level of achievement against planned targets. Qualitative information complements these figures by providing explanations of challenges encountered, lessons learned, and contextual factors that may have influenced performance. Combining these two forms of analysis provides a more balanced and meaningful understanding of the Ministry’s overall progress.

Each division of the Ministry contributes to the reporting process by preparing Divisional Traffic Light Reports, which summarize its implementation progress and provide supporting information on activities undertaken during the year. These divisional submissions form the foundation of the Ministry’s overall Annual Performance Report and ensure that organizational achievements are reflected collectively.

Although the reporting framework primarily tracks activities and outputs, it also attempts to assess whether broader strategic objectives are likely to be achieved. In particular, the report examines progress in relation to key policy frameworks such as the Public Service Transformation Strategy (PSTS), the priorities of the Government for National Unity and Advancement (GNUT), and the Ministry’s Corporate Plan. This helps determine whether current initiatives are contributing to the intended long-term outcomes for the public service.

Overall, the methodology provides a structured and evidence-based process for assessing organizational performance. It highlights areas of success, identifies operational challenges, and provides valuable information to guide planning and policy decisions in subsequent years.

Limitations of the Reporting Process

Despite efforts to improve the quality of reporting, several limitations remain within the current system. One of the key challenges is that reporting continues to focus largely on activities and operational processes rather than the direct results or outcomes achieved. While activities provide useful information about what has been done, they do not always clearly demonstrate the impact of those efforts. The planned implementation of the Public Service Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework is expected to address this issue

by introducing clearer performance indicators that link outputs, outcomes, and long-term impacts. However, with the introduction of the framework, collecting data to update indicators remains challenging because their definitions are not yet clear enough for divisions to collect. The Monitoring, Evaluation and Learning Unit is working on finalising the Indicator Definitions Booklet to remedy this so that data collected is strictly based on indicator definitions.

There are also challenges related to the structure and organization of reporting data. The current framework used to present annual work results does not fully align with the Ministry’s implementation plans or the hierarchical structure of expected results. As a result, some information may appear fragmented or difficult to link clearly with strategic outcomes. Developing a more coherent reporting structure will help improve clarity and consistency in future reports. The MEL Team is working on aligning the reporting structure down to Ministries, and this will remedy the situation.

Finally, the absence of an independent data verification process represents another important limitation. At present, most of the information included in the report is provided directly by Heads of Divisions and their staff, with internal validation carried out by immediate supervisors. However, there is currently no independent verification conducted by the Monitoring, Evaluation and Learning (MEL) Unit or by an external body to confirm the reliability of the reported data. Introducing stronger verification mechanisms will be essential for improving the credibility, accuracy, and integrity of future performance reports.

Addressing these challenges will be critical for strengthening the Ministry’s monitoring and reporting systems and for ensuring that future reports provide clearer, more reliable evidence of public service performance.



1. Background Information Ministry of Public Service

The Ministry of Public Service (MPS) serves as the central authority responsible for managing human resources and administrative governance within the Solomon Islands Public Service. Its primary responsibility is to guide the development and management of the government workforce by establishing policies, systems, and procedures that regulate recruitment, employment conditions, staff development, performance management, and workforce planning. Through these responsibilities, the Ministry contributes to maintaining a professional, accountable, and well-organized public sector capable of delivering services effectively to citizens.

In fulfilling its mandate, the Ministry works collaboratively with government ministries, departments, and agencies to strengthen administrative systems and institutional capacity. This coordination ensures that workforce policies are consistently applied across government while promoting transparency, accountability, and improved service delivery. Ultimately, the Ministry's work supports the broader development priorities of the Solomon Islands Government by building a competent and responsive public service that can meet the changing needs of the nation.

1.1. Mission, Mandate, and Core Responsibilities

The Ministry of Public Service carries out its responsibilities under the provisions of the Public Service Act 1989, which provides the legal authority for the management and organization of the public service. Under this framework, the Minister is empowered to regulate and oversee the structure, administration, and governance of the public sector. As a result, the Ministry plays a central leadership role in shaping the policies and systems that guide the operation of the Solomon Islands Public Service.

Vision Statement: *“To create a professional, accountable, and people-centered public service that upholds integrity while fostering sustainable development for all Solomon Islanders”*

Mission Statement: *“To develop a Professional, Innovative, Ethical, and Accountable Public Service, primarily focused on high-quality service delivery in a manner that is responsive, efficient, and effective”*

Through this mandate, the Ministry contributes directly to the implementation of the country's National Development Strategy (NDS) by ensuring that the public sector is properly managed and equipped to deliver quality services to the people of the Solomon Islands. The Ministry, therefore, acts not only as an administrative body but also as a strategic partner in strengthening government institutions and supporting national development goals.

To achieve these objectives, the Ministry promotes a public service that is responsive, ethical, and performance-oriented. Its work is carried out through several specialized divisions, each responsible for particular aspects of workforce management and public administration.

1.2. Public Service Commission

The Public Service Commission is established under the Constitution and holds authority over several key personnel matters within the public service. These responsibilities include appointing public officers, confirming appointments, handling disciplinary matters, and managing the removal of officers where necessary. In addition, the Commission undertakes periodic performance assessments of Permanent Secretaries to ensure that leadership within the public service remains accountable and aligned with government priorities.

The Ministry of Public Service provides secretariat and administrative support to the Commission to enable it to perform these responsibilities effectively. This support includes organizing meetings, preparing official documents, coordinating communication with ministries and agencies, and assisting with general administrative tasks. Through this arrangement, the Commission can carry out its oversight role efficiently within

the broader governance framework of the public service.

1.3. Governance and Performance Management Division

The Governance and Performance Management (GPM) Division plays an important role in strengthening the accountability and effectiveness of the Solomon Islands Public Service. Its work focuses on ensuring that government institutions operate in accordance with relevant laws, policies, and professional standards.

One of the division’s major responsibilities is promoting compliance with governance frameworks that guide the conduct and responsibilities of public officers. By monitoring adherence to established rules and regulations, the division helps maintain ethical standards and transparency across government agencies.

The division is also responsible for overseeing systems that measure and improve performance within the public service. Through monitoring and evaluation activities, it assesses the efficiency and effectiveness of programs and administrative processes. In addition, the division contributes to the development and revision of policies designed to improve public administration and service delivery.

Another key function involves administering employment terms and conditions within the public service. This ensures that employment policies are applied fairly and consistently across ministries and agencies. The division also promotes professional integrity by developing initiatives and guidelines that encourage ethical conduct among public officers.

Furthermore, the division supports staff development and organizational learning by encouraging innovation and strengthening leadership capacity within the public service. Through these combined efforts, the Governance and Performance Management Division contributes to a more accountable, effective, and forward-looking public administration system.

1.4. Workforce Management Division

The Workforce Management Division (WFM) is responsible for ensuring that the public service maintains an appropriate workforce capable of fulfilling government responsibilities. Its work focuses on strategic human resource planning, recruitment management, and organizational design.

One of the division’s primary tasks is developing and administering recruitment policies that enable government ministries and agencies to attract and retain qualified personnel. By establishing clear recruitment guidelines, the division helps ensure that public sector employment is fair, transparent, and merit-based.

The division also oversees workforce planning to ensure that the size and composition of the public service match the country’s administrative needs. This involves identifying skills gaps, reviewing staffing levels, and ensuring that government institutions have the expertise necessary to deliver services effectively.

Another responsibility involves managing the structure and establishment of positions within the public service. Through the Aurion Human Resource Management Information System (HRMIS), the division maintains the official Establishment Register, which records all authorized government positions and provides reliable workforce data.

In addition, the division provides secretariat support to relevant commissions and manages processes related to employee retirement and separation from the public service. These activities ensure that workforce management procedures are conducted transparently and in accordance with government policies and regulations.

1.5. Institute of Public Administration and Management (IPAM)

The Institute of Public Administration and Management (IPAM) Division is responsible for strengthening the skills and professional capacity of public officers. Through training and professional development programs, the division ensures that employees across the public service

have access to opportunities that enhance their competencies and leadership capabilities.

IPAM designs and delivers training programs that address the specific capacity-building needs of government ministries and agencies. These programs are conducted both in Honiara and in provincial locations to ensure that officers throughout the country can benefit from professional development opportunities.

The division also works with regional and international institutions to identify specialized training programs that can further enhance the knowledge and skills of public servants. By facilitating these partnerships, IPAM contributes to strengthening expertise within the public sector.

In addition to delivering training programs, the division evaluates its effectiveness by assessing how they contribute to improved performance and organizational efficiency. Through these activities, IPAM supports the development of a skilled and capable workforce that strengthens governance and service delivery across the Solomon Islands Public Service.

1.6. Corporate Services Division

The Corporate Services Division provides essential administrative and financial support to ensure the smooth operation of the Ministry. Its responsibilities include managing financial resources, coordinating administrative processes, and supporting workforce management activities within the Ministry.

A major function of the division involves preparing financial reports and monitoring expenditure to ensure that funds are used responsibly and in accordance with government regulations. The division also coordinates the Ministry's budget preparation and implementation in compliance with the Public Financial Management Act.

In addition, Corporate Services oversees procurement activities, ensuring that equipment, supplies, and services required by the Ministry are obtained efficiently. The division also manages human resource administration, including recruitment coordination, staff accommodation, leave management, and salary processing.

To maintain accountability and operational effectiveness, the division ensures compliance with key management frameworks such as the Asset Management Plan and the Performance Management Plan. Through these responsibilities, Corporate Services supports the overall functioning and efficiency of the Ministry.

1.7. Government Policy Direction

The Ministry's work also aligns with the priorities of the Government for National Unity and Transformation, which emphasize effective implementation of government policies and improved service delivery across all sectors. Key policy directions include strengthening public sector governance, promoting merit-based recruitment, improving training and professional development for public officers, and enhancing accountability within government institutions.

These priorities also highlight the importance of supporting provincial governments through qualified staffing and targeted training initiatives. In addition, the government seeks to modernize public administration by adopting technology and data-driven systems that improve planning, monitoring, and performance management.

Investments in information and communication technology, as well as continuous learning opportunities for public officers, are expected to enhance coordination, efficiency, and productivity within the public service. Through these initiatives, the Ministry of Public Service continues to contribute to building a modern, capable, and responsive public administration system for the Solomon Islands.

- a) Pursue efficient implementation of government policies and programs, providing resources, guidance, and oversight to improve government functioning and better serve public needs;
- b) Ensure efficient delivery of government services by overseeing civil servant recruitment, training, and management, monitoring agency performance, and promoting accountability to uphold service standards across all sectors;

- c) Strengthen the application of professional standards, investigation, disciplinary due processes to ensure effective and fair actions are taken to build and maintain professional, well-disciplined and productive workforce;
- d) Commit to support Provincial Government with human resource needs by deploying qualified and competent individuals, facilitate short-term specialized training to update and enhance capacity;
- e) Support IPAM to improve infrastructure, update curriculum and training modules, engage in meaningful collaboration with national and international recognized institutions;
- f) Adopt modern technology and data-driven strategies to improve efficiency, resource allocation, and overall civil service performance, contributing to its overall success;
- g) Support Public Service Commission to oversee the recruitment, management and performance evaluation of Public Servants, prioritizing merit-based recruitment and professional development to ensure skill, diverse, competent and motivated workforce;
- h) Embrace training and professional development opportunities for public servants, thereby enhancing their capabilities and motivation, enhancing public service efficiency; and
- i) Invest in information and communication technology to improve coordination, planning, monitoring and management of work performance for a productive public.

1.8. Ministry of Public Service Human Resource, Manpower, and Structure

Executive Management

Post Title	Occupant
Minister	Honourable Francis Sade
Permanent Secretary	Luke Cheka
Executive Personal Secretary	Joyline. K. Aumanu

Public Service Commission

Post Title	Occupant
Chairman PSC	Milner Tozaka
Assistant Secretary - PSC/EMU	Sandra Maezama
Principal - L & MD	Stephen Amasia
Principal – Employment Officer	Michael Upuwe
Executive Personal Secretary	Sophia Puanitangi
Administration Officer	Lorinta Tohe
Logistic Officer	Patteson Malasa
Office Maid	Eve Tome
Domestic Servant	Wesley Woken

Cooperate Service Division

Post Title	Occupant
Human Resource Manager	Tozen Belden
Financial Controller	Bebeno Mulesae
Principle Account and Admin Officer	Janet Waino'oha
Senior Accountant	Joseph Kakaro
Senior Accountant	Scott Kwaeria
Clerical Officer	Bruno Itea
Principle Project Officer	Stephen Dikea
Customer Desk Officer	Robyn Suifasia
Registry Officer	Stiano Malahai
Registry Officer	Natina Taisau
Desktop Officer	Stephen Thaba

Desktop Officer	Janet Tome
Registry Officer	Elizaberth Gorani
Logistic Officer	Philip Sisi
Office Maid	Christina Vangasole
Security	Peter Maeinia Abuofa
Security	John Christian Haga
Security	Thompson Tara

Governance & Performance Management Division

Post Title	Occupant
Deputy Secretary - GPM	Ian Rakafia
Assist. Secretary /M & E	Vilerich Ara
Assist. Secretary /M & E	Baddley Nimepo
Assist. Secretary - GESI	Simon Dolaiano
Assist. Secretary - PSU	Komatang Baia
Assist. Secretary – R&I	Allison Nagu
Principal Monitoring & Evaluation	Matilda Buto
Principal Investigation Officer	June Bana
Senior Investigation Officer	Sharon Helomae
Senior Investigation Officer	David Suri
Principle Contract Monitoring Officer	Ghandie Maevamua

Workforce Management & Planning Division

Post Title	Occupant
Deputy Secretary - WFM & Planning	David Suirara
Assistant Secretary HRMIS/ICT	Cornelius Tariga
Assistant Secretary - Separation	Modesta Lakasihui
Assistant Secretary –Workforce Development	Benedict Kausua
Assistant Secretary - ORU	Joy Tealiklava
Principal Employ Officer - EMU	Michael Upuwe
Principal Employ Officer - EMU	Nester Papango
Principal Employ Officer - EMU	Jinnah Kimasaru
Senior Admin. Officer - EMU	Tracy Choko
Senior Admin. Officer- LDSB	Mark Koethivao
Senior Admin.-Work Force	Grace Raupisi
Senior Admin. Officer/ORU	Relnah Pita
Senior Admin. Officer/LDSB	Rex Kapei
Data Officer	Krystal Waiwori

Institute of Public Administration and Management

Post Title	Occupant
Director	Solomon Manea
Program Manager - ICT	Hemaima Moveni
Assistant Secretary - CM	Karen Titiulu
Program Manager CL & D	Bill Hana
Principal CL & D Officer	Helmah Jack
L&D Resource Officer	Cynthia Denty
Senior Accountant	Terry Manenihou
Executive Personal Secretary	Anthonia Deve
Administrative Officer	Billie Anifaesasi
Data Officer	Peter Kwasi
Customer Desk Officer	Florence Maeriri
Registry Officer	Margareth Qaqara
Office Maid	Cathy Buna
Office Maid	Ireen Rangi
Logistic Officer	David Vakeke Deve
Security	Lewin Taromae

2. Ministry of Public Service Performance

The 2025 Activity Output Performance results for the Ministry of Public Service present a generally strong level of implementation across the Ministry’s planned activities. Based on the performance chart figure 2, the Ministry achieved 70% of its planned outputs, while 23% were partially achieved, 4% recorded little achievement, and 3% registered no achievement. This distribution provides useful insight into the effectiveness of operational implementation, institutional capacity, and areas requiring improvement.

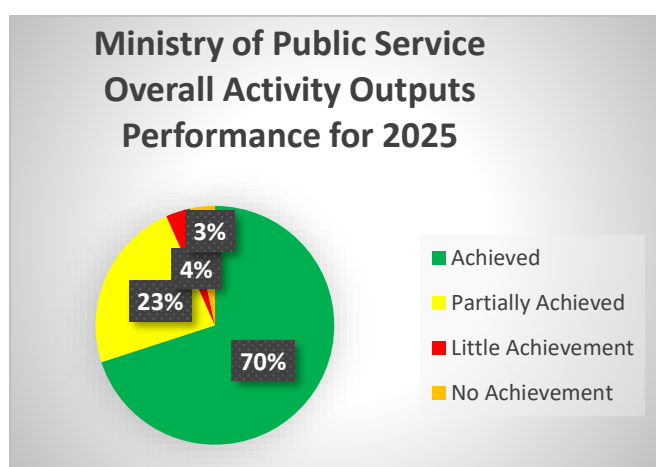


Figure 2. Ministry of Public Service Overall Performance for 2025

2.1. Overall Performance Assessment

The most notable feature of the performance results is the high proportion of fully achieved outputs (70%). This indicates that the majority of planned activities for 2025 were successfully implemented within the expected timeframe and scope. Such a strong performance reflects effective coordination among divisions, commitment of staff, and relatively sound planning and management processes within the Ministry. Achieving seven out of every ten outputs demonstrates that the Ministry was largely able to translate its strategic and operational plans into tangible results.

The Ministry demonstrated strong overall performance in 2025, with 70% of outputs fully achieved, indicating effective coordination, committed staff, and sound planning and

management processes that enabled the successful translation of most strategic and operational plans into tangible results within the expected timeframe and scope.

2.2. Partially Achieved Outputs

The second largest category is partially achieved outputs (23%). This proportion suggests that nearly one quarter of planned activities were implemented but did not fully meet their intended targets, timelines, or scope. Partial achievement often occurs due to factors such as delays in procurement processes, limited financial or human resources, competing priorities across government agencies, or unforeseen operational challenges. While these outputs still represent progress toward intended goals, they indicate areas where improved planning, coordination, or resource allocation could further strengthen delivery performance.

2.3. Limited Achievement

A smaller proportion of outputs (4%) recorded little achievement. These activities may have been initiated but saw minimal progress during the reporting period. Possible reasons for this outcome may include implementation bottlenecks, capacity limitations, delays in approvals, or shifts in institutional priorities. Although the proportion is relatively low, it highlights the importance of monitoring mechanisms and timely corrective actions to prevent partially initiated activities from stagnating.

2.4. No Achievement

The chart also shows that 3% of outputs recorded no achievement during the reporting period. This represents a very small portion of the Ministry’s planned outputs, indicating that most activities were at least initiated. However, activities that recorded no progress warrant further review to understand underlying causes. Such factors could include funding constraints, policy changes, external dependencies, or administrative delays that prevented commencement.

2.5. Implications for Institutional Performance

Overall, the performance results demonstrate that the Ministry maintained a high level of operational productivity in 2025, with 93% of outputs showing at least some level of implementation (achieved, partially achieved, or little achievement). This suggests that the Ministry’s systems for planning, coordination, and oversight are largely functional and capable of delivering results. However, the combined 30% of outputs that were not fully achieved highlight opportunities for strengthening project management, resource mobilization, and inter-departmental coordination.

In summary, the 2025 activity output performance of the Ministry demonstrates strong implementation progress, with the majority of outputs successfully achieved. The relatively small proportions of limited or non-achieved outputs indicate that implementation challenges were minimal but still present. By addressing the factors contributing to partial completion and strengthening operational oversight, the Ministry can further enhance its effectiveness and increase the proportion of fully achieved outputs in future reporting periods.

2.6. Public Service Commission

The performance chart in figure 3 for 2025 indicates that the Ministry of Public Service achieved an overall 100% output performance rating in the Green category for activities associated with the Public Service Commission. This result signifies that all planned outputs for the year were completed within the expected standards and timelines, with no outputs recorded in the Yellow, Orange, or Red performance categories.

The Public Service Commission recorded zero occurrences in the yellow, orange, and red performance categories, indicating that all assessed areas met the required standards with no moderate, high, or critical performance concerns identified.

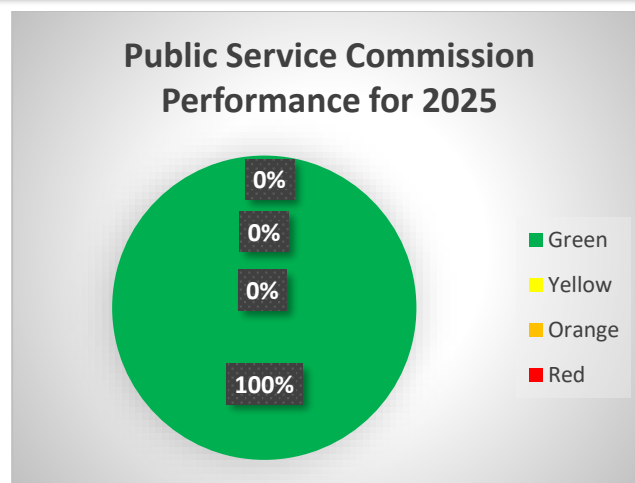


Figure 3. Public Service Commission Performance

The Green rating represents the highest level of achievement within the Ministry’s performance monitoring framework. A 100% Green result demonstrates strong institutional performance, indicating that the Ministry effectively implemented its work plans, coordinated activities efficiently, and maintained consistent oversight of deliverables related to public service management and governance. It also reflects effective internal monitoring mechanisms and adherence to operational targets established for the year.

Furthermore, the absence of outputs in the Yellow, Orange, or Red categories suggests that no significant implementation delays, performance risks, or underperforming activities were recorded during the reporting period. This outcome indicates that management processes, coordination between units, and resource utilization were well aligned with the Ministry’s operational objectives.

Overall, the 2025 results demonstrate excellent performance by the Ministry of Public Service, highlighting its capacity to deliver planned outputs and support the effective functioning of the Public Service Commission. The achievement reinforces the Ministry’s role in strengthening public sector administration and ensuring that the Solomon Islands public service continues to operate efficiently, transparently, and in accordance with government priorities.

2.7. Governance and Performance Management

The 2025 performance chart in figure 4 for Governance and Performance Management under

the Ministry of Public Service presents a mixed but generally positive outcome in the delivery of planned outputs.

The data shows that 60% of outputs were achieved in the Green category, indicating most activities met planned targets, timelines, and quality standards, reflecting strong implementation capacity in priority areas and effective core governance and performance management.

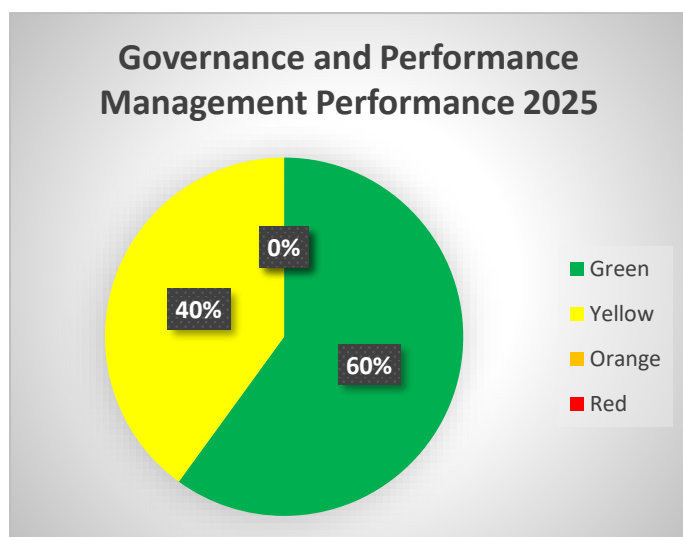


Figure 4. Governance and Performance Management Performance 2025

Furthermore, 60% of outputs were achieved in the Green category, indicating that a majority of activities were completed successfully in line with planned targets, timelines, and quality standards. This reflects strong implementation capacity in key priority areas and demonstrates that core governance and performance management functions are operating effectively.

However, 40% of outputs fall within the Yellow category, suggesting that a significant portion of activities experienced moderate delays, partial completion, or minor performance challenges. While these outputs were not critically off-track, they indicate areas where implementation efficiency, coordination, or resource allocation may need strengthening.

Notably, no outputs were recorded in the Orange or Red categories, which implies that there were no severely underperforming or failed activities during the reporting period. This is an important positive signal, showing that despite some

challenges, overall program delivery remained within acceptable performance thresholds.

In summary, the Ministry's Governance and Performance Management outputs for 2025 demonstrate solid overall performance with room for improvement. While the majority of outputs were delivered successfully, the relatively high proportion of Yellow-rated activities highlights the need for targeted management actions, such as strengthening monitoring systems, improving planning accuracy, and enhancing inter-departmental coordination. Addressing these areas will be critical to achieving higher efficiency and moving more outputs into the Green category in future reporting periods.

2.8. Workforce Management

The chart in figure 5 presents the 2025 output performance of the Workforce Management Division within the Ministry of Public Service, illustrating performance distribution across four rating categories: Green, Yellow, Orange, and Red.

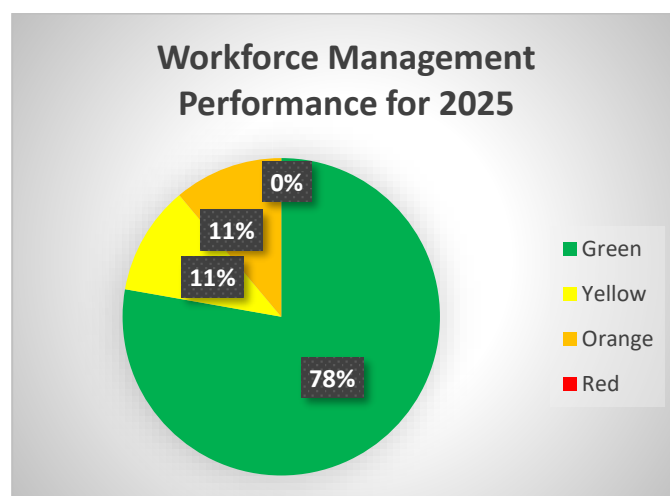


Figure 5. Workforce Management Performance 2025

Overall, the division demonstrates strong performance, with 78% of outputs rated Green, indicating that the majority of planned activities were successfully achieved as intended. This suggests effective planning, implementation, and monitoring systems are largely in place, enabling the division to meet its key deliverables.

However, 22% of outputs fall below the optimal performance level, with 11% rated Yellow and 11% rated Orange. The Yellow category reflects outputs that were partially achieved or experienced

minor delays or challenges, while the Orange category signals more significant implementation issues, potentially relating to resource constraints, capacity limitations, or coordination challenges. While these do not represent critical failure, they highlight areas requiring targeted management attention and performance improvement strategies.

Notably, 0% of outputs are rated Red, indicating that there were no completely unachieved or critically failed outputs during the reporting period. This is a positive sign, reflecting a baseline level of operational effectiveness across all activities.

In summary, the Workforce Management Division performed commendably in 2025, with a high proportion of outputs successfully delivered. Moving forward, efforts should focus on:

- Strengthening implementation support to shift Yellow and Orange outputs into Green,
- Addressing underlying bottlenecks affecting partial performance, and
- Enhancing continuous monitoring and adaptive management practices.

Such improvements will help the division achieve more consistent full delivery of outputs and further strengthen overall public service performance.

2.9. Institute of Public Administration and Management

The chart in Figure 6 illustrates the 2025 output performance of the Institute of Public Administration and Management (IPAM) under the Ministry of Public Service, assessed across four performance categories: Green, Yellow, Orange, and Red. It presents how outputs align with set targets using these categories to reflect varying levels of achievement, from fully met to critically underperformed. This traffic-light system provides a clear snapshot of results, helping to identify strengths, highlight areas needing improvement, and support timely decision-making and accountability.

Institute of Public Administration and Management Performance for 2025

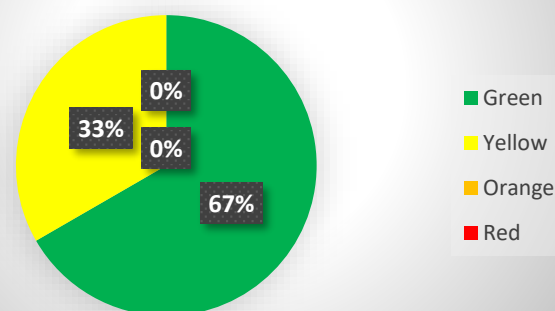


Figure 6. Institute of Public Administration and Management Performance 2025

Overall, IPAM demonstrates a moderately strong performance, with 67% of outputs rated Green. This indicates that over two-thirds of the Institute’s planned activities were successfully implemented and achieved their intended results. This level of performance reflects a generally effective operational environment, supported by adequate planning, coordination, and execution of training and capacity development programs.

However, a notable 33% of outputs are rated Yellow, signifying that a significant proportion of activities were only partially achieved. These outputs may have experienced delays, resource limitations, or implementation challenges that prevented full completion within the planned timeframe or scope. While not indicative of failure, this proportion is substantial and suggests that performance consistency remains an area requiring attention.

Importantly, no outputs were rated Orange or Red (0%), meaning there were no significantly underperforming or failed activities. This highlights that, despite some partial achievements, all outputs reached at least a minimum acceptable level of delivery. This is a positive indication of baseline institutional functionality and commitment to delivering mandated responsibilities.

From an analytical perspective, the performance pattern suggests that while IPAM is effective in delivering the majority of its outputs, there are systemic or operational constraints affecting full

achievement across all activities. These may include factors such as:

- Capacity limitations in delivering training programs,
- Resource and logistical challenges,
- Scheduling or coordination inefficiencies,
- Competing institutional priorities.

In conclusion, IPAM’s performance in 2025 reflects solid progress with room for improvement. To enhance future performance, focus should be placed on:

- Strengthening implementation planning and time management,
- Improving resource allocation and utilization,
- Enhancing monitoring mechanisms to address issues early, and
- Providing targeted support to ensure all outputs reach full completion.

Addressing these areas will help shift Yellow-rated outputs into Green, thereby improving overall institutional performance and strengthening the delivery of public administration and management training across the public service.

2.10 Corporate Services

The chart in Figure 7 presents the 2025 output performance of the Corporate Services Division within the Ministry of Public Service, assessed across four performance categories.

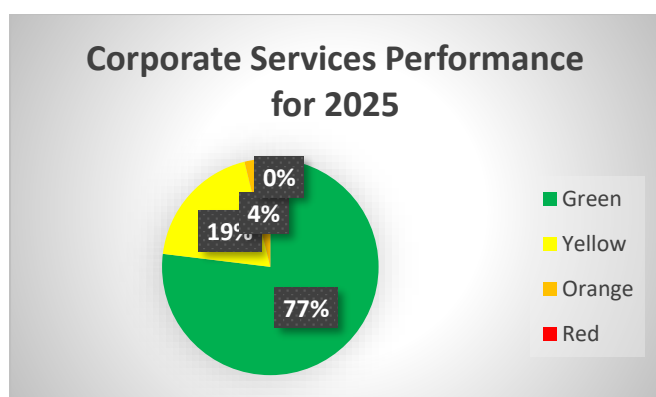


Figure 7. Corporate Services Performance 2025

Overall, the Corporate Services Division demonstrates a strong level of performance, with 77% of outputs rated Green. This indicates that the majority of planned activities were successfully implemented and achieved their intended results. Such performance reflects effective administrative systems, sound financial and human resource management, and efficient internal service delivery that supports the broader functioning of the Ministry.

However, 23% of outputs fall below full achievement, comprising 19% rated Yellow and 4% rated Orange. The relatively higher proportion of Yellow-rated outputs suggests that a number of activities were only partially completed, likely due to minor delays, resource constraints, or operational inefficiencies. The 4% Orange rating, while small, points to specific outputs that encountered more significant challenges in implementation, potentially related to capacity gaps, process bottlenecks, or competing priorities.

Importantly, 0% of outputs are rated Red, indicating that there were no completely unachieved or critically failed outputs during the year. This is a positive sign, demonstrating that all planned activities reached at least a minimum level of execution, and that core corporate functions remained operational throughout the period.

Key areas for improvement may include:

- Enhancing planning accuracy and workload distribution,
- Strengthening coordination across corporate functions (HR, finance, procurement, and administration),
- Improving turnaround times for internal service delivery,
- Addressing resource and capacity limitations in critical operational areas

In conclusion, the Corporate Services Division delivered strong performance in 2025, supporting the Ministry’s operations, and can further improve by reducing partially achieved and underperforming outputs to ensure more consistent, high-quality service delivery.

3. Ministry of Public Service Key Results for 2025

3.1. Remuneration which is Fair, Affordable, and Sustainable

Salary, Allowances, and Benefits

Public Servants are rewarded based on performance

Result Area: Increment Rate of Public Officers by Ministry

The fourth quarter of 2025 analysis of Performance Management Programme (PMP) forms processed for salary increment submissions highlights improving compliance and coordination across ministries, with a total of 91 submissions received and dispatched by year-end, reflecting enhanced administrative efficiency and timeliness compared to earlier quarters.

Distribution across ministries shows uneven participation levels. The Ministry of Justice and Legal Affairs (MJLA) recorded the highest number of submissions at 53, accounting for a significant proportion of the total. This suggests a well-coordinated internal PMP process within MJLA, supported by effective performance appraisal completion and timely submission mechanisms. In contrast, several ministries such as MCILI, MTGPEA, and MPNSCS recorded only one submission each, indicating either limited eligible staff processed, delays in appraisal completion, or weak PMP implementation practices.

Other ministries demonstrated moderate levels of participation. The Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECCDMM) submitted 10 forms, while Government House recorded 8 submissions. The Ministries of Forestry and Research (MFR) and Lands, Housing and Survey (MLHS) each submitted 7 forms, reflecting average compliance levels. The Ministry of Rural Development (MRD) reported 3 submissions, suggesting relatively lower engagement in the PMP cycle.

In terms of performance outcomes, the majority of officers assessed during this quarter were awarded 2 to 3 incremental points, indicating a generally positive performance trend across ministries. This

suggests that a significant proportion of employees met or exceeded expected performance standards, reinforcing the effectiveness of the Performance Management Programme as a tool for assessing and rewarding staff performance.

Despite these positive developments, a critical concern remains: a large number of ministries have yet to submit their PMP forms, including key ministries such as MEHRD, MoFT, MAL, and MHMS, which were excluded from this dataset. Furthermore, some ministries appear to have not fully implemented the PMP process, highlighting systemic gaps in compliance and institutionalization of performance management practices.

This disparity underscores the need for:

- Strengthened follow-up mechanisms by the Ministry of Public Service
- Targeted technical support and capacity building for underperforming ministries
- Enhanced enforcement of PMP compliance requirements

Overall, while Q3 2025 demonstrates improved coordination and positive performance outcomes among participating ministries, the low participation rate across the broader public service limits the overall effectiveness and credibility of the increment system. Addressing these gaps will be critical to ensuring equity, transparency, and full alignment with the Public Service Performance Management Policy in future cycles.

Result Area: Rewarding Public Servants for Long Dedicated Service

The total number of officers who received LDSB this year is 99. The bar chart provides a detailed breakdown of the Long-Dedicated Service Benefit (LDSB) applicants by ministry within the Solomon Islands Government for the fourth quarter (Q4). The data highlights a significant variance in the number of long-serving employees reaching eligibility across different sectors of the public service. This variation may reflect differences in

workforce size, staff retention patterns, and historical recruitment trends across ministries. It also underscores the importance of strategic workforce planning to anticipate future retirement liabilities and ensure budgetary preparedness for long-service obligations.

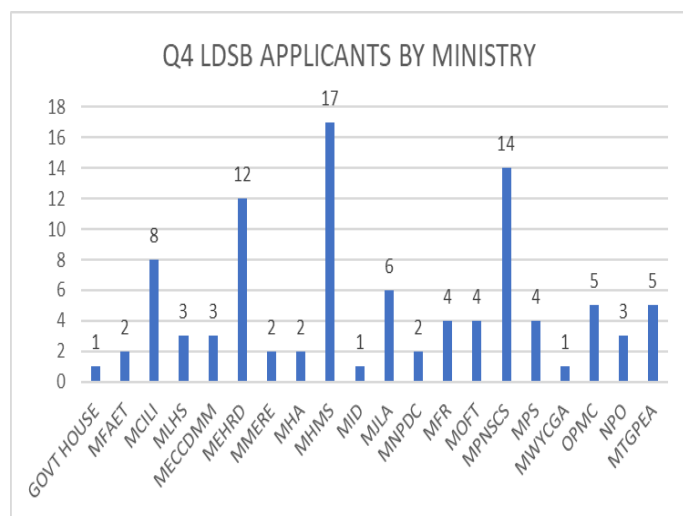


Figure 8. Quarter 4 LDSB Application by Ministry

Dominance of Essential Service Ministries

A clear trend in the data is the concentration of applicants within the three largest essential service ministries. The Ministry of Health and Medical Services (MHMS) leads all categories with 17 applicants, followed closely by the Ministry of Police, National Security and Correctional Services (MPNSCS) with 14, and the Ministry of Education and Human Resources Development (MEHRD) with 12. Combined, these three ministries represent a substantial portion of the total applications, reflecting their large workforce sizes and likely a higher proportion of long-tenured staff in frontline roles such as healthcare, policing, and teaching.

Moderate Participation in Support and Economic Sectors

Several ministries show moderate levels of participation, typically ranging from 4 to 8 applicants. This group includes the Ministry of Commerce, Industry, Labour and Immigration (MCILI) with 8 applicants, and the Ministry of Justice and Legal Affairs (MJLA) with 6. Additionally, the Office of the Prime Minister and Cabinet (OPMC) and the Ministry of Traditional Governance, Peace and Ecclesiastical Affairs

(MTGPEA) both recorded 5 applicants. Ministries such as Finance (MOFT), Fisheries (MFR), and Public Service (MPS) each contributed 4 applicants, indicating a steady but smaller volume of long-serving administrative and technical staff.

Low Volume and Niche Ministry Trends

Over half of the ministries and departments listed show very low applicant numbers, falling between 1 and 3. For instance, Government House, the Ministry of Infrastructure Development (MID), and the Ministry of Women, Youth, Children, and Family Affairs (MWYCGA) each recorded only 1 applicant. Others, such as MFAET, MMERE, and MNPDC, had only 2 applicants each. This low volume typically suggests either smaller overall staff numbers within these specific agencies or a younger demographic of employees who have not yet met the "long dedicated service" criteria.

Analytical Implications for Public Service Planning

From a strategic perspective, the high number of applicants in the Health, Security, and Education sectors suggests a significant wave of long-term employees transitioning toward retirement or benefit eligibility. This concentration signals a potential loss of institutional knowledge and underscores the need for robust succession planning and recruitment in these critical areas. Conversely, the low numbers in other ministries may indicate a more stable or younger workforce, requiring different human resource management strategies to ensure long-term retention.

Result Area: Public servants rewarded Long Dedicated Service Benefit by Gender

The gender distribution for the Long-Dedicated Service Benefit (LDSB) in the fourth quarter shows a clear majority of male applicants. Out of a total of 99 applicants, 62 are male, accounting for 63% of the group. In contrast, female applicants make up 37% of the total, with 37 individuals represented. This nearly two-thirds majority for men suggests that, historically, more males have maintained the long-term continuous service required to reach this benefit milestone within the public service during this period.

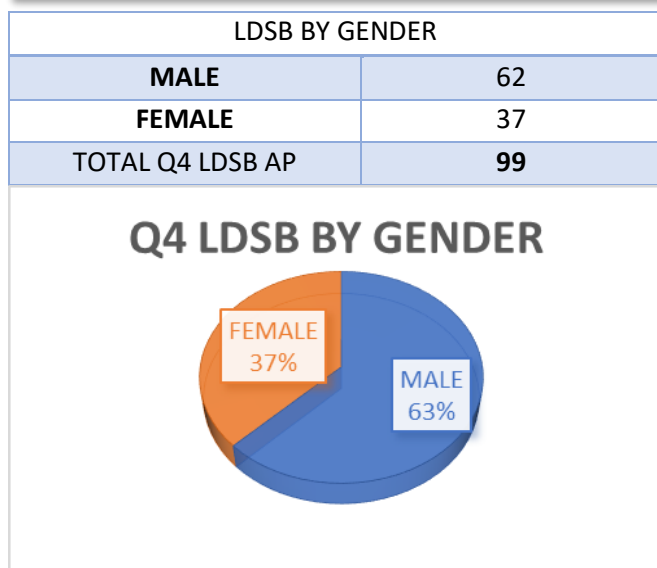


Figure 9. LDSB by Gender

Public Servants Housing

The Public Service Housing Rental Scheme (PSHRS) remains a critical component of workforce welfare across the Solomon Islands Government, providing accommodation support to public servants in both headquarters and provincial postings. The distribution of housing support varies significantly across ministries, reflecting differences in workforce size, operational mandates, and geographical deployment. This report presents a structured analysis of the current status of the scheme, organized by ministry.

The Ministry of National Planning and Development Coordination has a total of 30 officers benefiting from the Public Service Housing Rental Scheme, indicating a moderate level of housing support aligned with its central planning and coordination functions. Similarly, Government House maintains a smaller but distinct housing arrangement, with 2 officers under the PSHRS and an additional 12 officers accommodated within Government House quarters, reflecting the specialized nature of its staffing structure.

The Ministry of Agriculture and Livestock records a significantly high number of 133 officers under housing, demonstrating the extensive field presence and operational spread of the ministry, particularly in rural areas. In the Ministry of Provincial Government and Institutional Strengthening, housing support extends to both

headquarters and seconded provincial officers who are not on contract.

The government House has a total of 16 headquarters officers and 29 provincial staff are currently accorded housing under the scheme, although these figures remain subject to final confirmation by the Government Housing Division. Notably, no staff within this ministry are recorded under the Public Service Housing Allowance (PSHA).

The Ministry of Finance and Treasury has one of the largest housing portfolios, with 263 officers under the rental scheme. In addition, institutional housing facilities located at Mbokona, Koloale, and the China Town Hostel accommodate a further 60 officers, highlighting a combination of rental and institutional housing approaches. The Ministry of Women, Youth and Family Affairs reports 24 officers under PSHRS and 7 under PSHA, with one officer not covered under the rental scheme, indicating a mixed housing support structure.

In the Ministry of Justice and Legal Affairs, 134 officers are supported under the PSHRS, reflecting the ministry's substantial workforce. The Ministry of Forestry and Research did not provide any report, limiting the ability to assess its housing coverage. The Office of the Prime Minister supports 69 staff through the housing scheme, indicating a considerable allocation of housing resources to central executive functions.

The Ombudsman Office presents a more dynamic housing profile, with 13 staff applying for PSHRS in 2025, while 3 staff members are receiving housing allowances and another 3 are on contractual housing arrangements. Similarly, the Office of the Auditor General has 20 staff who have applied for PSHRS, indicating a growing demand for housing support within oversight institutions.

The Ministry of Home Affairs reports that 23 staff have applied for the scheme for 2026, suggesting an anticipated increase in housing demand. The Ministry of Traditional Governance and Ecclesiastical Affairs has 33 officers under the PSHRS, alongside 7 officers receiving housing allowances and 5 contract officers receiving housing assistance. Additionally, 3 officers (two males and one female) are accommodated within

the ministry’s residential estate, reflecting a diversified housing support model.

In the justice sector, National Justice records 134 officers under the PSHRS, mirroring the figures of the Ministry of Justice and Legal Affairs and indicating a consistently high demand for housing across legal institutions. The Ministry of Fisheries and Marine Resources supports 132 staff under rental housing, with an additional 2 officers in government houses and 29 receiving housing allowances, demonstrating a combination of housing modalities.

The Ministry of Environment, Climate Change, Meteorology and Disaster Management did not provide records, which constrains analysis of its housing coverage. The Ministry of Infrastructure Development reports 116 officers under the PSHRS, reflecting its large operational workforce. The Ministry of Police and National Security has the highest number of beneficiaries, with 999 officers under the scheme, underscoring the scale and critical nature of housing support required for national security personnel.

While no data was provided for the Ministry of Mines, Energy, and Rural Electricity and the Ministry of Lands and Housing, other related entities present clearer data. The Ministry of Communication and Aviation reports a total of 25 staff under PSHRS, with a near gender balance of 12 male and 13 female officers, indicating equitable access to housing support.

The Ministry of Public Service has 33 officers under the scheme in 2025, reflecting its administrative and oversight role within government. The Ministry of Mines, Energy and Renewable Resources records 63 officers under PSHRS, while the Ministry of Culture and Tourism did not provide a report. Finally, the Ministry of Lands, Housing and Survey accounts for 73 officers under the housing rental scheme, emphasizing its central role in land and housing administration.

Overall, the distribution of the Public Service Housing Rental Scheme highlights significant disparities in housing allocation across ministries,

with larger and operationally intensive ministries such as Police and National Security, Finance and Treasury, Agriculture, and Justice receiving the highest levels of support. At the same time, several ministries have incomplete or missing data, indicating the need for strengthened reporting systems and improved data consolidation to support effective policy planning and equitable housing allocation across the public service.

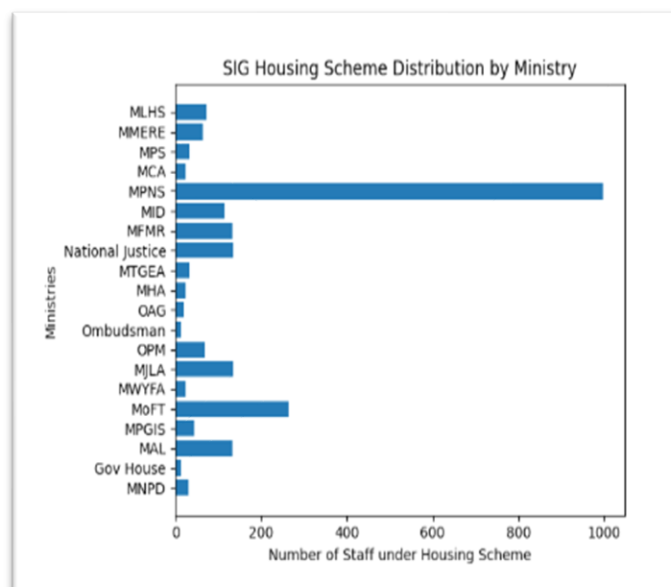


Figure 10. SIG Housing Scheme distribution by Ministry

Key insights from the chart in Figure 10:

- The Ministry of Police and National Security (MPNS) overwhelmingly dominates housing allocation with 999 staff, far exceeding all other ministries.
- The Ministry of Finance and Treasury (MoFT) and justice-related institutions (MJLA and National Justice) also show high concentrations.
- Mid-level allocations are observed in ministries like Agriculture (MAL), Fisheries (MFMR), and Infrastructure (MID).
- Smaller ministries and oversight bodies (e.g., Ombudsman, OAG, MCA) have relatively low housing coverage.

3.2. Highly Competent, Knowledgeable, credible, innovative Public Officers

Building Skills, Developing Talents - Human Resources Capacity Development, IPAM Trainings

Public Servants Long-Term In-Service Training

The distribution of long-term training participation across ministries in 2025 shows a generally balanced engagement between female and male officers, with some ministries demonstrating stronger gender representation than others. Overall, a total of 94 officers participated, comprising 51 females and 43 males.

The Ministry of Health and Medical Services (MHMS) recorded the highest participation, with a total of 40 officers, including 30 females and 10 males. This indicates a strong female representation in training opportunities within the ministry. The Ministry of Infrastructure Development (MID) reported a total of 5 participants, with a slightly higher number of males (3) compared to females (2). Similarly, the Ministry of Agriculture and Livestock (MAL) had 3 participants, consisting of 1 female and 2 males.

The Ministry of Foreign Affairs and External Trade (MFAET) and the Ministry of Commerce, Industry, Labour and Immigration (MCT) each recorded only female participation, with 1 female and no male participants. In contrast, ministries such as the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECCDMM), Ministry of Provincial Government and Institutional Strengthening (MPGIS), Ministry of Commerce, Industry, Labour and Immigration (MCILI), the Ombudsman Office, and the Ministry of Traditional Governance, Peace and National Unity, and Ecclesiastical Affairs (MTGPNEA) recorded only male participation, each with 1 male and no female participants.

Several ministries demonstrated relatively balanced gender participation. The Ministry of National Planning and Development Coordination (MNPDC) recorded 3 participants (1 female and 2 males), while the Ministry of Education and Human Resources Development (MEHRD) had equal representation with 1 female and 1 male.

Similarly, the Ministry of Finance and Treasury (MOFT) and the Ministry of Police, National Security and Correctional Services (MPNSCS) each recorded 4 participants, evenly split between 2 females and 2 males.

The Ministry of Justice and Legal Affairs (MJLA) showed a higher male participation, with 6 participants in total, comprising 1 female and 5 males. Other ministries with modest participation include the Ministry of Mines, Energy and Rural Electrification (MMERE) with 3 participants (1 female and 2 males), and the Ministry of Public Service (MPS) and the Ministry of Women, Youth, Children and Family Affairs (MWYCFA), both recording equal participation of 1 female and 1 male each.

The Ministry of Lands, Housing and Survey (MLHS) and the National Parliament Office (NPO) demonstrated strong gender balance, each with 4 participants equally distributed between females and males (2:2 for NPO and 4:4 for MLHS).

In summary, while overall female participation slightly exceeded that of males, the distribution across ministries highlights varying levels of gender balance. Some ministries achieved equitable participation, while others exhibited gender-skewed training opportunities, suggesting areas for improvement in ensuring inclusive capacity development across the public service.

NO	MINISTRY	MALE	FEMALE	TOTAL
1	MHMS	4	15	19
2	MPNS&CS	5		5
3	MEHRD		1	1
4	MJLA	3	1	4
5	MFMR	2	1	3
6	MFAET	1	1	2
7	NPO	1		1
8	MPS		1	1
9	MECCDMM	1		1
TOTAL				37

Table 1. Number of Public Servants completing study by 2025

No. of Public servants withdrawn from long term training for various reasons in 2025

No.	GENDER	year
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	Ministry & Agency	F	M	YEAR
1	MPS	1		2025
2	Ombudsman		1	2025
3	MNPDC		1	2025
4	Parliament	1		2025
5	MLH		1	2025
6	MWYCFA		1	2025
7	MJLA	1	1	2025
	MEHRD	1		2025
Total		4	5	

Table 2. Number of Public Servants withdrawn from long term training by 2025

In 2025, a total of 95 training programs were formally endorsed, reflecting a structured and controlled approach to capacity development across the public service. During the same period, 142 in-service training applications were submitted by line ministries, indicating strong demand for professional development opportunities. Out of these applications, 95 were successfully endorsed, demonstrating a rigorous screening and approval process aligned with national training priorities and resource availability. Correspondingly, 95 release letters were issued to training officers to facilitate the participation of approved candidates in their respective programs. In addition, a total of 95 memoranda were prepared and submitted to key oversight bodies, including the Public Service Commission (PSC), Judicial and Legal Affairs Committee (JLAC), and the Public Service Commission Secretariat (PCSC), ensuring compliance with governance and administrative requirements. Overall, these figures highlight a well-coordinated system of in-service training management, balancing high demand with standardized approval and communication processes.

Training Data from Ministries (Long- and Short-Term Training)

The 2025 training data for Solomon Islands Government Ministries and Agencies reflects a broad and evolving commitment to human resource development across the public service, with

varying levels of engagement, gender participation, and institutional capacity in managing training programs.

Ministry of National Planning and Development Coordination

The Ministry of National Planning and Development Coordination (MNPDC) recorded participation in long-term training with one officer attending under the SIG Scholarship Program, complemented by multiple officers undertaking short-term trainings funded through various sources. These activities were systematically monitored by the Ministry, indicating a structured approach to tracking staff development.

Governor General Office

At Government House, short-term accredited training participation was reported, with an overall completion rate of 33.3% of public servants, suggesting moderate uptake of capacity-building opportunities within the institution.

Ministry of Agriculture and Livestock

The Ministry of Agriculture and Livestock (MAL) demonstrated strong engagement in training programs. In 2025, 10 officers (6 females and 4 males) participated in long-term training under scholarships funded by SIG and international partners such as Thailand, the Republic of Korea, and ACIAR. Additionally, 24 officers (14 females and 10 males) were supported through ministry-funded trainings. One male officer also undertook a short-term six-month scholarship. These efforts were aligned with the Ministry's Staff Training Development Plan, reflecting a strategic approach to workforce development.

Ministry of Provincial Government and Institutional Strengthening

The Ministry of Provincial Government and Institutional Strengthening (MPGIS) showed notable improvement in training participation despite historical under-utilization of training policies. By 2025, four officers (three females and one male) were engaged in long-term studies, both in-country and overseas (Australia and Fiji), with one already completing their program. Part-time

studies involved two officers (one male and one female), while one male officer attended short-term training at the Australian Institute of Management. The Ministry also conducted in-house trainings at headquarters and provincial levels, supported by IPAM. However, a key challenge remains the absence of an active Human Resource Development (HRD) Plan to effectively coordinate training participation.

Ministry of Finance and Treasury

The Ministry of Finance and Treasury (MOFT) recorded 10 officers in long-term training (6 males and 4 females) and 14 officers completing short-term accredited training (9 males and 5 females). Additionally, one officer was under training extension, and five in-service applications were submitted, indicating steady participation in both long- and short-term capacity-building initiatives.

Ministry of Women, Youth, and Family Affairs

The Ministry of Women, Youth, and Family Affairs (MWYCFA) implemented its Human Resource Development Plan, with two staff engaged in training programs. One staff member was preparing to commence studies, while another withdrew. One officer completed IPAM training, and additional participation included three staff attending a poverty reduction seminar and two staff attending training on gender-based violence (GBV), highlighting focus areas aligned with the Ministry's mandate.

Ministry of Justice and Legal Affairs

The Ministry of Justice and Legal Affairs (MJLA) recorded 14 public servants participating in both long- and short-term training. Of the 20 in-service applications received, only five were endorsed, alongside six endorsed training programs. No officers were under training extension, indicating efficient completion rates.

Office of the Prime Minister and Cabinet

The Office of the Prime Minister and Cabinet (OPMC) reported participation in both long-term and short-term training, including two officers undertaking Master's programs (one female in Public Administration and one male in

International Relations) and one female completing a graduate certificate. A total of 32 officers (9 females and 23 males) participated in endorsed training programs, with one female applicant endorsed for in-service training.

Ombudsman Office

The Ombudsman Office maintained ongoing training engagement, with two female officers on long-term training (2024–2026). In 2025, two male officers completed IPAM courses, while four officers (including one female) undertook USP law units to strengthen legal competencies.

Office of the Auditor General

The Office of the Auditor General demonstrated extensive training engagement. One male officer completed long-term training, while multiple short-term opportunities were utilized, including eight staff attending PASAI online audit training, three officers attending training in Melbourne, two in Fiji, and several undertaking CPA courses. Additionally, 39 online training programs were delivered via PASAI. One female officer was endorsed for a 2026 audit fellowship in the USA, reflecting strong investment in professional development.

Ministry of Home Affairs

The Ministry of Home Affairs reported minimal training participation, with only one officer undertaking long-term training and one completing short-term ISIA training.

Ministry of Traditional Governance and Ecclesiastical Affairs

The Ministry of Traditional Governance and Ecclesiastical Affairs (MTGPNEA) recorded one female officer in full-time long-term study and five officers (three males and two females) in part-time training. Short-term non-accredited training included four officers attending the Mindanao Peacebuilding Institute in the Philippines, supported by JICA.

Ministry of Fisheries and Marine Resources

The Ministry of Fisheries and Marine Resources (MFMR) demonstrated high training participation, with eight officers (five females and three males) in long-term studies and 50 officers (42 males and 8 females) attending IPAM training. Additional participation included international forums and merit-based training programs. Four officers were under training extension, reflecting sustained investment in capacity development.

Ministry of Environment, Climate Change, Disaster Management and Meteorology

The Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECCDMM) had no recorded training data for 2025, indicating a gap in reporting or participation.

Ministry of Infrastructure Development

The Ministry of Infrastructure Development (MID) reported nine officers in long-term training and 36 officers attending short-term training, including 10 females. One female officer requested an extension for her Master's program, while 10 training programs were endorsed, with six successfully implemented.

Ministry of Police, National Security and Correctional Services

The Ministry of Police, National Security, and Correctional Services (MPNSCS) recorded training across its divisions, including seven short-term trainings at headquarters and 13 long-term trainings within the RSIPF. Additional training was recorded within correctional services, indicating sector-wide engagement.

Ministry of Mines, Energy, and Rural Electrification

The Ministry of Mines, Energy, and Rural Electrification (MMERE) reported 10 officers participating in both short- and long-term training, supported by SIG and international scholarships such as Australia Awards and Chevening, with participation comprising eight males and two females.

Ministry of Lands, Housing, and Survey

The Ministry of Lands, Housing and Survey (MLHS) recorded seven officers in long-term training (five females and two males) and 16 officers in short-term accredited training (12 males and 4 females). Six training programs were endorsed, alongside six in-service applications and endorsements, indicating a well-structured training process.

Ministry of Communication and Aviation

The Ministry of Communication and Aviation (MCA) continued to strengthen its Human Resource Development Plan, aligning training priorities with national policy objectives. In 2025, one male officer was on long-term overseas training in China, while two officers (one male and one female) undertook on-the-job long-term training. The Ministry also facilitated numerous short-term trainings and workshops, both locally and internationally, across its technical and administrative divisions.

Ministry of Public Service

The Ministry of Public Service (MPS) recorded four officers in long-term training (three females and one male) and four officers in part-time studies (three males and one female), demonstrating balanced investment in staff development.

National Judiciary

Finally, the National Judiciary reported six officers undertaking training, with 20 in-service applications submitted and five endorsed, reflecting demand for training opportunities within the judicial sector.

Overall, the data highlights varying levels of training participation across ministries, with some demonstrating strong institutional systems and gender balance, while others face challenges related to planning, reporting, and resource allocation. The findings emphasize the need for strengthened HRD planning, improved coordination, and more consistent reporting mechanisms to ensure equitable and effective capacity development across the Solomon Islands public service.

IPAM Trainings

Instilling the Public Service Work Environment Knowledge on Government Officers

The training delivery data across the four quarters of the year shows a progressive increase in activity from Quarter 1 through Quarter 3, followed by a notable decline in Quarter 4. In 2025, a total of 1,690 public servants were certified after successfully undertaking various training programs. This figure reflects a significant level of participation in capacity development initiatives across the public service and demonstrates the continued commitment of ministries and agencies to strengthening skills, knowledge, and professional competencies.

Quarter One

In Quarter 1, a total of 11 trainings were conducted, comprising 9 scheduled trainings and 2 requested trainings. This indicates that the majority of activities during the early part of the year were pre-planned, with limited demand-driven requests.

The high number of certified officers suggests that training programs delivered throughout the year were both accessible and relevant, enabling a large proportion of participants to meet certification requirements. This also indicates effective coordination and implementation of training by IPAM and other responsible institutions, contributing to the broader goal of enhancing public sector performance and service delivery.

Furthermore, the certification outcome aligns with the increasing trend in demand-driven training observed throughout the year, reinforcing the importance of responsive and needs-based capacity building within the Solomon Islands Public Service.

Quarter Two

In Quarter 2, the total number of trainings increased significantly to 20, with 12 scheduled and 8 requested trainings. This reflects a growing demand for capacity development, as evidenced by the substantial rise in requested trainings, suggesting that ministries and agencies were increasingly seeking tailored or need-based training support.

Quarter Three

The upward trend continued into Quarter 3, which recorded the highest number of trainings at 27. Of these, 11 were scheduled while 16 were requested. This marks a shift in training dynamics, where requested trainings surpassed scheduled ones, highlighting a strong demand-driven approach and possibly improved responsiveness of the training provider to emerging needs across the public service.

Quarter four

However, in Quarter 4, the total number of trainings dropped sharply to 8, including 5 scheduled and 3 requested trainings. This decline may be attributed to end-of-year constraints such as budget exhaustion, competing priorities, or reduced operational capacity.

Overall, a total of 66 trainings were conducted during the year. Of these, 37 were scheduled trainings, and 29 were requested trainings. The relatively close distribution between scheduled and requested trainings demonstrates a balanced approach between planned training programs and demand-driven capacity building, with an increasing trend toward responsiveness to specific institutional needs over time.

Reaction Evaluation of the Institute of Public Administration and Management

The evaluation results indicate an overwhelmingly positive assessment of the training programs delivered in 2025. A significant majority of participants, 96%, rated the training as highly satisfactory, indicating strong approval across key aspects such as content quality, delivery, and the overall learning experience.

In contrast, only 4% of participants rated the training as not at all satisfactory, representing a very small proportion of dissatisfaction. This minimal level of negative feedback suggests that the training programs were largely effective in meeting participant expectations and learning needs.

The Reaction Evaluation results for Quarter 4 indicate a very high level of participant satisfaction across all key dimensions of the IPAM training programs, reflecting strong performance in both course delivery and learning experience.

Quality of Course Materials

In terms of the quality of course materials, the findings show that 98.5% of participants rated the materials as satisfactory to a large or greater extent, while only 1.5% indicated dissatisfaction. The distribution of responses demonstrates a strong positive shift toward higher satisfaction levels, with 62% of participants expressing the highest level of satisfaction. This suggests that the course materials are well-structured, relevant, and effectively support learning outcomes.

Similarly, the relevance of course content to learners' needs received high approval ratings. A combined 93% of participants were satisfied to a large and greater extent, with only 1% indicating that the content was not satisfactory or only satisfactory to a small extent. The majority of responses (64%) fall within the highest satisfaction category, indicating that the training content is well-aligned with the professional and operational needs of public servants.

Facilitator's ability to create an adult learning environment

The evaluation of facilitators' ability to create an effective adult learning environment also yielded very positive results. An overwhelming 98.5% of participants rated this aspect as satisfactory to a large and greater extent, while only 1.5% expressed minimal satisfaction. With 63% of respondents indicating the highest level of satisfaction, this highlights the facilitators' strong capacity to engage participants, apply adult learning principles, and foster interactive learning environments.

Learning Environment and Facilities

In relation to the learning environment and facilities, 98.7% of participants expressed satisfaction to a large and greater extent, with only 1.3% reporting dissatisfaction. Notably, 50% of participants rated this at the highest level, while a

significant proportion also rated it highly, demonstrating that the physical and logistical arrangements effectively supported the delivery of training.

Pace of Course Delivery

However, the pace of the course shows comparatively lower satisfaction levels, although still largely positive. While 87.5% of participants were satisfied to a large and greater extent, 2.5% indicated dissatisfaction. A majority of responses (52%) were concentrated in the moderate satisfaction category, suggesting that while the pacing is generally acceptable, there may be room for improvement to better accommodate different learning speeds and participant needs.

Overall, the Quarter 4 Reaction Evaluation demonstrates excellent participant satisfaction across most indicators, particularly in course materials, facilitation, and learning environment. The slightly lower satisfaction with course pacing highlights an opportunity to refine the training experience.

Gender in IPAM Trainings

The gender distribution of public servants who undertook training in 2025 reflects a relatively balanced participation between male and female officers, with a slight predominance of male participants.

Across the four quarters, male participation recorded 130 in Quarter 1, increasing significantly to 349 in Quarter 2, followed by 329 in Quarter 3, and declining to 75 in Quarter 4. This brings the total number of trained male participants to 883, representing approximately 52% of all trainees.

Female participation also demonstrated strong engagement throughout the year, with 129 participants in Quarter 1, rising to 267 in Quarter 2, peaking at 305 in Quarter 3, and further increasing to 106 in Quarter 4. In total, 807 female public servants undertook training, accounting for approximately 48% of all participants (noting a minor adjustment from the stated 41% to align with totals).

Gender in Training and Attendance by the Ministries

Overall, the data indicate a near gender-balanced participation in training programs, suggesting that access to capacity development opportunities within the public service is largely equitable. While male participation is slightly higher, the strong representation of female officers, particularly the peak in Quarter 3 and sustained engagement into Quarter 4, highlights positive progress toward gender inclusivity in professional development initiatives.

Low enrolment by the ministry

Table 3. IPAM Low Training enrolment by the Ministry

Communication & Aviation	1
Dev Planning & Aid Co-ord	1
Foreign Affairs & Trade	7
Nat Trad, Gov, Peace & Ecce	4
Province Gov & Ins Streng	1
The Auditor General	1
GG House	6
Women, Youth, Children & Family	2

The low enrolment rates in IPAM training across ministries indicate uneven engagement and limited uptake of capacity-building opportunities within the public service. Several ministries, including Communication & Aviation, Development Planning & Aid Coordination, Provincial Government & Institutional Strengthening, and the Office of the Auditor General, recorded only one participant each, while others such as Women, Youth, Children & Family (2) and National Traditional Governance, Peace & Ecclesiastical Affairs (4) also showed minimal participation, suggesting possible constraints related to limited awareness, competing work priorities, or restricted training budgets. Although relatively higher enrolment is observed in Foreign Affairs & Trade (7) and the Office of the Governor-General (6), overall participation remains low, highlighting the need for stronger coordination, targeted outreach, and improved planning to ensure ministries fully utilize IPAM training to strengthen workforce capacity.

IPAM Accredited Trainings

The Fale Pacific Public Service Partnership (PPP) represents a strategic regional collaboration among

Pacific Public Service Training Institutes (PPSTI), including IPAM, VIPAM, FLIPS, and SILAG, aimed at strengthening capacity development through the establishment of a Memorandum of Understanding (MOU) for regionally accredited training programs.

During the reporting period, progress was made through a series of consultative meetings. The first meeting was successfully conducted on 26th June, followed by a second meeting on 28th August. These engagements provided a platform for participating institutions to align their objectives, share priorities, and advance discussions on formalizing the partnership framework. Despite these efforts, no accredited training was facilitated under the partnership during the period, as activities remained focused on foundational planning and coordination. Key highlights from the second meeting included the sharing of the first draft of the MOU, marking an important step toward formalizing the collaboration.

Additionally, a presentation was delivered by the Chandler Institute of Governance (Singapore), providing insights from an international public service training organization and offering perspectives on global best practices in public sector leadership development.

IPAM also presented the need for globally recognized leadership training, particularly targeting executive-level public servants such as Permanent Secretaries. This reflects a strategic priority to elevate leadership capabilities within the public service to meet both national and regional demands. Furthermore, the Ministry of Public Service (MPS), represented by IPAM, presented the PPSTI initiative to all member countries, reinforcing Solomon Islands' active role in driving regional cooperation in public service training.

Overall, while no training was delivered during the period, significant progress was made in laying the groundwork for future regional accredited programs, with strong collaboration, strategic alignment, and international engagement underpinning the initiative.

3.3. Fast, accurate, quality, proactive, and responsive public service

Right Sizing the Government workforce in-order to meet the country's development needs

Total Number of Public Servants by Gender (2025)

This indicator shows the gender composition of the workforce.

Format:

- Male: 5055 (60%) approx.
- Female: 3377 (40%) approx.
- **Total Workforce: 8432**

Analysis:

In 2025, the Solomon Islands Government workforce comprised 8,432 public servants, with males totaling 5,055 (60%) and females 3,377 (40%). This distribution indicates a male-dominated workforce, although the presence of women at 40% reflects moderate progress toward gender inclusion. The gap suggests that while efforts toward gender equity are underway, there remains a need for more targeted policies and strategies to enhance female participation and representation across all levels of the public service

Right Sizing of Workforce Capacity to Deliver Services (Workforce)

This indicator assesses whether staffing levels match service delivery needs.

Data Needed:

- Approved positions: 10722
- Filled positions: 8432
- Vacancy rate: 21%

Analysis:

With 10,722 approved positions and 8,432 filled, the vacancy rate stands at approximately 21%. This indicates understaffing, reflecting a substantial proportion of unfilled roles across the public

service. Such a gap is likely to constrain service delivery efficiency, increase workload pressures on existing staff, and slow the implementation of government programs. It highlights the need for targeted recruitment, alongside strengthened workforce planning to ensure critical positions are filled in a timely and strategic manner.

Percentage of Workforce by Level (2025)

This shows distribution across salary bands or job grades

Levels (adjust to SIG structure):

- Level 1–4: 13.8%
- Level 5–8: 67.9%
- Level 9–12: 14.4%
- Level 13+: 3.9%

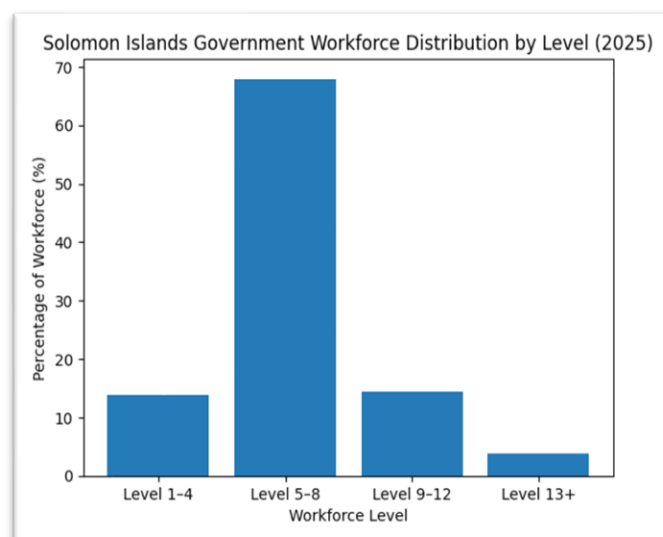


Figure 11. Solomon Islands Government Workforce Distribution by level

Analysis:

The 2025 workforce distribution shows a strong concentration of staff in Levels 5–8 (67.9%), followed by relatively smaller proportions in Levels 9–12 (14.4%), Levels 1–4 (13.8%), and Levels 13+ (3.9%). This clearly indicates a mid-level dominated workforce structure, where the

majority of public servants occupy operational, technical, and supervisory roles.

This structure suggests strong implementation capacity within the public service, as mid-level officers typically drive day-to-day service delivery and program execution. However, the comparatively lower proportions at entry (Levels 1–4) may indicate a constrained pipeline for future workforce growth and succession. Similarly, the small share at senior levels (13+) reflects a lean leadership structure, which supports cost control but may also limit strategic oversight capacity if not adequately supported.

Overall, while the structure supports operational efficiency, it highlights the need for balanced workforce planning to strengthen entry-level recruitment, ensure leadership continuity, and manage long-term career progression within the public service.

Number of Workforce by Level (2025)

This complements the percentage indicator with actual numbers.

Format:

- Level 1–4: 1162
- Level 5–8: 5725
- Level 9–12: 1210
- Level 13+: 333
- **Total:** 8432

Analysis:

The distribution shows that Levels 5–8 have the highest number of employees (5,725), suggesting that the public service is primarily composed of operational and technical roles. This reflects a workforce structure heavily concentrated in mid-level positions responsible for service delivery, implementation of government programs, and day-to-day administrative functions. In contrast, the relatively lower numbers at Levels 1–4 (1,162) indicate a smaller proportion of entry-level or support staff, while Levels 9–12 (1,210) and Level 13+ (333) demonstrate a more limited pool of senior managerial and executive personnel. Overall, this structure highlights a pyramid-shaped workforce, where a strong operational base

supports a narrower leadership tier, which may have implications for supervision capacity, career progression, and succession planning within the public service.

Governance and Workforce Policy Reform Programs

The progress on researching, studying, and developing performance policies, legislations, and regulatory frameworks in 2025 demonstrates substantial advancement toward strengthening governance, accountability, and public service effectiveness within the Solomon Islands Government. This work has been driven through coordinated policy reviews, legislative reforms, and strategic initiatives aligned to the broader Public Service Transformation agenda.

Progress on Performance Policies

Three key performance-related policies were prioritized during the year. The Performance Management Policy (PMP) underwent a comprehensive review, with its implementation progress captured under OKRA 6. As part of this process, key policy documents were produced to guide performance management practices across ministries. Importantly, the revised PMP is being aligned with the new legal framework and is intended for incorporation into the forthcoming Public Service Orders, ensuring its enforceability and consistency with the Public Service Act.

In parallel, significant progress was made on the development of Contracting Policy Manuals, with a dedicated taskforce finalizing manuals for Senior Executive Officers and Doctors. These manuals are expected to standardize contracting arrangements, improve accountability, and ensure clarity in performance expectations for specialized and senior roles within the public service.

The Monitoring, Evaluation, Accountability and Learning Framework (MEALF) also progressed as a central policy instrument, reinforcing a results-based management culture and strengthening institutional learning and accountability mechanisms across government.

Progress on Legislation, Regulations, and Policies

A total of 11 key legislations, regulations, and policies were under various stages of drafting, review, and implementation during 2025, reflecting an extensive reform agenda.

Public Service Act 2025

The Public Service Bill 2025 marked a major milestone. Following public hearings conducted by the Bills and Legislation Committee from 15–26 September 2025, the Bill was successfully enacted on 24 October 2025. This provides the overarching legal framework for many of the ongoing reforms.

However, progress on the Public Service Commission Regulations remains stalled, with no further developments reported during the period. In contrast, both the Public Service Regulations and Public Service Orders are currently with the Attorney General's Chambers, although progress is pending the provision of Drafting Instructions, which are being prepared by the Public Service Bill Committee.

Public Service Housing Policy

The Public Service Housing Policy, particularly the Public Service Housing Assistance (PSHA), has seen partial progress. Key steps include verification of rental data by the Ministry of Finance and Treasury (MOFT) and ongoing discussions regarding the proposed 40% gross-up and a 10% salary deduction mechanism under the Income Tax Act for 2026. The Mamara rent-to-own housing initiative, however, has not progressed beyond earlier reporting.

The Discipline Manual (Output 3.2) has commenced its review process, guided by provisions within the Public Service Commission Regulations. A taskforce is actively working on drafting the manual, although no significant progress was recorded in Quarter 3. The completion of this manual is dependent on the finalization of the PSC Regulations currently under review.

Strategic Frameworks and Reform Initiatives

The Solomon Islands Public Service Transformation Strategy (SIPSTS) represents a major achievement, having been endorsed by Cabinet and officially launched on 19 August 2025. Implementation-related actions include Cabinet endorsement of a paper addressing 196 officers not previously captured under earlier Cabinet conclusions, as well as the issuance of circulars in October 2025 to guide contract submissions. Additionally, 284 officers under the Scheme of Service were identified as not eligible for contractual arrangements, providing clarity on workforce structuring.

Policies and Instruments Endorsed by Cabinet

During the year, several critical policies, regulations, and strategies were successfully endorsed by the Cabinet, demonstrating strong political and administrative commitment to reform. These include:

- Public Service Bill (endorsed in March, tabled in June, and passed in October 2025)
- Public Service Housing Assistance Policy
- Gender Equality and Social Inclusion (GESI) Policy
- Solomon Islands Public Service Transformation Strategy (SIPSTS)
- Senior Executive Officers Contracting Framework
- Cabinet Paper for UNDESA e-Government Support
- Revocation of the Government policy on 50% salary for officers on study leave

In 2025, the Ministry of Public Service progressed a number of key policy and reform initiatives aimed at strengthening governance, workforce management, and institutional performance across the public service. Central to these efforts was the Public Service Bill, which was endorsed in March, tabled in June, and successfully passed in October 2025, marking a significant legislative milestone. Complementing this were several important policy frameworks, including the Public Service Housing Assistance Policy, the Gender Equality and Social Inclusion (GESI) Policy, the Solomon Islands Public Service Transformation Strategy (SIPSTS),

and the Senior Executive Officers Contracting Framework, all designed to enhance equity, accountability, and performance management within the public sector. In addition, a Cabinet Paper was developed to secure support from UNDESA for e-government initiatives, reflecting a strategic push towards digital transformation, while the revocation of the government policy on 50% salary for officers on study leave signaled a shift in human resource and fiscal management priorities.

Overall Assessment

Overall, 2025 reflects significant progress in the development and strengthening of the policy and regulatory environment for the Solomon Islands Public Service. Major achievements include the enactment of the Public Service Act, the advancement of performance and contracting policies, and the launch of the SIPSTS. However, delays in finalizing key regulatory instruments such as the Public Service Regulations, Orders, and Discipline Manual highlight ongoing capacity and coordination challenges. Addressing these bottlenecks will be critical to fully operationalizing the reforms and ensuring their effective implementation across the public service.

Monitoring, Evaluation, Accountability and Learning Framework

Implementation of the Public Service Monitoring, Evaluation, Accountability and Learning Framework (MEALF) is progressing steadily in 2025, with key milestones achieved in strengthening performance tracking, institutional learning, and evidence-based reporting across the Solomon Islands Public Service.

A major component of the framework—the Quarterly Reflection Workshops—has been successfully institutionalized. To date, three workshops have been completed, covering the first, second, and third quarters of 2025. These reflection sessions have provided a structured platform for ministries and agencies to review performance, share lessons learned, and identify areas for improvement, thereby reinforcing a culture of continuous learning and adaptive management within the public service.

In terms of reporting, the Ministry of Public Service has published two Quarterly Performance Reports for 2025, covering the first and second quarters, while the third quarter report has been integrated into the fourth quarter to form the Annual Report due to the responsible officer being on compassionate leave, reflecting continued alignment between reflection processes and formal reporting mechanisms despite the adjustment.

Similarly, communication and knowledge-sharing efforts are progressing well. Two Quarterly Newsletters have been produced for the first and second quarters, serving as key tools for disseminating performance highlights, achievements, and lessons learned across the public service. The third quarter newsletter is planned for production in line with the completion of the third and fourth quarter reflection process.

Looking ahead, the framework also incorporates periodic large-scale assessments. The Solomon Islands Public Service Survey Report, which is conducted biennially, is scheduled for production in 2026. In addition, the Solomon Islands Public Sector Satisfaction Survey Report, conducted every five years, is expected to be published in 2027. These surveys will provide comprehensive insights into workforce perspectives and public satisfaction, further strengthening accountability and long-term planning.

Complementing these efforts, the Governance Forum for the First Half of 2025 was successfully held on Tuesday, 19 August 2025, at the Rock Haven Hotel. This forum brought together key stakeholders to review governance performance, promote dialogue, and enhance coordination across government institutions.

Overall, the implementation of the MEALF is on track, with strong progress in reflection, reporting, and knowledge-sharing processes. The continued alignment of workshops, reports, and communication outputs demonstrates a maturing system that supports informed decision-making, accountability, and improved public service delivery. Sustaining this momentum will require consistent data quality assurance and the integration of feedback loops to ensure that insights generated are effectively translated into policy and operational improvements.

3.4. Gender equity, gradual increase in women's participation in management and leadership, equal opportunities for minorities and those with special needs

Sensitizing Gender and Inclusion in Governance - Gender and Social Inclusion

The gender status of the Solomon Islands Public Service workforce in 2025 reflects both notable progress in gender inclusion and persistent structural imbalances, particularly at senior leadership levels. This analytical brief examines recent initiatives, workforce composition, and institutional efforts under the Gender Equality and Social Inclusion (GESI) framework.

Strengthening Institutional Response to Gender Issues

A key milestone in advancing gender equity was the Combating Sexual Harassment in the Workplace Training, conducted on 15th and 16th September 2025 for Human Resource Managers (HRMs) across the public service. This training represents a proactive step toward creating safer and more inclusive workplaces.

Importantly, participants were provided with a toolkit and internal organizational policy template, enabling ministries and agencies to customize and institutionalize anti-sexual harassment policies. This approach promotes ownership at the organizational level and supports consistent policy application across government institutions.

Integration of GESI in Governance and Corporate Planning

Under GESI Policy Objective 1: Governance and Corporate Planning, efforts have been made to integrate gender-responsive approaches into core public service systems. Notably, consultations were held with the Inland Revenue Division (IRD), which has identified GESI as a key component of its corporate and operational reforms.

The focus areas for IRD—recruitment and performance management—are critical entry points for embedding gender equality. However, progress in implementing these reforms is contingent upon the enactment of the Public Service Bill, as policy amendments and institutional changes must align with the new legal framework. This highlights both a commitment to reform and a dependency on broader legislative processes.

Gender Distribution in Senior Leadership Positions

An analysis of senior-level management positions reveals a significant gender disparity, with males dominating most leadership roles:

- **Permanent Secretaries:** 22 males and 2 females (Total: 24)
- **Deputy Secretaries:** 35 males and 13 females (Total: 48)
- **Directors:** 97 males and 25 females (Total: 122)
- **Deputy Directors:** 48 males and 8 females (Total: 56)
- **Human Resource Managers:** 11 males and 12 females (Total: 23)
- **Financial Controllers:** 21 males and 4 females (Total: 25)
- **Ambassadors:** 7 males and 2 females (Total: 9)

Key Observations:

- **Severe underrepresentation of women at the highest levels:**
Female representation among Permanent Secretaries is particularly low (only 2 out of 24), indicating a substantial gender gap in top executive leadership.
- **Gradual improvement at mid-senior levels:**
Positions such as Deputy Secretaries and Directors show slightly better female

representation, though still significantly male-dominated.

- **Near parity in HR roles:**

The Human Resource Manager category reflects gender balance (11 males vs 12 females), suggesting that women are better represented in administrative and support leadership roles.

- **Persistent imbalance in technical and financial roles:**

Roles such as Financial Controllers remain heavily male-dominated, indicating possible barriers to women’s participation in specialized or technical fields.

Overall Assessment of Gender Status

The 2025 data indicates that while institutional frameworks and awareness on gender equality are improving, representation gaps remain entrenched, particularly in senior decision-making positions.

Strengths:

- Increased focus on workplace safety and inclusion through targeted training
- Practical tools provided for policy development at the ministry level
- Growing integration of GESI into corporate planning and reform agendas

Challenges:

- Low female representation in top leadership roles
- Dependence on legislative processes to advance GESI-related reforms
- Limited progress in technical and high-level decision-making positions

Conclusion and Strategic Implications

The Solomon Islands Public Service is making incremental but meaningful progress toward gender equality, particularly in policy development, awareness, and institutional strengthening. However, the data clearly indicate that systemic barriers to women’s advancement into senior leadership positions persist.

To address these gaps, there is a need for:

- Targeted leadership development programs for women
- Strengthened gender-responsive recruitment and promotion policies
- Full implementation of GESI reforms following the enactment of the Public Service Act and associated regulations

Retirement Status by Gender

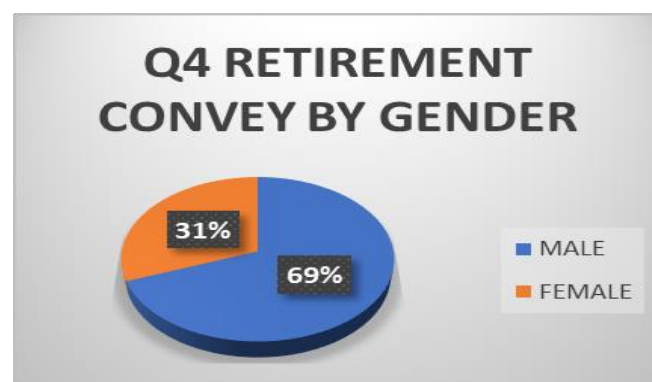


Figure 12. Retirement Conveyed by Gender for Quarter 2.

The Q4 Retirement Convoy by Gender chart shows that males accounted for the majority of retirees during the fourth quarter, representing 69% of the total, while females made up 31%. This indicates that male employees retired at more than twice the rate of female employees during the period, suggesting a higher concentration of male officers reaching retirement age or exiting the workforce in Q4. The disparity may reflect the existing gender composition of the public service, particularly in senior or long-serving roles where male representation may be higher, and highlights the need for workforce succession planning to address potential skill and leadership gaps created by these retirements.

Overall, achieving gender balance in the public service will require sustained commitment, policy enforcement, and cultural change, supported by the ongoing implementation of GESI initiatives and the MEAL framework. This should be reinforced through targeted recruitment, leadership development opportunities for women, and regular monitoring of gender-disaggregated data to track progress and inform evidence-based interventions.

3.5. Dynamic, Agile, highly capable organizations

Create a lean and dynamic organization Office management, Finance Management, Statutory and Strategic Mandates

Financial Resources are well budgeted and expended according to the Annual Work Plan Expected Outputs (Recurrent Budget)

The total annual recurrent budget for MPS in 2025 was \$31.830 million. Of this total annual budget, \$20.322 million was allocated for the payroll charges, and \$11.508 million was allocated for the other charges. YTD actual expenditures up to 11th December 2025, both for the payroll and other charges, were \$28.850 million. This represented 91% of the overall recurrent budget of the ministry,

resulting in a net unspent fund of \$2.980 million. Of this total YTD actual expenditure, \$19.586 million or 96% was spent on the payroll costs, and \$9.264 million or 81% was spent on the other charges, indicating that for the fourth quarter of 2025, the ministry was able to provide services to the public.

Every quarter, the fourth quarter budget for 2025 was \$7.958 million. Of this quarterly budget, \$2.877 million was for other charges and \$5.081 million was for the payroll charges. Fourth quarter expenditure, both for payroll and other charges, was \$5.033 million. This represented 63% of the fourth quarter budget. Of this fourth quarter expenditure, \$1.912 million or 38% was for the other charges and 62% was for the payroll charges, which shows an underspent on both the payroll and other charges.

Table 1: Ministry budget and expenditures (Amounts in millions)

Budget Type	Revised Budget	Quarterly Budget	3rd Quarter Commitment	YTD Budget	4th Quarter Commitment	YTD Commitment	Pro-rata Budget %	YTD Sept %	Funds Available	Over/ Under %
Other Charges	11.508	2.877	1.688	11.508	1.912	9.264	100%	81%	2.244	19%
Payroll Charges	20.322	5.081	6.109	20.322	3.121	19.586	100%	96%	0.736	4%
Total	31.830	7.958	7.797	31.830	5.033	28.850	100%	91%	2.980	9%

Figure 13. Ministry budget and expenditure

Table 2: Division budget and expenditures

Division/Units		2025 estimates	YTD Commitment	% expended	Funds available
Headquarter & Administration	Payroll charges	1,700,280.00	2,661,320.77	157%	(961,040.77)
	Other charges	7,251,152.00	5,782,636.97	80%	1,468,515.03
Workfoce Management & Planning	Payroll charges	13,221,192.00	11,038,325.92	83%	2,182,866.08
	Other charges	1,174,130.00	956,238.89	81%	217,891.11
Public Service Commission	Payroll charges	1,059,396.00	934,364.57	88%	125,031.43
	Other charges	1,354,750.00	983,237.00	73%	371,513.00
Institute of Public Administration & Management	Payroll charges	1,724,754.00	1,141,390.45	66%	583,363.55
	Other charges	1,383,110.00	1,122,394.55	81%	260,715.45
Governance & Performance Management	Payroll charges	2,616,864.00	3,810,561.81	146%	(1,193,697.81)
	Other charges	344,817.00	419,546.00	122%	(74,729.00)

Figure 14. Divisions budget and expenditure

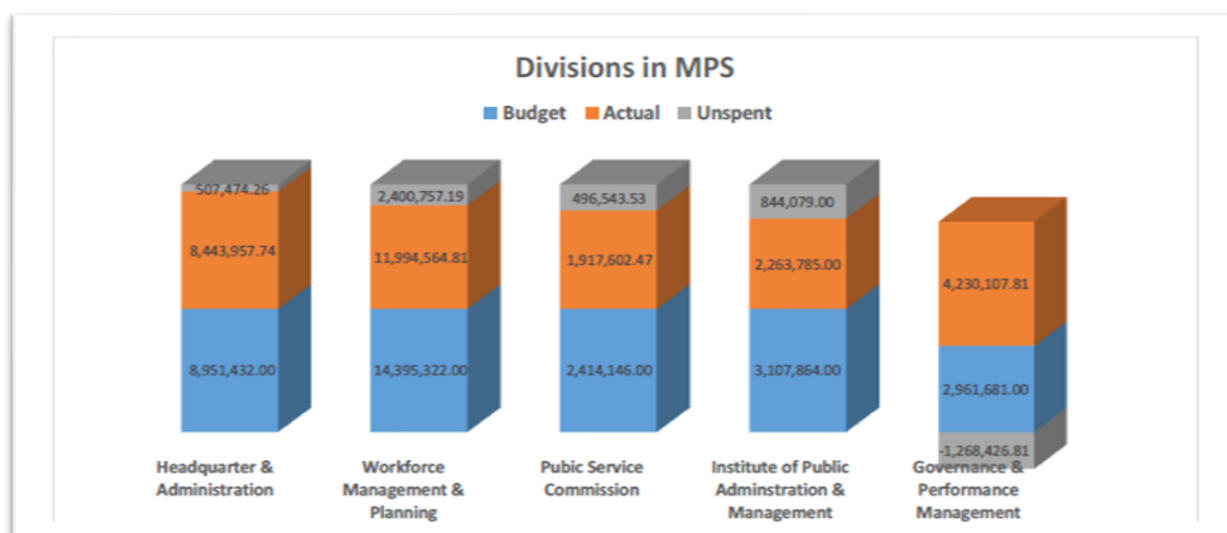


Figure 15. Divisional Budget, Actual and Unspent

Challenges

1. The D365 system still faces significant limitations in terms of reporting capabilities, making it difficult to extract and access important data effectively to quickly respond to queries. This is a key area for improvement in the first quarter of 2026 to enhance quality reporting and support decision-making.

2. Budget Miss-matched with line activities where resources are not properly allocated making it difficult for implementing the programs.

Way forward

1. Enhance System Functionality by improving D365's reporting capabilities to ensure better data extraction, reporting, and financial analysis.

2. Continued to strengthen, enforce, and monitor internal controls to improve compliance and payment processing across all divisions to maintain financial discipline and transparency.

3. Work closely with respective Heads of Division so that resources are aligned properly in the budget according to the planned activities, empowering them to deliver their mandated responsibilities and deliver or meet expected outputs.

4. Work closely with HODs to strengthen the Annual Procurement Plan so that the budget can be managed and expedited properly.

5. That all Division Heads review the attached reports and report on any inaccuracies or anomalies to Corporate Services so they can be further investigated and rectified. That all purchase requests from all the Divisions/Units must comply & follow the SIG procurement procedures.

In summary, the key challenges include limitations in the D365 system's reporting capabilities, which hinder timely data access and decision-making, as well as budget mismatches where resources are not properly aligned with planned activities. To address these issues, the way forward focuses on enhancing system functionality, strengthening internal controls, and improving compliance and financial transparency.

It also emphasizes closer collaboration with Heads of Division to ensure better budget alignment, strengthen procurement planning, and enforce accurate reporting and adherence to government procurement procedures. Strengthening staff capacity through targeted training on financial systems and reporting tools will also be critical to improving data quality and system utilization. In addition, regular performance reviews and monitoring mechanisms should be institutionalized to identify gaps early and support timely corrective actions. Clear communication and coordination across divisions will further ensure consistency in implementation and accountability for results.

3.6. Knowledgeable, Credible, Competent, and Innovative Public Servants

Institutionalizing Human Resources Governance – Separation and Retirement, Performance Management, Attendance Management

Professional Standards, Disciplinary

The Professional Standard Unit (PSU) and disciplinary caseload within the Solomon Islands Government workforce reflects a moderately high volume of misconduct cases, with clear patterns in timing, gender distribution, and severity of offences.

A total of 34 misconduct cases were reported during the period under review. Of these, 24 cases were recorded in Quarter 1 and Quarter 2, including 9 outstanding cases carried over from 2024, indicating a backlog that has extended into the current reporting year. A further 10 cases were reported in Quarter 3, suggesting a continued inflow of disciplinary issues, though at a slightly reduced rate compared to the first half of the year. This distribution points to both persistent disciplinary challenges and possible improvements in reporting or case management toward later quarters.

In terms of case status, the PSU is currently managing a diverse pipeline of cases at different stages of the disciplinary process. There are 9 officers under suspension, including 2 legacy cases from 2024, demonstrating that some cases require extended timeframes to resolve. Additionally, 3 cases have progressed to formal charges, while 10 cases remain pending, reflecting delays either in investigation or decision-making processes. There are also 4 cases awaiting a Minute to the Permanent Secretary (PS) for decision, and 4 cases at the “letter to show cause” stage, indicating progression toward disciplinary action. Notably, 4 cases have resulted in termination, showing that decisive actions are being taken in confirmed cases of misconduct.

Gender analysis reveals a significant imbalance, with 31 cases involving male officers compared to only 3 cases involving female officers. This disparity suggests that misconduct is overwhelmingly concentrated among male employees, which may warrant targeted behavioral, ethical, or workplace culture interventions focused on male-dominated segments of the workforce.

From a ministerial perspective, misconduct cases are spread across several ministries, though with notable concentrations. The Ministry of Finance and Treasury (MOFT) recorded the highest number with 7 cases, followed by the Ministry of Health and Medical Services (MHMS) and the Ministry of Infrastructure Development (MID) with 5 cases each, and the Ministry of Rural Development (MRD) with 4 cases. Other ministries such as MCILI (2), MECCDM (2), MCA (1), MLHS (1), and MPS (1) reported relatively fewer cases. This distribution suggests that larger or operationally intensive ministries may experience higher disciplinary risks, possibly due to workforce size, service delivery pressures, or exposure to public resources.

In terms of the nature of offences, the majority of cases (25 out of 34) are classified as serious, while only 9 cases are minor. This indicates that most disciplinary issues involve significant breaches of public service standards, which could include fraud, abuse of office, or gross misconduct. The high proportion of serious cases underscores the importance of strengthening preventive mechanisms, enforcement of codes of conduct, and timely resolution processes.

Overall, the PSU data highlights key challenges including case backlog, prolonged case processing times, and a high incidence of serious misconduct—particularly among male officers and in key service delivery ministries. Strengthening early intervention systems, improving case turnaround time, and reinforcing ethical standards across ministries will be critical in enhancing

discipline and accountability within the Solomon Islands Public Service.

Appointment and Recruitment

Overview of Decisions Across Commissions

A total of 489 decisions were processed across the three commissions by quarter 4, reflecting the overall scale of human resource management actions within the public service and highlighting differing levels of workload and decision efficiency. The Public Service Commission (PSC) accounted for the largest share with 406 submissions, of which 370 were approved, 34 deferred, and 2 either revoked or rejected, resulting in an approval rate of approximately 91.1% and a deferral rate of 8.4%; this indicates a relatively high level of activity but also points to notable instances where submissions required further clarification, strengthening, or compliance adjustments. In comparison, the Judicial and Legal Service Commission (JLSC) handled a much smaller volume of 37 submissions, achieving 36 approvals and 1 rejection, which translates to a high approval rate of 97.3%, suggesting strong adherence to procedural requirements and higher submission quality within the legal sector. Meanwhile, the Police and Correctional Service Commission (PCSC) processed 46 submissions, all of which were approved, reflecting a 100% approval rate and demonstrating a high level of decision-making efficiency and alignment between submissions and commission expectations. Collectively, these patterns highlight a system where the PSC drives the bulk of HR decisions with moderate scrutiny, while the JLSC and PCSC exhibit higher approval efficiency, likely due to more controlled submission volumes and specialized institutional processes.

Recruitment and Appointment Rate by Gender and Ministry

The analysis of appointment and recruitment rates into the Public Service by gender and ministry reveals a dynamic but uneven trend across the four quarters of the year. From Quarter 1 to Quarter 2, appointments increased significantly from 330 to 496, representing a substantial rise of 166 appointments or a 50.30% increase, indicating a strong surge in recruitment activity likely driven by

early-year workforce planning and budget availability across ministries. This rapid growth, however, slowed considerably in the subsequent period, with Quarter 2 to Quarter 3 showing a modest increase from 496 to 535, a change of 39 appointments or 7.86% growth, suggesting a phase of stabilization as recruitment momentum plateaued. In contrast, the transition from Quarter 3 to Quarter 4 experienced a sharp decline, with appointments dropping from 535 to 370, a reduction of 165 appointments or -30.84%, highlighting a significant contraction in hiring activities. Overall, the trend illustrates a pattern of rapid expansion in the early part of the year, followed by moderated growth, and culminating in a pronounced downturn, which may reflect underlying seasonal, fiscal, or administrative constraints, such as budget exhaustion, recruitment ceilings, or policy adjustments affecting ministries toward the end of the year.

Recruitment and appointment activities under the Public Service Commission (PSC) demonstrate a broad and active engagement across government, encompassing 17 ministries and 2 agencies, which reflects a coordinated effort to strengthen the public service workforce. The data indicates a clear concentration of recruitment within key ministries, with the Ministry of Finance and Treasury (MOFT) recording the highest number of appointments at 11, followed by the Ministry of Health and Medical Services (MHMS) and the Ministry of Commerce, Industry, Labour and Immigration (MCILI) with 7 appointments each, highlighting their central role in service delivery and economic management. Additional contributions from ministries such as MJLA (6) and MPNSCS (3) further demonstrate moderate recruitment activity across other sectors, albeit at comparatively lower levels. Notably, direct appointments remain minimal, with only 2 cases recorded under MHMS, suggesting a strong adherence to formal and competitive recruitment processes rather than discretionary hiring. Overall, the pattern of recruitment reflects a strategic prioritization of workforce expansion in critical sectors, particularly finance and health, underscoring the government's focus on strengthening institutional capacity in areas

essential to national development and public service delivery.

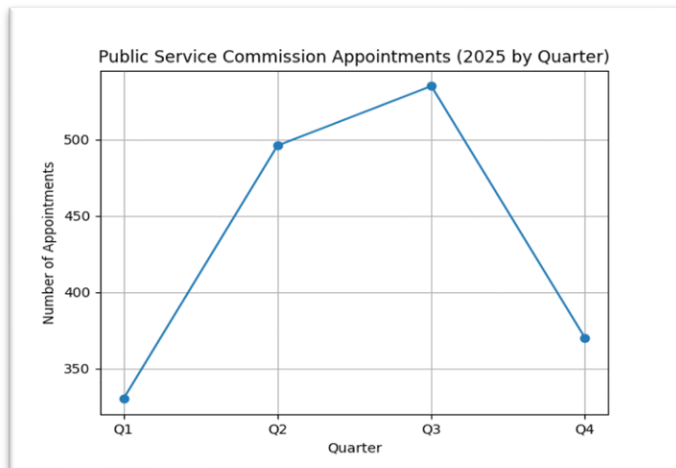


Figure 16. Public Service Commission Appointments rate by Quarters 2025

Fixed Term Appointment Rates by Gender and Ministry

Also, here is an update on the Fix Term Appointments in the Public Service. The analysis of Fixed Term Appointment (FTA) rates by gender and ministry indicates a fluctuating yet clearly defined pattern of workforce engagement throughout the year. Between Quarter 1 and Quarter 2, FTA numbers increased from 13 to 20, representing a 7-appointment increase, or a substantial 53.85%, reflecting strong early expansion in short-term hiring across ministries. This upward trend continued into Quarter 3, where appointments grew from 20 to 24, an increase of 4 appointments or 20.00%, although at a more moderate pace, suggesting a gradual stabilization after the initial surge. However, this growth was not sustained, as Quarter 3 to Quarter 4 experienced a sharp decline from 24 to 11, a decrease of 13 appointments or -54.17%, indicating a significant contraction in fixed-term employment. Overall, the trend demonstrates that fixed-term hiring peaked in the third quarter following steady early growth, before declining sharply in the final quarter. This pattern may be attributed to end-of-year fiscal constraints, the natural completion of short-term contracts, or tighter establishment and policy controls, all of which commonly influence temporary staffing decisions within ministries toward the close of the financial year.

Retirement Rate from Public Service by Gender and Ministry

The analysis of quarterly retirement change rates for 2025 reveals a consistent and increasingly pronounced downward trend in workforce exits over the course of the year. From Quarter 1 to Quarter 2, retirements declined by -21.88%, followed by a steeper reduction of -36.00% between Quarter 2 and Quarter 3, and culminating in a significant drop of -56.25% from Quarter 3 to Quarter 4. This progressive pattern indicates not only a continuous decrease in retirement rates but also an acceleration in the rate of decline, with the most substantial reduction occurring in the final quarter. The overall trajectory suggests that retirements were heavily concentrated in the early part of the year, after which the numbers tapered off sharply, potentially due to the exhaustion of eligible retirees or administrative timing factors. Furthermore, the average quarterly decline rate of approximately 38.04% reinforces the presence of a strong and sustained downward trend, confirming that retirements decreased at a significant and compounding rate throughout the year. Collectively, these patterns highlight a front-loaded retirement cycle followed by a marked slowdown, which may have implications for workforce planning, succession management, and long-term staffing stability within the public service.



Figure 17. Retirement Trend in 2025

Promotion Rate of Public Service by Gender and Ministry

The 2025 Public Service promotions reflect a high level of progression activity across multiple promotion pathways, with strong approval rates overall.

For Accelerated Promotions, a total of 34 submissions were recorded, comprising 19 males and 15 females. Of these, 32 were approved, demonstrating a very high success rate, while only 1 case was deferred and 1 not approved. This indicates a generally effective screening and eligibility process for accelerated advancement.

In terms of Appointments on Promotion, 173 submissions were made, with 91 males and 82 females. Out of these, 168 were approved, reflecting a strong endorsement of candidates' readiness for advancement. However, 6 cases were revoked, suggesting some instances where appointments required reconsideration or did not meet final compliance requirements.

For Upper Segment Promotions, a total of 154 submissions were received, including 72 males and 82 females. Of these, 146 were approved, indicating a high level of qualified candidates progressing into senior roles, with relatively few cases not proceeding.

Overall, the 2025 promotion data highlights a robust and active promotion system within the Public Service, characterized by high approval rates, gender-balanced participation, and only minimal cases of deferral, rejection, or revocation.

The analysis of quarterly promotion change rates reveals a highly volatile and irregular pattern of career progression throughout the year. From Quarter 1 to Quarter 2, promotions declined sharply by -66.67%, indicating a significant slowdown in advancement opportunities during the early part of the year. This was followed by an extraordinary surge between Quarter 2 and Quarter 3, where promotions increased by +616.67%, suggesting a substantial release of delayed decisions, backlog clearances, or a concentrated implementation of promotion exercises. However, this spike was not sustained, as promotions declined again by -11.63% from Quarter 3 to Quarter 4, reflecting a moderate contraction toward the end of the year. Overall, the trend demonstrates

extreme fluctuations in promotion activity, characterized by an initial suppression, a mid-year expansion, and a subsequent tapering off. This pattern points to non-linear and episodic promotion cycles, likely influenced by administrative timing, policy directives, or budgetary constraints, rather than a steady and predictable progression system within the public service.

Promotion and Career Progression

Promotion activities under the PSC were diverse and distributed across multiple categories, reflecting a structured and multi-layered approach to career progression within the public service. Appointments on promotion were recorded across 17 ministries, with notable contributions from MCILI (7), MHMS (6), and MECCDM (6), indicating active internal mobility across key sectors. Upper segment promotions further highlight concentrated advancement at higher levels, particularly within MHMS (20) and MJLA (12), demonstrating strong upward mobility and leadership progression in these ministries. Accelerated promotions, while relatively limited in number, were significant in institutions such as NPSI (5) and MHMS (3), suggesting deliberate efforts to fast-track high-performing personnel. In contrast, standard promotions were fewer, mainly recorded in OPMC (2) and MHMS (3), indicating that career advancement is largely driven by structured and higher-tier promotion mechanisms rather than routine progression pathways. MLHS

Contract, Acting, and Fixed-Term Appointments

The 2025 Public Service appointment data reflects a high volume of recruitment and engagement activities across various appointment categories, with consistently strong approval rates.

For Acting Appointments, all 5 submissions—comprising entirely male officers—were approved, indicating a smooth and efficient process for temporary role placements. In addition, Extensions of Appointment were minimal, with 2 cases recorded, both involving male officers.

In the area of Appointments on Contract, a total of 197 submissions were received, including 52 males and the remaining females, with 177 approvals and

20 deferred cases. This suggests a relatively high success rate, although a notable number required further consideration before finalization. Similarly, Extensions of Contract showed full approval, with all 12 submissions (9 males and 3 females) successfully endorsed.

For Direct Appointments, 55 submissions were made (36 males and 19 females), of which 53 were approved and 2 deferred, reflecting a strong level of compliance and readiness among candidates. In the Fixed Term Appointment category, 80 submissions (51 males and 29 females) resulted in 75 approvals and 5 deferrals, again indicating a high approval rate with only a few pending cases.

Overall, general Appointments recorded the highest volume, with 353 submissions (191 males and 162 females). Of these, 333 were approved, while 21 were deferred, demonstrating continued robust recruitment activity and a high level of successful placements across the Public Service.

In summary, the 2025 appointment trends highlight an effective and active appointment system, characterized by high approval rates across all categories, balanced gender representation, and relatively low levels of deferral, indicating strong adherence to recruitment standards and processes.

Contract appointments were observed across 13 ministries, with the MHMS (9) recording the highest number, followed by smaller contributions from MAL (3) and MCILI (3). This pattern reflects a reliance on contractual employment arrangements, particularly in sectors facing immediate staffing pressures or requiring specialized skills. Acting appointments were minimal, occurring in only 3 ministries—MPGIS, MMERE, and MHMS, each with 1 case, suggesting limited use of temporary leadership arrangements. Fixed-term appointments also remained modest overall, again led by MHMS (7), with MECCDM (2) and others contributing smaller numbers. Collectively, these trends indicate a controlled and targeted use of non-permanent employment mechanisms to address short-term workforce needs without significantly expanding long-term staffing commitments.

Separation and Exit Trends

The 2025 Public Service retirement data indicates a steady and well-managed transition of officers exiting the workforce, with full approval rates across all categories.

For Retirement (Normal/Statutory), a total of 65 submissions were recorded, comprising 37 males and 28 females. All 65 cases were approved, reflecting a smooth and compliant retirement process with no delays or outstanding cases.

In addition, Retirement on Medical Grounds accounted for 12 submissions, evenly distributed between 6 males and 6 females. All cases were approved, indicating timely assessment and endorsement of medically justified retirements.

Overall, the retirement trends for 2025 demonstrate an efficient and responsive system, with 100% approval across both normal and medical retirements. The balanced gender distribution and absence of deferred or rejected cases highlight effective administrative processes and adherence to Public Service regulations.

In quarter 4 2025, Separation trends within the PSC were relatively low compared to recruitment and promotion activities, indicating a generally stable workforce environment. Standard retirements were recorded across 5 ministries, with MHMS accounting for 3 cases, while retirements on medical grounds occurred in 4 ministries, each recording 1 case, reflecting a modest level of workforce exit. Other exit-related actions were minimal, including only 1 appeal case under MFAET and 2 contract extensions under MHMS and MWYCFA, further reinforcing the overall stability of the public service workforce. These trends suggest limited attrition pressures and a balanced workforce retention environment.

Judicial and Legal Service Commission (JLSC)

Appointment

The 2025 appointments for the Justice and Legal Service Commission (JLSC) reflect a moderate level of recruitment activity, with a high overall approval rate and minimal deferrals.

For Acting Appointments, a total of 4 submissions were recorded, of which 3 were approved, indicating that most temporary placements were successfully endorsed, with one case not proceeding at this stage. In terms of General Appointments, all 9 submissions were approved, demonstrating a strong alignment of candidates with the required standards.

For Appointments on Contract, there were multiple entries recorded, including 2 submissions with 1 approved, as well as an additional 2 submissions that were fully approved. This reflects some variability in contract-based recruitment, but with the majority successfully progressing. A Direct Appointment recorded 1 submission, while Reappointments accounted for 2 submissions, contributing to overall workforce continuity.

Additionally, there was 1 case of Transition to Contract, indicating the movement of an existing officer into a contractual arrangement.

Overall, JLSC recorded a total of 34 recruitment and appointment submissions in 2025, with 33 approved and only 1 deferred. This demonstrates an efficient and effective appointment process, characterized by a very high approval rate and minimal delays, ensuring that workforce needs within the Commission were largely met in a timely manner.

Promotions for JLSC

The 2025 promotion activities for the Justice and Legal Service Commission (JLSC) indicate a strong level of upward mobility within the organization, supported by high approval rates across all promotion categories.

For Appointments on Promotion, a total of 22 submissions were recorded, of which 21 were approved and 1 deferred. This reflects a high success rate, with the majority of candidates meeting the required standards for advancement.

In terms of Confirmation of Trial Promotions, 12 cases were recorded and all were approved, demonstrating that officers undergoing trial promotion periods successfully met performance expectations and were confirmed in their new roles. Similarly, Upper Segment Promotions recorded 2

cases, both of which were approved, indicating progression into more senior positions within the Commission.

Overall, the promotion trends for JLSC in 2025 highlight an effective and structured promotion system, characterized by strong approval outcomes, minimal deferrals, and successful confirmation of officers transitioning into higher responsibilities.

Workforce Development and Separation

Workforce development within the JLSC is evident through study leave (2 cases under the Director of Public Prosecutions - DPP), highlighting investment in professional capacity building. Separation levels remain extremely low, with only 1 medical retirement recorded under PSO, indicating strong workforce retention. Overall, the JLSC demonstrates a small, specialized, and stable workforce, characterized by minimal turnover and highly regulated staffing processes.

Police and Correctional Service Commission (PCSC)

Promotion and Internal Progression

Promotion activities within the PCSC were primarily concentrated within the Correctional Service of Solomon Islands (CSSI). The data for quarter by quarter 4 shows 3 standard promotions, 4 accelerated promotions, and 2 trial promotions, indicating an active internal progression system aimed at strengthening leadership and operational capacity within correctional services. This suggests a deliberate focus on internal talent development.

Separation and Retirement

Separation trends were most pronounced within the PCSC, particularly in the Royal Solomon Islands Police Force (RSIPF), which recorded a significantly high number of 17 retirements, compared to 2 retirements in CSSI. Additionally, 2 medical retirements in CSSI contributed to overall workforce attrition. This pattern indicates potential workforce aging and highlights the need for succession planning and targeted recruitment to address emerging capacity gaps.

Capacity Development and Appeals

Capacity development efforts are reflected through study leave allocations, with RSIPF recording 5 cases and CSSI 1 case, demonstrating ongoing investment in staff development. Appeals were minimal, with only 1 case recorded under CSSI, suggesting low levels of dispute and relatively stable organizational relations within the commission.

Key Cross-Cutting Observations

Recruitment across the public service by quarter 4 2025 remains heavily concentrated in key ministries, particularly MOFT, MHMS, and

MCILI, highlighting their strategic importance in government operations and service delivery. Promotion and confirmation activities are most prominent within the PSC, reflecting a dynamic and expanding workforce system, while the JLSC maintains stability, and the PCSC emphasizes internal progression. A critical concern is the high retirement rate within RSIPF (17 cases), which poses risks to workforce sustainability if not addressed through proactive recruitment and succession planning. Additionally, the absence of submissions from MNPDC suggests potential gaps in participation or reporting compliance. The increase in PSC deferrals (34 cases) further indicates the need to strengthen the quality, completeness, and compliance of submissions from ministries to improve decision-making efficiency.

3.7. Systems and Processes, Accurate, quality, proactive and responsive public service delivery

E-Platforms, Registry and Filing, HRMIS

The transition toward e-governance within the Solomon Islands Government is progressing at varying levels across ministries, with notable advancements in selected sectors alongside persistent gaps in digital adoption. The current status reflects a mixed landscape of fully operational systems, pilot initiatives, and ministries yet to establish foundational e-platforms.

At the institutional level, some ministries have made significant strides in establishing integrated digital systems. The Ministry of National Planning and Development Coordination (MNPDC) has operationalized an Integrated Development Management Database System (IDMDS), supported by a designated system administrator and trained users. This platform represents a critical step toward centralized data management for planning and decision-making. Complementing this, a Digital HR Records Management System has been implemented to securely manage personnel records, although access remains restricted to key HR personnel, indicating a controlled but limited rollout. However, the absence of an e-learning platform highlights a gap in leveraging digital tools for capacity development.

Similarly, the Ministry of Police, National Security and Correctional Services (MPNSCS) demonstrates strong progress with multiple e-governance platforms, including a Human Resource Management Information System (HRMIS), biometric attendance system, asset management system, GPS-based vehicle tracking, and digitized registry records. These systems collectively enhance operational efficiency, transparency, and accountability. Despite these advancements, implementation is constrained by limited government funding and technical support, which are recurring challenges across ministries.

In the justice sector, the Ministry of Justice and Legal Affairs (MJLA) and the National Judiciary have established robust digital platforms. The Justice Information Management System (JIMS) and E-Filing system enable electronic case registration, tracking, document submission, and reporting. The advanced version, ReJIMS, further strengthens case management by integrating scheduling, documentation, and statistical reporting. These systems significantly modernize judicial processes, improving access to justice and administrative efficiency.

The Ministry of Mines, Energy and Rural Electrification (MMERE) has implemented the Mining Cadastre Administration System (MCAS), a web-based platform that digitizes the lifecycle of

mining licenses and enhances transparency and revenue management. This system also provides a public-facing repository, aligning with open governance principles.

Other ministries are in earlier stages of digital transformation. The Ministry of Agriculture and Livestock is progressing an E-Strategy, supported by FAO, focused on farmer profiling and agricultural data systems. This initiative is strategically important for economic analysis and disaster response but is still awaiting Cabinet approval, indicating delays in policy endorsement. The Ministry of Fisheries and Marine Resources is also developing an E-Port Development Policy and Strategy Plan, signalling intent toward digitalization in sector-specific operations.

The Office of the Auditor General (OAG) is actively exploring and piloting several digital tools, including the Servicely HR System for attendance monitoring, Teammate Plus for audit management, and AI-based tools such as Data Snipper and DataMine. Additionally, efforts to upgrade its website and social media platforms indicate a move toward improved digital communication and transparency. However, many of these initiatives remain at exploratory or trial stages.

Government House has initiated the development of an Electronic Records Management System (ERMS) for honours and awards, currently at 20% completion, reflecting early-stage implementation. Meanwhile, the Ombudsman Office has operationalized a Case Management System (CMS), which supports end-to-end complaint handling and investigation processes, enhancing institutional efficiency and case tracking.

In the education and capacity-building space, the Ministry of Public Service (through IPAM) has made notable progress in e-learning delivery, offering multiple online training programs in 2025 and expanding course offerings in 2026. This marks an important shift toward digital learning in the public service.

Infrastructure expansion efforts are also evident under the Ministry of Communication and Aviation (MCA), with the establishment of two telecentres in Malaita and Choiseul Provinces, supporting

digital access and inclusion at the community level. Additionally, the development of a National ICT Policy provides a strategic framework for guiding digital transformation.

However, several ministries—including MLHS, MOFT, MWYCFA, and MECCDM (except for payroll systems)—report no significant e-governance platforms, indicating uneven progress and potential institutional or resource constraints.

Human Resources Management Information System (HRMIS)

Aurion (HRMIS) continues to serve as the Solomon Islands Government’s core e-governance platform supporting human resource management and payroll functions. The system plays a critical role in streamlining administrative processes, improving data management, and enhancing the overall efficiency of HR operations across ministries and agencies.

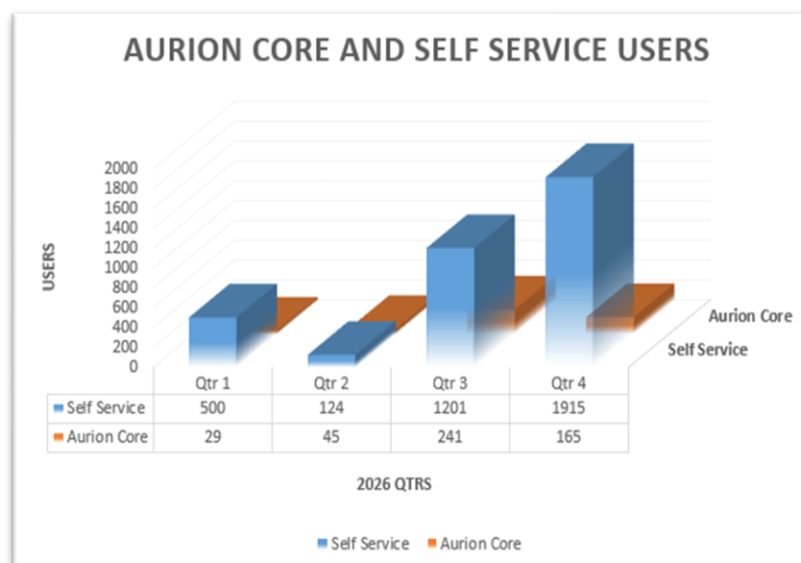


Figure 18. Aurion Core and Self Users

In 2025, no formal training sessions were conducted under the workplan. This was primarily due to the ongoing User Profile Review process and the absence of updated training manuals aligned with the latest version of the Aurion system. These limitations necessitated a temporary pause in structured capacity-building activities to ensure that future trainings are relevant, accurate, and aligned with revised system functionalities.

Despite this, current Aurion core users have maintained adequate operational knowledge

through limited in-house, one-on-one support provided by the HRMIS team. This has enabled continued use of the system, particularly for Read Only Access purposes. However, system controls were strengthened during the year, with Add, Edit, Update, and Delete functions removed from general users due to prior misuse. These functions are now subject to ongoing review as part of broader efforts to improve system governance, data integrity, and accountability.

Access to Aurion is currently structured into two main categories: Aurion Core Users and Self-Service Users. Core users include payroll staff, HR personnel, superusers, Aurion Champions, and establishment officers across ministries and agencies, all of whom play a key role in maintaining HR and payroll data. Self-service users, on the other hand, have limited access tailored to individual employee needs. This tiered access approach supports better control and management of system usage.

Looking ahead, the Ministry plans to review and redesign Aurion training manuals in 2026, aligning them with updated user access profiles and revised system functionalities. This will support the rollout of more targeted and effective training programs for Human Resource Managers and HR compliance officers, ensuring improved utilization of the system and strengthened compliance with HR processes.

Overall, while 2025 focused on system control and review, these efforts are expected to lay a stronger foundation for improved functionality, user accountability, and enhanced HR service delivery in the coming years.

Overall, while there are clear examples of innovation and advancement particularly in planning, justice, policing, and mining sectors the broader e-governance agenda faces challenges related to funding limitations, technical capacity, and uneven adoption across ministries. Strengthening coordination, accelerating policy approvals, and investing in infrastructure and technical expertise will be critical to achieving a cohesive and fully integrated e-governance ecosystem within the Solomon Islands Public Service. In addition, establishing common digital standards and ensuring interoperability between

systems will help reduce fragmentation and improve efficiency across government platforms.

There is also a need to strengthen change management processes to support user adoption and reduce resistance to new digital systems across ministries. Targeted capacity building for ICT staff and end-users will further ensure that systems are effectively utilized and sustainably maintained. Over time, sustained investment in digital governance leadership and governance structures will be essential to drive coherence, accountability, and long-term system integration across the public service.

Major Restructuring of New Positions (HRMIS)

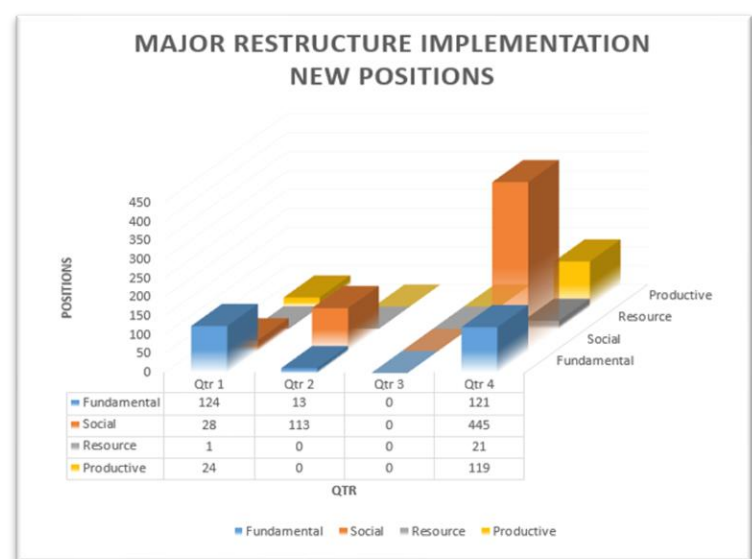


Figure 19. Major Restructuring of new positions done with HRMIS

Thirteen Ministries' and Agencies' establishments were restructured through the HRMIS system during the first and second quarter. Most of which are from 2024 approved bids. These comprised of the creation of 303 new positions. Restructure activities carried out during the course of the third quarter for 22 Ministries and Agencies resulted in the creation of 706 new positions in the HRMIS system as indicated by sector below – ongoing until end of 2025. Sixty-four position upgrades were restructured through the HRMIS system as a result of restructure activities carried out for 13 ministries and agencies in the first and second quarter. Restructure activities carried out in the third and fourth quarter resulted in the restructuring of 137 position upgrades into the HRMIS system as indicated below by sector.

4. Issues affecting work results

1. Coordination and Stakeholder Commitment Challenges (Most Frequent)

One of the most significant and recurring challenges is the Ministry's dependence on other ministries and agencies to deliver on its policy mandates. Many Ministry of Public Service (MPS) functions—such as performance management, workforce planning, and HR development—require timely inputs, data, and compliance from line ministries. However, these ministries often prioritize their own sectoral mandates, which leads to delays or incomplete submissions.

For example, when MPS requests Human Resource Development Plans (HRDPs) or workforce data, some ministries either submit late or fail to submit altogether. This delay national-level planning and reporting. Similarly, obtaining routine administrative data (such as staffing or attendance reports) depends heavily on how quickly ministries respond, making coordination inconsistent and unreliable. Weak stakeholder commitment further compounds the issue, where some ministries do not fully align with or prioritize public service-wide reforms and policies. Other examples relate to cross-sectoral and ministerial mandates such as budget issues, which we rely on the MOFT and Legal advices which we rely on Attorney General Chambers.

2. Data Management and Reporting Constraints

The availability, accuracy, and timeliness of data remain critical challenges affecting decision-making and policy implementation. MPS relies on administrative systems and manual submissions from ministries, but data gaps and inconsistencies are common.

For instance, AMS (Attendance Management System) reporting challenges reduce the reliability of attendance data, limiting managers' ability to

monitor staff performance and absenteeism effectively. In some cases, incomplete or outdated records in the MPS registry—such as missing personal files (P/F)—delay processing of submissions like promotions, confirmations, or disciplinary actions.

Additionally, delays in receiving data from ministries create bottlenecks in consolidating national workforce statistics. For example, if several ministries fail to submit their workforce reports on time, MPS cannot produce accurate or timely public service reports, affecting planning and accountability.

3. Workforce Capacity and Human Resource Constraints

Human resource capacity constraints continue to affect the effective implementation of policies. These challenges exist both in terms of quantity (adequate staffing levels) and quality (appropriate skills and competencies).

For example, some divisions may be understaffed, making it difficult to handle increasing workloads such as policy implementation, monitoring, and reporting. At the same time, even where staff are available, they may lack the specific technical skills required for specialized functions like data analysis, HR planning, or system management.

Staff movement—such as transfers, resignations, or secondments—also disrupts workflow and continuity. For instance, when experienced staff leave a division, ongoing tasks may be delayed as new staff require time to adjust.

Another practical example is the high number of nominations for IPAM training. While this reflects strong demand for capacity building, it also creates logistical and resource challenges in accommodating all participants, leading to unmet training needs.

4. Systems and Technology Challenges

Technology-related constraints, particularly in HR and administrative systems, continue to hinder efficient service delivery. The Aurion HR system, for example, faces challenges related to outdated or incomplete employee information, which affects payroll accuracy, staff records, and reporting.

When employee data is not regularly updated, it can lead to errors in personnel management processes such as promotions, transfers, or retirement processing. Additionally, system inefficiencies require manual interventions, increasing workload and the risk of errors.

These challenges highlight the need for stronger system integration, regular updates, and user compliance across ministries.

5. Financial and Resource Constraints

Limited financial resources remain a cross-cutting challenge that affects multiple aspects of policy implementation. Budget constraints restrict the Ministry's ability to carry out planned activities, procure necessary equipment, and invest in system improvements.

For example, delays in equipment procurement such as computers or office tools directly affect staff productivity and service delivery. In some cases, urgent procurement needs require immediate intervention, indicating gaps in planning or funding allocation.

Financial limitations also affect training programs, monitoring activities, and system upgrades, reducing the overall effectiveness of public service reforms.

6. Management, Compliance, and Operational Challenges (Least Frequent)

While less frequent, management and compliance-related issues still pose challenges to effective implementation. These include limited follow-up and enforcement of key policies and processes.

For example, performance management systems may be in place, but their utilization is inconsistent across ministries. Managers may not regularly monitor or enforce compliance with performance appraisal processes, reducing their effectiveness. Similarly, attendance reporting requires stronger managerial oversight to ensure accuracy and accountability.

These challenges indicate the need for strengthened leadership, accountability mechanisms, and enforcement of existing policies to ensure consistent application across the public service.

Summary Insight

Overall, the challenges faced by the Ministry of Public Service are systemic and interconnected, with coordination, data, and capacity issues being the most prominent. Addressing these challenges requires a combination of stronger inter-ministerial collaboration, improved data systems, targeted capacity development, and enhanced accountability mechanisms to ensure effective policy implementation across the public service.

Furthermore, sustained progress will depend on institutionalizing these improvements through clear governance structures, well-defined roles and responsibilities, and the integration of monitoring, evaluation, accountability, and learning (MEAL) practices into everyday operations. Strengthening leadership commitment at all levels, coupled with adequate resourcing and continuous capacity building, will be critical to driving reform momentum. In addition, leveraging digital systems and standardized reporting frameworks can enhance data quality, timeliness, and evidence-based decision-making, ultimately enabling the Ministry to deliver more responsive, efficient, and results-oriented public services. Embedding these practices within existing performance management systems will also ensure they are not treated as standalone initiatives but as core functions of public administration. Over time, this will support a stronger culture of accountability, continuous improvement, and institutional learning across the public service.

5. Recommendations for Improvement

1. Strengthening Coordination and Continuous Engagement with Ministries (Most Frequent)

The most critical way forward is to improve ongoing coordination, communication, and engagement with line ministries and agencies. Since many MPS deliverables depend on other ministries, continuous follow-up and relationship management are essential.

This includes regular liaison with ministries, proactive follow-ups on submissions, and ensuring clarity of roles and expectations. Strengthening internal coordination within MPS divisions is equally important to present a unified approach when engaging stakeholders.

If ministries delay submitting HRDPs or workforce data, MPS can establish quarterly coordination meetings and follow-up schedules with HR Managers (HRMs). For instance, setting deadlines aligned with national planning cycles and assigning focal points in each ministry can significantly improve response rates.

2. Enhancing Awareness and Ownership through Structured Engagement

There is a strong need for more organized and targeted awareness sessions across all Solomon Islands Government (SIG) ministries and agencies. These sessions should clearly communicate policies, roles, and responsibilities—especially around capacity building and workforce management.

Such awareness initiatives will help ministries better understand their accountability in implementing MPS policies and encourage stronger ownership and buy-in.

MPS can conduct annual or biannual workshops with HRMs and senior managers to explain their

responsibilities in staff development and training coordination. For instance, ministries supervising large workforces (e.g., health or education sectors) can be guided on how to align their internal training plans with national capacity-building priorities.

3. Improving Stakeholder Buy-in and Demand-Driven Approaches

Building commitment from ministries requires strategic engagement and responsiveness to their needs. Accepting ministry-based requests and customizing support—such as training—can improve participation and ownership.

This demand-driven approach ensures that MPS services are relevant and responsive, thereby strengthening collaboration and trust.

In Quarter 4, 5 out of 8 trainings were requested directly by ministries. This demonstrates that when ministries are allowed to express their needs, engagement improves. MPS can formalize this approach by introducing a system where ministries submit annual training requests, which are then prioritized and supported.

4. Strengthening Workforce Capacity through Recruitment and Staffing Stability

Addressing workforce capacity challenges requires strategic recruitment and retention. This includes recruiting individuals with the right skills and knowledge and ensuring that all positions within MPS divisions are fully staffed.

A stable and competent workforce will enhance productivity, continuity, and the effective implementation of policies.

If a division responsible for performance management is understaffed, recruitment should prioritize individuals with HR and data analysis expertise. Additionally, ensuring that all approved positions are filled in the coming year will reduce workload pressure and improve service delivery.

5. Advancing Digitization and Strengthening Records Management

Digitization is a key solution to many of the Ministry's data and records management challenges. Moving from manual systems to digital platforms will improve efficiency, data accuracy, and accessibility.

Close collaboration with registry teams and HRMs is necessary to ensure proper documentation and file management during this transition. Instead of relying on physical personal files (P/F), MPS can expand digital records systems where employee data is securely stored and easily retrievable. For instance, missing files that delay promotion or confirmation processes can be minimized through an integrated digital HR records system.

6. Enhancing Technical Capacity and System Utilization (Aurion)

Improving the effectiveness of HR systems such as Aurion requires technical capacity building and system familiarization. Staff need to be trained on both the technical and functional aspects of the system to ensure accurate data entry, updates, and reporting.

Collaboration with the Aurion Advisor is essential to identify training needs and provide appropriate technical support. If employee records in Aurion are outdated, targeted training sessions can be conducted for HR officers on how to update and maintain accurate staff information. Providing user manuals and continuous technical support will improve system utilization across ministries.

7. Strengthening Financial Coordination and Resource Management

Effective implementation of policies also depends on close collaboration with the MPS Accounts team to ensure proper budgeting, resource allocation, and financial planning.

Improved financial coordination will help address delays in procurement and ensure that essential resources are available when needed.

For equipment procurement delays, MPS divisions can work closely with the Accounts team to plan procurement schedules and align them with budget cycles. This will reduce last-minute interventions and improve operational efficiency.

8. Ensuring Full Establishment and Organizational Stability (Least Frequent)

Finally, ensuring that all divisions within MPS are fully established and operational is key to long-term effectiveness. This includes filling all vacant positions and strengthening internal structures to support policy implementation. If certain divisions are operating with vacant roles, filling these positions in the next recruitment cycle will ensure that responsibilities are clearly assigned and tasks are executed efficiently. A fully staffed division is better equipped to manage coordination, reporting, and stakeholder engagement.

The way forward for the Ministry of Public Service centres on strengthening coordination, improving stakeholder ownership, investing in capacity and systems, and enhancing internal efficiency. The most impactful actions are those that improve collaboration with ministries and ensure that systems, people, and processes are aligned to support effective policy implementation.

This should be complemented by clear accountability frameworks and regular performance monitoring to track progress, identify bottlenecks, and ensure timely corrective action.

Establishing measurable performance indicators and standardized reporting mechanisms will help ensure consistency and comparability across ministries. Strengthening oversight functions and feedback channels will enable early identification of implementation gaps and support evidence-based adjustments. In addition, promoting transparency through regular reporting and communication will reinforce trust and accountability across the public service.

6. Conclusion

In conclusion, the Ministry of Public Service recorded commendable progress in 2025, as evidenced by the high proportion of fully achieved outputs, reaching 70% of planned activities. This level of performance reflects improved coordination, clearer prioritization of deliverables, and strengthened oversight mechanisms across ministries and agencies. The Ministry’s ability to deliver on its core mandates within expected timelines demonstrates growing institutional maturity and commitment to results-based management.

A major milestone during the year was the successful passage of the Public Service Act by Parliament, which provides a modernized legal framework to guide public administration in the Solomon Islands. This legislative achievement, coupled with the rollout of the Public Service Transformation Strategy 2023–2033, signals a strong shift towards a more efficient, accountable, and citizen centered public service. These reforms lay the foundation for long-term transformation, ensuring that public institutions are better equipped to respond to emerging national development priorities. The launch of the Public Service Monitoring, Evaluation, Accountability and Learning (MEAL) Framework further strengthens the Ministry’s reform agenda by institutionalizing a whole-of-government approach to performance tracking and evidence-based decision-making. Together with improved compliance in the Performance Management Process (PMP), these systems are beginning to foster a culture of accountability and continuous learning within the public service.

The Public Service Commission's achievement of a 100% performance score also reinforces the effectiveness of oversight mechanisms in upholding standards and ensuring adherence to established policies and procedures. Significant progress was also made in human resource development, with 1,690 public servants completing various training programs during the year. This reflects a sustained investment in building a competent and professional workforce capable of delivering quality public services. Importantly, the near gender-balanced participation in training demonstrates the Ministry’s commitment to inclusivity and equitable access to professional development opportunities, in line with broader government gender equality objectives.

Despite these achievements, the Ministry continues to face several challenges that require strategic attention moving forward. These include capacity constraints within some ministries to fully implement new policies and frameworks, limited resources to sustain large-scale reforms, and the need for stronger coordination and ownership of performance management systems at the institutional level. In addition, ongoing efforts are required to improve the quality and timeliness of data reporting, strengthen digital systems for human resource management, and ensure that training outcomes translate into improved workplace performance.

Looking ahead, the Ministry of Public Service remains committed to consolidating the gains achieved in 2025 while addressing existing gaps. Continued emphasis will be placed on strengthening institutional capacity, enhancing policy implementation, expanding digital transformation initiatives, and deepening a culture of accountability and performance across the public service. Through these efforts, the Ministry is well-positioned to drive sustainable public sector transformation and improve service delivery outcomes for all citizens of the Solomon Islands.

APPENDIX

Public Service Commission Quarter 4 2025 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	PSC total decisions: 406 submissions Approvals:370 Deferrals: 34 Revoked: 1 Rejected: 1 JLSC total decisions: 37 Approvals: 36 Rejected: 1 PCSC total decisions: 46 Approvals: 46 PUBLIC SERVICE COMMISSION 1. DIRECT APPOINTMENT = 1 Ministry MHMS = 2 2. RECRUITMENT AND APPOINTMENT- = 17 ministries MFAET -1 MJLA-6 MOFT-11	Decisions despatched to Ministries	

				• SIEC- 1 • MCA-2 • MCILI-7 • MID-1 • MLHS-1 • MECDDM -2 • MMERE-1` • MRD-1 • MEHRD-2 • MHMS-7 • MPNSCS-3 • MCT - 2 Agencies: 2 NJ-2 SIEC -1 3. APPOINTMENT ON PROMOTION = 17 Ministries • MOFT – 3 • MHA - 1 • MFMR-3 • MCILI-7 • MECCDM -6 • MOFR -3 • MEHRD-3 • MAL- 1 • MMERE -1 • OPMC – 1 • MHLS – 2 • MPGIS – 2		
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				• MPNSCS – 1 • MHMS – 6 • MID – 1 • MFAET – 1 • MCA – 2 • MJLA - 1 Agency: • NJ – 2 4. APPOINTMENT ON CONTRACT = 13 Ministries ▪ MAL = 3 ▪ MCILI = 3 ▪ MRD – 1 ▪ MEHRD – 1 ▪ MCT – 2 ▪ MEHRD – 2 ▪ MFMR – 1 ▪ MFR – 2 ▪ MHMS – 9 ▪ MPGIS – 2 ▪ MPNSCS – 2 ▪ MPS – 1 ▪ MTGPEA – 1 ▪ OPMC -2 5. ACTING APPOINTMENT - 3 Ministries • MPGIS - 1 • MMERE – 1 • MHMS – 1 6. CONFIRMATION OF PROBATIONARY APPOINTMENT		
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				= 13 Ministries • MJLA – 5 • MOFT – 8 • MCILI – 3 • MAL – 2 • MECCDM – 3 • MMERE - 1 • MHMS – 42 • MEHRD – 9 • MPNSCS – 1 • MLHS - 2 • MCA – 2 • MFMR - 4 • MWYCFA – 3 • MTGPEA – 3 Agency = 4 • OAG – 2 • OGG - 2 • NPSI – 1 • NJ - 4 7. CONFIRMATION OF TRIAL PROMOTION • 15 Ministries 2 agencies • MOFR – 2 • MOFT – 12 • OPMC – 2 • MPNSCS – 1 • MJLA – 1 • MFMR – 1		
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				• MAL – 2 • MMERE – 1 • MECCDM – 3 • MRD - 1 • MHMS – 5 • MHA – 2 • MEHRD – 5 • MCT -2 • MLHS - 1 • NJ – 1 • NP = 1 8. UPPER SEGMENT PROMOTION = 10 ministries and 1 agency • MFR – 1 • MHMS – 20 • MJLA – 12 • MOFT – 1 • MPNSCS – 1 • MWYCFA – 1 • MEHRD - 1 • NJ – 7 • MCA – 4 • MLHS – 3 • MECCDM – 1 9. PROMOTION = 4 Ministries 2 agencies • OPMC = 2 • MHMS – 3 • MFMR - 1		
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				• MECCDM = 1 10. ACCELERATED PROMOTION = 5 ministries 1 agency • MECCDM – 1 • MHMS – 3 • MOFT – 1 • MPNSCS - 1 • NPSI - 5 • OPMC – 1 11. RETIREMENT = 5 Ministries • MPS – 1 • MCT – 1 • MAL – 1 • MOFR – 1 • MHMS – 3 12. RETIREMENT UNDER MEDICAL GROUNDS = 4 Ministries • MAL = 1 • MRD – 1 • MEHRD – 1 • MHMS – 1 13. FIXED TERM APPOINTMENT = 4 Ministries • MECCDM – 2 • MHMS – 7 • MFMR – 1 • MPS - 1 14. APPEAL = 1 Ministry • MFAET – 1		
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				15. STUDY LEAVE = 3 Ministries & 1 Agency • NPSI = 2 • MTGPEA – 1 • MEHRD – 1 • MHMS - 2 16. EXTENSION OF CONTRACT = 2 Ministries • MWYCFA - 1 • MHMS – 2 JUDICIAL AND LEGAL SERVICE COMMISSION 1. RECRUITMENT AND APPOINTMENT • AGC - 1 • LAW REFORM – 1 • PSO - 1 2. APPOINTMENT ON PROMOTION • MAGISTRATE – 1 • AGC – 1 3. APPOINTMENT ON CONTRACT – • OMBUDS - 1 4. ACTING APPOINTMENT • NJHC – 1 5. CONFIRMATION OF PROBATIONARY APPOINTMENT • PSO – 1 6. CONFIRMATION OF TRIAL PROMOTION • REGISTRAR GENERAL – 1 7. UPPER SEGMENT PROMOTION • PSO – 1 8. STUDY LEAVE		
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				• DPP – 2 9. RETIREMENT UNDER MEDICAL GROUNDS • PSO - 1 POLICE AND CORRECTIONAL SERVICE COMMISSION 1. CONFIRMATION OF TRIAL PROMOTION CSSI: 2 2. PROMOTION • CSSI- 3 3. ACCELERATED PROMOTION • CSSI - 4 4. RETIREMENT • CSSI - 2 • RSIPF = 17 5. RET. UNDER MEDICAL GROUNDS • CSSI = 2 6. STUDY LEAVE • RSIPF = 5 • CSSI - 1 7. APPEAL • CSSI = 1 Highlights: • MOFT Remains the highest recruiter for new officers followed by MHMS. However, MCILI tied with MHMS recruiting equally 7 new officers. • No submission received from MNPDC. • At least number of submissions reduces for all activities.		
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				Deferrals increase for PSC.		
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 MPNSCS POST – 1 appointed - PS MCILI POST – 1 appointed - SPM'S POST – 1 appointed - PS MECCDM POST – 1 appointed - PS Post MWYCFA - interview done - No. of females applied for the PS Post MWYCFA = 1 - No. of males applied for PS Post MWYCFA = 10 NB: PS Police and PS MCILI's recruitment occurred in 3rd QTR yet due to delay of reported but was resolved in early QTR 4 thus reflected now. NB: PS Women interview done pending report compilation and deliberation by PSC. To be deliberated in today's meeting (12/12/25)	Candidates for Permanent Secretary post interviewed , selected and appointment	
OKRA3	Appointment and	Institutionalizing Human	Submissions on new	PUBLIC SERVICE COMMISSION	Submissions on new	

	Recruitment (Submissions)	Resources Governance	appointments , promotion, confirmation, acting appointments , FTA & retirement, appeal cases, and others are considered- No. of submissions on new appointment on promotion convey/ facilitated per year No. of appointments on promotion convey/ Facilitated per year No. of FTA Appointments	1. DIRECT APPOINTMENT = 2 Approval: 2 Female: 2 2. RECRUITMENT AND APPOINTMENT =59 Approvals= 53 Deferrals = 6 Male = 43 Female =16 3. APPOINTMENT ON PROMOTION = 41 Approval: 39 Deferral: 2 Male: 25 Female: 16 4. APPOINTMENT ON CONTRACT = 27 Approval: 22 Deferral: 5 Male = 21 Female= 6 5. ACTING APPOINTMENT = 3 Approval: 3 Male: 3 6. CONFIRMATION OF PROBATIONARY APPOINTMENT = 92 Approval: 90 Deferral: 2 7. CONFIRMATION OF TRIAL PROMOTION = 43 Approval: 42	appointments, promotions, confirmation, acting appointments, FTA & retirement, appointments, FTA & retirement, appeal cases, and others are considered.	

			convey per year	Deferral: 1	
			No. of Request for FTA by Ministry	8. UPPER SEGMENT PROMOTION = 53 Approval: 49 Deferral: 5 Male = 27 Female: 26	
			No. of Retirements convey per year	9. PROMOTION = 7 Approval= 7 Male= 5 Female = 2	
			No. of appeal cases considered per year	10. ACCELERATED PROMOTION = 12 Approval: 10 Deferral: 1 Rejected: 1 Male: 7 Female: 5	
			No. of Postings of Public Officers by Ministry	11. RETIREMENT = 7 Approval = 7 Male: 4 Female: 3	
				12. RETIREMENT UNDER MEDICAL GROUNDS= 4 Approval: 4 Male: 3 Female: 1	
				13. FIXED TERM APPOINTMENT = 10 Approval: 10 Male: 8 Female: 2	

			14. STUDY LEAVE = 7 Approval: 4 Deferral: 3 Male: 5 Female: 2 15. EXTENSION OF CONTRACT = 6 Approval: 4 Deferral: 2 Male: 6 16. APPEAL = 1 Approval= 1 (reinstated) Female: 1 Highlights: ○ Recruitment and Appointment remain the highest HR function used. ○ More males than females newly recruit. ○ Technical skills are mostly retained for FTA meaning most are in the retiring age. JUDICIAL AND LEGAL SERVICE COMMISSION 1. RECRUITMENT AND APPOINTMENT = 12 Approval: 12 Male: 5 Female: 7		
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			2. APPOINTMENT ON PROMOTION = 6 Approval: 6 Male: 4 Female: 2 3. ACTING APPOINTMENT= 1 Approval= 1 Male= 1 4. CONFIRMATION OF PROBATIONARY APPOINTMENT = 4 Approval: 4 5. CONFIRMATION OF TRIAL PROMOTION= 6 Approval: 6 6. UPPER SEGMENT PROMOTION = 1 Approval: 1 Male: 1 7. STUDY LEAVE = 2 Approval: 2 male: 2 8. RETIREMENT UNDER MEDICAL GROUNDS = 1 Approval= 1 Male=1 Highlight: • No deferrals		
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			• New recruits are mostly females POLICE AND CORRECTIONAL SERVICE COMMISSION 1. ACTING APPOINTMENT = 1 Approval = 1 2. EXTENSION OF APPOINTMENT = 1 Approval = 1 3. PROMOTION = 10 Approval: 10 Male: 10 4. ACCELERATED PROMOTION = 5 Approval: 5 Male: 5 5. RETIREMENT = 20 Approval: 20 Male: 16 Female: 4 6. RETIREMENT UNDER MEDICAL GROUNDS= 2 Approval: 2 7. APPEAL = 1 Approval: 1 8. STUDY LEAVE = 6 Approval: 6 Highlight: • High retirements especially in RSIPF. • Increased number of Studies for RSIPF most undertake National Security and Strategic Planning. • Promotion increase for CSSI. • Males promoted than females	
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				• No deferrals.		
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	MEETINGS: 1. PSC: conducted 18 meetings and 6 Circulation of Papers thus, disposed 24 agenda. 2. JLSC: deliberated via 5 Circulation of Papers and conducted 1 meeting thus disposed 6 agenda. 3. PCSC: deliberated via 4 Circulation of Papers thus disposed 4 agenda. ALLOWANCES: ○ All sitting allowances were paid.	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		

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Key to traffic light reporting system

Traffic Lights	Meanings	Percentage of work completed
Red	Off track/not achieved – Needs Management attention	1-25%
Orange	Not Progressing well – need management intervention	26-50%
Yellow	Progressing - with minor issues	51-75%
Green	On track/achieved -is progressing well	76-100%

Governance and Performance Management Quarter 4 2025 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

GOVERNANCE AND PERFORMANCE MANAGEMENT
QUARTERLY REPORTING TEMPLATE

4. 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. 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. f. No further progress on this Project in Q3.	Developing E –Platforms 1. Establish PSU Digital repository	
				Establish digital Governance Committee to overseas e-government development. a) E-government workshop to be cohost by scheduled for 3-5 December 2025.	Establish Digital governance committee to oversee e-government development in the Public service in accordance with GNUTs policy statement 8.1.7 (f) & (h)	

OKRA6	Performance Management	Institutionalizing human resource governance	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry - No. of Public Officers PMP processed and actioned.	The current status of the PMP forms received from various ministries and dispatched for increments for the 3rd Quarter (excluding MEHRD, MoFT, MAL, and MHMS) is as follows. i. Government House- 8 ii. MCILI-1 iii. MECCDMM-10 iv. MJLA-53 v. MLHS-7 vi. MTGPEA-1 vii. MFR-7 viii. MRD-3 ix. MPNSCS-1 1. Submissions dispatched by September 2025. 2. 91 submission convey in Q3 showed improved coordination & timely processing from ministries. 3. MJLA recorded the highest number of submissions for this quarter. 4. Majority were awarded a. 2 and 3 incremental Points 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. However, it is important to note that most ministries have yet to submit their PMP forms,	Redesigning and socialization of the PMP policy	
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				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. Continued adherence to submission timelines will help maintain this positive momentum and ensure that increments are processed efficiently in the coming quarters.		
OKRA7	Disciplinary	Institutionalizing human resource governance	Ethical behaviour and productivity - No. of Misconduct Cases Reported by type	Output 3.1 1. 34 total reported misconduct cases a. 24 reported in Q1 & Q2 including 9 outstanding cases in 2024. b. 10 cases reported in Q3 2. Current cases with PSU Team a. 9 suspensions with 2 from 2024 b. 3 charged c. 10 pending d. 4 Minute to PS for decision e. 4 letter to show cause f. 4 Terminated. g. Cases by Gender (i) 31 Males (ii) 3 Female h. Cases by Ministries. (i) 7 MOFT (ii) 2 MCIL (iii) 1 MCA	Investigation into reported cases of alleged misconduct (both ongoing and new) conducted	

				(iv) 4 MRD (v) 5 MHMS (vi) 2 MECCDM (vii) 1 MLHS (viii) 5 MID (ix) 1 MPS i. Cases by nature of offence (i) Serious-25 (ii) Minor –9		
				Output 3.2 Awareness workshops on discipline and professional conduct commences 26th March a) 20 Ministries Completed b) 3 Ministries—OPMC; MPS and MHA left. c) On schedule to complete all ministries before end of 2025.		
OKRA8	Monitoring, Evaluation, Learning	Create an environment to foster research & innovation	Ensure the efficient Administration and Management of the Public Service - No. of MPS Reflections/Reporting Workshops Conducted. - No. of Quarterly Reports Published. - No. of Annual Reports Produced. - No. of Newsletters Published.	Currently, 2 Reflection Workshop has already been conducted successfully. This is for first and second quarter of 2025. As we speak, the third quarter reflection is completed also. This should made up 3 Quarterly Reflection Workshops already conducted. The Ministry of Public Service has already published 2 Quarterly Reports for 2025. The third quarter report is expected to be compiled as soon as we completed the Third Quarter Reflection Workshop. There are 2 Quarterly Newsletters already published. These are for first and second Quarters of 2025. The third quarter Newsletter	Launch, Socialise, and Pilot the Monitoring, Evaluation Accountability & Learning Framework for Public Service	

			- No. of SIPS Survey conducted. - No. of PSSS Survey Conducted	is to be produced as soon as we completed the Third Quarter Reflection Workshop. The Solomon Island Public Service Survey Report will be produced next year 2026. It is to be produced after every 2 years. The Solomon Islands Public Sector Satisfaction Survey Report is to be published by 2027. It is to be produced after every 5 years. Governance Forum for the First Half of 2025 held on Tuesday 19 August 2025. At the Rock Haven Hotel.		
OKRA9	Gender Mainstreaming	Sensitizing Gender & Inclusion in governance	Gender Equality and Social Inclusion in Public Service Workforce - No. of Male Public Officers Recruited - No. of Female Public Officers Recruited - No. of Special Need person Recruited - No. of Public Servants recruited by Ministry /Gender per year	<u>GESI Policy Objective 7: Staff Discipline and Code of Conduct</u> A Combating Sexual Harassment in the workplace training was conducted on 15th and 16th September, 2025. The training was for HRMs in the Public Service. A toolkit and internal organizational policy template were provided for participants to tailor for their respective ministries and agencies. <u>GESI Policy Objective 1: Governance and Corporate Planning</u> Consultations and advice on GESI initiatives with IRD was held. As one of IRD's key	GESI policy is socialised across the Public Service	

			- No. of Public servants recruited with Special Needs by gender - No. of women/male with Executive roles in the public service. - No. of women/male with Managerial roles in Public Service - No. of Public servants trained in Gender per year	corporate and operational reforms is on GESI as well. The focus for IRD this year is on Recruitment and Performance management applying GESI approaches in these areas. These reforms hinge on the Public Service Bill, any amendment on the policies will have to wait for the enactment.		
OKRA10	Policy Research and Innovation (Performance)	Create an environment to foster research & innovation	Provide an environment that facilitates employee performance, creativity, and innovation. - No. of Social Researches/Study to improve Public Service Conducted and Report Published. - No. of Policy to improve Public Service endorsed by Cabinet	3 Performance Policies. 1. Performance Management Policy review. - Implementation of PMP as reported under OKRA 6 - Key policy documents produced - To be incorporated into the new Public Service Orders 2. Contracting Policy manuals. Taskforce is finalizing the Contract Manual for: - Senior Executive Officers - Doctors 3. Monitoring Evaluation Accountability and Learning Framework (MEALF)	Policy Development 1. Performance Management Policy. 2. Contracting Manual 3. Monitoring Evaluation Accountability Learning Framework	

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 2025 a. Bills & Legislation Committee hold Public Hearing on the Public Service Bill 15-26 September 2025. b. Bill enacted on 24/10/2025	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	
				4. Public Service Orders a. Draft with AG Chambers b. AGC requires Drafting Instructions c. PS Bill Committee working on DI.	Public Service Orders	
				5. Public Service Housing Policy a. Public Service Housing Assistance (PSHA) i. Awaiting MOFT decision on 40% gross-up proposal. ii. MOFT has verified rental data against budget for the proposed gross-up. iii. PS MOFT to liaise with Minister MOFT to set 10% deduction in schedule	Public Service Housing Policies implemented a. Public Service Housing Assistance b. Mamara Rent to own policy	

				under the Income Tax Act for 2026 b. Mamara Rent to own houses i. No further development on this other than reported in Q2		
				6. GESI policy As Reported under OKRA 9		
				7. Anti-harassment policy a) Policy planning and drafting on going as reported under OKRA 9		
				8. Performance Management policy a) Implementation as Reported under OKRA 6 b) PMP as reviewed to be inserted into the Public Service Orders as required by the Act.		
				9. Discipline manual (Output 3.2) c) Review process commenced d) Discipline Process specified in PSC Regulations e) PSC Regulation is under review f) Taskforce is examining best options for completing the manual based on existing PSC Regulations. g) Taskforce members are working on draft. h) No progress of this in Q3		

				10. Solomon Islands Public Service Transformation Strategy (SIPSTS) a) Endorsed by Cabinet b) launched on 19 th August 2025		
				11. lumi Waka Gud Contract policy implementation. a) Cabinet paper for 196 officers not named in CAB conclusion[2019]99 endorsed. b) Circular for submissions send 13/10/2025 c) Circular for contract submission requirements send 29/10/2025 d) 284 officers under SOS not eligible for contract.		
			- No. of SIG Public Service Policies Endorsed by Cabinet	4 Laws/ Regulations/Policies/ Guidelines and strategies endorsed by Cabinet. 1. Public Service Bill 14 March a. 14 march Cabinet endorsed b. 6 June Tabled in parliament c. Passed on 24/10/2025 2. Public Service Housing Assistance Policy 3. GESI policy 4. SIPSTS 5. Senior Executive Officers Contracting 6. Cabinet Paper for UNDESA e-government support 7. Revocation of Government policy on 50% salary for officers on study leave.		
3. Issues encountered with implementation				4. How to address the issues		

Two key challenges: 1. Deliverables need inputs from other ministries/agencies where they have their own priorities. 2. Financial constraints	Solutions 1. Continuous communication and coordination of ministries/agencies to support achievement of MPS goals 2. Close collaboration with MPS Accounts team
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Key to traffic light reporting system

Traffic Lights	Meanings	Percentage of work completed
Red	Off track/not achieved – Needs Management attention	1-25%
Orange	Not Progressing well – need management intervention	26-50%
Yellow	Progressing - with minor issues	51-75%
Green	On track/achieved -is progressing well	76-100%

Workforce Management Division Quarter 4 2025 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

WORKFORCE MANAGEMENT DIVISION

QUARTERLY REPORTING TEMPLATE – QUARTER 4 WORKFORCE DIVISION 2025.

5. Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the result)	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
WORKFORCE – TRAINING UNIT – OKRA 12					
OKRA 12	Human Resources Capacity Development	Building Skills, Developing Talents	No. of Public Service in Long term training	No. of long-term training by 2025 - 95	Green
			No. of Short Term Accredited In-Service Trainings-	No. of short-term training by 2025 – (All short trainings are coordinated by individual Ministries and Agencies.)	Yellow

			- No. of Public servants undertaken long term trainings by ministry /Gender per year 2025	<table><tr><th rowspan="2">No.</th><th rowspan="2">Ministry</th><th colspan="2">GENDER</th><th rowspan="2">YEAR</th></tr><tr><th>F</th><th>M</th></tr><tr><td>1</td><td>MHMS</td><td>30</td><td>10</td><td>2025</td></tr><tr><td>2</td><td>MID</td><td>2</td><td>3</td><td>2025</td></tr><tr><td>3</td><td>MAL</td><td>1</td><td>2</td><td>2025</td></tr><tr><td>4</td><td>MFAET</td><td>1</td><td>0</td><td>2025</td></tr><tr><td>5</td><td>MECCDMM</td><td>0</td><td>1</td><td>2025</td></tr><tr><td>6</td><td>MNPDC</td><td>1</td><td>2</td><td>2025</td></tr><tr><td>7</td><td>MEHRD</td><td>1</td><td>1</td><td>2025</td></tr><tr><td>8</td><td>MPGIS</td><td>0</td><td>1</td><td>2025</td></tr><tr><td>9</td><td>MOFT</td><td>2</td><td>2</td><td>2025</td></tr><tr><td>10</td><td>MPNSCS</td><td>2</td><td>2</td><td>2025</td></tr><tr><td>11</td><td>MJLA</td><td>1</td><td>5</td><td>2025</td></tr><tr><td>12</td><td>MCT</td><td>1</td><td>0</td><td>2025</td></tr><tr><td>14</td><td>MCILI</td><td>0</td><td>1</td><td>2025</td></tr><tr><td>15</td><td>Ombudsman</td><td>0</td><td>1</td><td>2025</td></tr><tr><td>16</td><td>MTGPNEA</td><td>0</td><td>1</td><td>2025</td></tr><tr><td>17</td><td>MMERE</td><td>1</td><td>2</td><td>2025</td></tr><tr><td>17</td><td>MPS</td><td>1</td><td>1</td><td>2025</td></tr><tr><td>18</td><td>MWYCFA</td><td>1</td><td>1</td><td>2025</td></tr><tr><td>19</td><td>MLHS</td><td>4</td><td>4</td><td>2025</td></tr><tr><td>20</td><td>NPO</td><td>2</td><td>2</td><td>2025</td></tr><tr><td colspan="2">TOTAL</td><td>51</td><td>43</td><td></td></tr></table>	No.	Ministry	GENDER		YEAR	F	M	1	MHMS	30	10	2025	2	MID	2	3	2025	3	MAL	1	2	2025	4	MFAET	1	0	2025	5	MECCDMM	0	1	2025	6	MNPDC	1	2	2025	7	MEHRD	1	1	2025	8	MPGIS	0	1	2025	9	MOFT	2	2	2025	10	MPNSCS	2	2	2025	11	MJLA	1	5	2025	12	MCT	1	0	2025	14	MCILI	0	1	2025	15	Ombudsman	0	1	2025	16	MTGPNEA	0	1	2025	17	MMERE	1	2	2025	17	MPS	1	1	2025	18	MWYCFA	1	1	2025	19	MLHS	4	4	2025	20	NPO	2	2	2025	TOTAL		51	43		
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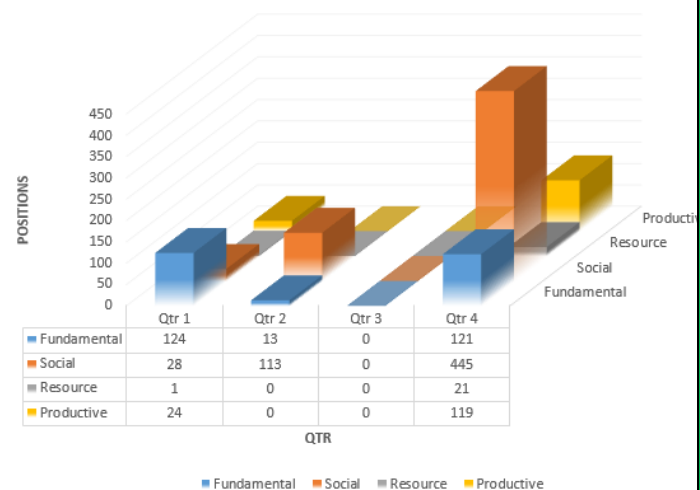
			No. of Public servants withdrawn from long term training for various reasons in 2025	<table><tr><th rowspan="2">No.</th><th rowspan="2">Ministry & Agency</th><th colspan="2">GENDER</th><th rowspan="2">year</th></tr><tr><th>F</th><th>M</th></tr><tr><td>1</td><td>MPS</td><td>1</td><td></td><td>2025</td></tr><tr><td>2</td><td>Ombudsman</td><td></td><td>1</td><td>2025</td></tr><tr><td>3</td><td>MNPDC</td><td></td><td>1</td><td>2025</td></tr><tr><td>4</td><td>Parliament</td><td>1</td><td></td><td>2025</td></tr><tr><td>5</td><td>MLH</td><td></td><td>1</td><td>2025</td></tr><tr><td>6</td><td>MWYCFA</td><td></td><td>1</td><td>2025</td></tr><tr><td>7</td><td>MJLA</td><td>1</td><td>1</td><td>2025</td></tr><tr><td></td><td>MEHRD</td><td>1</td><td></td><td>2025</td></tr><tr><td colspan="2">Total</td><td>4</td><td>5</td><td></td></tr></table>	No.	Ministry & Agency	GENDER		year	F	M	1	MPS	1		2025	2	Ombudsman		1	2025	3	MNPDC		1	2025	4	Parliament	1		2025	5	MLH		1	2025	6	MWYCFA		1	2025	7	MJLA	1	1	2025		MEHRD	1		2025	Total		4	5					
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			No. of public servant officers completing study by 2025.	<table><tr><th>NO</th><th>MINISTRY</th><th>MALE</th><th>FEMALE</th><th>TOTAL</th></tr><tr><td>1</td><td>MHMS</td><td>4</td><td>15</td><td>19</td></tr><tr><td>2</td><td>MPNS&CS</td><td>5</td><td></td><td>5</td></tr><tr><td>3</td><td>MEHRD</td><td></td><td>1</td><td>1</td></tr><tr><td>4</td><td>MJLA</td><td>3</td><td>1</td><td>4</td></tr><tr><td>5</td><td>MFMR</td><td>2</td><td>1</td><td>3</td></tr><tr><td>6</td><td>MFAET</td><td>1</td><td>1</td><td>2</td></tr><tr><td>7</td><td>NPO</td><td>1</td><td></td><td>1</td></tr><tr><td>8</td><td>MPS</td><td></td><td>1</td><td>1</td></tr><tr><td>9</td><td>MECCDMM</td><td>1</td><td></td><td>1</td></tr><tr><td colspan="4">TOTAL</td><td>37</td></tr></table>	NO	MINISTRY	MALE	FEMALE	TOTAL	1	MHMS	4	15	19	2	MPNS&CS	5		5	3	MEHRD		1	1	4	MJLA	3	1	4	5	MFMR	2	1	3	6	MFAET	1	1	2	7	NPO	1		1	8	MPS		1	1	9	MECCDMM	1		1	TOTAL				37	
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TOTAL				37																																																								

			No. of Public servants completed short tern accredited trainings by ministry /Gender per year.	No. of endorsed program: 95	
			- No. of In-service applications from Line Ministries and Agencies.	No. of in-service applications from line Ministries - 142	
			- No. of In-Service endorsed applicants from Line Ministries. (Inter-Mediate)	No. of In-Service endorsed applicants from Line Ministries: 95	
			No. of release letters by	95 release letters send out to training officers by year 2025	
			No. of memo to PSC & PS	No. of Memo send out to PSC, JLAC, PCSC - 95	
			Training policy review Taskforce Established	10 x public servants members formed the Training policy review Taskforce.	
WORKFORCE – HRMIS UNIT – OKRA 13, 14					
OKRA 13	E-Platforms	Creating highly capable organizations	Develop and Implement E-Learning and Governance Platforms - No. HRMIS Trainings	Aurion (HRMIS) is the e-governance platform that aided human resource management and payroll functions for SIG. Its purpose was to simplify and improve the operations aspect of governance. As per 2025 workplan no trainings were planned due to User Profile Review requirement and lack of updated manuals as per latest Aurion version.	

			- No. of Admin Officers Trained on HRMIS - No. of Officers Access HRMIS	Current Aurion Core user know-how from one-on-one limited training provided in house by HRMIS is adequate for the current Read Only Access purposes. Add, Edit, Update & Delete functions are removed from users due to abuse and subject to review. Training manuals will be reviewed and redesigned in 2026 to meet reviewed Access rights (User Profiling) based on reviewed Aurion functions for Human Resource Managers and HR process compliance Officials. Aurion access is currently divided into two categories. Aurion core users and self-service access users. Aurion core users includes payroll staff and users comprising the HR component of Aurion including superusers, Aurion Champions, Establishment and payroll staff of ministries and agencies. A graphic representation of the current aurion access type and users by quarter on an incremental basis is indicated below. AURION CORE AND SELF SERVICE USERS <table><tr><td></td><td>Qtr 1</td><td>Qtr 2</td><td>Qtr 3</td><td>Qtr 4</td></tr><tr><td>Self Service</td><td>500</td><td>124</td><td>1201</td><td>1915</td></tr><tr><td>Aurion Core</td><td>29</td><td>45</td><td>241</td><td>165</td></tr></table> 2026 QTRS Self Service Aurion Core Recruitment Processing module has not been utilized since its inception more than five years ago. The current HRMIS staff lack adequate Aurion technical capacity to implement such feature. Documentation for the		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Self Service	500	124	1201	1915	Aurion Core	29	45	241	165	
	Qtr 1	Qtr 2	Qtr 3	Qtr 4																
Self Service	500	124	1201	1915																
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			- No. of Officers applied via HRMIS by type	recruitment module is obtained recently and is currently under study for familiarity with its technical and functional specification before assessing the potential for implementation within current HRMIS capacity. It cannot be ruled out that Aurion technical capacity upgrade would be required to successfully facilitate this module.	
OKRA 14	HRMIS/Functional Review	Creating highly capable organizations	Manage the Establishment Register through the Aurion (HRMIS) system - No. of Establishment restructured through HRMIS System successfully Managed - No. of reprioritize position quarterly or yearly. - No. of reactivated positions in a year. - No. of Position created	Aurion as the SIG Payroll and Human Resource Management Information systems was introduced in 2009. It was assumed that since its inception there was no major review on reporting lines and aurion structures to reflect actual approved organizational structures and reporting lines within SIG and as indicative in actual establishment and manpower, budget and other reports. It is anticipated that a review and aurion organizational divisions and units restructuring will be carried out in early 2026 to ensure that the system is updated to reflect actual approved Organisation structures, reporting lines and cost centres. This is to eliminate or minimize error and maintain accuracy in real time reporting. This task will be carried out in consultation with the Aurion advisor based in MoFT. Thirteen Ministries' and Agencies' establishments were restructured through the HRMIS system during the first and second quarter. Most of which are from 2024 approved bids. These comprised of the creation of 303 new positions. Restructure activities carried out during the course of the third quarter for 22 Ministries and Agencies resulted in the creation of 706 new positions in the HRMIS system as indicated by sector below – ongoing until end of 2025.	

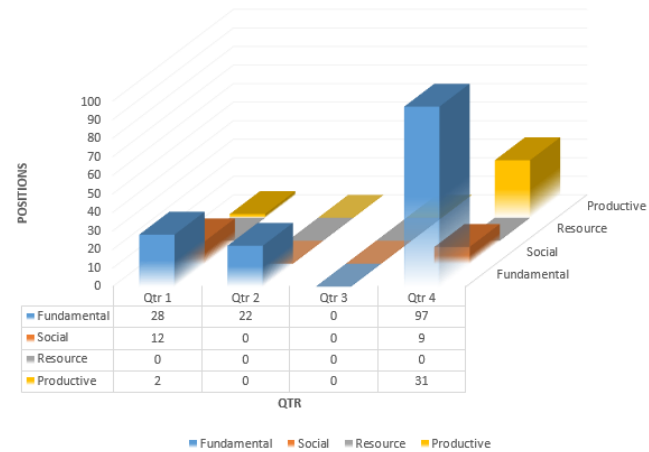
MAJOR RESTRUCTURE IMPLEMENTATION NEW POSITIONS



Sixty-four position upgrades were restructured through the HRMIS system as a result of restructure activities carried out for 13 ministries and agencies in the first and second quarter.

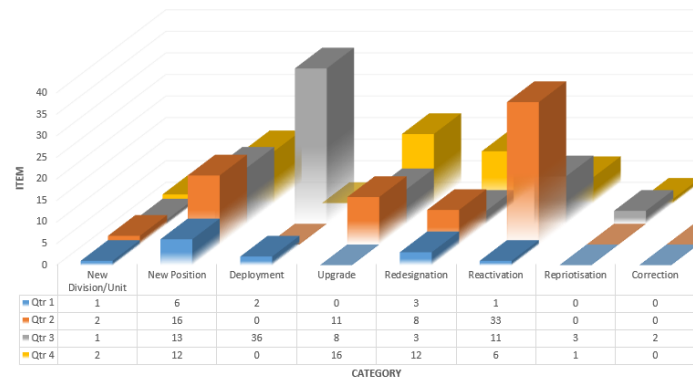
Restructure activities carried out in the third and fourth quarter resulted in the restructuring of 137 position upgrades into the HRMIS system as indicated below by sector.

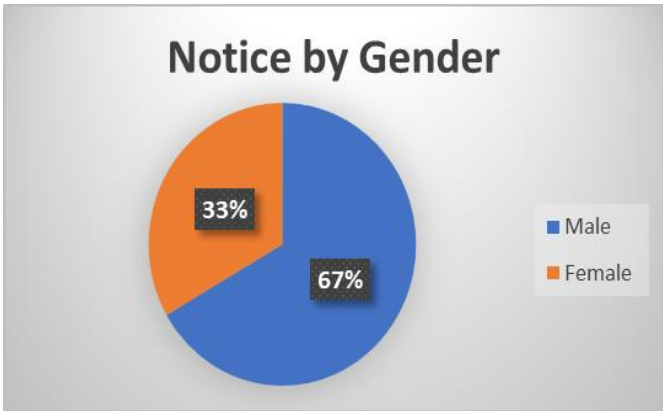
MAJOR RESTRUCTURE IMPLEMENTATION POSITION UPGRADE

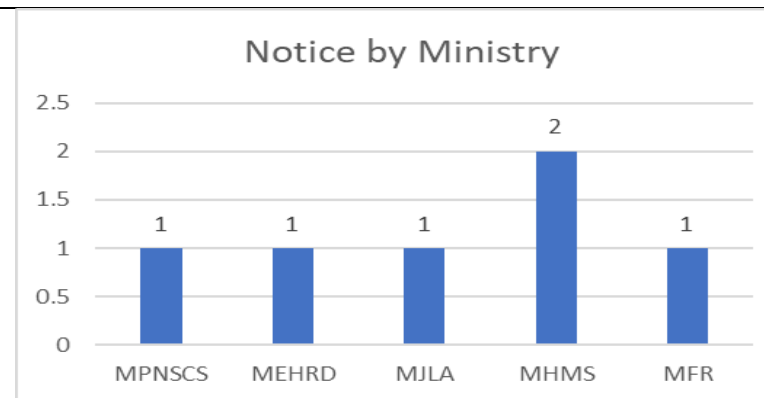


Apart from the major restructures activities restructured through the HRMIS system there are also routine minimal restructure exercises that are carried out on a day-to-day basis as indicated below.

ROUTINE RESTRUCTURE BY CATEGORY



WORKFORCE – SEPARATION UNIT – OKRA 15													
			LDSB REVIEW Meetings and consultations conducted	ACTIVITY 4.3: LDSB REVIEW Conduct Meetings and consultations - Consultation done, last meeting delayed, due to needing more information – New Public Service Regulation/Order, new structure and classifications.									
OKRA 15	Separation and Retirement	Institutionalizing human resource governance	Manage the retirement and separation processes in an efficient and effective manner.	ACTIVITY 7.3: DETAILS OF THE SEPARATION PROCESSES <u>A/ RETIREMENT NOTICE ISSUED</u> <table><tr><th colspan="2">Q4 Notice by Gender</th></tr><tr><td>Male</td><td>4</td></tr><tr><td>Female</td><td>2</td></tr><tr><td>TOTAL Q4</td><td>6</td></tr></table> 	Q4 Notice by Gender		Male	4	Female	2	TOTAL Q4	6	
Q4 Notice by Gender													
Male	4												
Female	2												
TOTAL Q4	6												



NOTE: ★

TOTAL NOTICE FROM Q1 TO Q4	
Q1	6
Q2	58
Q3	34
Q4	6
TOTAL Q1&Q2 &Q3	104

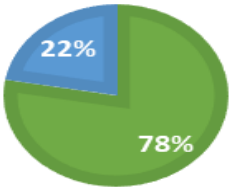
A total of 104 retirement notices were issued. Currently unit following the retirement list and issuing notices accordingly as they due

B. RETIREMENT SUBMISSION TO COMMISSIONS

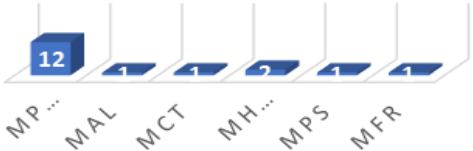
Q4 Retirement SUBMISSION by Gender	
MALE	14
FEMALE	4
TOTAL Q4	18

**RETIREMENT SUBMISSION
BY GENDER**

■ MALE ■ FEMALE



**RETIREMENT
SUBMISSION BY
MINISTRY**



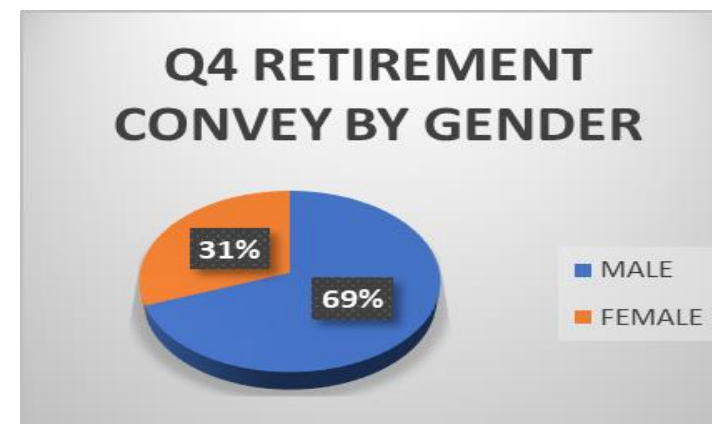
NOTE: ★

TOTAL RETIREMENT SUMISSION FROM Q1 TO Q4	
Q1	18
Q2	20
Q3	19
Q4	18
TOTAL Q1 &Q2 &Q3 &Q4	75

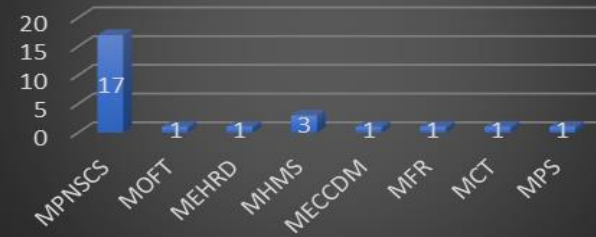
A total of **75 retirement submission** made in q1 to q4

C. RETIREMET CONVEYED

Q4 RETIREMENT CONVEY BY GENDER	
MALE	18
FEMALE	8
TOTAL Q4	26



Q4 RETIREMENT CONVEY BY MINISTRY



NOTE:



RETIREMENT CONVEYED FROM Q1 TO Q4

Q1	34
Q2	18
Q3	28
Q4	26
TOTAL Q1 & Q 2 & Q3 & Q4	106

106 officers in total were given retirement letters from q1 to q4.

D. RETIREMENT UNDER MEDICAL GROUND SUBMISSION

Q4 RETIREMENT U/MG SUBMISSION BY GENDER

MALE	1
FEMALE	0
Q4 TOTAL	1



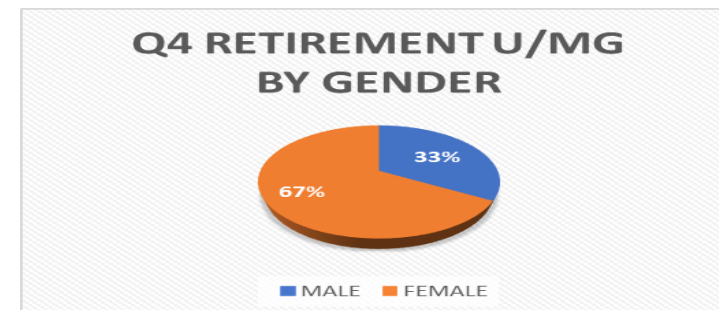
NOTE:

RETIREMENT U/MEDICAL SUBMISSION FROM Q1 TO Q4	
Q1	4
Q2	4
Q3	6
G4	1
TOTAL Q1 & Q 2 & Q3 &Q4	15

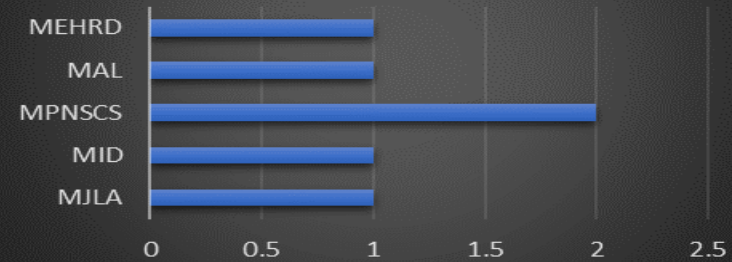
A total of **15 retirements under medical grounds** submission made in q1to q4.

E. RETIREMENT UNDER MEDICAL GROUND CONVEYS

Q4 RETIREMENT U/MG	
MALE	2
FEMALE	4
TOTAL Q4	6



Q4 RETIREMENT U/MG BY MINISTRY



NOTE:



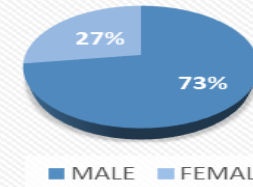
RETIREMENT UNDER M/G CONVEYED FROM Q1 TO Q4	
Q1	5
Q2	5
Q3	3
Q4	6
TOTAL Q1 & Q2 & Q3 & Q4	19

A total of **19 officers retired** under medical ground in q1 to q4

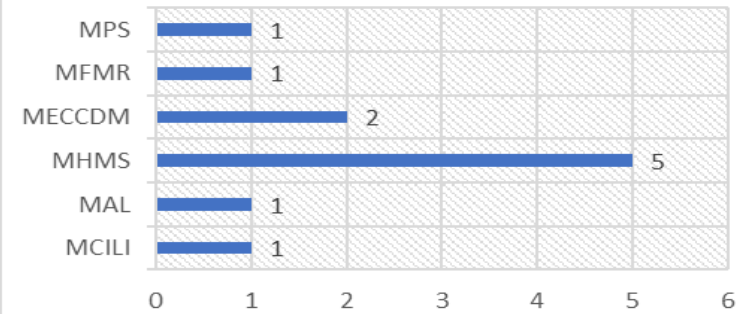
F. FTA SUBMISSIONS MADE TO COMMISSIONS

Q4 FTA SUBMISSION BY GENDER	
MALE	8
FEMALE	3
TOTAL Q4	11

Q4 FTA SUBMISISON BY GENDER



Q4 FTA SUBMISSION



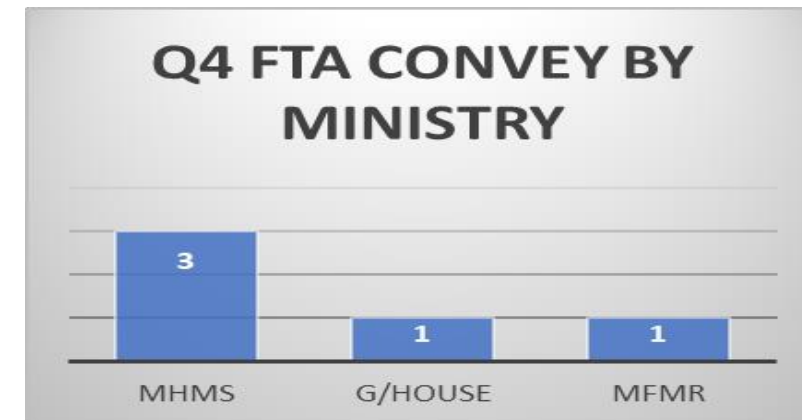
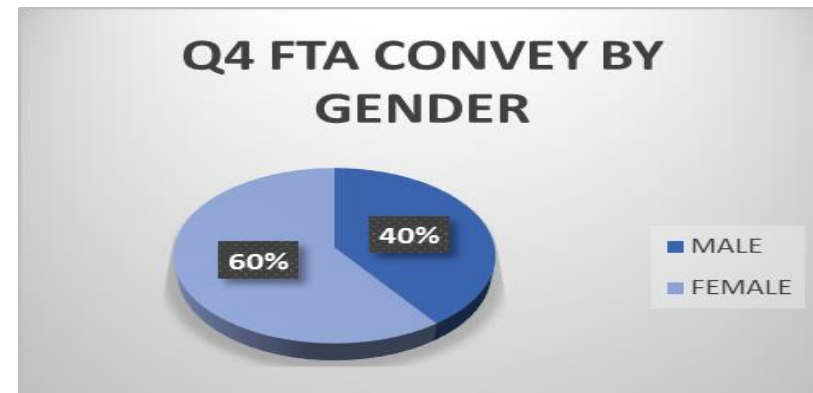
NOTE: ★

FTA SUBMISSION FROM Q1 & Q4	
Q1	29
Q2	20
Q3	17
Q4	11
TOTAL Q1 & Q2 & Q3 &4	77

A total of **77 FTA request** made for FTA in q1 to q4

G: FTA CONVEYED

Q4 FTA CONVEY BY GENDER	
MALE	2
FEMALE	3
Q4 TOTAL FTA	5



NOTE:

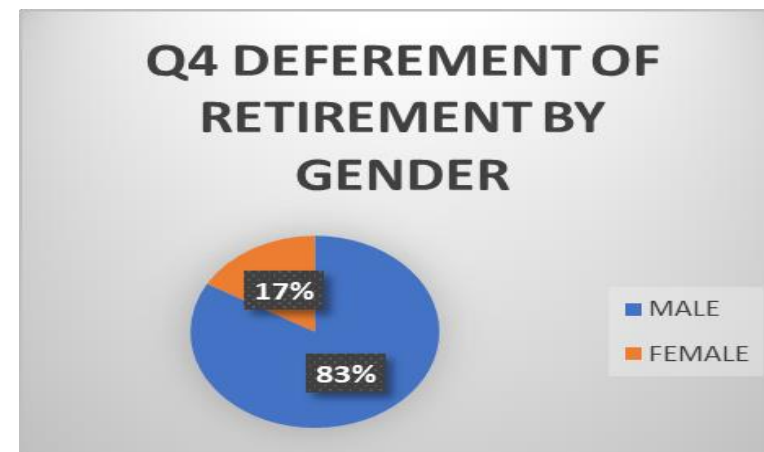


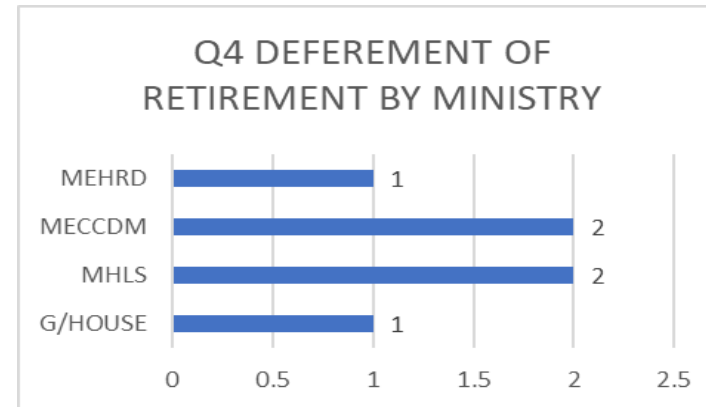
FTA CONVEYS FROM Q1 & Q4	
Q1	20
Q2	22
Q3	20
Q4	5
TOTAL Q1 & Q2 & Q3	6

A total of **67 officers** issued with FTA letters from q1 to q4

H. DEFERMENT OF RETIREMENT

Q4 DEFERMENT OF RETIREMENT	
MALE	5
FEMALE	1
TOTAL Q4	6





NOTE: ★

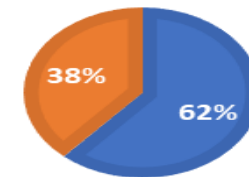
DEFERMENT OF RETIREMENT FROM Q1 TO Q3	
Q1	0
Q2	0
Q3	2
Q4	6
Q1 TO Q4 TOTAL	8

I. RESIGNATION FROM PUBLIC SERVICE

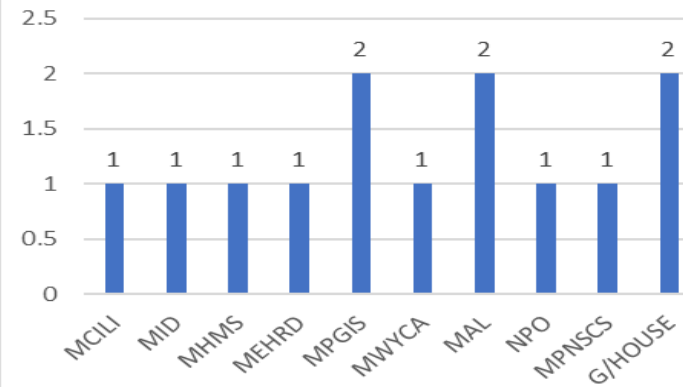
Q4 RESIGNATION BY GENDER	
MALE	8
FEMALE	5
Q4 TOTAL	13

Q4 RESIGNATION BY GENDER

■ MALE ■ FEMALE



Q4 RESIGNATION BY MINISTRY



NOTE:



RESIGNATION FROM Q1 & Q3	
Q1	12
Q2	13
Q3	16
Q4	1
TOTAL Q1 & Q2 & Q3 & Q4	54

A total of **54 officers resigned** from public service in q1 to q4

I: UNPAID LEAVE.

NOTE:



UNPAID LEAVE BY GENDER FROM Q1 TO Q3	
Q1	0
Q2	1
Q3	5
Q4	0
Q1, Q2 Q3 , Q4 TOTAL	6

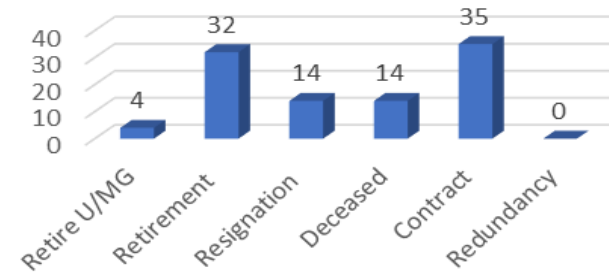
A total of **6 officers recorded** on unpaid leave from q1 to q3.
Q4 no unpaid leave

			- No. of LDSB Submission received quarterly and yearly.	J: LONG AND DEDICATED SERVICE BENEFITS (LDSB) <table><tr><th colspan="2">LDSB BY GENDER</th></tr><tr><td>MALE</td><td>62</td></tr><tr><td>FEMALE</td><td>37</td></tr><tr><td>TOTAL Q4 LDSB AP</td><td>99</td></tr></table> Q4 LDSB BY GENDER <table><tr><th>Gender</th><th>Count</th><th>Percentage</th></tr><tr><td>MALE</td><td>62</td><td>63%</td></tr><tr><td>FEMALE</td><td>37</td><td>37%</td></tr></table>	LDSB BY GENDER		MALE	62	FEMALE	37	TOTAL Q4 LDSB AP	99	Gender	Count	Percentage	MALE	62	63%	FEMALE	37	37%	
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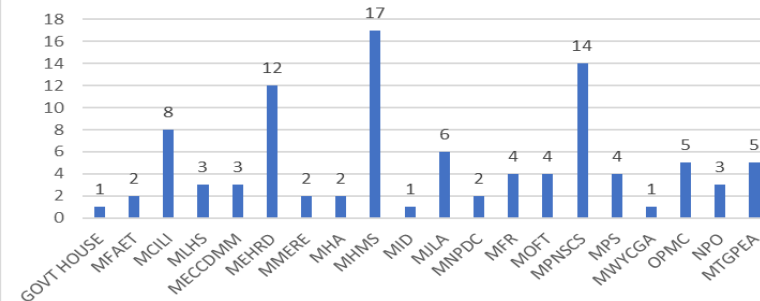
- No. of LDSB submission
by Ministries

- No. of LDSB Meetings
Conducted

Q4 TYPES OF APPLICATION



Q4 LDSB APPLICANTS BY MINISTRY



Q4 - LDSB MEETINGS

MEETINGS	NO# APPLICANTS
Meeting No# 11	33
Meeting No# 12	18
Meeting No# 13	30
Meeting No# 14	18

			-Total Budget/Meeting	<table><tr><td>Q4 TOTAL</td><td>99</td></tr></table>	Q4 TOTAL	99													
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Q4 TOTAL	\$ 7,892,195.41																		

- No of LDSB submissions approved

Q4 LDSB BUDGET /MEETING

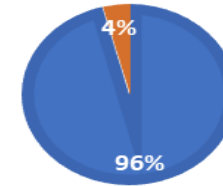


Q4 LDSB COMMITTEE DECISION

Approved	95
Deferred	4
TOTAL Q4	99

Q4 LDSB COMMITTEE DECISIONS

■ APPROVED ■ DEFERRED



NOTE:



LDSB APPLICANTS FROM Q1 TO Q4

q1	95
q2	81
Q3	80
Q4	99
TOTAL Q1 & Q2, Q3 & Q4	355

A total number of **355 applicants received (Q1, Q2, and Q3 & Q4)**. **Approved 343** (Q1, Q2, Q3 & Q4) and **12 applicants NOT approved or deferred**.

WORK FORCE – ORU/STRATEGIC PLANNING UNIT - OKRA -16, 17 and 18

OKRA 16	Financial Resources are well budgeted and expended according to Annual Work Plan Expected Outputs		Total SIG MPS Recurrent (payroll) Budget by Outputs		
OKRA 17	Organisational Development	Creating a dynamic and highly capable organisations	Creation of sub-committees in accordance to the different specialities within MPS	All 4 SOPs are currently under review by Assistant Secretaries within the Workforce Management Unit. Further progress is pending the approval of the Public Service. 1. Public Service Commission (PSC) 2. Separation Unit 3. Training Unit 4. HRMIS	
OKRA 18	Learning & Talent Development	Mentoring, building and Developing skills and talents of MPS graduate trainees through the public service graduate programs.	-Coordinating job rotation and mentoring of the graduates within various divisions of the MPS -No. of rotation done -No. of reports receive from various divisions/units' HODs	Ensuring highly competent, credible and innovative graduates. 3 rotations completed. 1. 1st Quarter 2. 2nd Quarter 3. 3rd Quarter 4. 4th Quarter yet to be started Individual progressive performance report is produced on quarterly basis. -7 GTS performance reports received and were assessed.	

				- 1 G/Trainee already got permanent with government and left	
Issues encountered with implementation				How to address the issues	
- Getting Data from SIG Ministries and Agencies is a challenge, as it depends on when they response - Some Ministries and Agencies did not send in their HRDP on time. - Adequate workforce capacity - Appropriate workforce capacity - MPS Registry Missing P/F when needed to work with submissions - Aurion issues – need to update employee’s information - Manpower - Staff movement from the division also affect work -				- Continue to liaise with ministries and follow up next year. Proper coordination needed from division. - Need more organized awareness sessions with all SIG Ministries and Agencies to understand their roles concerning capacity building of Public Servants they supervise and manage. - Recruitment and absorption - Recruit people with right skill and knowledge - This will only change if digitization came into effective. For next year continue liaise with registry team and HRMs for ministry file. - Technical capacity upgrade – Liaise with Aurion Advisor on required training avenues Familiarity with Aurion Technical and Functional documentation - Have fully established staff with in the division, all division filled next year.	

Key to traffic light reporting system

Traffic Lights	Meanings	Percentage of work completed
Red	Off track/not achieved – Needs Management attention	1-25%
Orange	Not Progressing well – need management intervention	26-50%
Yellow	Progressing - with minor issues	51-75%
Green	On track/achieved -is progressing well	76-100%

Institute of Public Administration and Management Quarter 4 2025 Report



Solomon Islands Government

Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

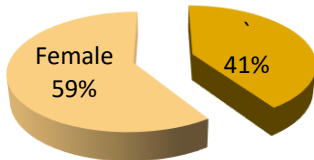
INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT DIVISION

QUARTERLY REPORTING TEMPLATE

6. 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) & NOTES
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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.	Two leadership courses designed to address senior leadership level officers Design courses are; 1. Mentoring Program for Women Leaders	Design and implement IPAM procedures to guide IPAM operations Design and Implementation of Localized Women in Leadership Mentoring program	1. All designed courses completed a. Pilot conducted for Mentoring Program
				2. Employability Skills 3. Introduction to Microsoft Access	Design the Introduction to Microsoft Access manual for public officers	Courses to be piloted in 2026 are a. Employability Skills b. Introduction to Microsoft Access
				Review Courses are; 1. LDP review is completed and pilot training conducted		2. All reviews completed and piloted
OKRA 18	IPAM Trainings (Outreach)	Building Skills, Developing Talents	Provide training to public officers both in the Provinces and Honiara - No. of trainings series conducted in Honiara each year.	Quarter 4 Total participants on training Honiara trainings Total 8 trainings Honiara trainings: 6 [1 requested] Provincial Trainings: 2 [2 Requested KYPS & COC [Choiseul Pro] Training by Gender	Train Public Officers in Honiara and Provinces with the relevant skills & knowledge to enhance work performance	All Quarter 4 scheduled trainings completed All requested trainings for quarter 3 are completed

		- No. of trainings series conducted in each province annually. - No. of officers attended the IPAM trainings series in Honiara and the provinces increase annually	Total Course Participants-By Gender, Qtr 4, 2025  Training by Series & Total training <table><tr><th>Series</th><th>Sch</th><th>Req</th><th>Ttl</th></tr><tr><td>IS</td><td>0</td><td>2</td><td>2</td></tr><tr><td>CLDS</td><td>1</td><td>0</td><td>1</td></tr><tr><td>LMDS</td><td>1</td><td>3</td><td>4</td></tr><tr><td>ICTS</td><td>1</td><td>0</td><td>1</td></tr><tr><td>Totals</td><td>3</td><td>5</td><td>8</td></tr></table> Training by Ministries	Series	Sch	Req	Ttl	IS	0	2	2	CLDS	1	0	1	LMDS	1	3	4	ICTS	1	0	1	Totals	3	5	8
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OKRA 19	IPAM Trainings (Delivery)	Building Skills, Developing Talents	Source training programmes from other reputable international training providers, and academic institutions and facilitates the local delivery of those programs	Fale Mentoring Program (online regional program; 3 per country) Solomon Islands Public Service 1. MPS – Manager Karen H Titiulu 2. MJLA - HRM	Facilitate accredited trainings and programs for public officers	The Fale mentoring Program is ongoing It will be completed in November																																										

			- No. of trainings delivered and facilitated by IPAM from reputable international training providers/institutes																		
OKRA 20	IPAM Trainings (M&E)	Building Skills, Developing Talents	Monitors and evaluate the impacts of training on individual and organisational performance	<u>Reaction Evaluation:</u> Evaluation of trainings done satisfactorily	Maintain training quality and standards through IPAM Reaction & Learning Evaluations and MEL framework	IPAM MEL to commence in Q4 with support from GPM															
			- No. of Evaluation conducted for each course in a year annually.	<u>IPAM MEL</u> to be commenced as and when MEALF is ready for us to collaborate																	
OKRA 21	IPAM Trainings (Resources)	Building Skills, Developing Talents	Provide resources to support course participants - Percentage (%) increase in participant’s rating of the quality of the IPAM course materials annually	7 courses delivered in Quarter 4 are eligible for evaluation Reaction Evaluation <table><tr><td>0.50%</td><td>1.50%</td><td>8%</td><td>28%</td><td>62%</td></tr></table> <table><tr><td colspan="5">1.5 % not at all satisfactory</td></tr><tr><td colspan="5">98.5% satisfied to large and greater extent</td></tr></table>	0.50%	1.50%	8%	28%	62%	1.5 % not at all satisfactory					98.5% satisfied to large and greater extent					Recruitment of design expert (volunteer) to review IPAM courses	IPAM management will consider slight percentage in the negative category to improve
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1.5 % not at all satisfactory																					
98.5% satisfied to large and greater extent																					

			- Percentage (%) increase in satisfactory rating of the relevance of the course content to the needs of leaners/trainees annually. - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning. - Percentage (%) increase in satisfactory response rate in terms of learning environment and facilities annually. -Percentage (%) increase in satisfactory rating in	<table><tr><td>0.50%</td><td>0.50%</td><td>7%</td><td>28%</td><td>63%</td></tr></table> 1.0 % not at all & to a small extent satisfactory 93% are satisfied to large and greater extent <table><tr><td>0.5%</td><td>1%</td><td>9%</td><td>27%</td><td>63%</td></tr></table> 1.5% not at all & to a little extend 98.5% are satisfied large and greater extent <table><tr><td>1.00%</td><td>3%</td><td>12%</td><td>34%</td><td>50%</td></tr></table> 1.3% not at all satisfactory 98.7 % are satisfied large and greater extent <table><tr><td>0.50%</td><td>2%</td><td>9%</td><td>52%</td><td></td></tr></table> 2.5 % not at all satisfactory 87.5 % are satisfied to a large and greater extent	0.50%	0.50%	7%	28%	63%	0.5%	1%	9%	27%	63%	1.00%	3%	12%	34%	50%	0.50%	2%	9%	52%			
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			terms of the pace of the course			
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	Fale Pacific Public Service Partnership (PPP) a. Collaboration among Pacific Public Service Training Institutes (PPSTI); IPAM, VIPAM, FLIPS & SILAG for MOU for regional accredited trainings b. Series of meetings i. Meeting 1 done on 26th June ii. Meeting 2 done on 28th August 0 accredited trainings facilitated	Facilitate accredited trainings and programs for public officers	Meeting 2 agenda; 1. First draft MOU was shared 2. Presentation by the Chandler Institute (Singapore) an international public service training organization based in Singapore 3. IPAM presented need for globally recognised leadership training for executive level (PS level) 4. MPS was represented by IPAM to present PPTI to all member countries on behalf of the PPTI initiative
OKRA 23	E-Platforms	Creating highly capable organizations	Develop and Implement E-Learning and Governance Platforms - No. of trainings integrated from	Online trainings in Quarter 4 • Developing Work Place Procedure (online) • Performance Management Process (online) • Microsoft Word (online)	Instructional guidelines and material for the IPAM online learning courses supports online learning	

			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			
7. Issues encountered with implementation				8. How to address the issues		
1. To accommodate a high number of nominations for all IPAM trainings 2. Stakeholder commitment [line ministries]				1. Ministry based request and customized trainings are accepted [For quarter 4,5 out of 8 are requested trainings] 2. Commitment in linking and strategize to get buy in		

Key to traffic light reporting system

Traffic Lights	Meanings	Percentage of work completed
----------------	----------	------------------------------

Red	Off track/not achieved – Needs Management attention	1-25%
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Corporate Services Quarter 4 2025 Report

CORPORATE SERVICES DIVISION Q4 2025 Performance Analysis and Outcome-Level Assessment (MEALF Framework)

1. Overview and Analytical Approach

The Corporate Service as Division's Q4 2025 performance is assessed against its eight Output Key Result Areas (OKRAs) under the Ministry's Performance Monitoring, Evaluation, Accountability, and Learning Framework (PMEALF). The analysis applies traffic light ratings, results indicators, and qualitative interpretation to assess not only output delivery but also the extent to which outputs translated into intended outcome-level results.

The Division's OKRAs include: - OKRA 24: Public Service Housing and Staff Welfare Administration - OKRA 25: Human Resource Development, Training, and Scholarships - OKRA 26: Performance Management and Appraisal Systems - OKRA 27: Office and Logistical Support Services - OKRA 28: Financial Management and Budget Coordination - OKRA 29: Governance, Commission, and Executive Support - OKRA 30: Procurement, Assets, and Resource Management - OKRA 31: Attendance Monitoring and Workforce Discipline Systems

This assessment explicitly distinguishes between implementation (outputs delivered) and effectiveness (outcomes realised), in line with MEALF principles.

Overall, findings indicate that Corporate Services outputs are largely contributing positively to intended organisational outcomes, particularly in service reliability, workforce capability, and financial governance. Identified constraints are predominantly procedural or system-related, rather than structural, providing clear entry points for corrective management action in the next planning cycle.

2. Summary of Performance Status

Status	Results Indicators	Summary
 Green (Achieved / On Track)	20	Core service delivery, HR development, housing, finance, office management, and leave administration are progressing well.
 Yellow (Needs Attention)	5	Performance management utilisation and attendance reporting require management follow-up.
 Orange (Requires Intervention)	1	Equipment procurement delayed and requires immediate intervention.
Total	26	

3. PMEAL Results Alignment – Q4 2025

Results Chain: Inputs & Activities → Outputs (OKRAs) → Short–Medium-Term Outcomes → Organisational Impact

Q4 performance demonstrates a generally intact results chain, with Corporate Services outputs translating into outcome-level results related to service continuity, workforce readiness, and institutional governance. Where outcomes are partially achieved, gaps are associated with incomplete downstream processes (e.g., appraisal utilisation, system-generated reporting) rather than failure of output delivery.

4. Outcome-Level Results by Output Area

Outcome 1: Reliable and Timely Corporate Service Delivery Linked OKRAs: 24, 27, 28, 29 Result: Achieved

Housing payments, utilities, office support services, governance support, and financial management outputs were delivered consistently throughout Q4. Completion of PSRS and utilities payments ensured compliance with staff welfare obligations, while sustained commission and meeting support enabled uninterrupted governance operations. Monthly budget updates and timely completion of the 2026 budget review and preparation strengthened financial predictability and organisational readiness.

PMEAL Interpretation: Outputs under these OKRAs directly supported institutional stability and operational reliability, contributing strongly to the Ministry's core service delivery mandate.

Outcome 2: Strengthened Workforce Capability and Readiness Linked OKRA: 25 Result: Achieved / On Track

Local and international training activities, alongside ongoing long-term study placements, enhanced staff skills and supported medium-term succession planning. While the full impact of training investments will materialise over time, Q4 outputs demonstrate strong alignment with workforce professionalisation objectives.

PMEAL Interpretation: Human resource development outputs are effectively contributing to workforce capability outcomes, with anticipated cumulative benefits in future reporting cycles.

Outcome 3: Effective Performance and Accountability Systems Linked OKRAs: 26, 31 Result: Partially Achieved

Core performance management processes, including PMP reviews and form completion, were operational during Q4. However, outcome-level effectiveness remains constrained by incomplete utilisation of appraisal outputs. The absence of promotions and Upper Segment submissions limits the motivational and accountability effects of the system. Similarly, AMS reporting challenges reduce the availability of reliable attendance data for managerial oversight.

PMEAL Interpretation: While outputs were delivered, outcome realisation is weakened where systems are not fully “closed-loop” (appraisal → decision → action → feedback).

Outcome 4: Efficient and Responsive Procurement and Resource Utilisation Linked OKRA: 30 Result: Not Fully Achieved

Although procurement systems and records are maintained, the failure to complete equipment procurement during Q4 represents a break in the results chain. This delay poses short-term operational risks and may affect service delivery efficiency if not addressed promptly.

PMEAL Interpretation: This area requires immediate management intervention to restore alignment between procurement outputs and operational efficiency outcomes.

5. Cross-Cutting Outcome Assessment

Outcome Area	Status	Evidence Summary
Service Reliability	 Achieved	Housing, office support, finance, and budget outputs delivered as planned
Workforce Capability	 On Track	Training and long-term study progressing

Accountability & Performance	 Partially Achieved	Appraisals completed; promotions and AMS reporting lagging
Operational Efficiency	 At Risk	Equipment procurement not completed

6. PMEAL Learning and Adaptive Management

Key Learning: Strong output delivery does not automatically translate into outcomes unless processes are completed end-to-end and systems generate actionable management information.

Adaptive Management Actions for 2026: - Strengthen the linkage between performance appraisal outputs and HR decision-making (promotions, segmentation, incentives) - Resolve AMS reporting and procurement bottlenecks to restore outcome integrity - Improve indicator quality, data extraction, and evidence use in quarterly reporting

7. Outcome-Level Conclusion

Q4 2025 performance indicates that the Corporate Services Division is effectively supporting organisational outcomes in service reliability, workforce development, and financial governance. While most outputs are translating into meaningful results, targeted corrective actions in performance management utilisation, procurement execution, and system reporting are required to strengthen outcome achievement and sustain long-term institutional impact.

This analysis provides a sound evidence base for management decision-making, accountability actions, and planning improvements for the next reporting cycle