



ANNUAL PROGRESS REPORT

SOLOMON ISLANDS PROVINCIAL GOVERNANCE AND SERVICE DELIVERY (PGSD) PROJECT

EU Contribution Agreement FED/2022/433-879

16 October 2024 - 15 September 2025

Submitted on 16 October 2025

Acronyms

AWP: Annual Work Plan

CMC: Clinic Management Committee

DPs: Development Partners

EU: European Union

IEDCR: Integrated Economic Development and Community Resilience Project

JOC: Joint Oversight Committee

LoA: Letter of Agreement

MECDM: Ministry of Environment, Climate Change and Disaster Management

MEHRD: Ministry of Education and Human Resource Development

MHMS: Ministry of Health and Medical Services

MOFT: Ministry of Finance and Treasury

MPGIS: Ministry of Provincial Governments and Institutional Strengthening

MNPDC: Ministry of National Planning and Development Coordination

NCE: No-cost Extension

PCA: Project Cash Advances

PCDF: Provincial Capacity Development Fund

PFGCC: Provincial Fiscal Grants Coordination Committee

PGs: Provincial Governments

PGSD: Provincial Government and Service Delivery Project

PM: Project Manager

ProDoc: Project Document

SMC: School Management Committee

TPBU: Technical Planning and Budgeting Unit

UN: United Nations

UNDP: United Nations Development Programme

UNICEF: United Nations Children's Fund

WASH: Water, Sanitation and Hygiene WB World Bank

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Executive summary

The Solomon Islands Provincial Governance and Service Delivery (PGSD) Project, funded by the European Union, aims to strengthen decentralized service delivery in education, health, and WASH across all nine provinces. During the reporting period (October 2024 – September 2025), the project expanded its reach and impact through strategic partnerships, capacity building, and grant disbursement. A full project team was in place, and the EU approved a no-cost extension to July 2026 to ensure completion of planned activities.

Key Achievements:

- Successfully implemented the second grant cycle, reaching all nine provinces and benefiting over 19,838 people, with 52% being women and girls.
- Disbursed USD 1 million in sector grants for education and health, improving WASH infrastructure in 38 schools and 9 healthcare centers.
- Conducted grants management training for 75 provincial staff and strengthened oversight through workshops with Provincial Assemblies and Public Accounts Committees.
- Enhanced participatory planning through Ward Development Committee workshops, amplifying community voices in local development.
- All provinces met PCDF compliance conditions, and coordination with line ministries improved planning and monitoring.

Challenges:

- Political instability, including motions of no confidence, delayed legislative reforms and disrupted project timelines.
- Logistical issues such as flight cancellations, lack of vendors, and absence of bank branches hindered timely implementation and grant liquidation.
- Gender imbalance in public service limited inclusive engagement, despite efforts to promote women's involvement.

Recommendations:

- Strengthen partnerships with provincial governments, line ministries, and civil society to improve coordination and service delivery.
- Support early project design and procurement to ensure timely implementation and reporting by mid-2026.
- Promote peer learning among provinces to share best practices and improve access to PCDF grants.
- Continue advocacy for PGA amendment and fiscal decentralization to institutionalize reforms.
- Explore digital tools and platforms to enhance transparency, community engagement, and planning efficiency.

1. SUMMARY OF THE ACTION

1.1 Description of the action

- 1.1.1 Name of coordinator of the grant contract: Munkhtuya (Tuya) Altangerel
- 1.1.2 Name and title of the contact person: Munkhtuya (Tuya) Altangerel, Resident Representative, UNDP Pacific Office
- 1.1.3 Name of beneficiary(ies) and affiliated entity(ies) in the action:
- 1.1.4 Title of the action: Solomon Islands Provincial Governance and Service Delivery Project
- 1.1.5 Contract number: FED/2022/433-879
- 1.1.6 Start date and end date of the reporting period: 16 October 2024 to 30 September 2025
- 1.1.7 Target country(ies) or region(s): All nine (9) provinces of Solomon Islands
- 1.1.8 Final beneficiaries &/or target groups¹ (if different) (including numbers of women and men):
Provincial government functionaries of all 9 provinces, government officials of different ministries, representatives of 173 wards and ordinary people in the community living at the provincial level, and the entire population in the nine provinces.
- 1.1.9 Country(ies) in which the activities take place (if different from 1.1.7): Not Applicable.

2. BACKGROUND

2.1 Brief description of the context in which the action was formulated

Over the past 10 years, Solomon Islands' Ministry of Provincial Government, and Institutional Strengthening (MPGIS) has reinvigorated Solomon Islands nine provincial governments (PGs). Given the sprawling geography of the country, these sub-national institutions are an absolute necessity to enable the effective and efficient provision of essential public services to people across the country, in particular, marginalized groups who often live far from Honiara and provincial capitals where services are concentrated.

The main instrument used to revive the PGs in 2010 was a discretionary performance-based grant from the Provincial Capital Development Fund (PCDF). The grant incentivized PGs to adhere to principles of sound public financial management (PFM), including participatory planning, accountable budgeting, and transparent oversight. A major challenge remains, however, to coordinate activities funded with PCDF grant money and activities funded through national government ministries. In the long term, it is vital that PGs (with elected Provincial Assemblies as

¹ 'Target groups' are the groups/entities who will be directly positively affected by the project at the project purpose level, and 'final beneficiaries' are those who will benefit from the project in the long term at the level of the society or sector at large.

their highest governance body) become the apex bodies for coordinating provincial divisions of national sectoral departments (e.g., health, education, environment, and fisheries).

Over the past two years, MPGIS has drafted reforms of the outdated Provincial Government Act 1997 (PGA) to establish a unified provincial administration, whereby provincial divisions of national sectoral ministries will operate under the PG umbrella. In November 2024, Premiers from Solomon Islands Provincial Governments convened in Honiara for a consultation on the strengthening of the Legal Framework for Provincial Governments. In summary, revising the law, the Government aims: 1) To make the Provincial Governments real service delivery actors and become drivers of economic development; 2) To empower the Provincial Governments by expanding the existing funding mechanism called the Provincial Capital Development Fund to enable increased resource flow to support service delivery and economic development at the provincial level; and 3) Establish an independent Board having representation from the Provincial Government for the effective oversight of the funding mechanism to accelerate fiscal decentralisation with greater transparency and accountability of public finance. In addition, key sectoral ministries, notably the Ministry of Education and Human Development (MEHRD) and the Ministry of Health and Medical Services (MHMS), have also acknowledged the need to operate in closer cooperation with the provincial governments.

Aligning with this, under the PGSD project, the PCDF mechanism was expanded through the addition of service delivery support (health, education and/or water, sanitation, and hygiene (WASH)), however, after considering that not all provinces qualify for PCDF, and with the aim to reach all nine provinces of Solomon Islands, the PGSD project decided at its Second Board Meeting in March 2024 to channel its support directly to the provincial governments instead of through the PCDF mechanism as per the official request from the MPGIS. UNDP is then administering the service delivery support directly to the provincial governments with the aim of providing provincial level capacity development support to strengthen the capacity of PGs and provincial divisions of MEHRD and MHMS to implement better coordinated, more efficient and better targeted services to populations across the country. The project is focused on laying the foundations for the MPGIS, PGs and provincial health and education divisions to operate as unified provincial service delivery units, in line with planned PGA 1997 reforms, and all activities organized under this reporting period are in line with these objectives.

2.2 Implementation modality of the project

The execution modality for this project is UNDP's Direct Implementation Modality (DIM). The Implementing Partner (IP) for this project will therefore be UNDP. The Project is being implemented in accordance with the UNDP Program and Operations Policies and Procedures (POPP).

2.3 Geographical coverage of the project

The Project is headquartered in the capital of Honiara and operates nationally with the ministries reaching out to all 9 provinces with the sector grants support to improve education, health, and WASH service delivery.

Province/ City	Total Population	%	Male	%	Female	%
Central	30,318	4.2	15,562	2.2	14,756	2.0
Choiseul	30,775	4.3	15,863	2.2	14,912	2.1
Guadalcanal	154,022	21.4	78,972	11.0	75,050	10.4
Isabel	31,420	4.4	16,627	2.3	14,793	2.1
Makira	51,587	7.2	26,662	3.7	24,925	3.5
Malaita	172,740	23.9	86,691	12.0	86,049	11.9
Rennel & Bellona	4,100	0.5	2,222	0.3	1,878	0.2
Temotu	22,319	3.1	11,055	1.5	11,264	1.6
Western	94,106	13.1	48,933	6.8	45,173	6.3
Honiara (Town/City)	129,569	18	66,809	9.3	62,760	8.7
	720,956	100	369,396		351,560	

Table 1: Solomon Islands Population by Gender and Province



Figure 1: Country Map of Solomon Islands

3. DESCRIPTION OF OUTPUTS AND ACTIVITIES

Activities implemented and progress made during the reporting period.

Soon after the start of the annual reporting period (16 October 2024 – September 2025), the PGSD team emphasized on liquidation of the first cycle of grants from the Provincial Governments to prepare better for the second cycle of grants at the beginning of Provincial Fiscal Year to better plan and manage the grants. The first cycle of grant covered six Provincial Governments and benefitted over 10,000 persons of them over 56% were women. With the lessons learned from the implementation of the first cycle of grant, the project team planned for preparing the three new

provinces by sharing the challenges faced and lessons learned from the six provinces. The new provinces e.g., Malaita, Makira and Rennel and Bellona were oriented on the sector grants and provided with the information on indicative allocation of the PGSD grants to ensure efficient planning with the confirmation of resources.

The third Project Board meeting organized to discuss the project progress, challenges as well as sharing the annual work plan and budget for 2025 and discuss the expansion of the sector grant support to all the Provincial Governments aligning with the ProDoc. The MPGIS's decisions on separating the PGSD grants from the PCDF were discussed to receive the guidance from the PB and accordingly the PGSD team completed preparatory activities to reach out to all the PGs. Besides, to overcome the challenges of slow delivery the PB in principle agreed to extend the PGSD's duration for a year and the necessary guidance was provided to the project team to complete the necessary procedures for the No-Cost Extension (NCE) of the project. Accordingly, the NCE request submitted and got approved by the EU.

The project team worked closely with all the provincial governments to support them with the required information to prepare better for the utilization of sector grants looking at the approved Provincial Assembly plans to improve health and education service delivery focusing on improved access to safe water, sanitation and hygiene facilities. The team ensured quality submission of proposals by the Provincial Governments accessing sector grants. As a result, LoA signed with all the PGs and ensured the transfer of grants in the beginning of the provincial financial year. As a result, the project managed to formalize partnership with all the nine Provincial Governments, supported institutional capacity development, which ensured better planning and effective management of sector grants.

PGSD supported all the Provincial Governments with USD 1.63 million grants to improve education and health service delivery, which directly benefitted over 30,000 persons of them over 52% are women and girls accessing safe drinking water, improved sanitation and hygiene facilities at schools and health centers across the country.

Induction workshop was organized inviting all the Provincial Speakers and Clerks to better understand roles and functions to effectively manage the assembly sessions and handle the discussion and debate at the assembly. In addition, they were attached to the national parliament to understand the functions of the Speaker and Clerks by attending the parliamentary sessions as observers and with a briefing by the Speaker's office. As most of the Provincial Speakers are new in their role, it helped them tremendously to effectively perform their role as well as helped them with the PGSD's sector grants.

Workshops with the Provincial Public Accounts Committee (PPAC) members contributed to enhance their knowledge and skills for better scrutiny and performing their oversight roles. It is observed that PPACs are better performing their oversight role, holding the Provincial Executives more accountable, which contributed to wider transparency and accountability leading towards improved governance. As a result of improved oversight efficiency in planning and value for money in development investment were enhanced.

The PGSD team also organized several workshops to improve the capacity on participatory planning at the ward level, inviting the Ward Development Committees (WDCs) and the representatives from the community to make them aware of the importance of working together in developing ward level plan and implementation of ward grants in a more transparent and accountable manner. Such workshops contributed largely to proactive participation of community local level planning. Over 25% of WDCs in project areas are proactively engaging community participation in designing, implementing and monitoring of micro-projects implemented at the community level supported under ward grants of the Provincial Governments. It enabled community voices especially women, youth, persons with disabilities are better amplified in the ward (local) level planning which contributed to influence the decision of provincial assembly prioritizing education and health service delivery.

Output 1: Sector Grants for Health and Education (incl WASH) Operationalized.

Activity Result 1.1: Provincial Sector Grants Manual, consultatively developed and finalized

No progress during the reporting period.

Activity Result 1.2: Sector Grants efficiently provided to Provincial Administrations and monitored to ensure accountable, effective service delivery to communities.

During this reporting period, nine (9) draft Letters of Agreement (LoA-2025) were finalized through close consultation with all nine Provincial Governments. Six consultations were held in the provinces, while three were conducted in Honiara with the Guadalcanal and Rennell & Bellona Provincial Governments.

The finalization process involved key sectoral stakeholders to ensure alignment and feasibility. The Works Department contributed to refining the designs and cost estimates of WASH facilities. The Planning Department ensured that budget allocations were reflected in Provincial Workplans and aligned with sector priorities. Meanwhile, the Procurement and Finance units addressed compliance and financial requirements to support implementation.

With the draft LoAs in place, a review and finalization process was initiated both within the provinces and by the Ministry of Provincial Government Officers (MPOs). The completion of the LoAs was directly linked to the provincial grant requests for the first advance. Once finalized, all accountable officers endorsed and signed the documents, marking the beginning of a renewed partnership focused on strengthening service delivery, particularly in Water, Sanitation, and Hygiene (WASH).

To support implementation, an action plan was also developed to expedite the liquidation of advances previously received by some provinces. The release of the first advances has triggered the rollout of WASH facility projects across 31 sites in the nine provinces.



Figure 2: Isabel Premeir signing the LoA

Grants Amount by Provinces

The bar chart below represents the allocation of grants by provinces for 2025-2026.

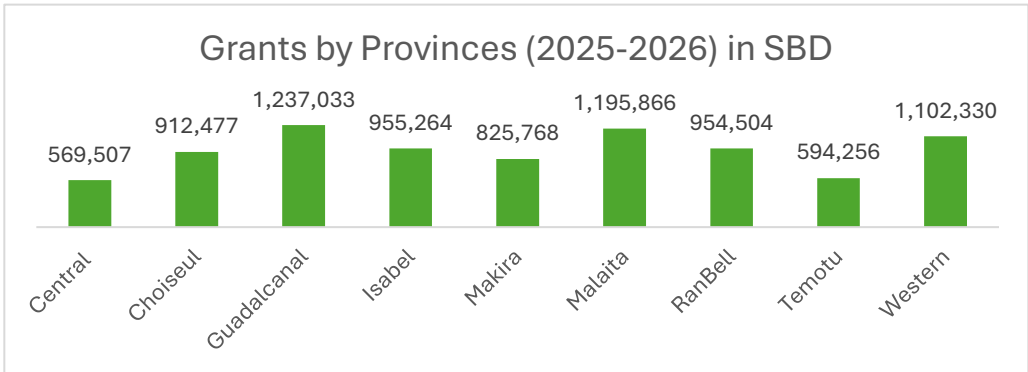


Figure 3: Allocation of grants by Province (2025-2026)

Tranches to Provinces

The PSGD considers flexibility in tranches instead of imposing any proportionate allocations by quarters. The flexibility is considered based on the context and the practical needs of the provinces in each quarter to ensure smooth implementation. Such flexibility allowed the provinces to consider two tranches in two subsequent quarters and requested the amount considering their practical requirements of resources. The following bar chart represents the total amount, and the tranche amount reveals 3 provinces considered up-to 50%; 3 requested over 60% and 3 asked for up-to 70% to cover the expenditure of first quarter implementation. The following bar charts provide information on the grant and tranches by provinces.

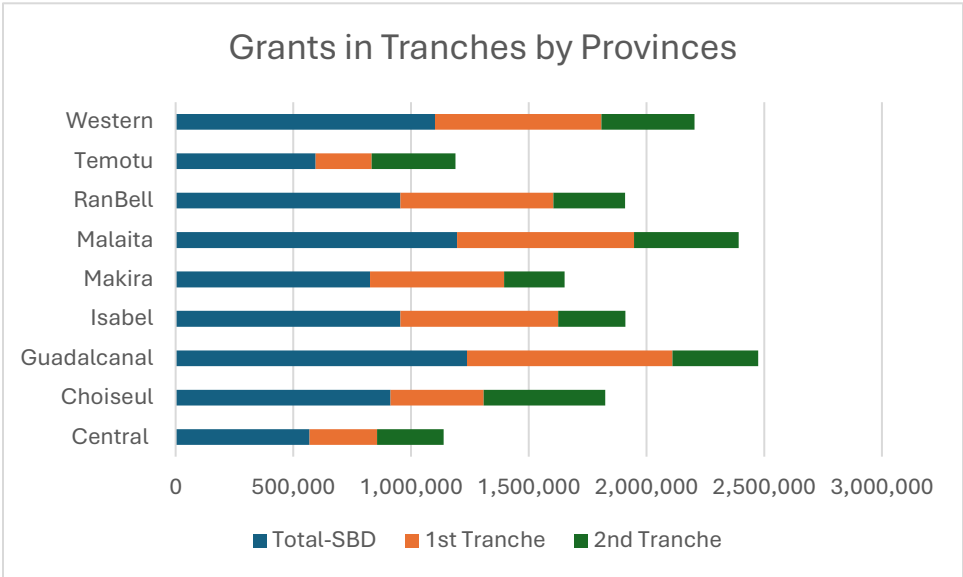


Figure 4: Grants in Tranches by Provinces

Investments Priorities under Sector Grants

Investment trends reveal that the provincial governments planned to invest over 95% on development projects and 4.5% for monitoring and coordination to ensure smooth implementation of projects. The data reveals the priorities to education over health despite it varies to provincial requirements. It can be mentioned that Guadalcanal, Choiseul and Central province have prioritized health over education while Western Province, Makira, RenBell, only considered to support in schools. The following chart reveals the investment priorities of the provinces.

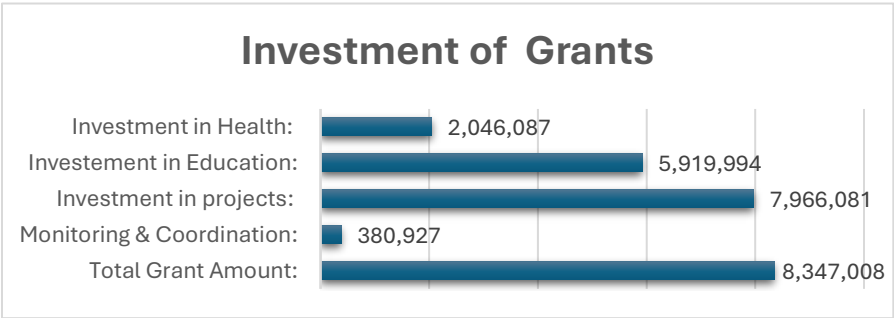


Figure 5: Investment of Grants by Sector

Investment in water and sanitation facilities

The data reveals all the provinces considered sanitation as high priority. It is observed that over 83% of project investments are focused on improving sanitation facilities at schools and health centers.

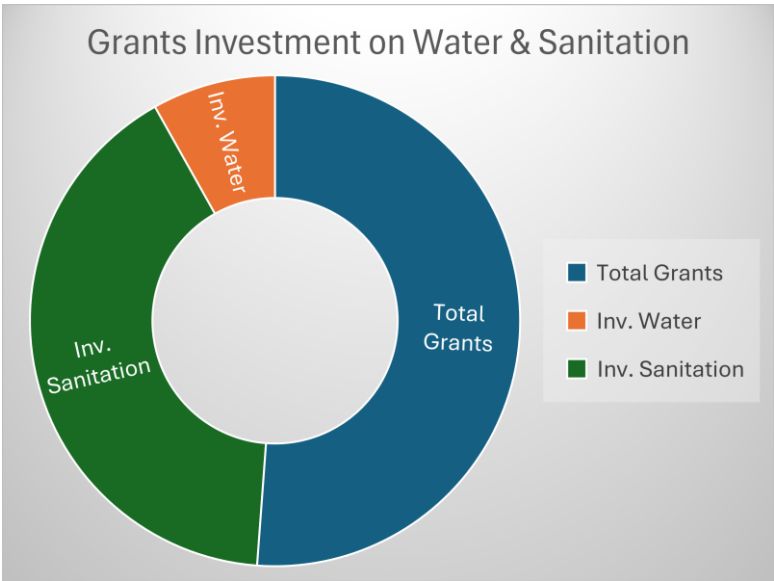


Figure 6: Investment Proportion of Grants on Water and Sanitation

The chart shows four provinces e.g., Choiseul, Western, RenBell and Makira only planned for improving sanitation services. Among the five provinces considered investment on improving water access, Malaita’s investment is significant and higher followed by Guadalcanal, Temotu, Isabel and Central provinces.

Activity Result 1.3: Internal PCDF management and oversight systems strengthened.

In addition to finalizing the Letters of Agreement (LoAs), several capacity-building training courses were conducted to strengthen the Provincial Governments’ ability to support project implementation. Among these was communication training focused on developing essential skills in photography, particularly feature photography, for documentation and media reporting purposes.

This training significantly enhanced the communication capacity of provincial staff, equipping them with practical skills to better capture and share project activities and outcomes. Participants included members of the Provincial Planning Teams, as well as staff from the Education and Health sectors.

Table 2: Number of Participants

Location of origin	Male	Female	Total
Central	2	2	4
Choiseul	0	1	1
Guadalcanal	1	0	1
Isabel	3	0	3
Malaita	3	0	3
Makira			0
RenBel/Bellona	1		1
Temotu	1		1
Western	2	1	3
Provincial Youth representatives	15	5	20
MNPDC	1	0	1
UNDP	2	1	3
TOTAL	31	10	41

Output Progress**Table 3: Progress against Objectively Verifiable Indicators (OVI) for activity result 1.2 and 1.3**

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
Activity Result 1. The Provincial Sector Grants Manual was consultatively developed and finalized				
1.1: # MGPIS and PG officials (including provincial sectoral divisions) have a good understanding of requirements for accountable expending and disbursing PCDF Sector Grants in line with the new Sector Grants Manual	0(2022)	63(2026)	52 (2025)	Total of 52 PG officials, at which 30 provincial staff from 6 Provinces in 2024 LoA attended, and 22 provincial staff from 2025 LoA attended, including Provincial Health and Education Extension departments
1.2 # of provinces providing timely reporting on Sector Grants and remaining eligible for PCDF funding	0(2022)	9(2026)	9(2025)	Nine (9) provinces are timely in reporting for the PGSD grants support to which they are eligible for the PCDF funding in 2025.
1.3: # MOU/LoA between MGPIS and HMMS/MEHRD	0(2022)	27(2026)	16(2025)	Total of 16 LoAs signed to which Initial LoA with MGPIS, six (6) LoAs with PGs in 2024, and nine(9) with PGs in 2025
1.4: # Existing Sector Grants Manual revised (Health and/or Education) developed based on national systems and promotes coordination for effective local service delivery.	0(2022)	1(2026)	0(2025)	The only guide to date is that the National WASH standards have been followed in designing the WASH facilities.

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
1.5: %/# of PG that fully complies with the Grants Minimal conditions	3(2022)	6(2024)	9(2025)	MPGIS verbally confirms that Nine(9) provinces are fully compliant and qualified for the PCDF grants 2025

Output 2: PGs and Provincial Health and Education Divisions capacitated to effectively manage sector grants through joint action and collaboration.

Activity Result 2.1: Capacities of PG staff and staff of health and education Provincial Divisions built and applied in relation to accountable public finance management.

A Sector Grants Management Training and refresher session was conducted with eight (8) Provincial Governments, excluding Rennell and Bellona. Of these, six provinces had previously participated in the training, while two - Malaita and Makira - joined for the first time after confirming their eligibility under the Provincial Capacity Development Fund (PCDF).

The training provided a comprehensive overview of the Financial Authorization Certificate Expenditure (FACE) form and its application in managing grants. Beyond provincial-level grants management, the session equipped technical staff, including officers from the Works, Planning, Procurement, Finance, and Administration departments, with a deeper understanding of UNDP's grants management processes.

Participants gained practical skills in requesting and reporting on grants, financial planning for grant activities, and identifying specific items required for project implementation. A key focus of the training was on liquidation requirements, which, under provincial ordinances, mandate the submission of all supporting payment documentation. This ensures transparency and accountability in confirming both grant commitments and expenditures. Overall, the training has significantly strengthened the capacity of provincial staff to manage UNDP grant liquidation requirements and improved their proficiency in grants management within the UNDP framework.



Figure 7: Grants Management training with Isabel Technical Team

Location of origin	Male	Female	Total	Works	Procurements	Finance	Planning	Education	Health	Total
Central Island	8	2	10	1	1	2	3	2	1	10
Choiseul	9	2	11	2	1	2	4	1	1	11
Guadalcanal	5	2	7	2	1	2	1	1		7
Isabel	6	3	9	1	1	1	4	1	1	9
Malaita	9	2	11	2	1	1	4	1	2	11
Makira	5	2	7	1	1	1	2		2	7
RenBel	2	1	3	1	1	1				3
Temotu	6	4	10	2	1	2	3	1	1	10
Western	6	1	7	1	1	1	3	1		7
TOTAL	56	19	75	13	9	13	24	8	8	75

Table 4: Participants attended to grants management training

Activity Result 2.2: Capacities of PG staff and staff of Health and Education Provincial Divisions built and applied in relation to cross-cutting sustainable development issues, including HRBA, climate change resilience and SDG localization.

In June, the project organized two workshops aimed at strengthening the capacity of both national and provincial governments to improve service delivery across various sectors in the Solomon Islands. Participants included representatives from Provincial Governments, particularly from the Planning, Education, and Health sectors, as well as officials from national ministries such as the Ministry of National Planning and Development Coordination (MNPDC), Ministry of Health and Medical Services (MHMS), and Ministry of Education and Human Resources Development (MEHRD). Student representatives from Solomon Islands National University (SINU) and the University of the South Pacific (USP) also took part.

The Monitoring and Alignment Workshop enhanced provincial understanding of stakeholder reporting approaches and clarified expectations related to sector objectives. It addressed existing reporting gaps and created opportunities to strengthen the overall monitoring framework for projects. Student participants gained valuable insights into provincial government functions, particularly in planning, implementation, and reporting.

The workshop emphasized the importance of aligning provincial sector priorities and objectives with those of national ministries and the National Development Strategy (NDS). It also underscored the value of inclusive planning, implementation, and reporting in collaboration with key stakeholders.

Aligned with the project's objective of enhancing provincial-level capacity, the workshops reinforced the understanding of ministry and provincial staff on implementing health and education activities through practical, cross-sectoral approaches. They also promoted the integration of climate risk reduction into WASH interventions in schools and health centers. This was achieved by reflecting on coordination mechanisms, optimizing resource use, and exploring practical strategies for incorporating climate change planning into WASH programming.

Overall, this initiative supports the alignment of provincial planning and reporting systems with the National Development Strategy (NDS) and the Sustainable Development Goals (SDGs).

Location of origin	Male	Female	Total
Central	2	2	4
Choiseul	0	1	1
Guadalcanal	1	0	1
Isabel	3	0	3
Malaita	3	0	3
Makira			0
RenBel	1		1
Temotu	1		1
Western	2	1	3
Provincial Youth Representatives	15	5	20
MNPDC	1	0	1
UNDP	2	1	3
TOTAL	31	10	41

Table 5: Participants attending the Monitoring and Reporting Alignment Workshop

In August 2025, a progress review workshop was conducted, attended by a total of 28 technical staff from the nine provinces. This workshop is jointly conducted with the MHMS and MEHRD with PG Officials.



Figure 4: Quarterly PGSD Progress Review with Nine (9) Provinces with the support from Ministry of Health and the Ministry of Education

The workshop provided an opportunity for all provincial staff to present updates on the progress and completion status of the grant-supported projects. It also allowed Provincial Government officials to share lessons learned and experiences from other provinces. Additionally, the review helped assess the level of satisfaction, identify major challenges, and determine the way forward to ensure the timely completion of the projects.

Provinces	Male	Female	Total
Central Islands Province	1	2	3
Western Province	2	1	3
Guadalcanal Province	2		2
Isabel Province	4	2	6
Makira/Ulawa Province	1	1	2
Malaita Province	2	2	4
Rennell/Bellona Province	1		1
Temotu Province	1	1	2
Choiseul Province	1		1
Ministry	3		3
UNDP	3	1	4
TOTAL	21	9	31

Table 6: Participants attending the quarterly Progress Review

Activity Result 2.3: PG staff and staff of Health and Education Provincial Divisions provided with mentoring and coaching to support more unified provincial administration.

With the objective of providing unified support to provincial administrations, the project conducted a series of training courses and coordination activities. These included Grants Management Training, Communication Training, and ongoing coordination meetings with relevant stakeholders at the provincial level.

Grants Management Training was delivered across all nine provinces. In addition, regular mentoring and coaching sessions were provided to support provincial staff in effectively implementing activities, expediting financial liquidations, and improving project reporting. Similarly, Communication Training was conducted to strengthen staff capacity in documenting and communicating project outcomes.

Ongoing meetings were held with provincial executives on separate occasions to reinforce collaboration and shared understanding. The continuous Grants Management refresher sessions engaged members of the Provincial Government Planning Teams, the Education Extension Department, and the Health Extension Department.

These initiatives have significantly strengthened coordination among provincial stakeholders, contributing to more efficient financial implementation of grants. The inclusive participation of various partners has proven essential, as they play a key role in driving collaborative implementation at the provincial level.

Activity Result 2.4: Provincial Assembly and Executive officials capacitated to provide more effective oversight.

As part of the project's ongoing commitment to keeping Provincial Executives fully informed about implementation progress, several meetings were held with them throughout the reporting period.

Some of these meetings coincided with the signing of the Letters of Agreement, offering Provincial Executives a clear understanding of the sanitation projects planned for targeted schools. Other meetings focused on the importance of effective coordination across departments to accelerate the implementation of grant-funded activities.

Discussions also addressed specific clauses within the Letters of Agreement that bind all partners to ensure successful project delivery. These engagements provided Provincial Governments with opportunities to identify key issues requiring the attention of Executives and Heads of Departments. They also helped clarify planning processes, timelines, and areas where joint efforts are essential for effective collaboration.

Lessons learned from the LoA process revealed several gaps at the provincial level. Feedback from spot checks highlighted areas that require moderate but timely attention to strengthen implementation.

Overall, these executive meetings served as a valuable platform for Provincial Executives to actively support the functional roles of their administrations, contributing to the fast-tracking of project implementation.



Figure 8: Provincial Speaker Induction - All nine (9) Provinces

Provinces	Male	Female	Total
Central Islands Province	3	0	3
Western Province	5	0	5
Guadalcanal Province	3	0	3
Isabel Province	7	0	7
Makira/Ulawa Province	7	0	7
Malaita Province	4	0	4
Rennell/Bellona Province	7	0	7
Temotu Province	2	0	2
Choiseul Province	5	0	5
TOTAL	43	0	43

Table 7: Participants in Provincial Executives attending Executive Meetings

To extend the support, an induction workshop was conducted for the nine Provincial Premiers in partnership with the Ministry of Provincial Government and Institutional Strengthening (MPGIS) and the National Parliament Office. The induction served as a refresher and provided an opportunity for provincial speakers to enhance their knowledge and understanding of parliamentary procedures and practices. It also aimed to strengthen the capacity of Provincial Assembly Clerks and Speakers to effectively perform their roles and responsibilities at the provincial level.

Furthermore, the workshop promoted stronger networking among Provincial Speakers and Clerks, the National Parliament Administration, and MPGIS. This collaboration contributes to improving the efficiency and effectiveness of service delivery within provincial assemblies.

A total of nineteen (19) participants attended the workshop, including speakers, clerks, and policy advisors. The participating provinces were Guadalcanal, Rennell and Bellona, Isabel, Temotu, Malaita, Central Islands, Makira, Western, and Choiseul.

Overall, the workshop strengthened communication and collaboration among provincial stakeholders and partners.

Activity Result 2.5: Ward Development Committees capacitated to engage in participatory development planning and produce three-year development plans, annual work plans and budgets for integration into PG budgets.

With the objective of promoting citizen participation in local-level development planning, the project organized four workshops during this reporting period in Isabel Province, North Malaita in Malaita Province, and Rennell and Bellona Province. These workshops were designed to address a common gap in development planning, the absence of ordinary citizens' voices and concerns.

As the first in a planned series, the workshops focused on building the capacity of Ward Development Committee members and the broader community to understand and actively engage in the planning

process. The goal was to ensure that community needs and priorities are meaningfully reflected in local development plans.

A total of 90 participants took part in the workshops, representing Ward Development Committees in Malaita, Isabel, and Makira Provinces. Additional participants included representatives from school management committees, women and youth provincial councils, traditional leaders, church organizations, and persons with disabilities.

Through moderated open discussions and group activities, participants explored the principles of participatory planning and developed recommendations to enhance citizen engagement, particularly in the health and education sectors.



Figure 9: Development Planning Workshop in Isabel Province

Table 8: Number of participants WDC workshop

Provinces	Male	Female	Total
Isabel Province	16	9	25
Malaita Province	18	3	21
Rennell/Bellona Province	29	15	44
TOTAL	63	27	90

Output Progress

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
Activity Result 1. The Provincial Sector Grants Manual was consultatively developed and finalized				
2.1. PFM capacities of Provincial officials strengthened to ensure accountable expenditures and reporting	0 (2022)	63 (2026)	52 (2025)	30 PG's technical staff from Six(6) in 2024 were capacitated with grant management, planning, monitoring/reporting, and the project design and planning process. In 2025, a total of 22 PG from three(3) provinces, including the Staff from Education and Health, were capacitated in the FACE form training.
2.2. PG Officials' capacities improved to integrate cross-cutting issues into provincial planning and budgets, including climate change resilience, disaster preparedness, human rights, gender equality & localized SDG priorities	0 (2022)	66 (2026)	52 (2025)	PG staff are participating in the Provincial Planning Process, finalization of the AWP, and ensuring the Gender component is reflected in the PGSD grants support In 2024: total of 30 PG Officials In 2025: Total of 36 PG Officials.
2.3 Provincial Assemblies and Executives have better capacities to provide oversight over PA expenditures and overall effectiveness	0 (2022)	54 (2026)	47 (2025)	Provincial Assemblies and Executives, through meetings, extension discussions, on matters to LoA drafting and LoA Signing, and brief update meetings on separate occasions, informing Executives on the roles to perform oversight roles. 15 Executive members in 2024, and 32 Executive members in 2025.
2.4. Number (#) of Ward Development Committees whose capacities have been developed in relation to inclusive development planning and how to integrate key cross-cutting issues (172 WDCs in total)	0 (2022)	172 (2026)	117 (2025)	ward members and Representatives are attending the WDC participatory planning in 2024. In 2025: 90 Ward Representatives In 2024: 27 Ward representatives.
2.5 SOPs established to clarify functional assignments and division of labour between PG/PS and deconcentrated administrations in charge of health and education	0 (2022)	2 (2026)	0 (2025)	There is a genuine interest on the part of PGs and line Ministries for capacity development. There is a change in behaviour and attitude of the Government

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
				Officials and PGs following the Capacity development training
2.6 SOPs established to promote coordination and effective use of public resources for health and education at the provincial level	0 (2022)	2 (2026)	2 (2025)	This SOP includes the Provincial FMOs Guidelines for grant implementations and UNDP Grants' standard procedures.
2.7 Capacities (PFM) of PGs to plan, implement, monitor and report utilization of grants enhanced	0 (2022)	63 (2026)	52 (2025)	Provincial officials from 9 different provinces are attending the grants management training. In 2024: 45 PG officials In 2025: 20 PG officials
<i>Sources: PCDF assessments 2022/23</i>				

Table 9: Progress against Objectively Verifiable Indicators (OVI) for activity result 1.2 and 1.3

Output 3: Implemented by UNICEF as a parallel project under a separate Contribution Agreement and is reported separately.

UNICEF's responsibility.

Output 4: Policy and legal frameworks for decentralised services delivery advances Activity Result

4.1: PGA 1997 Amendments supported through Technical and Consultation

NO activities during this reporting period except follow-ups with the MPGIS to table the PGA amendment to the parliament.

4. CHALLENGES

The project encountered several challenges throughout the reporting period that required careful management to keep implementation on track. These included political instability, such as motions of no confidence at both the national and provincial levels, and frequent disruptions to flight schedules caused by adverse weather conditions.

Logistical difficulties also posed significant hurdles, particularly in transporting construction materials and conducting monitoring visits to remote project sites. Timely liquidation of grants remained a persistent challenge, compounded by the limited availability of suitable vendors at the provincial level and the absence of bank branches in most provinces.

Additional complications arose from the need to re-tender certain procurement processes, which further delayed implementation timelines. Despite these obstacles, the project team worked diligently to maintain smooth operations and ensure progress remained aligned with the planned objectives.

No-confidence motion in the parliament and at the provincial level

The Ministry of Provincial Government and Institutional Strengthening (MPGIS) prioritized the Provincial Government Act (PGA) amendment and included it in its 100-day programme. However, due to an unfavorable political climate caused by a motion of no confidence, the amendment could not be tabled in Parliament. Similar political instability was observed in three provinces, resulting in the replacement of two Premiers.

Consequently, provincial administrations were preoccupied with managing the political situation and were unable to prioritize the implementation of sector grant activities as originally planned. This led to delays in project execution and disrupted the agreed timelines.

Frequent change in flight schedules due to weather conditions

The project faced several challenges in organizing training sessions and workshops as planned, primarily due to weather conditions that affected both sea and air travel. Frequent flight cancellations disrupted schedules, requiring the project team to reschedule events multiple times.

In many cases, these disruptions impacted participation from provincial representatives. Flights were often cancelled either just before the workshop or immediately after, making it difficult for participants to attend or return home on time. This not only affected attendance but also led to increased costs for organizing events, including extended accommodation and logistical arrangements.

Despite these challenges, the project team remained adaptive, working to minimize delays and ensure that planned activities could proceed with as much participation as possible.

Timely liquidation of grants

Timely liquidation of grants is critical for effective grant management and the release of subsequent advances. However, delays in liquidation have led to aging advances for Provincial Governments and postponed fund disbursements, ultimately affecting the overall delivery of the project.

One of the key challenges in ensuring timely liquidation was the delay in procurement processes, awarding of contracts, and transporting construction materials to remote project sites in some provinces. Monitoring findings and outcomes from virtual meetings revealed that several provinces had to re-advertise procurement opportunities due to an insufficient number of bidders, which delayed the completion of procurement and the achievement of payment milestones, thereby postponing the liquidation of advances.

To address these challenges, the project team emphasized detailed weekly task planning and tracked progress on a fortnightly basis through virtual meetings with relevant provincial staff and focal persons. This approach helped improve the management and implementation of grants.

Additionally, collaboration with line ministry officials at the provincial level proved valuable in overcoming logistical challenges, such as conducting site visits and monitoring activities.

These efforts contributed to the timely execution of planned activities and supported the liquidation of grants.

Gender balance

The project continues to face challenges in achieving gender-balanced participation in its activities. Gender imbalances within public services, including national ministries and provincial governments, have made it difficult to ensure equal representation of women. In response, the project has strongly encouraged all stakeholders to deliberately include as many women as possible in trainings, workshops, and conferences.

To further promote gender inclusion, the project has enforced the collection of disaggregated data and advocated for the integration of gender perspectives into the planning and budgeting processes of provincial initiatives. Additionally, the project team has worked closely with provincial government officials to ensure that grants are utilized in ways that benefit women and girls, particularly by improving their access to essential services.

Monitoring data indicates that 52 percent of direct beneficiaries are women and girls, reflecting progress toward more inclusive participation and impact.

Finding suitable vendors at the provincial level

The project conducted several workshops at the provincial level, which required arranging accommodation, catering, and transportation services. However, in many cases, local service providers did not meet the eligibility requirements to be registered as vendors. As a result, project staff had to manage these situations by using Project Cash Advances (PCA).

While this approach allowed activities to proceed, it significantly increased the workload on the small project team. Processing and reconciling PCAs before and after each event required additional time and effort, placing pressure on staff and affecting overall efficiency in event management.

Absence of bank branches in most of the provinces

The absence of bank branches in most provincial headquarters posed a significant challenge for Provincial Governments in obtaining bank statements required to support grant liquidation reports. In many cases, it took several weeks to receive these statements, which delayed financial transactions to contractors and vendors and affected the timely implementation of activities.

Drawing from previous grant cycle experiences, the project team oriented newly participating Provincial Governments in the second grant cycle to better plan for such documentation requirements. In addition, hands-on training was provided to relevant provincial officials to familiarize them with UNDP's financial reporting standards and procedures.

Risks and Mitigation Measures

To proactively manage potential risks, the project maintained a risk register throughout the reporting period. This register was developed at the beginning of the year and emphasized identifying the causes and assessing the likelihood and impact of each risk on project implementation.

Risk treatment strategies were clearly defined, with responsibilities assigned to specific staff members. Each risk was allocated both a 'risk owner' and a 'risk treatment owner' to ensure accountability and effective mitigation. This structured approach enabled the project team to address risks promptly and implement appropriate measures to minimize disruptions.

Table 10: Project Risks and Related Mitigation Measures

Sl	Risks	Mitigation Measures
1	Changes of Provincial Premiers in Choiseul and Central Province resulting in commitments to the approach in the proposed Action and reprioritization of development initiatives may lead to delays or slow-down the implementation of sector grants.	The PGSD team took deliberate action to buy-in support of the new Premiers to implement the partnership agreement as the LoA signed. The context of signing the LoA was discussed and briefed the process followed to implement projects approved by the Provincial Assembly. Provincial Premiers assured the implementation of projects and asked for UNDP's technical assistance to the PG officials. Besides, the PGSD team briefly presented the broader targets and the potential challenges towards achieving the milestones and completing the projects in time and sought Hon. Premier's guidance to speed up the implementation of projects.
2	MPGIS proposal to reform the Provincial Government Act-1997 may delay approval in the National Parliament and adversely Impact the inter-governmental fiscal transfer to the Provincial Government leading to poor service delivery to the citizen.	MPGIS, despite prioritizing the PGA amendment in the 100 days priorities, could not complete the necessary procedures to place it to the parliament for discussion. Afterwards, the motion of no confidence issue changed the political situation and MPGIS did not consider it suitable to move ahead with the amendment. UNDP kept follow-up with the PS, MPGIS and offered support required. In the last meeting with the PS, MPGIS in August assured that MPGIS will ensure the PGA amendment although did not confirm which session they are going to put this amendment for discussion.
3	Weak commitment to explicitly address gender and social inclusion issues in provincial planning, budgeting and programming may deepening disparity between men and women and contribute to increased inequality.	Women's political participation and representation is low in Solomon Islands that effect on the policy and programming decisions made by the national government and the PGs. The PGSD team encouraged the PGs to engage more women in the decision-making process and enable women's participation in different meetings, workshops and training to voice their concerns and amply their practical and strategic needs to be addressed by the PGs through Ward Development Grants (WDGs) and with PG's intervention that can benefit more women and girls. The PGSD ensured that its support to the PGs will benefit over 52% of women and girls.
4	Improper utilization of sector grants at the provincial level may lead	Coordination with the line ministry officials enabled their effective engagement in planning and monitoring of project activities on the ground. PGSD ensured participation of line

Sl	Risks	Mitigation Measures
	to corruption and impacting the desired service delivery.	ministry officials in different workshops and orientation, shared the information related to grants and selected projects and sought their support in monitoring of project activities at schools and rural health clinics. As a result, joint monitoring visits were planned in most of the provinces. Besides, they considered visiting the PGSD supported project sites in their periodical visit plans as well as asking the SMCs CMCs to monitor the progress on the ground and inform the progress status. In addition, PGSD oriented the respective provincial officials on the financial management and reporting procedure by providing hands on training with the required templates to be used in reporting. Such combined actions ensured effective grant management and reporting.
5	Delay in informing the indicative allocation to the PGs may deprioritize the plan for education and health service delivery,	Once we received the letter from the MPGIS to separate the PGSD grants from the PCDF we took immediate action to work on the indicative allocation for all the provinces instead of waiting for the outcome of the Performance Assessments to determine the PCDF grants to only eligible provinces. As the PGSD ProDoc explicitly mentioned the grant threshold and the project has earmarked allocation for each grant cycle, the project followed the equalization grant formula to determine the indicative allocation for each Provincial Government by looking at the population, population density and the size of the province. The project team informed the provincial administration about the indicative allocation for the second grant cycle (2025-2026) and requested to identify projects looking at their annual plan/ three years rolling plans and get it approved by the Provincial Assembly. The provincial technical unit on planning and budgeting worked on the projects, which was finalized in consultation with the PGSD team prior to preparing the LoA proposal. The PGSD team, in collaboration with the provincial officials, finalized the LoA and ensured the transfer of grants at the beginning of the financial year, which paved the way of timely awarding the contracts.

5. LESSONS LEARNED

The PGSD team worked closely with all Provincial Government officials in preparing Letters of Agreement and implementing sector grants. Through direct engagement with Ward Development Committees and local communities, the team identified several important lessons to inform future planning and strengthen provincial governance and service delivery.

Connecting dots for integrated planning is central for local development and responsive provincial government

Integrated planning is essential for responsive local development. The PGSD team observed that policies promoting participatory planning at the ward level were not effectively implemented. School Management Committees and Clinic Management Committees were often unaware of ward-level planning processes. Additionally, Technical Planning and Budgeting Units (TPBUs) rarely engaged line department officials, missing opportunities for coordinated planning. Expanding integrated planning requires connecting stakeholders at both ward and provincial levels, including women's groups, youth groups, SMCs, CMCs, and line ministry officials.

Expanding scope and utilization of existing opportunities for mobilization of own source revenue to reduce high dependence on national government and facilitate local development

Only four provinces - Western, Isabel, Guadalcanal, and Choiseul - have a substantial own-source revenue base. Others rely heavily on national government grants, particularly the PCDF, for capital development and small-scale projects. This dependency limits their ability to implement plans when PCDF access is restricted. Moreover, PGs are required to allocate 15 percent of their own-source revenue to Ward Development Committees, but low revenue affects community-level activities. Supporting PGs to expand their revenue base is essential for improving public services and reducing reliance on central funding.

Reinforcing coordination with line departments officials and NGO-CSOs can improve the quality of implementation of projects leading to improved service delivery

Effective coordination with line ministry officials and civil society organizations significantly improves project implementation. PGSD grants encourage PGs to collaborate with these stakeholders for better planning and joint monitoring. Some provinces have initiated regular coordination meetings with NGOs and CSOs, which helped reduce duplication and optimize resource use. Strengthening these partnerships and facilitating technical support from line ministries can enhance service delivery across all provinces.

Strengthening oversight functions is pivotal to improving provincial governance through improved transparency and accountability of the provincial executives

Public Accounts Committees (PACs) play a vital role in financial oversight, including reviewing public accounts, audit reports, and budget estimates. However, limited capacity among PAC members hampers their effectiveness. PGSD workshops revealed that PACs struggle with reviewing financial documents and following up on audit findings. Strengthening PACs through targeted capacity-building can improve transparency, accountability, and governance at the provincial level.

Expanding scope of grants to PGs is crucial for local development

Over the years, performance assessments have shown that around or over 50% of Provincial Governments (PGs) were unable to access the PCDF grants, depriving communities of essential social services. Since the current PCDF grant mechanism does not reach all PGs, the PGs have urged the Ministry of Provincial Government and Institutional Strengthening (MPGIS) to review the mechanism. In 2023, the Joint Oversight Committee (JOC) recommended that MPGIS undertake a review of the PCDF. It was noted that 3 out of 9 provinces remained excluded from grant support, raising concerns among both MPGIS and the PGs about the need to revise the mechanism to enhance its outreach. MPGIS initiated the review in 2024, although the report is yet to be finalized. In response, the Provincial Governance Strengthening Division (PGSD), in consultation with the EU, MPGIS, and the PGs, extended grant support to all nine provinces. Based on the experience of working closely with all PGs, it was observed that PGs generally possess the capacity to plan and implement small-scale projects, provided they are not constrained by limited resources or grant support for capital development. Therefore, it is imperative to explore opportunities to expand grant access to improve public service delivery, uphold the rights of marginalized communities, and positively impact the wellbeing of islanders.

Promoting peer learning among the PGs can contribute to bringing changes to work modalities and promoting best practices

Some provinces have good practices that could be shared more widely, but due to limited opportunities for peer learning, others have missed the chance to gain exposure to these best practices. It has been observed that only a few provinces consistently access the PCDF grants, while many have repeatedly failed to qualify. Additionally, some provinces have effectively leveraged the expertise of line ministry officials and NGOs operating on the ground, whereas others have struggled to do so. Therefore, creating opportunities for PGs to share their experiences could help others learn how best to prepare and meet the minimum conditions for accessing PCDF grants, as well as how to tap into local expertise to enhance service delivery.

6. ACTION PLAN (September 2025 to July 2026)

Table 11: Action Plan

2 Table-Workplan (2025 to July 2026)		Sept-Dec 2025		Jan-July 2026		
Activity Result	Sub-activities	Sept	October-Dec	Jan-Mar	Apr-Jun	July
Activity 1.1. The Provincial Sector Grants Manual was consultatively developed and finalized.	1.1.1 Capacity Building Workshop					
	1.1.2 Validation Workshop of Grants Manual					
	1.1.3 Training on Sector Grants and Manual in all 9 Provinces					
	1.1.4 Grant manual review					
Activity 1.2. Sector Grants are efficiently provided to Provincial Administrations and monitored to ensure accountable, effective service delivery to communities	1.2.1 Allocation for province-level activities					
	1.2.1.1 Guadalcanal Province					
	1.2.1.2 Temotu Province					
	1.2.1.3 Central Island Province					
	1.2.1.4 Western Province					
	1.2.1.5 Choiseul Province					
	1.2.1.6 Isabel Province					
	1.2.1.7 Malaita Province					
	1.2.1.8 Makira Province					
	1.2.1.9 Renbell Province					
	1.2.2 PGSP website updated with grant information					
	1.2.3 Capacitating Governance functions of the local sector grants					
	1.3.1 M&E/Need-based training for MPGIS and provincial officers, including MEHRD and MHMS					

2 Table-Workplan (2025 to July 2026)		Sept-Dec 2025		Jan-July 2026		
Activity Result	Sub-activities	Sept	October-Dec	Jan-Mar	Apr-Jun	July
Activity 1.3 Internal PCDF management and oversight systems strengthened.	1.3.2 Database to track PCDF/ PGSD infrastructures including education and health sector (incl WASH)					
	1.3.3 Training on managing the database					
	1.3.4 Documentary produced on project successes/lessons learned					
	1.3.5 Booklet produced on PGSP/ PGSD experience of using a Performance Grant Systems within the PACIFIC (as per JOC decision)					
	1.3.6 Creation of Annual Payment Plans (APPs) and training on software use					
Activity 2.1: Capacities of PG staff and staff of Health and Education Provincial Divisions built and applied in relation to accountable public financial management	2.1.1 Spot checks for PCDF activities/ grants supported by the project					
	2.1.2 Issue-based/Need-based Training. E.g., Planning and budgeting at all provincial level sectors (MEHRD/MHMS) including provinces rolling plans organized					
	2.1.3 Training on financial reporting (International Public Sector Accounting Standard) for all PG sectors including health and education sectors (conducted by PGSP/MPGIS)					
	2.1.4 ICT training and visibility issues to capacitate provincial officers on information technology					
Activity 2.2 Capacities of PG staff and staff of Health and Education Provincial Divisions built and applied in relation to cross-cutting sustainable development issues, including	2.2.1 Integrated training for PGs on key issues designed with MPGIS – contextualized per province					
	2.2.2 Tailored issues-based training delivered in collaboration with other ministries and UNDP projects					

2 Table-Workplan (2025 to July 2026)		Sept-Dec 2025		Jan-July 2026		
Activity Result	Sub-activities	Sept	October-Dec	Jan-Mar	Apr-Jun	July
HRBA, climate change resilience, and SDG localization.	2.2.3 Training on integrating climate change adaptation into provincial plans – delivered in collaboration with other Ministries and UNDP Projects					
	2.2.4 Training for the Provincial Engineers on ‘Building Resilience and Resilient Infrastructures’ for all provinces, including MEHRD and MHMS officers, to be conducted by MECDM climate engineers					
Activity 2.3 PG staff and staff of Health and Education Provincial Divisions provided with mentoring and coaching to support a more unified provincial administration	2.3.1 Field visit by PM/M&E Analyst per year per province to assess needs & provide advice/accompaniment to counterparts					
Activity 2.4 Provincial Assembly and Executive officials capacitated to provide more effective oversight	2.4.1 Training/ Workshops for the provincial executive on their roles and responsibilities, along with the Head of Divisions, including health and education sectors					
	2.4.2 Training/ workshops for the provincial executive on their roles and responsibilities, along with the Head of divisions, including health and education sectors					
	2.4.3 Induction training of the newly elected Members of Pas					
Activity 2.5: Ward Development Committees (WDCs) capacitated to produce development plans	2.5.1 Training of WDCs on how to develop their plans, in consultation with communities					
Activity 4.1: PGA 1997 amendment supported through technical and consultations assistance	4.1.1 International/ National consultant to support gender mainstreaming and disability inclusion in provincial governments priorities)					
	4.1.2 National Consultant for Legislatives drafting/ Determination Guideline for Provincial Speakers					

2 Table-Workplan (2025 to July 2026)		Sept-Dec 2025		Jan-July 2026		
Activity Result	Sub-activities	Sept	October-Dec	Jan-Mar	Apr-Jun	July
	4.1.3 Premiers conference (incl national MPs) on the finalization of the revised draft PGA 1997					
	4.1.4a Policy support for effective provincial governments and service delivery					
Activity 5.1 Project reporting and evaluation systems to provide accurate and timely financial and narrative reports	5.1.1 Mid-term Evaluations Preparatory					
	5.1.2 Final Evaluation					
Activity 5.3. General expenses	5.3.1 Office installations and Support					
	5.3.2 IT equipment: 5computers,5 phones, 1 video Camera,1 Software License					
	5.3.3 Office supplies and stationery (papers, ink, materials for workshops, etc)					
	5.3.4 Repair and Maintenance of the vehicle					
	5.3.5 Office rental, internet and emails, communication/phones					
Activity 5.4. Visibility	5.4.1 Design and launch a campaign on WASH to generate knowledge and good practices on RWASH					
	5.4.2 Develop 3 videos with best practices and project results					
	5.4.3 Other communication and visibility materials (banners, brochures, stickers, etc)					
	5.4.4 Marketing key dates (Europe day, Democracy Day)					

7. COMMUNICATIONS AND VISIBILITY

The production of communications and visibility materials has progressively increased in line with the expansion of project activities. A Communications Specialist was exclusively dedicated to the project during the 2025 reporting period. In coordination with the European Union, a Communications and Visibility Strategy was developed and officially approved in November 2023, along with its corresponding Working Plan for 2024. Communication activities have since been implemented based on this strategic plan, which is integrated into the AWP-2025.

Since then, all project-organized activities have included the production of public information materials, which have been disseminated through various Solomon Islands media outlets, as well as updates on the UNDP Pacific website and UNDP Solomon Islands social media channels (Facebook and X).

Major activities such as the basic communication skills training, inductions for provincial speakers and clerks, the International Day of Democracy events on 15 September 2023 and 17 September 2024, the National Policy Dialogue in October 2023, the signing of LOAs with various provinces, and capacity-building workshops for provincial government officers, have received coverage from the country's main press.

Looking ahead, key upcoming communication activities include visual documentation of all project sites and beneficiary stories, based on their respective projects and workshops, as well as the closing events. A press conference will be organized to coincide with these activities, featuring participation from relevant stakeholders and partners working in the WASH sector in Solomon Islands. This is expected to generate substantial media coverage across major outlets, including the Solomon Islands Broadcasting Corporation and WebTV stations.

Table 12: Media Monitoring Summary

Activity Topic	Date	Project	Link	Type	Impact				
					Reach	Quotes	Likes	Comments	Shares
From 15 October 2024									
Global Handwashing Day	17.10	PGSD	https://www.facebook.com/share/p/1C55DHS6K9/	Facebook	1.1k		6	0	2
			https://x.com/UNDP_Solomons/status/1846735617859936280	X	344		6		3
Strengthening Citizen Participation in Choiseul	25.10	PGSD	https://www.facebook.com/share/p/1Ey3Vtu5E5/	Facebook	1.1k		13	0	2
			https://x.com/UNDP_Solomons/status/1849667720712945784	X	201				1
			https://www.facebook.com/share/p/16phet1LjF/	SBM			9		
			https://www.tavulinews.com.sb/community-members-collaborate-to-improve-ward-level-governance/	Tavuli News					
European Union Representative Visit Selwyn	08.11	PGSD	https://www.facebook.com/share/p/15WvN SLZZP/	Facebook	910		9	0	0
			https://x.com/UNDP_Solomons/status/1854400306576330810	X	452		5		2
			https://www.solomontimes.com/news/european-union-representative-visit-selwyn-college/13136	Solomon Times					

Activity Topic	Date	Project	Link	Type	Impact				Shares
					Reach	Quotes	Likes	Comments	
From 15 October 2024									
			https://sbm.sb/eu-rep-visits-selwyn-college-to-check-progress-on-wash-facility-upgrades-funded-under-pgsd-project/	SBM					
			https://www.undp.org/pacific/press-releases/european-union-representative-visit-selwyn-college-wash-facility-upgrades						
Provincial Speakers and Clerks Induction	03.12	 PGSD	https://www.facebook.com/share/p/12Lbs4MVzcg/	Facebook	1.5k		23	6	2
			https://x.com/UNDP_Solomons/status/1863752653634936961	X	147		2		
			https://www.undp.org/pacific/press-releases/provincial-speakers-and-clerks-convene-comprehensive-training-governance-roles-under-eu-supported-pgsd-initiative	UNDP Website					
			https://theislandsun.com.sb/provincial-speakers-and-clerks-induction-kicks-off/	The Island Sun Online					
				Solomon Star					

Activity Topic	Date	Project	Link	Type	Impact				Shares
					Reach	Quotes	Likes	Comments	
From 15 October 2024									
				The Island Sun					
				Island Sun					

Activity Topic	Date	Project	Link	Type	Impact				Shares
					Reach	Quotes	Likes	Comments	
From 15 October 2024									
				Island Sun					
Weathercoast Community Workshop	10.12	PGSD	https://www.facebook.com/share/p/16TbbhkBYa/	Facebook	1.7k		10	0	2
			https://x.com/UNDP_Solomons/status/1866350259762557249	X	116		1		
	13.12	PGSD	https://www.undp.org/pacific/press-releases/empowering-communities-isolation-unprecedented-citizen-engagement-workshop-held-guadalcanals-weather-coast	UNDP Website					
Reflections on the Weathercoast	17.12	PGSD	https://www.facebook.com/share/p/16WJoDu5y8/	Facebook	1.9k		26	10	3
			https://x.com/UNDP_Solomons/status/1868791637922791741	X	70				
			https://www.undp.org/pacific/blog/reflections-weathercoast-bridging-gaps-community-engagement	UNDP Website					

Activity Topic	Date	Project	Link	Type	Impact				
					Reach	Quotes	Likes	Comments	
From 15 October 2024									
2024 Project results in Temotu	23.01	PGSD	https://www.solomonstarnews.com/partner-ship-delivers-wash-projects-in-temotu/	Solomon Star					
Merry Christmas and a Happy New Year	23.12	PGSD	https://www.facebook.com/share/p/1AUgsZs3VP/	Facebook	798		9	1	0
			https://x.com/UNDP_Solomons/status/1871033324048990562	X	150		4		
Temotu Signs Agreement	01.05	PGSD	https://www.solomonstarnews.com/undp-eu-supports-temotu-with-wash-projects/	Solomon Star Website					
			https://www.facebook.com/share/p/154sNFTGPq/	Facebook	2.7		46	3	3
			https://x.com/UNDP_Solomons/status/1918092408979623988	X	98		3		2
				Solomon Star					
Renbel Signs Agreement	13.05	PGSD	https://www.facebook.com/share/p/19DJxMWEqM/	Facebook	3.8k		61	5	6

Activity Topic	Date	Project	Link	Type	Impact					
					Reach	Quotes	Likes	Comments	Shares	
From 15 October 2024										
			https://www.solomonstarnews.com/deal-for-governance-service-delivery-in-renbel-sealed/	Solomon Star Website						
			https://x.com/UNDP_Solomons/status/1922057066480308607	X	107		5			1
			https://www.sibconline.com.sb/renbel-steps-in-for-the-first-time-province-joins-eu-funded-project-to-improve-service-delivery/	SIBC Website						
Makira Agreement Signs	26.05	PGSD	https://www.sibconline.com.sb/mup-partners-with-undps-pgsd-project/	SIBC Website						
			https://www.facebook.com/story.php?story_fbid=1135865278553158&id=100063890896080&mibextid=wwXlfr&rid=N3gLZvETvEUxQbXI	SIBC Facebook			70	2	2ca	
			https://www.facebook.com/share/p/19DJxMWEqM/	Facebook	2.8k		47	4	6	
			https://x.com/UNDP_Solomons/status/1926867618582900739	X	49		2		1	
			https://www.tavulinews.com.sb/makira-undp-pgsd-wash-agreement/	Tavuli News Online						
			https://www.linkedin.com/posts/tavuli-news_makira-partners-with-undp-to-	LinkedIn						

Activity Topic	Date	Project	Link	Type	Impact				
					Reach	Quotes	Likes	Comments	
From 15 October 2024									
			enhance-local-activity-7336426395780202496-D4b8/						
				The Island Sun					
				Solomon Star					
Isabel Second Appointed Day	02.06	PGSD	https://www.facebook.com/share/p/1BWUGfm8ut/	Facebook	2.7k		47	4	6
			https://x.com/UNDP_Solomons/status/1929434113834127840	X	99			2	1

Activity Topic	Date	Project	Link	Type	Impact				
					Reach	Quotes	Likes	Comments	Shares
From 15 October 2024									
Guguha Handover	02.06	PGSD	https://www.sibconline.com.sb/isabel-provincial-government-hands-over-the-new-ablution-block-at-guguha-health-facility/	SIBC Website					
			https://www.facebook.com/share/p/1AVnR5nE1V/	Facebook	6.9k		120	7	3
			https://x.com/UNDP_Solomons/status/1930017467981578633	X	72			1	1
				Solomon Star News					

Activity Topic	Date	Project	Link	Type	Impact				Shares
					Reach	Quotes	Likes	Comments	
From 15 October 2024									

8. CROSS-CUTTING ISSUES – Gender, Human Rights

Gender imbalances in public services, including within National Government ministries and Provincial Governments, continue to hinder equal participation of women in project activities. In response, the Project undertook deliberate efforts to include as many women as possible in trainings, workshops, and conferences. These initiatives also involved collecting gender-disaggregated data and sensitizing project stakeholders on gender issues, encouraging them to incorporate gender perspectives into the planning and budgeting processes of provincial governments.

The Project organized several trainings, workshops, and orientation sessions to raise awareness among provincial government officials about gender equality and the importance of taking deliberate actions to realize human rights through improved delivery of essential services in education and health. The prioritization of sector grants to address practical gender needs, benefiting more women and girls, who made up 52 percent of the beneficiaries, demonstrated the commitment of Provincial Governments to reduce gender disparities and promote gender equality.

The sector grants provided by the Provincial Governance Strengthening Division created opportunities for Provincial Governments to establish and renovate water, sanitation, and hygiene infrastructure in schools and health centers. This significantly improved access to safe water, sanitation, and hygiene, contributing to the strengthening of human capital and the realization of human rights. These include the right to health as outlined in Article 12 of the International Covenant on Economic, Social and Cultural Rights and Article 12 of the Convention on the Elimination of All Forms of Discrimination Against Women, the right to education as stated in Article 13 of the Covenant and Article 10 of the Convention, and the right to safe drinking water and sanitation as recognized in Article 11 of the Covenant. A human rights-based approach is therefore implicit and foundational to the Project's actions.

9. PROJECT MANAGEMENT

9.1 Project management structure

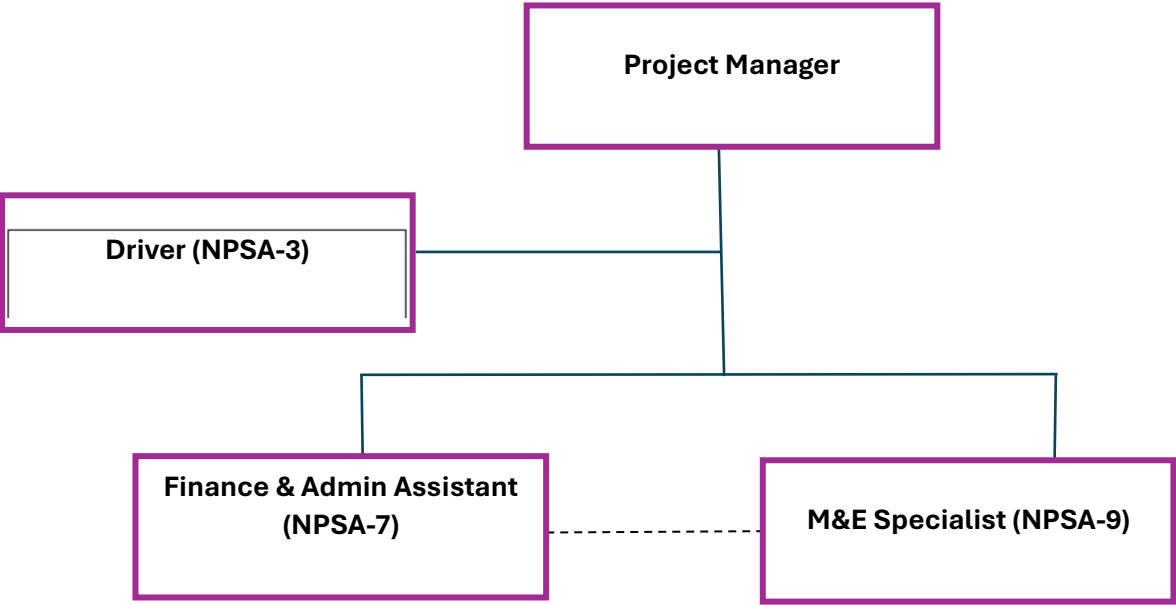


Figure 10: PGSD Project Management Structure

9.2 Monitoring and evaluation

During this reporting period, the log frame and the monitoring and evaluation plan were updated to reflect progress on specific indicators. As living documents, they continue to be revised as needed. Results from Year One and Year Two of the project log frame (summary of objectively verifiable indicators) were recorded. At the same time, the European Union log frames were updated in the OPSYS EU portal, and the 2024–2025 inputs for the project’s log frame were uploaded into the Quantum Project Results system. These data inputs were based on information submitted from the project across nine provinces.

Site visits were conducted in all provinces for all 2024 Letters of Agreement project sites, and nearly 50 percent of the 2025 project sites have also been visited. The remaining sites are scheduled for verification in November. Under the 2025 Letters of Agreement, a total of 31 project sites have been identified, of which 11 have already been visited and verified. Joint monitoring was carried out with the participation of key partners, including provincial staff, the Ministry of Health and Medical Services, and the Ministry of Education and Human Resources Development.

Meetings with provincial government partners were held to assess their capacity, particularly in monitoring. In addition, discussions were conducted with the Ministry of Provincial Government

and Institutional Strengthening and provincial governments regarding findings from field visits and broader monitoring and evaluation considerations.

Several joint discussions and preparations have also been initiated for the upcoming Final Evaluation. Partner ministries, including Health and Education, participated in recent workshops focused on reporting alignment and strengthening provincial-level reporting mechanisms, as well as in quarterly progress review workshops and refresher sessions.

Indicators from project sites have been updated with a strong focus on target beneficiaries and the collection of disaggregated data. Monitoring gaps were identified, and capacity-building sessions were designed accordingly, particularly to support data collection and the use of digital monitoring tools provided by the project. These tools have been distributed to all provincial staff responsible for monitoring functions. To further strengthen monitoring practices, a workshop on monitoring and reporting alignment was conducted to ensure that reporting updates are consistent with sector objectives and the outcomes of relevant stakeholders.

The M&E framework is now fully in place to track project results, especially as *Sector Grants have been disbursed and implementation activities have begun.*

Table 13: Summary Progress against Objectively Verifiable Indicators (OVI)

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
Activity Overall Results. Sound, inclusive, transparent, and accountable, institutionally embedded governance systems for sub-national service delivery in place and promoting rights realization				
A system of sector grants for service delivery has been established and articulated within national structures.	0 (2022)	1 (2026)	2 (2025)	Drafted and under review process
Number of grants disbursed by Provincial governments according to their mandate on local service delivery.	45 (2022)	80 (2026)	50 (2025)	A cumulative target of 80 projects is set to be targeted by 2026. A total of 19 projects were supported in 2024, which will increase the number to 64.
Number of projects that directly benefit women, children, and vulnerable groups.	12 (2022)	80 (2026)	50 (2025)	In 2024, PGSD supported 19 projects to that benefited targeted groups (Women, children, and vulnerable groups are benefited. This is, together, a total of up to 31 Projects.
Activity Outcome Results 1. Improved Service delivery in education and health by the Provincial Governments through the provision of sector grants				

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
1.1 Sector grants shown in the National Budget	0 (2022)	3(2026)	2 (2025)	The Provincial Budget is appropriate to be referred to instead of the National Budget. These changes have happened since MPGIS decided to remove PGSD from PCDF. Three (3) Grant cycles to be considered as per the Prodoc, 2024,2025, and 2026.
1.2 Percentage (%) of increase of PG budgets for investment in education and/or health facilities and related capacity development interventions.	30% (2022)	45% Increased by 2026)	5% (2024)	TBC-information The increased support from UNDP is 5% in the year 2024. $30\%+5\%=35\%$ in 2024. However, since the MPGIS decided to remove PGSD from PCDF, PGSD contributed 5%. Along with that, the target revised for 2026 is 45% from UNDP. PGSD expects to increase support by 10% in 2026
1.3 Number or percentage of grants promoting gender equality.	11 % (2022)	20% (2026)	6% (2024)	At most 6% of the projects promote gender equality. Total \$ 101,919,859.12 for 6 province capital projects. And the total of \$ 86,680,261.50 for grants promoting gender. Total-UNDP Health and Education Grants Project support \$ 4,988,660.44. Total-Gender grants- Assumptions per sector= \$ 86,680,261.50. $4,988,660.44/86,680,261.50 =6\%$
1.4 Enhanced socioeconomic indicators related to access and/or quality of Education and Health at the provincial level				
1.4.1. Education Overall grants increase education infrastructure/services.	30 (2021)	60 (2026)	37 (2025)	Total of 40 Education Projects. PGSD contributed by supporting to Ten (10) Schools with Sanitation and Hygiene projects

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
1.4.2 Health				
Overall grants increase on Health infrastructure/services.	16 (2022)	31(2026)	9 (2025)	Total of 21 Health Projects. PGSD contributed to Five (5) Health Centres with the Sanitation and Hygiene projects.
Activity Outcome Result 2. More effective provincial governance system through a more integrated and unified Provincial Government administration				
2.1 Sector grant manual approved and applied by PGs and line ministries	0 (2023)	1 (2026)	0 (2025)	Drafted, under review process
2.2 Integrated planning coordination meetings at the provincial level (PGA and deconcentrated administrations)	0 (2023)	3 (2026)	7 (2025)	Four (4) workshops to which around 49 Provincial staff from different stakeholders participated, including PG staff and Ministry of Education and Health staff
2.3 Provincial sector plans (health/WASH and or Education discussed in Assembly and adopted.	0 (2023)	3 (2026)	0 (2025)	The Provincial Sector Plan for the Targeted sites for the Sanitation and Hygiene Projects is discussed and approved in the 2025 Provincial Budget.
2.4 Number/percentage of provincial sector service delivery projects/activities funded through the sector grants under PGSD under the Provincial Sector Annual Plan (AOP)	0 (2023)	80 (2026)	50 (2025)	A total of 31 PGSD Hygiene and Sanitation projects. (Five-5 Health Centers) Expecting to support up to 2024, up to 21(2026)
2.5 Percentage or number of sector/subsector actors utilizing the tool	0	2 (2026)	1 (2025)	Monitoring and Data collection tools for the PGSD project have been developed, and are under finalization process considering the users' feedback from the field.
Output Result 1: Sector Grants for Health and Education (incl WASH) accountably, transparently, and effectively expended and reported on				
1.1: MGPIS and PG officials (including provincial sectoral divisions) have a good understanding of requirements for accountable expending and disbursing PCDF	0 (2022)	63 (2026)	52 (2025)	Total of 52 PG officials, at which 30 provincial staff from 6 Provinces in 2024 LoA attended, and 22 provincial staff from 2025 LoA attended, including Provincial Health

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
Sector Grants in line with the new Sector Grants Manual				and Education Extension departments
1.2: Number (#) of provinces providing timely reporting on Sector Grants and remaining eligible for PCDF funding.	0 (2022)	9 (2026)	9 (2025)	Nine (9) provinces are timely in reporting for the PGSD grants support to which they are eligible for the PCDF funding in 2025.
1.3 MOU/LoA between MPGIS and HMMS/MEHRD	0 (2022)	27 (2026)	16 (2025)	Total of 16 LoAs signed to which Initial LoA with MPGIS, six (6) LoAs with PGs in 2024, and nine(9) with PGs in 2025
1.4 Existing Sector grants manual revised (Health and/or Education) developed based on national systems and promotes coordination for effective local service delivery.	0 (2022)	1 (2026)	1 (2025)	The only guide to date is that the National WASH standards have been followed in designing the WASH facilities.
1.5 %/# of PG that fully complies with the Grant's Minimal conditions.	3 (2022)	9 (2026)	9 (2025)	MPGIS verbally confirms that Nine(9) provinces are fully compliant and qualified for the PCDF grants 2025
<i>Output Result 2. PGs and Provincial Health and Education Divisions capacitated to effectively manage sector grants through joint action and collaboration</i>				
2.1: PFM capacities of Provincial officials strengthened to ensure accountable expenditures and reporting	0 (2022)	63 (2026)	52 (2025)	30 PG's technical staff from Six(6) in 2024 were capacitated with grant management, planning, monitoring/reporting, and the project design and planning process. In 2025, a total of 22 PG from three(3) provinces, including the Staff from Education and Health, were capacitated in the FACE form training.
2.2: PG Officials' capacities improved to integrate cross-cutting issues into provincial planning and budgets, including climate change resilience, disaster preparedness, human rights, gender equality & localized SDG priorities	0 (2022)	70 (2026)	66 (2025)	PG staff are participating in the Provincial Planning Process, finalization of the AWP, and ensuring the Gender component is reflected in the PGSD grants support In 2024: Total of 30 PG Officials In 2025: Total of 36 PG Officials.

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
2.3: Provincial Assemblies and Executives have better capacities to provide oversight over PA expenditures and overall effectiveness.	0 (2022)	65 (2026)	47 (2025)	Provincial Assemblies and Executives, through meetings, extension discussions, on matters to LoA drafting and LoA Signing, and brief update meetings on separate occasions, informing Executives on the roles to perform oversight roles. 2024: 15 Executive members 2025: 32 Executive Members
2.4. # of Ward Development Committees whose capacities have been developed in relation to inclusive development planning and how to integrate key cross-cutting issues (172 WDCs in total)	0 (2022)	172 (2026)	117 (2025)	Ward members and Representatives are attending the WDC participatory planning In 2025: 90 Ward Representatives attend In 2024: 27 Ward representatives attend
2.5: SOPs established to clarify functional assignments and division of labor between PG/PS and deconcentrated administrations in charge of health and education	0 (2022)	2 (2026)	0 (2025)	
2.6 - SOPs established to promote coordination and effective use of public resources for health and education at the provincial level	0 (2022)	2 (2026)	1 (2025)	This SOP includes the Provincial FMOs Guidelines for grant implementations and UNDP Grants' standard procedures.
2.7 Capacities (PFM) of PGs to plan, implement, monitor, and report utilization of grants enhanced	0 (2022)	63 (2026)	52 (2025)	Provincial officials from 9 different provinces are attending the grants management training. In 2024: 45 PG officials In 2025: 20 PG officials
Output Result 3. BY UNICIEF				
Output Result 4. Policy and legal frameworks for provincial service delivery upgraded and aligned				

Objective Verifiable Indicators (OVI)	Baseline	Target	Progress against OVI	Remarks
4.1.PGA 1997 review, and amendments produced based on recommendations of key provincial stakeholders	0	4 (2026)	1 (2025)	Reform recommendation prepared and submitted to MPGIS which is included in the 100 days Policy and priorities in 2024 and a national consultant to support gender mainstreaming and social inclusion has been identified and contracted.

10. WAY FORWARD

The way forward will be guided by the experience gained from implementation and the lessons learned. The following measures are considered as part of the way forward:

The UNDP and the Provincial Governance Strengthening Division (PGSD) team, in collaboration with UNICEF, will place greater emphasis on strengthening partnerships with Provincial Governments to empower key stakeholders in local development. The project will focus on enhancing coordination and collaboration among Provincial Governments, line ministry officials, and relevant non-governmental organizations and civil society organizations to effectively manage sector grants and improve education and health service delivery.

UNDP will provide technical assistance to Provincial Governments to ensure broader consultations at the ward level and engage line ministry officials to facilitate the free flow of information into the provincial planning process. Communications and follow-up will be conducted with School Management Committees, Clinic Management Committees, women's groups, and youth groups to encourage proactive engagement and ensure their voices are heard in local-level planning. The project will take deliberate actions to connect various planning efforts to support integrated planning and improve the quality-of-service delivery.

PGSD's partnership with Provincial Governments has incentivized collaboration with line ministry officials and NGOs providing water, sanitation, and hygiene services in communities. This collaboration needs to be further reinforced across all provinces. Good practices from different provinces will be identified and shared widely to promote learning and replication. In addition, deliberate actions will be taken to enhance peer learning, including the development of an online platform such as a WhatsApp group for provincial planners and engineers to exchange good practices related to coordination, visibility, managing audit observations, and meeting the minimum conditions for accessing PCDF grants.

The PGSD team will develop next year's plan in alignment with national events and work closely with the Ministry of Provincial Government and Institutional Strengthening to accelerate the delivery of sector grants and ensure timely completion of the final evaluation. Given the limited implementation period for sector grants, Provincial Governments will be supported to complete

project design, prepare Bills of Quantities, develop tender specifications, and float tenders early in the year. This will enable contract awards by April and project completion by June 2026, ensuring timely reporting and liquidation of grants.

The project team will explore secondary data sources to confirm the baseline and targets outlined in the Results Framework. Discussions will be held with ministry and provincial government officials to gather evidence and update the framework. The Results Framework will also be revised to reflect the changed context following the separation of PGSD from the PCDF.

The project team will continue to follow up with the Ministry of Provincial Government and Institutional Strengthening on amending the Provincial Government Act of 1997 and identifying key reform areas. These include initiating policies for intergovernmental fiscal transfers to Provincial Governments, reviewing performance assessment criteria, and revising PCDF grant allocation mechanisms. These reforms require policy support from the National Government to enhance service delivery and strengthen provincial administration.

Exploring digitalization at the provincial level is another area of focus to improve planning efficiency and information dissemination for greater transparency. Some promising practices have been observed, such as Ward Development Committees creating closed community groups on social media to update activities and foster community interaction. This approach could be piloted to strengthen community engagement with Provincial Government initiatives and promote improved ownership and governance.

11.ANNEXES

ANNEX I: UPDATED LOG-FRAME

ANNEX II: FINANCIAL REPORT

ANNEX III: ANNUAL WORKING PLAN

ANNEX V: REQUEST FOR PAYMENT (THIRD PRE-FINANCING)

ANNEX VII: MANAGEMENT DECLARATION

ANNEX V: PAYMENT REQUEST – 2ND PRE-FINANCING