

SOLOMON ISLANDS GOVERNMENT



PUBLIC SERVICE COMMISSION

**SOLOMON ISLANDS PUBLIC SECTOR
SATISFACTION SURVEY**

2016



SOLOMON ISLANDS PUBLIC SECTOR SATISFACTION SURVEY

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Every effort has been made to represent information accurately throughout the report. The Authors apologise for any unintentional errors or omissions.

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ACRONYMS

AG	The Auditor General
CAPI	Computer Assisted Personal interviews
DFAT	Department of Foreign Affairs and Trade
EA	Estimation Areas
ISSR	Institute for Social Science Research
MAL	Ministry of Agriculture & Livestock
MCILI	Ministry of Commerce, Industries, Labour & Immigration
MCT	Ministry of Culture & Tourism
MDPAC	Ministry of Development Planning & Aid Coordination
MECCDMM	Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology
MEHRD	Ministry of Education & Human Resources Development
MFAET	Ministry of Foreign Affairs and External Trade
MFMR	Ministry of Fisheries and Marine Resources
MFR	Ministry of Forestry & Research
MHA	Ministry of Home Affairs
MHMS	Ministry of Health and Medical Services
MID	Ministry of Infrastructure Development
MJLA	Ministry of Justice and Legal Affairs
MLHS	Ministry of Lands, Housing and Survey
MMERE	Ministry of mines, energy and rural electrification
MNURP	Ministry of National Unity, reconciliation and peace
MOFT	Ministry of Finance & Treasury
MPNS	Ministry of Police & National Security
MPGIS	Ministry of Provincial Government and Institutional Strengthening
MPS	Ministry of Public Service
MRD	Ministry of Rural Development
MWYCA	Ministry of Women, Youth and Children Affairs
NJ	The National Judiciary (Court of Appeal, High Court and the Magistrates)
OGG	Office of the Governor General
ONP	Office of the National Parliament
OPMC	Office of the Prime Minister and Cabinet
PSC	Public Service Commission
SIG	Solomon Islands Government
SIPF	Solomon Islands Partnership Facility
UQ	University of Queensland

1 EXECUTIVE SUMMARY

In October 2015, The Institute for Social Science Research from The University of Queensland surveyed a representative selection of Public Servants (n=728), residents (n=703), and businesses (n=68) (registered with the Chambers of Commerce) from Honiara (capital city of the Solomon Islands) to ascertain public expectations and experiences of the public service provision by the Solomon Islands Government (SIG), the role public servants play in the provision of these services, and the factors that inhibit work performance. Three surveys were developed for this purpose. The Public Service Commission (PSC) will use the research findings to inform policy priorities and address challenges faced by Ministries when providing services to the public. The PSC have committed funds in the next financial budget to show their commitment to improving services in the Solomon Islands.

Overall, the results have shown that the Honiara public have seen some positive changes over the past 18 months, particularly in the area of IT and in terms of the political stability within the country. The public indicated that the overall service provision from the following Ministries/Agencies has improved since last financial year (July 2014): the justice sector (MJLA/NJ) (73%), Solomon Power (68%), the Ports Authority (67%), and the Ministry of Women, Youth and Children Affairs (60%). However, residents and businesses indicated that service provision from the Ministry of Lands, Housing and Survey (60%) has not improved since the last financial year (July 2014).

The results also revealed the public's dissatisfaction with the overall service received from the following Ministries/Agencies: the Ministry of Lands, Housing and Survey (69%); the development/finance sector (MDPAC/MOFT) (56%); the environment services (MECCDDMM/ MFR/MMERE) (55%); and the Ministry of Rural Development (54%). There were three Ministries/Agencies that had a high proportion of the public who felt neutral, these were: the social sector (MHA/MNURP/MPGIS) (38%); Ports Authority (33%); and Water Authority (27%). For all three Ministries/Agencies, more than 25% of the public were dissatisfied with the service provided.

Overall, residents indicated they were frustrated with the "come back tomorrow" system, problems with staff (unreliable, late, absenteeism), the *wantok* system, delay in service delivery, bribery/commissions, unreliability of services, issues with cost/payment/billing, lack of staff and poor customer service. Some residents also mentioned disagreeing with the allocation of funds, false promises made by government that aren't delivered on, overall pointlessness of Ministries/Government and the poor salaries of Ministerial workers.

For businesses, the main constraints on their business operations as a result of Ministry/Agency service delivery were: lack of communication of changes, time delays, low staff competency, problems with payment processes, staff work ethic, delay in service provision, poor customer service, lack of resources in Ministries, reliability of services, problems with the bidding/contract system, lack of infrastructure, poor quality service and the *wantok* system.

Half of the Honiara residents (51%) and businesses (48%) had little to no confidence in the Solomon Islands' Government ability to handle any economic challenges that the Solomon Islands might face over the next 12 months. Some of the reasons given for the lack of confidence by residents were: favouritism/*wantok* system (94%), acceptance of bribes/imposing of a commission (92%), lack of leadership/accountability (90%) and lack of leadership (89%) more generally. The majority of businesses reported that the following factors made them feel less confident in the government's ability to provide quality services – lack of transparency/accountability (90%), lack of strategic forethought and planning (90%) and acceptance of bribes/imposing of a commission (90%).

For those businesses who anticipated that overall conditions for businesses would be weaker (22% of businesses) over the next 12 months, the reasons given were: a weak public service, corruption, lack of coherence, lack of stability in government, poor economic management, reduction in aid money, lack of industrial development, trading difficulties, stronger competition, and international impacts (declines in exports etc.).

The results also highlighted some key challenges that the Solomon Islands Government may want to consider addressing in 2016 which would assist in improving the confidence the public have in the Solomon Islands Government's ability to handle economic challenges in the future. These are:

Attendance/absenteeism in the workplace; the influence of *wontokism* (favouritism) on job performance; corruption; formal feedback processes; workplace recognition; and professional development opportunities for employees, supervisors and senior management. The results also showed that public servants are experiencing functional limitations that may impact their work performance. 10% of public servants are experiencing difficulty in seeing even if wearing glasses and 14% are experiencing difficulty remembering or concentrating. Male and female public servants were significantly different in terms of the severity of their cognitive limitations, with women experiencing more profound cognitive limitations than men. A higher proportion of Honiara residents' have cognitive (remembering or concentrating, 31%) and mobility (walking or climbing steps, 26%) limitations as compared to public servants. Less than 5 business owners or managers indicated that they experience some functional limitation, but these were not profound limitations.

Overall disaggregation of the results of the public servant and resident data by gender revealed significant differences in the following areas: remuneration level, level of education, frequency of feedback on job performance from a supervisor, the role public servants play in being the face of the Ministry, and the confidence in the government's ability to enforce laws and manage state owned enterprises. It should be noted that the business data could not be disaggregated by gender due to sample size restrictions.

2 INTRODUCTION AND BACKGROUND

Through the Solomon Islands Economic and Public Sector Governance Program, a call for proposals was made in June 2015 for a research team to support the Public Service Commission in surveying Public Servants and the public, with the aim of providing information to policy makers about policy priorities, public expectations, service delivery standards and management arrangements.

The Institute for Social Science Research (ISSR) won this tender and began work on the project on July 31st 2015. A detailed work plan was supplied to the Public Service Commission (PSC), and the Department of Foreign Affairs and Trade (DFAT) in August that laid out the proposed undertakings of the research.

The objectives of the research are to investigate:

1. The expectations and experiences that Honiara residents have with service provision by the Solomon Islands Government.
2. The expectations and experiences that Businesses have with service provision by the Solomon Islands Government and its impact on day-to-day business operations.
3. The role Public Servants play in the provision of services and the factors that inhibit employees work performance.

To achieve these, surveys were designed for the Public Service, Residents and Businesses to answer a number of research questions (presented in Appendix I). These research questions form the basis of each of the following sections of the report. Where possible the data was grouped thematically across the three sources (public servants, residents and businesses). Disaggregation by gender results are presented at the overall level for the public servant and resident data. This was not possible at the Ministerial level or for businesses due to sample size constraints. For additional information regarding the methodology and representivity of the sample please refer to the Technical Report in Appendix I. To improve the readability of the report, all tables have been placed in Appendices II and III. To further assist the reader, a summary of the findings from each chapter are presented as facts up front at the beginning of each chapter. The English version of the surveys can be viewed in Appendices IV to VI.

3 ORGANISATIONAL CLIMATE

FACTS UP FRONT

- Public Servants understand their role and work responsibilities (96%).
- 49% of Public Servants receive irregular feedback (on an 'as needs' basis). There were significant differences found in terms of the frequency of feedback given to men versus women, with a higher proportion of women reporting that they received feedback more frequently than weekly and men reporting they received feedback weekly or monthly.
- 29% of Public Servants indicated that their immediate supervisor did not provide useful feedback on their job performance. This is significantly higher for the following Ministries: Communication; Forestry and Research; National Judiciary, Health and Medical Services; and social sector.
- Public Servants understand the Ministry/Agency's strategic policy objectives (80%). While 11% of employees do not have a clear understanding, a significantly higher proportion (20%) of new Public Servants do not have a clear understanding of the Ministry/Agency's strategic policy objectives (9% experienced Public Servants).
- Public Servants understand how their work contributes to the achievement of the Ministry/Agency's objectives and goals (94%).
- 20% of Public Servants' work was not assessed by their immediate supervisor against the Ministry/Agency's objectives and goals. This is significantly higher for the following Ministries: Forestry and Research; Health and Medical Services; and social sector.
- 94% of Public Servants understand how their work contributes to the achievement of the Ministry's objectives and goals.
- 95% of Public Servants understand that their work impacts the overall service delivery of their Ministry/Agency and that they are the "face" of the Ministry/Agency" (92%). Significant differences were found for male and female employees, with a higher proportion of men reporting that public servants play a key role in being the "face" of the Ministry.
- 85% of Public Servants have a clear understanding of how their work contributes to the National Development Plan of their Ministry/Agency.

Research has shown a link between an organisation's climate and client's perception of the quality of the service provision (Schneider & Bowen, 1992). The organisational climate relates to what the organisation does such as the practices, policies, procedures and routines while an organisational culture relates to the values which drive the practices and policies. In this section we will review aspects relating to the organisational climate in which Public Servants work.

3.1 ROLES AND RESPONSIBILITIES

Having a clear understanding of the role and responsibilities you have as an employee boosts efficiency and ensures that all tasks are appropriately allocated. This prevents duplication of tasks or unallocated tasks (Tubre & Collins, 2000; Aycan, 2002). Overall, Public Servants in Honoria have a clear understanding of what their work responsibilities are (95.9%). To review these results by length of employment, the responses of employees who have been with the public service for 2 or less years (new staff, 11%) and those that have been employed for longer than 2 years (experienced staff, 89%) were compared. The results showed that new employees are more likely (9.4%) to feel unclear about their work roles and responsibilities as compared to more experienced employees (1.5%) and this difference was significant ($\chi^2(4, N = 709) = 10.75, p = .03$). At a Ministerial/Agency level, a higher proportion of employees from the following four Ministries/Agencies indicated that they did not have a clear understanding of their role and

responsibilities: the development sector (MFMR/MID) (10.7%), the Ministry of Lands, Housing and Survey (10.0%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (8.3%) and Ministry of Public Service (8.3%) (see Table 34).

3.2 FEEDBACK

Receiving feedback from supervisors is important, research has found a direct link between evaluating employee performance and job performance (Tessema & Soeters, 2006). Only half (53.3%) of the Public Servants reported getting useful feedback from their supervisors on their job performance. Noticeably, the Ministry for Forestry and Research had the lowest percentage (20%) of employees who reported receiving useful feedback. For five Ministries, around one third of employees indicated that they did not receive useful feedback (Ministry of Forestry and Research (40%), the National Judiciary (40%), Ministry of Health and Medical Services (38.6%), the social sector (MRD/MWYCA/OPMC) (37%) and the Ministry of Communication and Aviation (33.3%)) (see Table 35).

While the frequency of feedback on work performance is one element of how feedback can positively influence work performance, the quality, delivery, credibility, and availability of the person who delivers the feedback, and whether the employee actively seeks feedback are also important (Sparr & Sonnentag, 2008). Feedback was most frequently given on an as needed basis (48.5%), followed by monthly (15.1%) and weekly (10.2%). At a Ministerial/Agency level, the Ministries/Agencies least likely to give ad hoc feedback were the Ministry of Lands, Housing and Survey (20%), the social sector (MHA/MNURP/MPGIS) (30.8%), the Ministry of Public Service (33.3%) and the economic & finance sector (AG/MOFT) (33.9%) (see Table 36). The Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology was the only Ministry/Agency where no employees indicated getting feedback on their job performance by their supervisor at least on a weekly basis. Frequency of feedback doesn't seem to be linked to the usefulness of the feedback, based off these descriptive statistics. There was a significant difference in feedback frequency between new and experienced employees ($X^2(8, N = 709) = 15.65, p = .05$). New employees had a higher proportion of staff than experienced employees who received feedback weekly (12.2% vs 9.4%, respectively), monthly (21.7% vs 14.3%, respectively) and every 2-12 months (27.1% vs 21.4%, respectively) and new employees were less likely to receive ad hoc feedback (36.8% vs 50.5%, respectively). The results seem to indicate that employers seem to take a more structured approach with new staff which may become less formal over time. There were significant differences ($X^2(8, N = 728) = 19.43, p = .01$) found in terms of the frequency of feedback given to men versus women, with a higher proportion of women reporting that they received feedback more frequently than weekly and men reporting they received feedback weekly or monthly (see Table 36).

Overall, the vast majority of Public Servants understand their work responsibilities, although this was somewhat lower for new staff. In terms of feedback, only a little over half all Public Servants thought the feedback from their immediate supervisor was useful and there was a lot of variation in the frequency of feedback given across the Ministries, with new employees more likely to receive feedback on a structured rather than ad hoc basis.

3.3 STRATEGIC POLICY OBJECTIVES

Public Servants have a clear understanding of their Ministry/Agency's strategic policy objectives (80.2% agreement). Reviewing these results at the Ministerial level, there is a higher proportion of staff in the Ministry of Communication and Aviation (16.7%) and the Ministry of Health and Medical Services (15.7%) who do not understand the strategic objectives of their Ministry (see Table 37). A significant difference was found here between new (1-2 years 11.0%) and experienced staff (3+ years 89.0%), with a lower proportion of new staff (88.0%) compared to experienced staff (94.4%) agreeing they understood the strategic objectives of their Ministry ($X^2(6, N = 708) = 21.60, p = .001$). Fewer new staff had a clear understanding of their work responsibilities (see Section 3.1) and their Ministry/Agency's strategic objectives. There may still be a need for greater clarification of these areas to new staff.

A follow on question from this is then whether the Public Servants have a clear understanding of how their own work contributes to the achievement of the Ministry's objectives and goals. The agreement with this statement was very high, with 93.5% of Public Servants stating they did have this understanding. Reviewing these results at the Ministerial level, all Ministries except one have at least 90% of their

employees who have a clear understanding of how their own work contributes to the achievement of the objectives and goals of their Ministry, with a significantly lower proportion of staff in the development sector (MDPAC/MFAET) who report having this understanding (81.8%) (see Table 38).

Despite their clear understanding of the Ministry objectives and how their work contributes to them, only around two-thirds (63%) of employees felt as though their immediate supervisor assessed their work performance against the Ministry/Agency goals and objectives. The Ministries with the highest rate of disagreement with this were the Ministry of Forestry and Research (40%), the social sector (MHA/MNURP/MPGIS) (30.8%) and the Ministry of Health and Medical Services (30.7%), although another five Ministries also had a quarter or more of their employees stating they disagreed that their immediate supervisor assesses work against the Ministry's objectives and goals (see Table 39), indicating that there is a lot of variation across the Ministries.

While Ministry employees have a clear understanding of their Ministry's objectives/goals and how their work contributes to them, the fact that for seven of the Ministries a quarter or more of employees did not feel as though their supervisor assessed their work according to these objectives could be causing employees to feel a disconnect between these objectives and their work, which in turn may negatively impact the service they provide to the public.

3.4 PUBLIC SERVANT ROLE IN SERVICE PROVISION

The majority of Public Servants believe that Public Servants play a key role in being the "face" of the Ministry/Agency (91.9%). When looking at this statement at the Ministerial level, a high proportion of employees from all of the Ministries agree they play a key role in being the "face" of the Ministry (the lowest agreement rate was 82.1% for the economic & finance sector (AG/MOFT)) (see Table 40). At the Ministerial level, between 6 and 7 percent of staff from three Ministries (the development sector (MFMR/MID); the social sector (MHA/MNURP/MPGIS) and the Ministry of Education & Human Resources Development) did not believe that Public Servants play a key role in being the "face" of the Ministry/Agency. Significant differences ($X^2(3, N = 728) = 8.05, p = .05$) were found for male and female employees, with a higher proportion of men reporting that public servants play a key role in being the "face" of the Ministry.

Similarly, most Public Servants believe that their work performance impacts overall service delivery (95%). This also holds true across each of the Ministries; the highest proportion of staff who indicated they did not believe their work impacted the service delivery of their Ministry/Agency were from the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (8.3%), the National Judiciary (6.7%) and the Ministry of Justice and Legal Affairs (6.3%) (see Table 41 and Figure 1).

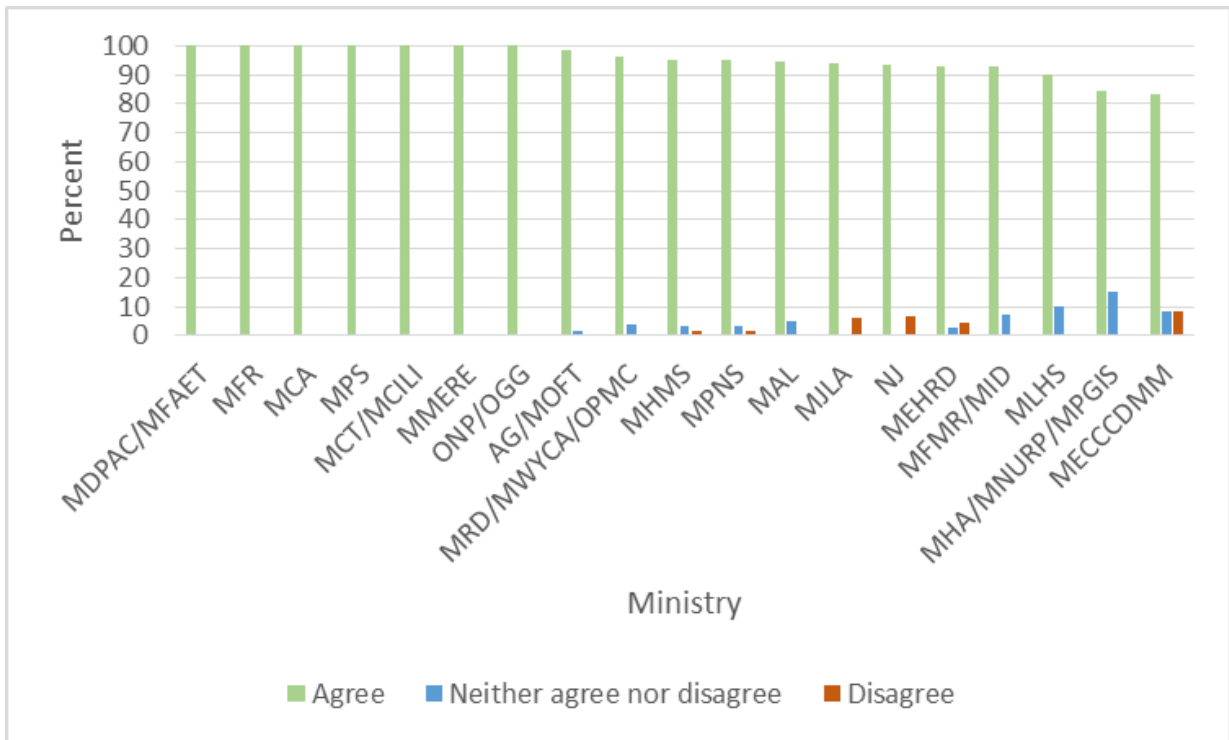


Figure 1 Work performance impacts on Ministry's/Agency's service delivery

It is clear from these results that employees have an understanding that they are a tangible representation of their Ministry and that their work impacts service delivery, lending support to the notion that they understand the importance of their role in the public perception of their Ministry/Agency.

3.5 THE ROLE OF PUBLIC SERVANTS IN ACHIEVING NATIONAL PLAN GOALS

Most Public Servants (85.1%) seem to have a clear understanding of how their work contributes to the National Development Plan. Overall, 5.8% of Public Servants did not understand how their work contributed to the National Development Plan, however, at a Ministerial/Agency level, three Ministries/Agencies had a significantly higher number of employees who did not understand how their work contributed to the National Development Plan, these were: the development sector (MDPAC/MFAET) (20%); the Ministry of Lands, Housing and Survey (20%); and the Ministry of Mines, Energy and Rural Electrification (18.2%) (see Table 42).

4 THE ROLE OF SOLOMON ISLANDS GOVERNMENT CODE OF CONDUCT IN THE PUBLIC SERVICE

FACTS UP FRONT

- 69% of Public Servants reported that their Ministry/Agency clearly communicated the Solomon Islands Government Code of Conduct to all employees.
- 84% of Public Servants have a clear understanding of the kind of behaviour the Code of Conduct expects.
- 64% of Public Servants believe their Ministry/Agency upholds and practices the public service values.
- 86% of Public Servants followed and applied the public service values.
- 93% of Public Servants were aware that there are consequences if the Code of Conduct is not followed.
- 82% of Public Servants know where to go if they had an ethical dilemma, however only 66% felt as though they could raise an issue through formal channels without subsequent unfair treatment.
- 65% of Public Servants reported that their work colleagues carried out their duties with the public's best interest in mind.
- 56% of Public Servants have experienced the influence of *wantok* on how to do their job over the past 18 months. The *wantok* is most predominantly exerted by those in authority positions (42.9%), co-workers (41.5%), or relatives (39.1%).
- 23% of Public Servants do not feel that their Ministries/Agencies tries to eliminate the influence of *wantokism*.
- Overall, some Ministries like the National Judiciary and Development Sector are doing well, while others like the Ministry of Lands, Housing and Survey, the Ministry of Mines, Energy and Rural Electrification and Agriculture have room for improvement.

A high number of Public Service employees agreed that their Ministry/Agency clearly communicated the Solomon Islands Government (SIG) Code of Conduct (68.7%). At the Ministerial level, at least 30% of employees from 4 Ministries did not feel that their Ministry clearly communicated the SIG Code of Conduct to all employees (the Ministry of Mines, Energy and Rural Electrification, 36.4%; the social sector (MHA/MNURP/MPGIS), 30.8%; the Ministry of Lands, Housing and Survey, 30%; and the Ministry of Forestry and Research, 30%) (see Table 43).

A higher proportion of employees reported that they had a clear understanding of what kind of behaviour the Code of Conduct asked of employees (83.8%), with only 8.4% disagreeing with this. This high agreement rate was reflected in the breakdown of this question by Ministry; the exception to this was the Ministry of Lands, Housing and Survey where only 60% of staff reported that they understood what the Code of Conduct asked of employees (see Table 44).

While two thirds of employees reported that the Code of Conduct was clearly communicated by their Ministry, over 80% reported that they had a clear understanding of the kind of behaviour that the Code of Conduct asked of them.

4.1 UPHOLDING AND PRACTICE OF CODE OF CONDUCT IN MINISTRIES/ AGENCIES

A little under two thirds of Public Servants believed that their Ministry/Agency upheld and practiced the Public Service values (63.9%). The Ministries with the highest proportion of employees who believed this were the Constitutional office (ONP/OGG) (86.7%) and the development sector (MDPAC/MFAET) (81.8%); the Ministries with the highest proportion of employees who disagreed that their Ministry held up these Public Service values were the Ministry of Mines, Energy and Rural Electrification (45.5%); the Ministry of Lands, Housing and Survey (40%); and the social sector (MHA/MNURP/MPGIS) (30.8%) (see Table 45).

This shows that there was considerable variation across Ministries as to whether their employees believed they upheld and practiced the Public Service values. Organisational values can help transform organisational structures, by helping to positively increase employee accountability and encourage positive workplace attitudes (Kernaghan, 2000). However, if there are incongruences in the adherence of these values, this will decrease the uptake of these values by staff.

4.2 PUBLIC SERVANTS ROLE REGARDING THE CODE OF CONDUCT

The majority of employees agreed that they followed and applied the Public Service values as laid out in the Code of Conduct (86%). A similar trend was noted at the Ministerial level. However, the Ministries that had a statistically higher number of employees who reported that they did not follow and apply the public service values were the Ministry of Lands, Housing and Survey (10%), the Ministry of Mines, Energy and Rural Electrification (9.1%) and the Ministry of Public Service (8.3%) (see Table 46).

The vast majority of Public Servants (92.6%) were aware that there were consequences if they did not follow and apply the Public Service Code of Conduct; this was also seen at the Ministerial level, with the exception of the Ministry of Lands, Housing and Survey, where 20% of Public Servants indicated that they were not aware there was consequences for not following the Code of Conduct.

- the highest rate of disagreement was for the Ministry of Lands, Housing and Survey (20%), the development sector (MDPAC/MFAET) (9.1%) and the Ministry of Mines, Energy and Rural Electrification (9.1%) (see Table 47). At the aggregate level, a statistically ($X^2(6, N = 709) = 18.0, p = .006$) higher proportion of new employees did not know there were consequences for not following and applying the Code of Conduct (10.1%) compared to experienced employees (2.1%).

4.3 COLLEAGUES AND MANAGER'S ROLE REGARDING THE CODE OF CONDUCT

While the majority of employees agreed they followed and applied the Code of Conduct, a smaller proportion of Public Service employees indicated that their colleagues followed and applied the Code of Conduct (62.5%). The Ministries with the highest proportion of employees who agreed that their colleagues upheld the Code were the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (83.3%), the Constitutional office (ONP/OGG) (80%) and The National Judiciary (80%). The Ministries with the highest proportions of employees who felt that their colleagues did not follow and apply the code were the Ministry of Mines, Energy and Rural Electrification (36.4%), the social sector (MHA/MNURP/MPGIS) (30.8%) and the Ministry of Lands, Housing and Survey (20%) (see Table 48).

Only a little over half (58.5%) of Public Servants felt as though the Senior Managers in their Ministry set a good example of professional behaviour, with a fifth (21%) of employees disagreeing. The Ministries with the highest proportion of employees who believed their Senior Managers displayed professionalism were the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (91.7%), the social sector (MHA/MNURP/MPGIS) (84.6%), the Ministry of Lands, Housing and Survey (80%) and the Constitutional office (ONP/OGG) (80%) (see Table 49).

A significant difference was found between new staff and experienced staff - two thirds (66.1%) of new staff felt as though the Senior Managers set a good example of professional behaviour in the workplace, as compared to 57.4% of experienced staff ($X^2(6, N = 709) = 80.14, p < .001$).

4.4 PUBLIC SERVANTS OPINION OF MANAGEMENT ETHICS

The majority of employees (81.7%) felt that they knew where they could go for help in resolving an ethical dilemma in the workplace, with only 8.1% not knowing where they could go for help. The highest proportion of employees who knew where to go for help were from the development sector (MDPAC/MFAET) (100%), the Ministry of Public Service (100%), the Ministry of Justice and Legal Affairs (93.8%) and The National Judiciary (93.3%); with the highest proportion of those who did not know where to go for help working for the following Ministries – the Ministry of Forestry and Research (30%), the productive sector (MCT/MCILI) (19%) and the social sector (MRD/MWYCA/OPMC) (14.8%) (see Table 50).

Moreover, a lower proportion of employees agreed that they could raise issues through a formal process without unfair treatment (65.7%), with 15.2% reporting that they could not raise issues through a formal process without unfair treatment. However, there were differences when examined at the Ministerial level. On the one hand, there were three Ministries where more than three-quarters of staff reported they could raise problems through formal processes without unfair treatment – the Constitutional office (ONP/OGG) (83.3%), the productive sector (MCT/MCILI) (76.2%) and the development sector (MFMR/MID) (75%). On the other hand, there were also three Ministries where the proportion of staff who reported that they could raise these issues without concerns of unfair treatment was below 40% - the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (33.3%), the Ministry of Mines, Energy and Rural Electrification (36.4%) and the Ministry of Communication and Aviation (38.9%) (see Table 51).

A little over two thirds of employees (65.3%) felt that employees in their Ministry/Agency had the public's best interest at heart, with 17.4% who disagreed with this statement. This trend varied across Ministries, with a lowest proportion of employees reporting that employees in the Ministry had the public's best interest at heart working for the Ministry of Lands and Housing (40%) and the Ministry of Forestry and Research (30%). A significantly higher number of Public Servants did not think that employees in their Ministry/Agency carried out their duties with the public's best interest in mind from the following Ministries/Agencies: the social sector (MRD/MWYCA/OPMC) (37.6%); the Ministry of mines, energy and rural electrification (36.4%); Ministry of Communication and Aviation (33.3%); and the Ministry of Justice and Legal Affairs (31.3%) (see Table 52).

While the majority of employees knew where to go if they had an ethical dilemma, only a little over two thirds (65.7%) felt as though they could raise an issue through formal channels without subsequent unfair treatment.

4.5 PUBLIC SERVANTS AND “WANTOK” INFLUENCE

A little under a third of employees stated that they had experienced no influence from their *wantoks* in the past 18 months (30.9%), while over a third occasionally/sometimes experienced this (37.7%) and 10.1% always experienced influence from their *wantoks* on how they did their job. The Ministries with the highest proportion of people who never experience *wantok* influence were the social sector (MHA/MNURP/MPGIS) (53.8%), the development sector (MDPAC/MFAET) (63.6%), the Constitutional office (ONP/OGG) (53.3%) and the Ministry of Public Service (50%). The Ministries with the highest proportion of staff who always experienced *wantok* influence was the development sector (MFMR/MID) (17.9%), the Ministry of Health and Medical Services (15%), the Ministry of Police & National Security (14.7%) and the Ministry of Education & Human Resources Development (13.9%) (see Table 53 and Figure 2).

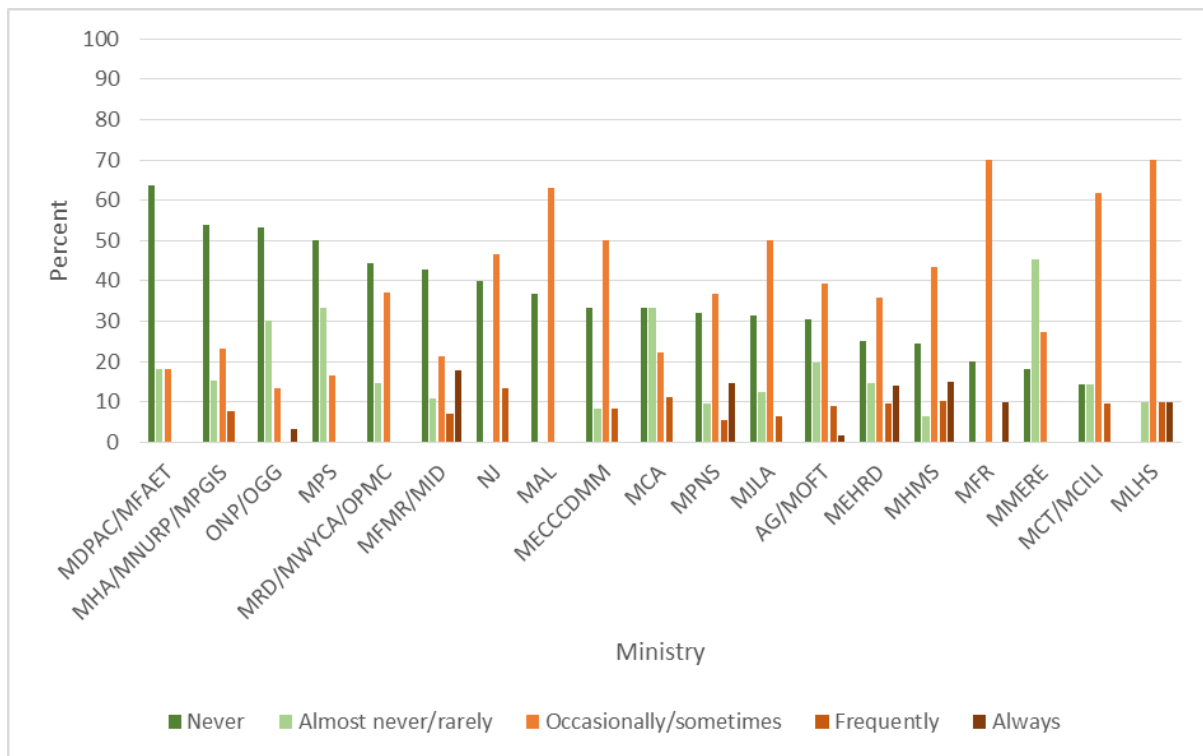


Figure 2 Influence of *wantoks* on employees in the last 18 months

In regards to who tries to exert a *wantok* influence over Public Service employees, the most frequently cited groups were individuals with authority over the employee (42.9%), co-workers (41.5%), and the employee's relatives (39.1%). Of those who stated they felt as though they had been influenced by the *wantok* system, the highest proportion of those influenced by co-workers were employees of the Ministry of Mines, Energy and Rural Electrification (66.7%) and the Ministry of Forestry and Research (62.5%) (see Table 54). The Ministries with the largest percentage of employees affected by individuals with authority over them were the social sector (MHA/MNURP/MPGIS) (66.7%), Ministry of Police and National Security (59.2%), and the Ministry of Justice and Legal Affairs (54.5%); while the highest proportion of employees influenced by individuals from other Ministries worked for the Ministry of Public Service (66.7%), the Ministry of Justice and Legal Affairs (45.5%) and the Ministry of Agriculture and Livestock (41.7%). *Wantok* influence from elected politicians was most commonly reported by employees working for the Ministry of Public Service (66.7%) and the social sector (MRD/MWYCA/OPMC) (53.3%); influence from individuals over whom the employee had responsibility was reported in the highest proportions from the Ministry of Public Service (50.5%) and the Ministry of Agriculture and Livestock (41.7%). *Wantok* influence from people working for the employee was not particularly common and happened most frequently for employees working at the Ministry of Agriculture and Livestock (25.0%), the Ministry of Forestry and Research (25.0%) and the Ministry of Mines, Energy and Rural Electrification (22.2%). For employees influenced by members of the public and other sectors, they most commonly worked for the Ministry of Lands, Housing and Survey (50.0%), the National Judiciary (44.4%) and the Ministry of Mines, Energy and Rural Electrification (44.4%). The highest proportion of employees influenced by their relatives worked for the Ministry of Health and Medical Services (61.5%) and the productive sector (MCT/MCILI) (55.6%). Employees reporting a *wantok* influence from people applying for jobs or winning government contracts most frequently worked for the Ministry of Public Service (83.3%), the social sector (MHA/MNURP/MPGIS) (66.7%), and the Ministry of Agriculture and Livestock (58.3%), while those reporting a *wantok* influence from existing government contractors most commonly worked for The National Judiciary (44.4%), and the Ministry of Agriculture and Livestock (41.7%). Finally, the highest proportion of employees reporting a *wantok* influence from the payment receivers from government were employees of the Ministry of Justice and Legal Affairs (36.4%), the Ministry of Agriculture and Livestock (33.3%), the social sector (MRD/MWYCA/OPMC) (33.3%), and the social sector (MHA/MNURP/MPGIS) (33.3%). Disaggregating the overall data by gender, a significantly higher proportion of male employees reported that the following groups exerted *wantok* influence in their

ministry: elected politicians ($X^2(1, N = 499) = 5.90, p = .015$), people working for the employee ($X^2(1, N = 499) = 4.61, p = .032$), existing government contractors ($X^2(1, N = 499) = 4.25, p = .039$).

4.6 MINISTRY/AGENCY EFFORTS TO ELIMINATE “*WANTOKISM*” AT THE WORKPLACE

There were mixed responses to whether the Ministries/Agencies tried hard to eliminate *wantokism*, with 58.4% of employees agreeing that they did and 23.1% disagreeing. The Ministries with the highest agreement rate for trying to eliminate *wantokism* were The National Judiciary (93.3%), the development sector (MFMR/MID) (85.7%) and the social sector (MHA/MNURP/MPGIS) (76.9%) (see Table 55 and Figure 3). The Ministries with the highest disagreement rate for the statement “My Ministry/Agency tried hard to eliminate the influence of “*wantokism*” at the workplace” were the Ministry of Lands, Housing and Survey (40%), the Ministry of Agriculture & Livestock (36.8%) and the Ministry of Mines, Energy and Rural Electrification (36.4%).

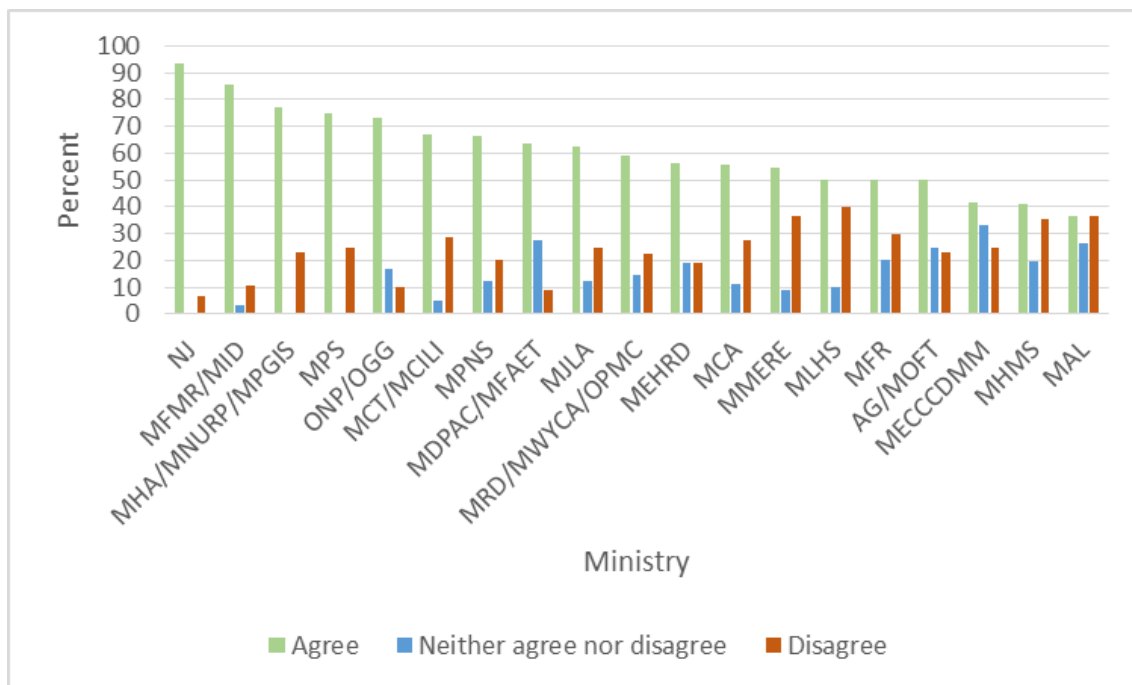


Figure 3 Efforts of Ministry/Agency to eliminate *wantokism* as perceived by employees

The issue of *wantokism* is still one that seems to be prevalent throughout the majority of the individual Ministries, and indeed appears to come from many different sources.

5 FACTORS INHIBITING PERFORMANCE AND SERVICE DELIVERY

FACTS UP FRONT

Employee work satisfaction

- Public Servants are willing to put in extra effort to get the job done (98%) and take pride in their work (96%).

Remuneration

- 53% of Public Servants did not receive compensation for over-time hours worked and did not think their pay reflected their responsibilities (58%). A significantly lower proportion of women are employed at level 10 and above.
- There were also significant differences were found between the education levels of men and women within the public service, with a higher proportion of men with only secondary school education and a higher proportion of women who have diplomas.

Attendance/Absenteeism and lateness

- 58% of Public Servants reported traffic delays impacted their work performance and this occurred on average every second day.
- Public servants reported a number of other factors that impacted the quality of their work (including their ability to arrive at work on time), occurring on average every third day and these were:
 - Cost of transport (48%)
 - Access to transport (46%)
 - Family commitments (37%)
 - Availability of transport (38%)
 - Reliability of transport (36%)
- 61% Public Servants reported that high absenteeism in their workplace, 84% indicated that it negatively affected overall service delivery, and 72% reported that it increased their personal workload. A significantly higher proportion of men reported that high absenteeism amongst staff negatively affects the overall service delivery by a Ministry.
- New staff that are late/absent due to reliability of transport are significantly less likely to agree high absenteeism within their Ministry/Agency negatively affected overall service delivery.

Professional development

- A third of Public Servants do not feel that internal promotion is based on work performance (36%) or on their education, skills and experience (33%), that their training needs are not met (32%), and that their career development is not supported by their Ministry/Agency (30%).
- 17% employees do not see a future for themselves in the Public Service.

Strong management and leadership: Direct and organisation wide

- A quarter of employees do not have confidence in their Senior Management (21%), reporting that essential information does not flow effectively to staff (27%), that they do not make effective and timely decisions (28%), they are ineffective in responding to matters relating to wantokism (33%), and do not have effective processes or procedures in place to deal with poor work performance (23%).

FACTS UP FRONT

- A third of employees indicated that their immediate supervisors had differing views from the Minister (38%) and Permanent Secretary (44%).
- 68% of employees felt that their Ministry was open to ideas and suggestions about improving overall service delivery quality and 73% felt their Ministry would try to resolve concerns raised in this survey.

Conducive workplace environment/resources

- 41% of Public Servants reported that they were not provided with the required resources and equipment to do their job well and 40% reported that their work environment was not comfortable.
- More than half of the employees indicated that reducing resources without reducing workload (75%), too many approval points (69%), lack of stability (59%), constantly changing priorities (58%), unreasonable deadlines (55%), lack of strategic direction by the Permanent Secretary (49%), and political interference (49%) were challenges they experienced in their workplace.
- Staff reported positive working relationships with their co-workers (95%).

Employee functional limitations / disabilities

- 10% of public servants reported difficulty in seeing even if wearing glasses and 14% had some difficulty in remembering or concentrating.
- Male and female public servants were significantly different in terms of the severity of their cognitive limitations, with women experiencing more profound cognitive limitations than men.

5.1 EMPLOYEE WORK SATISFACTION

In terms of motivation, almost all (98.2%) of Public Service employees were willing to put in extra effort to get the job done. The vast majority of employees in each of the Ministries agreed with this; the highest disagreement rate was from the Ministry of Lands, Housing and Survey (10%), development sector (MDPAC/MFAET) (9.1%) and the Ministry of Mines, Energy and Rural Electrification (9.1%) (see Table 56).

Another factor that may influence better performance is pride taken in work. The vast majority of employees (96.2%) agreed that they took pride in their work. This high level of agreement was reflected across each of the Ministries; the highest level of disagreement was for the Ministry of Lands, Housing and Survey (10%), the development sector (MDPAC/MFAET) (9.1%) and the Ministry of Mines, Energy and Rural Electrification (9.1%) (see Table 57).

5.2 REMUNERATION

Remuneration is a factor that can be both motivating and demotivating for employees. If there is salary disparity in workplace remuneration, this can be a cause of demotivation, workplace tension and failure to complete work tasks. A study in the Solomon Islands found that salary disparity negatively affected mostly local workers (not workers relocated internationally), who received lower salaries, and subsequently were less motivated to work, believing their efforts would not be properly compensated or that someone else would be receiving the benefit of their work; this also led to lower workplace collaboration (Marai et al., 2010).

While almost all employees agreed they would put in extra effort to achieve work deadlines, only a little more than a third (34.8%) reported that they received a benefit (money or time off) for overtime hours worked. Over half (52.6%) did not receive a benefit for overtime hours worked. The Ministries which had the highest proportion of employees agreeing they received a benefit from overtime were the Ministry of Communication and Aviation (88.9%), the Ministry of Agriculture & Livestock (73.7%) and the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (66.7%); the

Ministries with the lowest proportion of agreement they received benefit for overtime were the Ministry of Lands, Housing and Survey (10%), the development sector (MDPAC/MFAET) (18.2%) and the Ministry of Education & Human Resources Development (20.9%) (see Table 58). Interestingly, while the proportion who disagreed with doing overtime was small, the Ministry of Lands, Housing and Survey, the development sector (MDPAC/MFAET) and the Ministry of Mines, Energy and Rural Electrification had approx. 10% of employees who stated they disagreed with doing overtime (see Table 56), possibly in part because of the lack of compensation.

Low wages in developing countries have been found to be correlated with corruption, such that bribes are taken to either maximise income or to reach a “fair” income as deemed by the employee (International Monetary Fund, 1997). Less than a third (30.3%) of employees agreed that their pay reflected their roles and responsibilities, with 58.4% disagreeing. The Ministries who had the highest proportion of employees who did not believe their pay reflected their role were the development sector (MFMR/MID) (82.1%), the Ministry of Mines, Energy and Rural Electrification (72.7%) and the Ministry of Police & National Security (70.6%) (see Table 59). Interestingly, the latter two Ministries (Ministry of Mines, Energy and Rural Electrification and Ministry of Police & National Security) were also the Ministries with the highest proportion of employees being paid at Level 2-5 (45.5% and 49.2% respectively; see Table 24). Consistent with other developing countries, a significantly ($X^2(3, N = 726) = 15.01, p = .01$) lower proportion of women are employed at level 10 and above.

5.3 ATTENDANCE/ABSENTEEISM AND LATENESS

Absenteeism affects many public service sectors, however, the literature seems to focus predominantly on education and health. Research in 6 developing countries (Chaudhury et al., 2006) found that on average 19% of teachers and 35% of health workers were absent on any given day when the research team made unannounced visits to primary schools and health clinics. This research also found that even when employees were present, they were not always working. Being absent from work, arriving late or not completing work tasks while at work, would affect the quality and efficiency of the service provided to the public. This will also impact the workload of colleagues who are present at work. Research seems to suggest that while higher pay may reduce corruption, increasing wages does not seem to decrease absenteeism (Di Tella & Savedoff, 2003; Savedoff, 2008).

To assess the factors that impacted work quality, including the ability to arrive at work on time (tardiness), public servants were asked to assess how often (number of days in a two week period) factors such as transport, rain, and family responsibilities influenced their quality of work. The factors with the highest mean days over the last two weeks were traffic delays ($\underline{M} = 4.6$; reflecting almost an entire week out of the two week period), and then cost of transport ($\underline{M} = 3.6$; almost four days of the two week period), access to transport ($\underline{M} = 3.5$; three and a half days of the two week period) and availability of transport ($\underline{M} = 3$; three days of the two week period). Traffic delays affected over half of employees (57.4%), while cost of transport and access to transport affected almost half of employees (48.4% and 45.8%, respectively) and availability of transport was an issue for around a third (38.3%). Reliability of transport was still also a significant factor ($\underline{M} = 2.8$; almost three days out of the two week period), as was family commitments ($\underline{M} = 2.5$; two and a half days out of the two week period) and these affected 36% and 36.8%, respectively. Personal and family concerns affected 23.8% of staff, and rain affected 6.6%.

In regards to the breakdown of these factors by Ministry (Table 60 and Figure 4

Figure 4), the Ministry whose employees were most affected by the access to transport were the productive sector (MCT/MCILI) ($\underline{M} = 5.8$), the economic & finance sector (AG/MOFT) ($\underline{M} = 5$) and the Ministry of Police & National Security ($\underline{M} = 4.5$) (see Table 60). Those with the highest mean of days affected by the cost of transport to and from work were from the social sector (MHA/MNURP/MPGIS) ($\underline{M} = 6.1$), productive sector (MCT/MCILI) ($\underline{M} = 5.7$), Ministry of Forestry and Research ($\underline{M} = 5$), National Judiciary ($\underline{M} = 5$), Ministry of Justice and Legal Affairs ($\underline{M} = 4.7$) and economic & finance sector (AG/MOFT) ($\underline{M} = 4.5$). Employees of productive sector (MCT/MCILI) also had the highest mean number of days their work was affected by the availability of transport ($\underline{M} = 6.2$), followed by the economic & finance sector (AG/MOFT) ($\underline{M} = 4.4$) and the social sector (MHA/MNURP/MPGIS) ($\underline{M} = 4.2$). Regarding the reliability of transport, the highest mean number of days work was affected was for employees of productive sector (MCT/MCILI) ($\underline{M} = 5.2$), followed by the economic & finance sector (AG/MOFT) ($\underline{M} = 4.1$) and the Ministry

of Health and Medical Services (\underline{M} = 3.8). Regarding traffic delays, the factor that had the overall highest mean of all of the factors, the Ministries with the highest mean days affected were the productive sector (MCT/MCILI) (\underline{M} = 7.4), the Ministry of Lands, Housing and Survey (\underline{M} = 7), the Ministry of Justice and Legal Affairs (\underline{M} = 6.4), The National Judiciary (\underline{M} = 6.3), the Ministry of Forestry and Research (\underline{M} = 6) and the economic & finance sector (AG/MOFT) (\underline{M} = 6). For family commitments, the Ministries with the highest means were the social sector (MRD/MWYCA/OPMC) (\underline{M} = 5.4), the Ministry of Agriculture & Livestock (\underline{M} = 4.9) and the development sector (MDPAC/MFAET) (\underline{M} = 4.6). The Ministries with the highest mean days affected for personal and family health concerns were the Ministry of Agriculture & Livestock (\underline{M} = 2.3), the productive sector (MCT/MCILI) (\underline{M} = 2.1) and the Ministry of Mines, Energy and Rural Electrification (\underline{M} = 1.5). Finally, the overall mean days of work affected by rain was very low, and this was reflected in the Ministry breakdown, with the highest mean at 0.3 days, for the development sector (MDPAC/MFAET) (see Table 60 and Figure 4).

There were significant differences between new staff and experienced staff for the following factors: access to transport (60.4% vs 43.5%, respectively; $X^2(2, N = 709) = 9.7, p = .008$), reliability of transport (48.9% vs 34.5%, respectively, $X^2(2, N = 709) = 8.0, p = .02$) and traffic delays (70.4% vs 54.7%, respectively, $X^2(2, N = 709) = 8.1, p = .02$). These results seem to indicate that new staff experience more challenges in getting to the workplace. These issues were not explored further in the surveys and it would be hard to determine the reason behind this. A possible explanation could be that less experienced Public Servants may live in less well connected areas and therefore have a longer commute or poorer transport options. However, it could also be that these staff members are less experienced and need mentoring to point out the impact that lateness and absenteeism has on service delivery.

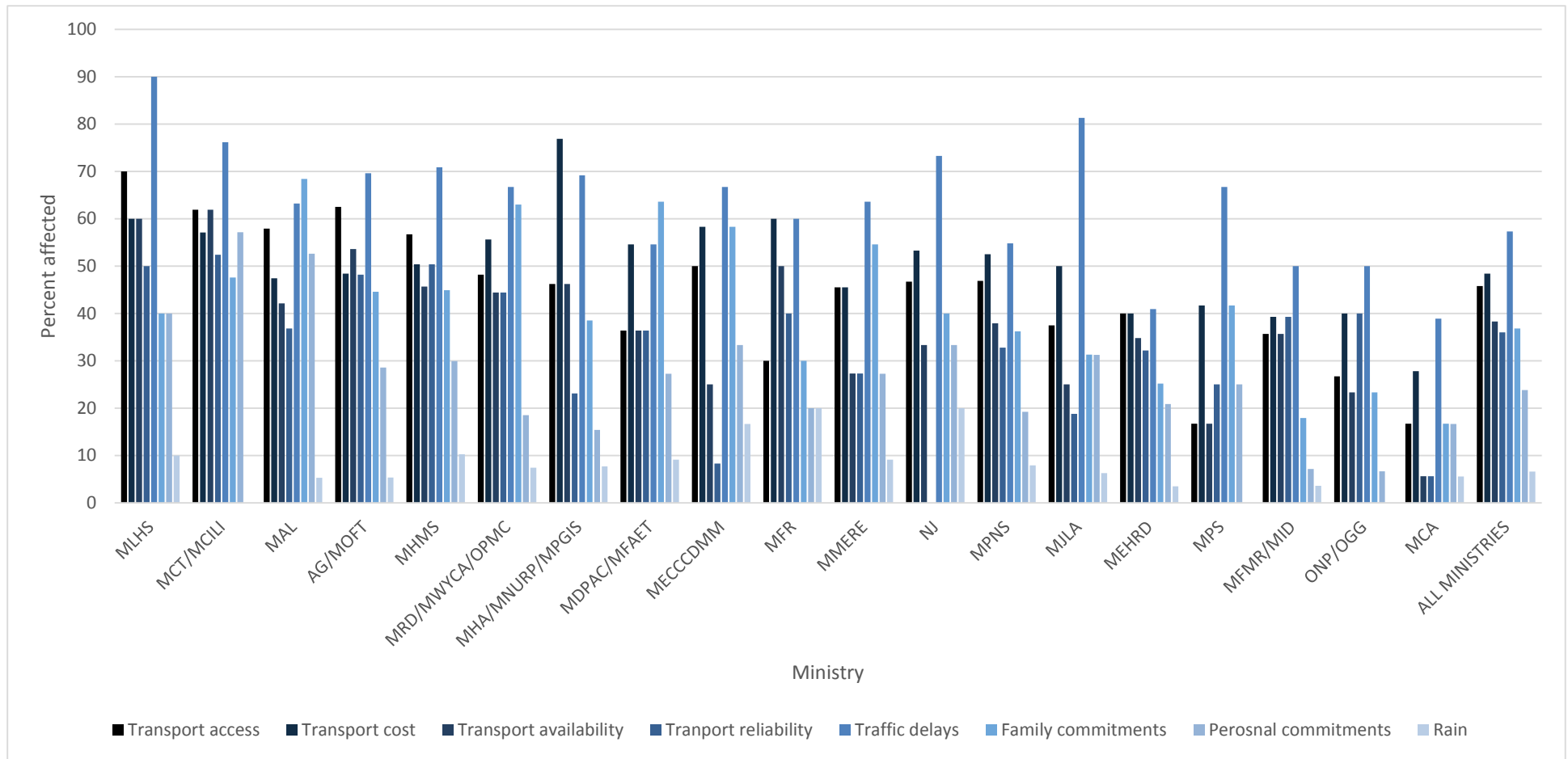


Figure 4 Percentage of employees whose work is affected by transport, family, personal and weather factors

High absenteeism was agreed to be a challenge in the workplace (60.8%); two thirds of staff in 7 Ministries indicated this was a challenge in their workplace - the social sector (MHA/MNURP/MPGIS) (92.3%), the Ministry of Mines, Energy and Rural Electrification (81.8%), the Ministry of Forestry and Research (80%), the social sector (MRD/MWYCA/OPMC) (74.8%), The National Judiciary (73.3%), the Ministry of Police & National Security (71.2%) and the Ministry for Agriculture & Livestock (68.4%). The highest disagreement amongst employees for this being an issue was found for the Constitutional office (ONP/OGG) (46.7%), the Ministry of Public Service (41.7%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (41.7%) and the Ministry of Lands, Housing and Survey (40%) (see Table 61 and Figure 5).

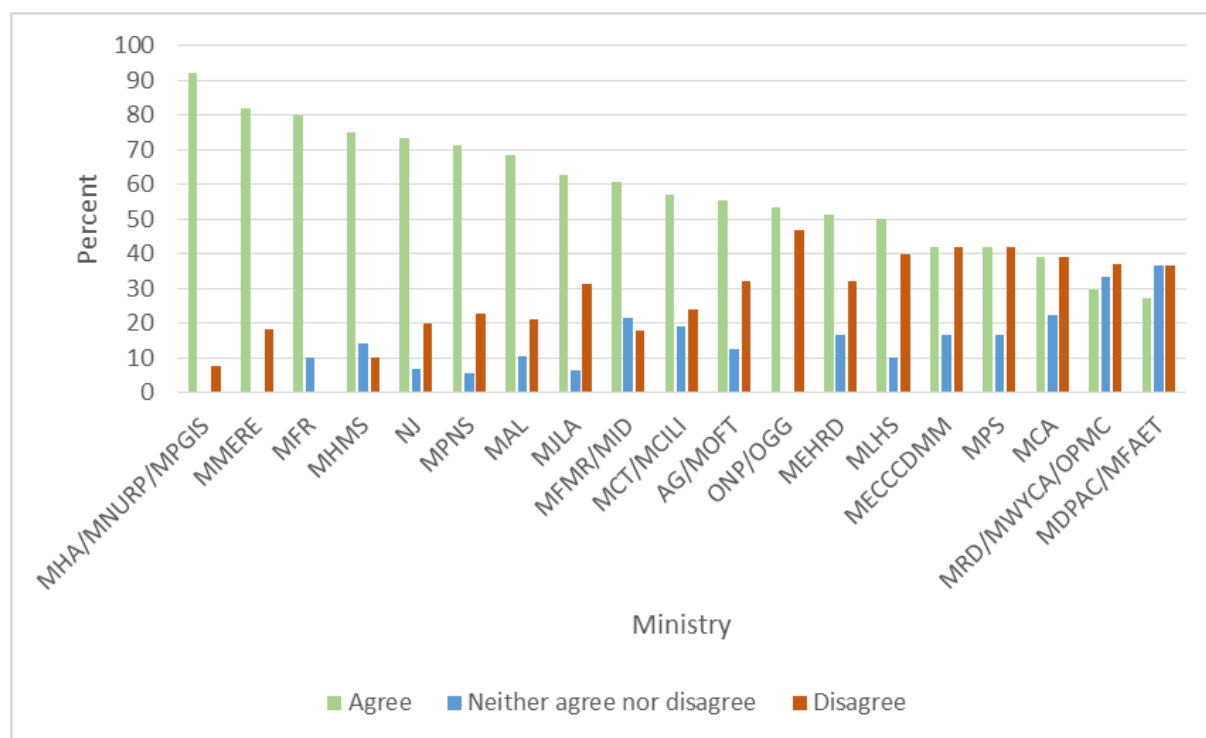


Figure 5 Workplace challenge of high absenteeism

A high majority (84.5%) of Public Servants agreed that high absenteeism from staff within their Ministry/Agency negatively impacted overall service delivery. A significantly ($X^2(2, N = 728) = 6.17, p = .05$) higher proportion of men reported that high absenteeism amongst staff negatively affects the overall service delivery by a Ministry. At a Ministerial level, agreement rates were highest for the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (100%), The National Judiciary (100%), and the productive sector (MCT/MCILI) (95.2%). The disagreement rate was highest for the development sector (MDPAC/MFAET) (27.3%), the development sector (MFMR/MID) (17.9%) and the Ministry of Public Service (16.7%); indicating that these are the Ministries with the least issues with absenteeism (see Table 62). A significantly ($X^2(4, N = 709) = 16.1, p = .003$) higher number of new staff (23.6%), compared to experienced staff (17.6%), did not believe high absenteeism within their Ministry/Agency negatively affected overall service delivery. This is an interesting finding and additional analyses indicate that new staff that are late/absent due to reliability of transport are significantly less likely to agree (65% who were late one day or more days, compared to 92.3% who were not late) that high absenteeism within their Ministry/Agency negatively affected overall service delivery ($X^2(14, N = 79) = 28.3, p = .01$). As mentioned earlier, it would seem that new staff (less than 3 years) may need additional mentoring around the impact that lateness and absenteeism has on service delivery.

In regards to high absenteeism increasing workload, almost three quarters of employees agreed this occurred (71.8%) while 18.4% disagreed. The Ministries where this was a particular issue was the Ministry of Forestry and Research (100%), the Ministry of Health and Medical Services (86.6%) and the social sector (MHA/MNURP/MPGIS) (84.6%); while the Ministry of Public Service had 58.3% of employees who

disagreed this was an issue, followed by the Ministry of Communication and Aviation (44.4%) and the development sector (MDPAC/MFAET) (36.4%) (see Table 63).

5.4 PROFESSIONAL DEVELOPMENT

Regarding internal promotion at work based on work performance, just under half of Public Servants (46.6%) agreed that their Ministry/Agency offered good opportunities for this, while one third of Public Service employees have indicated that their Ministry/Agency does not offer good opportunities for internal promotion based on work (35.6%) (see Table 64). At a Ministerial level this increases to over 50% for The National Judiciary (60%) and the development sector (MFMR/MID) (57.1%). However, a higher proportion of staff from the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (91.7%) and the social sector (MHA/MNURP/MPGIS) (76.9%) indicated that their Ministry/Agency did offer good opportunities for internal promotion (see Table 64).

Almost a third of employees indicated that their Ministry/Agency did not offer good opportunities for internal promotion based on education level (32.8%). At a Ministerial level this increases to over 40% for the National Judiciary (60%), the development sector (MFMR/MID) (46.4%), the Ministry of Public Service (41.7%), the Ministry of Forestry and Research (40%) and the development sector (MDPAC/MFAET) (40%). However, a higher proportion of staff from the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (91.7%), the social sector (MHA/MNURP/MPGIS) (69.2%), the Ministry of Justice and Legal Affairs (68.8%) and the Ministry of Communication and Aviation (66.7%) indicated that their Ministry/Agency offered good opportunities for internal promotion. Similarly, the National Judiciary and development sector (MFMR/MID) had the highest disagreement rates for the previous questions; it seems possible that people are responding to the overall attitude towards promotion in their Ministry rather than to the nuances of whether opportunities are offered based on work performance or education, skills and experience (see Table 65).

Examining these issues further, a little under one third of employees indicated they do not receive the training to keep up with the demands of their job (31.6%). At the Ministerial level, the NJ had the highest proportion of employees that indicated they did not received the training they needed to keep up with their job (46.7%), followed by the Ministry of Police & National Security (40.7%). The development sector (MFMR/MID) had the highest proportion of staff that received the training necessary to keep up with the demands of their jobs (82.1%), followed by the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (75%) (see Table 66).

Similarly, almost a third of employees indicated that their Ministry/Agency did not support the career development of employees (30.3%). A higher proportion of employees from the Ministry of Forestry and Research indicated their Ministry did not support the career development of employees (50%), followed by the Ministry of Agriculture & Livestock (47.4%), The National Judiciary (40%) and the Ministry of Police & National Security (39.5%) (see Table 67). A high proportion of staff (80%) from the Ministry of Lands, Housing and Survey indicated that their Ministry supported the career development of all employees; the next highest were the Ministry of Public Service (75%) and the development sector (MDPAC/MFAET) (72.7%).

Finally, 64.6% of all employees agreed with the statement that they thought they could see a future in the Public Service while 17.1% of employees disagreed. The Ministries with the highest proportion of employees who saw a future in the public Service were the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (83.3%), the Ministry of Mines, Energy and Rural Electrification (81.8%), the Constitutional office (ONP/OGG) (76.7%), the development sector (MFMR/MID) (75%) and the Ministry of Justice and Legal Affairs (75%); the Ministries with the highest proportion of employees that did not see a future with the Public Service were The National Judiciary (40%), the Ministry of Forestry and Research (30%) and the social sector (MRD/MWYCA/OPMC) (29.6%) (see Table 68).

In regards to the development, training and skills of Public Service employees, it is clear that there is a sizeable proportion of employees who do not feel supported by the current promotional system, training or career development support. This could be harmful for overall performance of these employees and their retention in the Public Service. This seems to be of particular issue in terms of promotions based on work

performance or based on education, skills and experience in the National Judiciary and the development sector (MFMR/MID).

5.5 STRONG MANAGEMENT AND LEADERSHIP: DIRECT AND ORGANISATION WIDE

Differences in perspective between the immediate supervisor and the permanent secretary as a challenge in the workplace was an issue for 43.6% of employees and had the highest agreement rate for the development sector (MFMR/MID) (75%), the productive sector (MCT/MCILI) (61.9%), the Ministry of Agriculture & Livestock (57.9%) and the Ministry of Health and Medical Services (55.9%) (see Table 69). The highest disagreement rates for this as an issue were from the Ministry of Communication and Aviation (61.1%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (58.3%) and the social sector (MHA/MNURP/MPGIS) (52.8%).

Similar to the previous challenge in terms of organisational management is the differences in perspective between the immediate supervisor and the Minister (38.2%). This had the highest agreement rates as a challenge from the development sector (MFMR/MID) (67.9%) and Ministry of Forestry and Research (60%) (see Table 70). The highest disagreement rate were from the social sector (MHA/MNURP/MPGIS) (53.8%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (50%), the Ministry of Communication and Aviation (50%), the Ministry of Lands, Housing and Survey (50%), the development sector (MDPAC/MFAET) (45.5%) and the Ministry of Mines, Energy and Rural Electrification (45.5%).

A high proportion of employees felt that Ministries/Agencies were open to their ideas and suggestions for improving overall service delivery (68.3%). The Ministries with the highest proportion of staff who felt as though their ideas and suggestions were not encouraged were the Ministry of Communication and Aviation (27.8%), the National Judiciary (26.7%), the development sector (MFMR/MID) (25%) and the Ministry of Justice and Legal Affairs (25%) (see Table 71)

While more than half (58.8%) of employees indicated that the flow of essential information was effective, a quarter of employees indicated that essential information did not flow effectively from management to staff (26.7%). At the Ministerial level, the Ministry of Forestry and Research had the highest proportion of staff who indicated essential information did not flow effectively from management to staff (40%) (see Table 72).

Over half of Public Servants have confidence in Senior Management of their Ministry/Agency (60.9%), with 20.9% disagreeing. The Ministries with the highest agreement rate were the Ministry of Justice and Legal Affairs (87.5%), the development sector (MFMR/MID) (85.7%), the social sector (MHA/MNURP/MPGIS) (84.6%) and the Ministry of Lands, Housing and Survey (80%), while those with the highest disagreement rate were the Ministry of Education & Human Resources Development (26.8%), the Ministry of Health and Medical Services (26.8%) and the Ministry of Public Service (25%) (see Table 73). Therefore, while overall rate of confidence isn't high, in some Ministries it is 80% and over, while in others around a quarter of employees do not have confidence in their senior management.

The division is reasonably similar here, with 51.8% of Public Servants indicating that the Senior Management makes effective and timely decisions, and 28.2% disagreed with this statement. The Ministries with the highest proportion of employees who believe their Senior Management make timely and effective decisions were the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (91.7%), the Ministry of Justice and Legal Affairs (87.5%), the social sector (MHA/MNURP/MPGIS) (84.6%) and the Constitutional office (ONP/OGG) (80%); the Ministries in which the highest proportions of employees who did not believe in their Senior Management's decision making were employed were the Ministry of Health and Medical Services (35.4%), the Ministry of Education & Human Resources Development (33.9%), the Ministry of Police & National Security (32.2%) (see Table 74).

Regarding *wantokism*, the results show that one third of employees believe that the Ministry/Agency does not respond effectively to matters regarding *wantokism* (32.9%). The Ministries with the highest proportion of employees who believed their Ministry did not effectively respond to *wantokism* were the social sector (MHA/MNURP/MPGIS) (46.2%), the Ministry of Communication and Aviation (44.4%), the Ministry of Health and Medical Services (42.5%) and the Ministry of Agriculture & Livestock (42.1%) (see Table 75).

None of the Ministries had an agreement rate of over 70% - this indicates *wantokism* is an issue both overall and within each of the individual Ministries.

Two thirds of employees (66.2%) indicated that there are effective processes/procedures in place to deal with poor work performance while 23.3% disagreed. At the Ministerial level, the proportion of employees who indicated that there were effective processes/procedures in place to deal with poor work performance range from 30% (the Ministry of Lands, Housing and Survey; the Ministry of Forestry and Research) to 81% (the productive sector (MCT/MCILI). In the development sector (MDPAC/MFAET) and Ministry of Lands, Housing and Survey, over 50% of the employees stated that processes/procedures in place to deal with poor work performance were not effective (see Table 76).

Almost three quarters (73.5%) of Public Service employees believe that Senior Management will try and resolve the concerns raised in the survey, with only 8.1% disagreeing. The Ministries with the highest proportion of employees who believed this were the Ministry of Mines, Energy and Rural Electrification (90.9%), the Ministry of Lands, Housing and Survey (90%), the Constitutional office (ONP/OGG) (86.7%) and the Productive sector (MCT/MCILI) (85.7%). The Ministries with the highest proportions of employees who did not believe their Senior Management would try to resolve concerns raised in this survey were the Ministry of Communication and Aviation (22.2%), the Ministry of Forestry and Research (20%) and the Social sector (MRD/MWYCA/OPMC) (18.5%) (see Table 77).

5.6 CONDUCTIVE WORKPLACE ENVIRONMENT / RESOURCES

Work environment is another aspect that could be affecting performance of employees in the Ministries. To this end, respondents were asked to rate their agreement to a number of potential challenges in their workplace, as well as their relationships with their colleagues.

41.1% of employees indicated they did not have the required resources and equipment to do their job well. At a Ministerial level, there were 3 Ministries that had over 50% of staff report that they did not have the resources and equipment to do their job well; these were the Ministry of Health and Medical Services (59.1%), the development sector (MFMR/MID) (53.6%) and the Ministry of Police and National Security (51.4%) (see Table 78). Conversely, there were two Ministries (the productive sector (MCT/MCILI), 85.7%; and the Ministry of Public Service, 83.3%) where the majority of staff indicated they had the required resources and equipment to do their job well.

About half (49.7%) of employees find their physical work environment comfortable, while a high proportion (40.5%) reported that their physical environment was not comfortable enough to not distract them from their work. The Ministries considered to provide the most comfortable environment by their employees were the development sector (MDPAC/MFAET) (100%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (83.3%) and the development sector (MFMR/MID) (75%) (see Table 79). Those considered to have the least comfortable physical environment (highest proportion of employees who disagreed that their work environment was comfortable) were the Ministry of Health and Medical Services (54.3%), the Ministry of Police & National Security (48.6%) and the Ministry of Education & Human Resources Development (46.1%).

The overwhelming majority of employees (95.2%) agreed they had positive working relationships with their colleagues. Again, when reviewed by ministry, few Ministries have employees who disagree with this statement, the highest rate of disagreement is for the Ministry of Lands, Housing and Survey (10%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (8.3%) and the Ministry of Public Service (8.3%) (see Table 80).

Over half of the Public Service employees indicated that there were five main challenges in the workplace - fewer resources, without a reduction in workload (75.4%), too many approval points (68.6%), lack of stability in the Ministry/Agency (59.1%), constantly changing priorities (58.4%) and unreasonable deadlines (55.4%) (see Table 85, Table 83, Table 82, Table 81, and Table 84).

58.4% of staff agreed that constantly changing priorities were a challenge in the workplace. Two thirds of staff from these four Ministries indicated that constantly changing priorities were a challenge – the social sector (MHA/MNURP/MPGIS) (76.9%), the Ministry of Agriculture & Livestock (73.7%), the development sector (MFMR/MID) (71.4%) and the Ministry of Communication and Aviation (66.7%). The highest

disagreement to this statement was by the development sector (MDPAC/MFAET) (45.5%) and the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (50%) (see Table 81 and Figure 6).

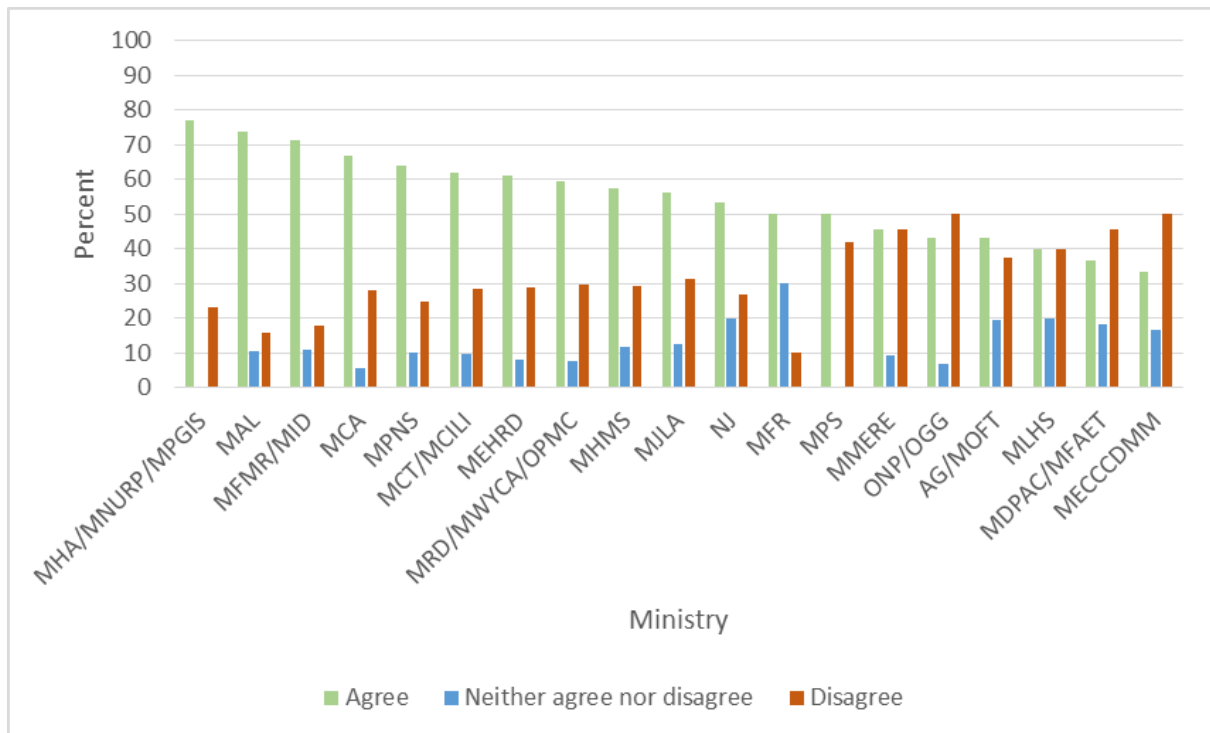


Figure 6 Workplace challenge of constantly changing priorities

Lack of stability was a workplace challenge for 59.1% of staff; and over two thirds of staff in the following Ministries indicated it was a challenge in their workplace - the Ministry of Communication and Aviation (88.9%), the MFR (80%), the NJ (73.3%) and the MFMR/MID (71.4%) (see Table 82 and Figure 7). Conversely, the Ministries who had the highest disagreement rate for this being an issue in their workplace were the MLHS (50%), the development sector (MDPAC/MFAET) (45.5%) and the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (41.7%).

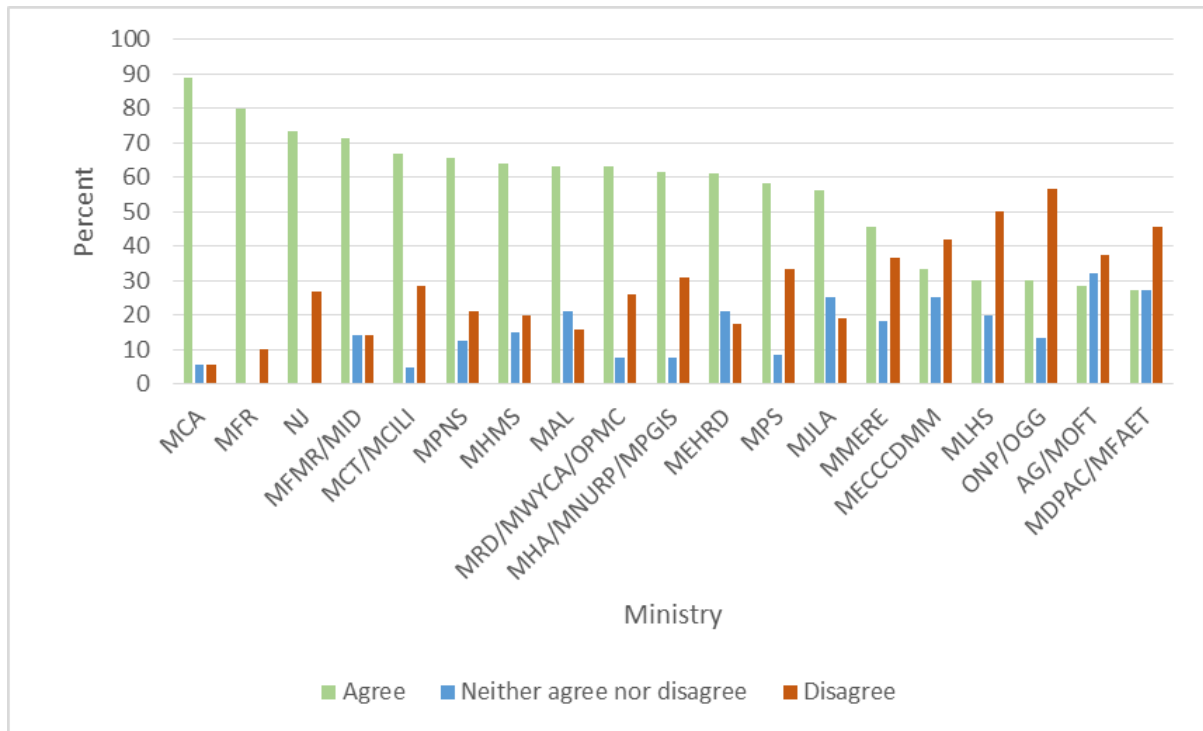


Figure 7 Workplace challenge of lack of stability

Too many approval points was the second biggest issue in most ministries; the nine Ministries who had two thirds or more of their staff indicate this was a challenge were the Ministry of Forestry and Research (100%), The National Judiciary (86.7%), the productive sector (MCT/MCILI) (85.7%), the Ministry of Police & National Security (83.6%), the Ministry of Agriculture & Livestock, the Ministry of Mines, Energy and Rural Electrification (72.7%), the development sector (MFMR/MID) (71.4%), the Ministry of Health and Medical Services (70.9%) and the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (66.7%) (see Table 83 and Figure 8). Over half of employees at the development sector (MDPAC/MFAET) (54.5%) disagreed this was an issue at the Ministry, with 50% of the Ministry of Public Service and 40% of the Constitutional office (ONP/OGG) also disagreeing that too many approval points was an issue in their Ministries.

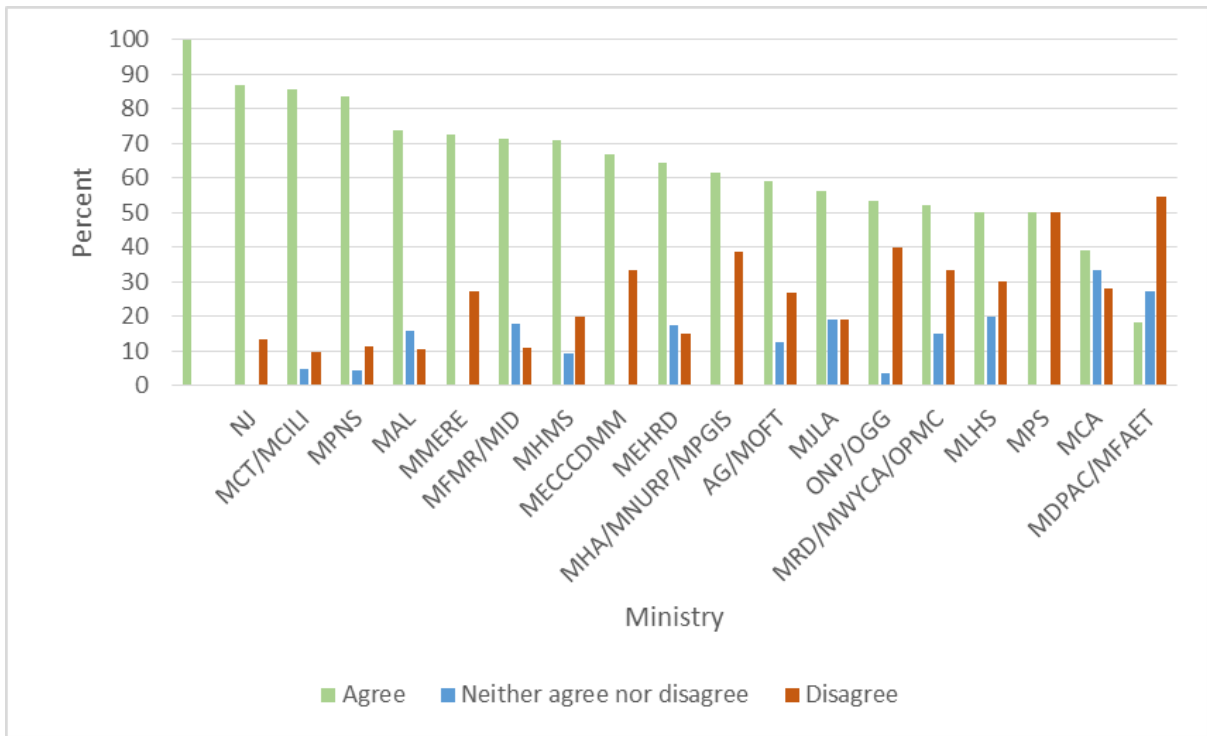


Figure 8 Workplace challenge of too many approval points

The Ministries with the highest agreement rates for unreasonable deadlines were the development sector (MFMR/MID) (67.9%), the Ministry of Education & Human Resources Development (65.2%), the Ministry of Mines, Energy and Rural Electrification (63.6%) and the Ministry of Police & National Security (63.3%); the Ministries where unreasonable deadlines were the least challenging were the Constitutional office (ONP/OGG) (46.7%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (41.7%) and the Ministry of Lands, Housing and Survey (40%) (see Table 84).

Fewer resources without a reduction in workload was the factor that had the highest rate of agreement for all of the Ministries combined and that trend continues when reviewed by Ministry. Two thirds and upwards of staff in twelve out of the nineteen Ministerial levels agreed that this was a challenge in their workplace; this indicates that resources being reduced without a reduction in workload is a major issue in the Ministries. The exception to this was the Ministry of Public Service, where 58.3% of staff disagreed this was an issue in their workplace (see Table 85 and Figure 9).

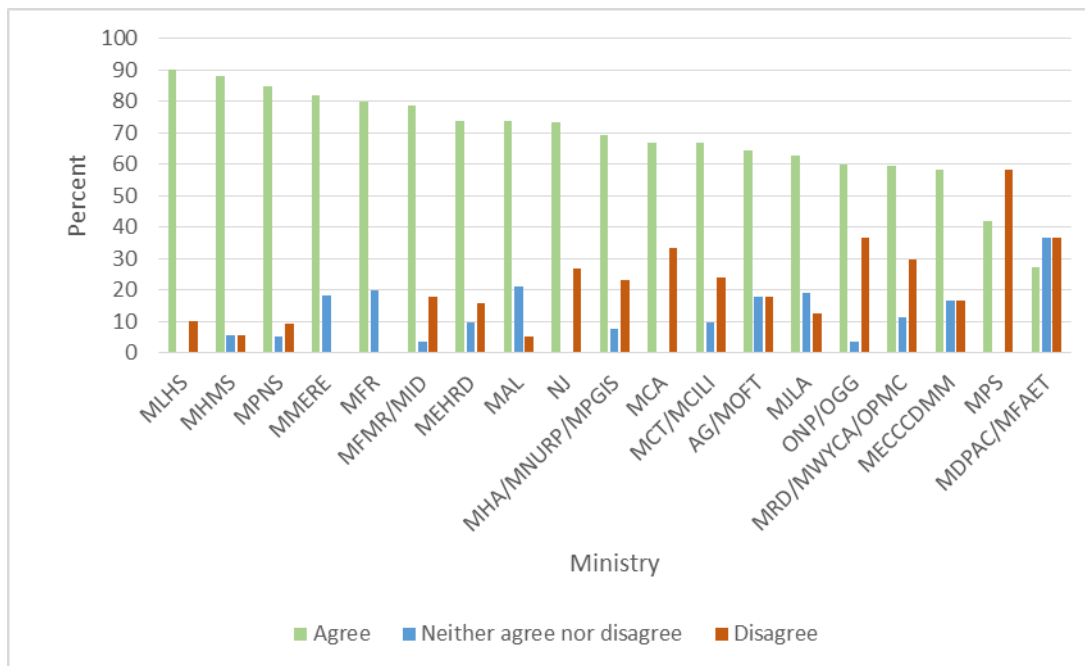


Figure 9 Workplace challenge of fewer resources without a reduction in workload

Lack of strategic direction was agreed to be a workplace challenge by 48.7% of all Public Service employees. The Ministries with the highest agreement rates for this being a challenge were the productive sector (MCT/MCILI) (76.2%), The National Judiciary (73.3%), the Ministry of Forestry and Research (70%) and the Ministry of Agriculture & Livestock (68.4%). The highest disagreement rate was for the social sector (MHA/MNURP/MPGIS) (61.5%), the Ministry of Public Service (50%), the Constitutional office (ONP/OGG) (50%), the Ministry of Mines, Energy and Rural Electrification (45.5%) and the development sector (MDPAC/MFAET) (45.5%) (see Table 86).

The Ministries with the highest agreement rates that political interference in the workplace is a challenge were the Ministry of Forestry and Research (80%), the development sector (MFMR/MID) (71.4%), the productive sector (MCT/MCILI) (71.4%) and the Ministry of Mines, Energy and Rural Electrification (63.6%) (see Table 87). The disagreement rates with this as an issue were highest for The National Judiciary (46.7%), the Ministry of Lands, Housing and Survey (40%), the social sector (MHA/MNURP/MPGIS) (38.5%) and the development sector (MDPAC/MFAET) (36.4%).

5.7 EMPLOYEE FUNCTIONAL LIMITATIONS / DISABILITIES

Overall, there is a reasonably low proportion of public service workers who report having difficulty or being unable to do their work-related activities due to functional limitations. 10.5% of public servants reported difficulties with sight (see Table 15), 4.5% reported difficulties with hearing (see Table 16), and 8.7% reported having difficulties with mobility (see Table 17). The most common reported difficulty were cognitive limitations. More than one-in-eight public servants (14.3%) reported cognitive difficulties in regards to remembering or concentrating. Male and female public servants were significantly different in terms of the severity of their cognitive limitations, with women experiencing more profound cognitive limitations than men ($X^2(3, N = 727) = 8.24, p = .05$) (see Table 18). Reviewing these results at the Ministerial level, for some Ministries this increased to two-out-of-five public servants reporting cognitive limitations. These reported rates are high, and will be expected to impact on how Public Servants perform their duties, and subsequently service delivery.

6 HONIARA RESIDENTS AND BUSINESSES USE, EXPECTATIONS OF AND SATISFACTION WITH GOVERNMENT SERVICES

FACTS UP FRONT

Use of services

- Half of Honiara residents were familiar with the types of services each of the Ministries/Agencies offered (48%).
- 78% of business owners or managers understood the types of services offered by the Ministries/Agencies.
- The six most commonly used Ministries/Agencies (in descending order) by Honiara residents were the: Ministry of Health and Medical Services (52%), Ministry of Education & Human Resources Development (21%), Water Authority (19%), Electricity Authority (18%), Ministry of Finance & Treasury (17%) and Ministry of Lands and Housing (16%).
- The most used Ministries/Agencies by businesses were: the Ministry of Finance & Treasury (90%), the Ministry of Commerce, Industries, Labour & Immigration (71%), the Ministry of Infrastructure Development (56%), and the Ministry of Health & Medical Services (56%).

Service delivery expectations

- Honiara residents and businesses indicated that they have high expectations of the Solomon Islands government in terms of service delivery that is: accessible, timely, of a high standard, serviced by staff who are efficient, trustworthy, behave professionally, have the public's best interest at heart, and do not show favouritism or *wantok* loyalties.

Satisfaction with services received

- The Ministry of Lands, Housing and Survey was the Ministry that had the highest rating of dissatisfaction with overall service from both Honiara residents (69%) and businesses (70%), with most residents and businesses using Solomon Power having a satisfactory experience (63% and 62%, respectively).
- The Ministries that were consistently rated favourably across accessibility and efficiency of services as well as overall service standard were Solomon Power, the Ports Authority (for residents) and the Ministry of Agriculture and Livestock (for businesses).
- The Ministries/Agencies that consistently were rated poorly across accessibility and efficiency of services as well as overall service standard were the Ministry of Lands, Housing and Survey, the development/finance sector (MDPAC/MOFT) (for residents) and the Ministry of Commerce, Industries, Labour and Immigration and the Ministry of Finance and Treasury (for businesses).
- Both residents and businesses using Solomon Power perceived their experiences with staff to be positive, with the Ports Authority and the justice sector (MJLA/NJ) (for residents) and Ministry of Infrastructure Development (for businesses) also having consistently good customer service. The Ministry of Lands, Housing and Survey had the lowest ratings from the public in regards to customer service.

Improvement in service provision

- The Ministries/Agencies with the highest proportion of Honiara residents who believed their services had improved since July 2014 were the justice sector (MJLA/NJ) (73%), Solomon Power (68%), the Ports Authority (67%), and the Ministry of Women, Youth and Children Affairs (60%).
- Businesses also agreed Solomon Power had improved (69%), and half of businesses also agreed the Ministry of Agriculture and Livestock had improved (50%).

FACTS UP FRONT

- The Ministries/Agencies who had the highest proportion of Honiara residents who did not think that services had improved were the Ministry of Lands, Housing and Survey (60%), the environment services (MECCCDMM/ MFR/MMERE) (50%) and the development/finance sector (MDPAC/MOFT) (47%).
- The Ministry of Lands and Housing was also believed to have not improved by businesses (60%), followed by the Ministry of Health and Medical Services (36%) and the Ministry of Commerce, Industries, Labour and Immigration (32%)

6.1 USE OF SERVICES

Honiara residents were not very familiar with the types of services each of the Ministries and Agencies offered – around half stated that they did know about these services (48.2%), but 27.9% neither agreed nor disagreed and 23.9% stated they did not know the types of services offered (see Table 88). More businesses had familiarity with the types of services offered - around three quarters of businesses (77.9%) knew the types of services each of the Ministries and Agencies offered (see Table 89), with only 10.3% disagreeing with this statement.

The six most commonly used Ministries/Agencies by Honiara residents were the Ministry of Health and Medical Services (51.6%), the Ministry of Education & Human Resources Development (21.5%), Solomon Water (19.1%), Solomon Power (17.6%), the Ministry of Finance & Treasury (17.2%) and the Ministry of Lands, Housing and Survey (15.9%). These were also the most frequently used Ministries/Agencies since July 2012, with a median of 5 uses for the Ministry of Health & Medical Services and Solomon Power since July 2014, a median of 4 uses for Solomon Water and a median of 3 uses for the Ministry of Education & Human Resources Development, the Ministry of Lands, Housing and Survey and the Ministry of Finance & Treasury (see Table 90).

The most used Ministries/Agencies by businesses were: the Ministry of Finance & Treasury (89.7%), the Ministry of Commerce, Industries, Labour & Immigration (70.6%), the Ministry of Infrastructure Development (55.9%), and the Ministry of Health & Medical Services (55.9%). Honiara businesses used these services between 14 to 18 times since July 2014 (see Table 91).

The results show that businesses have a greater understanding of the government services available than residents and use certain government services more frequently, while residents use a wider variety of Ministries/Agencies.

6.2 RESIDENTS AND BUSINESSES CORE SERVICE DELIVERY EXPECTATIONS

Honiara residents and businesses indicated that they have high expectations of the Solomon Islands Government in terms of service delivery that is: accessible, timely, of a high standard, serviced by staff who are efficient, trustworthy, behave professionally, have the public's best interest at heart, and do not show favouritism or *wantok* loyalties (see Table 93 and Table 94).

6.3 MINISTRY/AGENCY DIVISIONS USED BY RESIDENTS AND BUSINESSES

Honiara residents and businesses were asked to specify the divisions they used in each Ministry/Agency before being asked to relate more detailed information about their service experience. For the businesses, the seven main Ministries/Agencies used by the business community will be reported on.

For the Ministry of Agriculture and Livestock, a wide variety of divisions were listed: main office, biosecurity, livestock, research, agriculture and agriculture funding/business. For businesses, quarantine was the main division used as well as media and communication. Similarly, for the Ministry of Education and Human Resources Development, residents listed a number of different divisions including but not limited to - National Training Unit, Administration/Head office, schools and scholarships. For development/finance sector (MDPAC/MOFT), the divisions listed by residents were mainly aid/funding, treasury section,

payroll/payment section and Inland Revenue. By far the most commonly used Ministry by businesses, the Ministry of Finance and Treasury (MOFT) divisions used were Inland Revenue, customs, ports, payments and treasury. For the productive sector (MCILI/MCT), Honiara residents listed divisions such as immigration, passport section, tourism section and main office. For businesses using the services of the Ministry of Commerce, Industries, Labour and Immigration (MCILI), labour and immigration was the main division used, with investment and company house also listed. For the environment services (MECCCDMM/ MFR/MMERE), Honiara residents listed divisions like the disaster management division, forestry division, planning department and mining division. Honiara residents less commonly used Ministries in the social sector (MHA/MNURP/MPGIS), stating the divisions used as main office, reconciliation and provincial division. Again, great diversity of divisions were seen for development sector Ministries (MID/MFMR/MCA) used by residents, including contracts, inspection of vehicles, fish program, airport and administration. Businesses using the services of the Ministry of Infrastructure Development had a range of divisions nominated, including passing of vehicles, engineering, transport and infrastructure. Ministry of Health and Medical Services was mainly comprised of Honiara residents accessing medical services, such as hospitals or clinics, while businesses using this Ministry stated the divisions they engaged with were media and communication, hospital and assets/property development. For the government services (MFAET/MPS/OPMC/ONP) accessed by residents, the administrative/main office, accounts and human resources were some of the divisions specified. Honiara residents using justice sector Ministries (MJLA/NJ) nominated magistrates, law reform and issuing of certificates as the most used divisions. For Ministry of Lands, Housing and Survey, lands registry, survey division, main office, land titles and housing were the main divisions mentioned by residents, while businesses reported using divisions such as commissioner of lands, building approval and register office. The Ministry of Police & National Security had divisions such as police stations, investigation unit and administration nominated as being used by Honiara residents, among others. Sanitation, rural development and rural funds were the more common divisions specified by residents using Ministry of Rural Development, while youth and women programs were the divisions stated by residents using Ministry of Women, Youth and Children Affairs. By far the most used division of Solomon Power by residents was the cash power division, as well as other payment, connection and customer service sections. Businesses mainly reported using the payment/accounts and new connections divisions of Solomon Power. Water Authority divisions used by residents included the billing division, customer service, installation and main office. Finally, Honiara residents using the Ports Authority mainly stated wharf, customs, payments and main office as the divisions used.

6.4 SERVICE DELIVERY SATISFACTION OF RESIDENTS AND BUSINESSES

To determine Honiara residents' and businesses satisfaction with the services received from the Ministries/Agencies, a series of questions were asked for the three Ministries/Agencies used most frequently by Honiara residents and businesses since July 2014. If the resident/business only specified one Ministry they were asked the set of questions (loop) once. However, if they specified two or three Ministries they were asked the loop questions twice/three times and if they selected no Ministry/Agency at initial prompt question C1, they were not asked these questions (these represented 17.7% of the resident sample and 2.9% of the business sample).

6.4.1 Overall satisfaction with services of Ministry/Agency

The Ministries/Agencies that Honiara residents rated as having the best overall service were the justice sector (MJLA/NJ) (73.3%), the Ministry of Women, Youth and Children Affairs (69.9%), Solomon Power (62.6%) and the Ministry of Police & National Security (56.3%). Conversely, the Ministries/Agencies that Honiara residents were the most dissatisfied with were the Ministry of Lands, Housing and Survey (68.6%), the development/finance sector (MDPAC/MOFT) (56.1%), the environment services (MECCCDMM/ MFR/MMERE) (55.1%) and the Ministry of Rural Development (53.8%) (see Table 94). For businesses, the overall satisfaction with the service received from the Ministries/Agencies was quite low - the highest satisfaction rating was for Solomon Power, with approximately two thirds of businesses (62.5%) stating they were satisfied with the service they received (Table 95). The only other Ministries with over half of the businesses stating they were satisfied with their service were the Ministry of Health and Medical Services

(54.5%) and the Ministry of Infrastructure Development (53.3%). The Ministry of Lands, Housing and Survey had by far the highest proportion of dissatisfied businesses (70%).

The Ministry of Lands, Housing and Survey was clearly the Ministry that both residents and businesses were the most dissatisfied with in terms of overall service, with most residents and businesses using Solomon Power having a satisfactory experience (Figure 10 and Figure 11).

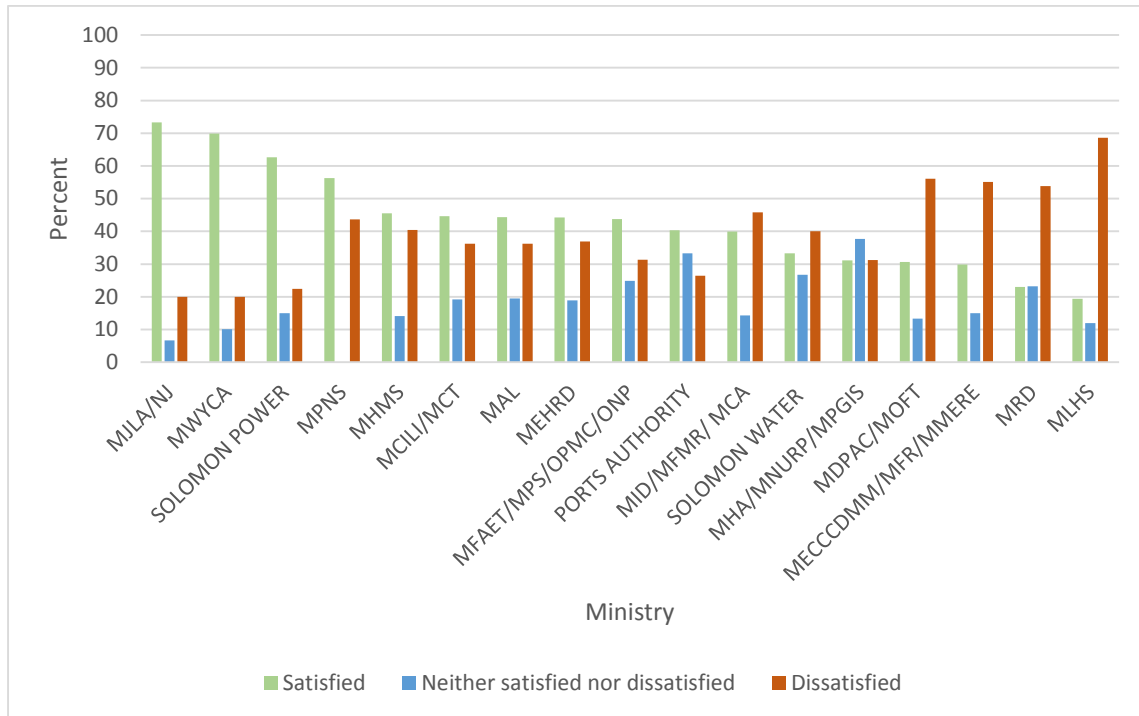


Figure 10 Satisfaction of residents with overall service of Ministries/Agencies

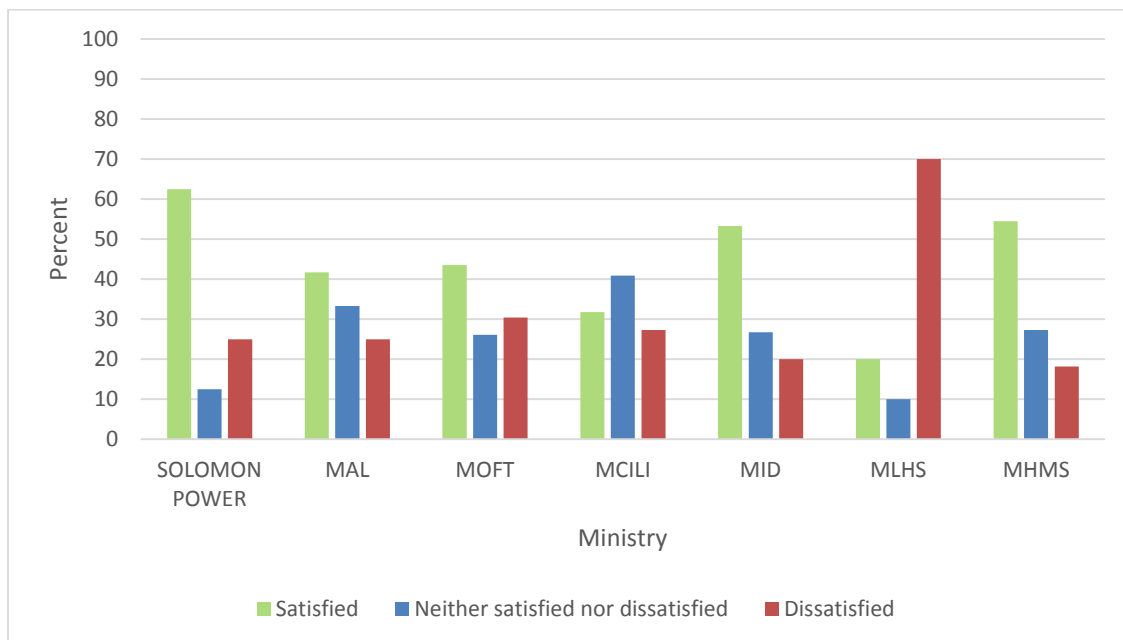


Figure 11 Satisfaction of businesses with overall service of Ministries/Agencies

6.4.2 Service standards of Ministry/Agency

To ascertain satisfaction with services provided, residents and businesses were asked about the accessibility and efficiency of services, as well as the overall service standard. The Ministries that were

consistently rated favourably across these measures were Solomon Power, the Ports Authority (for residents) and the Ministry of Agriculture and Livestock (for businesses). The Ministries/Agencies that consistently were rated poorly were the Ministry of Lands, Housing and Survey, the development/finance sector (MDPAC/MOFT) (for residents) and the Ministry of Commerce, Industries, Labour and Immigration and the Ministry of Finance and Treasury (for businesses).

To break these findings down into more detail, residents were asked to rate the accessibility of services and the efficiency of services in terms of being helped promptly/quickly. The Ministries that were easiest to access were Solomon Power (78.5% agreement), the Ports Authority (73.4%) and the environment services (MECCCDMM/ MFR/MMERE) (65.1%); there were only three Ministries with an agreement rate less than 50% (the Ministry of Lands, Housing and Survey, the development/finance sector (MDPAC/MOFT) and the Ministry of Agriculture & Livestock) (see Table 96). This indicates that services on a whole accessible to Honiara residents.

Businesses also found the services of Solomon Power the easiest to access (81.3%), as well as the services of the Ministry of Agriculture & Livestock (66.6%); the Ministries that were most difficult to access were the Ministry of Lands, Housing and Survey (40%), the Ministry of Commerce, Industries, Labour and Immigration (36.4%) and the Ministry of Finance and Treasury (32.6%) (Table 97). For residents, the Ministry of Finance and Treasury and the Ministry of Lands, Housing and Survey were also difficult services to access. An interesting finding was that the Ministry of Agriculture and Livestock was easier for businesses than residents to access.

Honiara residents seemed less satisfied with the efficiency of service delivery. The highest proportion of residents who agreed they were helped quickly/promptly used the following Ministries/Agencies – Electricity Authority (71.9%), the government services (MFAET/MPS/OPMC/ONP) (68.8%), the Ports Authority (66.6%) and the Ministry of Police & National Security (62.5%). The Ministries that were reported as being the least efficient in terms of serving customers promptly were the Ministry of Lands, Housing and Survey (59%), the development/finance sector (MDPAC/MOFT) (51%), the Ministry of Women, Youth and Children Affairs (50%) and the Ministry of Health and Medical Services (49.5%).

In regards to service efficiency, three quarters of businesses (75%) found Solomon Power staff helped them promptly/quickly; the Ministries with the next highest proportion of businesses who believed service was efficient were the Ministry of Agriculture & Livestock (58.3%) and the Ministry of Finance and Treasury (47.8%) (Table 99). The Ministries which businesses reported as not helping them promptly/quickly were the Ministry of Lands and Housing (90%) and the Ministry of Commerce, Industries, Labour and Immigration (50%).

Overall rating of the service standard varied by Ministry. For instance, the justice sector (MJLA/NJ) had 73.4% of Honiara residents agree that it was of a high standard, with Solomon Power having an agreement rate of 65.5% and the Ministry of Women, Youth and Children Affairs 60% (Table 100). Conversely, the Ministry of Lands, Housing and Survey had 55.4% residents who disagreed that the service received was of a high standard, followed by the Ministry of Rural Development (46.2%) and the Ministry of Education & Human Resources Development (44.1%).

The only Ministry/Agency with over half of the businesses who reported they received a service of a high standard was Solomon Power (56.3%). The highest proportion of businesses who reported that the service they received was not of a high standard used the services of the Ministry of Lands, Housing and Survey (70%), the Ministry of Commerce, Industries, Labour and Immigration (45.5%) and the Ministry of Finance and Treasury (41.3%) (see Table 101).

6.4.3 Rating of Ministry/Agency staff

Businesses and residents were asked about their experience with Ministry/Agency staff, specifically whether they found them trustworthy, professional, whether they showed favouritism/*wantokism* and whether staff appear to have the public's best interest at heart. Once again both residents and businesses using Solomon Power perceived their experience with staff to be positive, with the Ports Authority and the justice sector (MJLA/NJ) (for residents) and Ministry of Infrastructure Development (for businesses) also having consistently good customer service. The Ministry of Lands, Housing and Survey had the lowest ratings from the public in regards to customer service.

The Ministries/Agencies where the highest proportion of Honiara residents reported staff to be trustworthy were the Ports Authority (66.7%) and Solomon Power (65.4%) (see Table 102). However, the Ministries with staff considered to be the least trustworthy by Honiara residents were the Ministry of Women, Youth and Children Affairs (49.8%), the Ministry of Rural Development (46.1%) and the Ministry of Lands, Housing and Survey (45.8%).

Similarly to the above questions, the Ministries with the highest proportion of businesses who considered staff to be trustworthy were Solomon Power (75%) and the Ministry of Agriculture & Livestock (50%); the Ministries with the highest proportion of businesses who did not consider staff to be trustworthy were the Ministry of Lands, Housing and Survey (60%) and the Ministry of Commerce, Industries, Labour and Immigration (31.8%) (see Table 103).

The Ministries/Agencies with the highest proportion of Honiara residents reporting that the staff were professional were the justice sector (MJLA/NJ) (66.7%), Solomon Power (62.6%), the Ministry of Police & National Security (56.3%), the Ministry of Agriculture & Livestock (52.9%) and the Ministry of Health and Medical Services (52.4%) (see Table 104). The Ministries/Agencies with the highest proportion of residents who found staff to be unprofessional were the Ministry of Lands, Housing and Survey (48.2%), the development/finance sector (MDPAC/MOFT) (40.8%), the environment services (MECCDMM/MFR/MMERE) (40.1%) and the Ministry of Women, Youth and Children Affairs (40%).

The Ministries/Agencies that had the highest proportion of businesses reporting that staff were professional were Solomon Power (56.2%) and the Ministry of Infrastructure Development (53.3%). The Ministries/Agencies with the highest proportion of businesses that reported that staff were not professional were the Ministry of Commerce, Industries, Labour and Immigration (36.4%), the Ministry of Agriculture & Livestock (33.3%) and the Ministry of Finance and Treasury (30.4%) (see Table 105).

Overall, there was quite a high level of agreement by Honiara residents in terms of staff showing favouritism or *wantok* loyalty to some people (ranging from 40.1% for the justice sector (MJLA/NJ) to 79.8% for the Ports Authority), with almost all Ministries except the justice sector (MJLA/NJ) having an agreement rate of approximately half or above (Table 106). The Ministries with the highest perceived levels of favouritism were the Ports Authority (79.8%), the development sector (MID/MFMR/MCA) (74.3%), the Ministry of Health and Medical Services (72.6%) and the productive sector (MCILI/MCT) (70.3%).

In regards to *wantokism*, the Ministries/Agencies with the highest proportion of businesses who felt that *wantok* loyalty was shown to some people were the Ministry of Lands, Housing and Survey (80%), the Ministry of Agriculture & Livestock (50%) and the Ministry of Finance and Treasury (45.7%) (Table 107). The Ministries/Agencies considered to be the least likely to show favouritism were the Ministry of Infrastructure Development (26.7%), Solomon Power (25%) and the Ministry of Finance and Treasury (21.7%).

The Ministries/Agencies with the highest proportion of Honiara residents who agreed that the staff appeared to have the public's best interest at heart were the Ports Authority (66.8%), the justice sector (MJLA/NJ) (66.8%), Solomon Power (60.8%) and the Ministry of Women, Youth and Children Affairs (59.9%) (see Table 108). The Ministries/Agencies who least appeared to have the public's best interest at heart were the Ministry of Lands, Housing and Survey (46.9%), the environment services (MECCDMM/MFR/MMERE) (35%) and the development/finance sector (MDPAC/MOFT) (34.7%).

The proportion of businesses who believed that staff had the public's best interest at heart was quite low – the Ministry with the highest agreement rate was the Ministry of Infrastructure Development (60%), followed by Solomon Power (50%) and the Ministry of Finance and Treasury (41.3%). The Ministry/Agency where staff seemed not to have the customer's best interest at heart was the Ministry of Lands and Housing (60%) (see Table 109).

Some Ministries/Agencies were consistently viewed more positively than others, as discussed at the start of this section, while some Ministries seem to be viewed quite negatively by the public. *Wantokism* is still a clear issue amongst the majority of the Ministries/Agencies, including Ministries/Agencies that received positive feedback in other areas. The findings seem to suggest that there is room for improvement in the services provided by the Ministries/Agencies to the public (residents and businesses) when comparing service experiences to service expectations.

6.5 RESIDENTS AND BUSINESSES RATING OF SERVICE PROVISION IMPROVEMENT SINCE JULY 2014

The Ministries/Agencies with the highest proportion of Honiara residents who believed their services had improved since July 2014 were the justice sector (MJLA/NJ) (73.5%), Solomon Power (68.2%), the Ports Authority (66.8%), and the Ministry of Women, Youth and Children Affairs (60%) (Table 110). Businesses also agreed Solomon Power had improved (68.8%), and half of businesses also agreed the Ministry of Agriculture and Livestock had improved (50.0%). The Ministries/Agencies who had the highest proportion of Honiara residents who did not think that services had improved were the Ministry of Lands, Housing and Survey (60.3%), the environment services (MECCCDMM/ MFR/MMERE) (50%) and the development/finance sector (MDPAC/MOFT) (47.4%). The Ministry of Lands and Housing was also believed to have not improved by businesses (60.0%), followed by the Ministry of Health and Medical Services (36.4%) and the Ministry of Commerce, Industries, Labour and Immigration (31.8%) (Table 111). While it is clear the some Ministries have made significant improvements to their service in the eyes of the public and businesses, many have remained around the same or were perceived to have declined in their quality of service provision (Figure 12 and Figure 13).

The perceived improvement of Solomon Power by both residents and businesses may be in part due to their announcement of a new power station to be built in Lunga, East Honiara. This is hoped to end the issue of power outages, which were flagged by both residents and businesses as problematic (Osifelo, 2015).

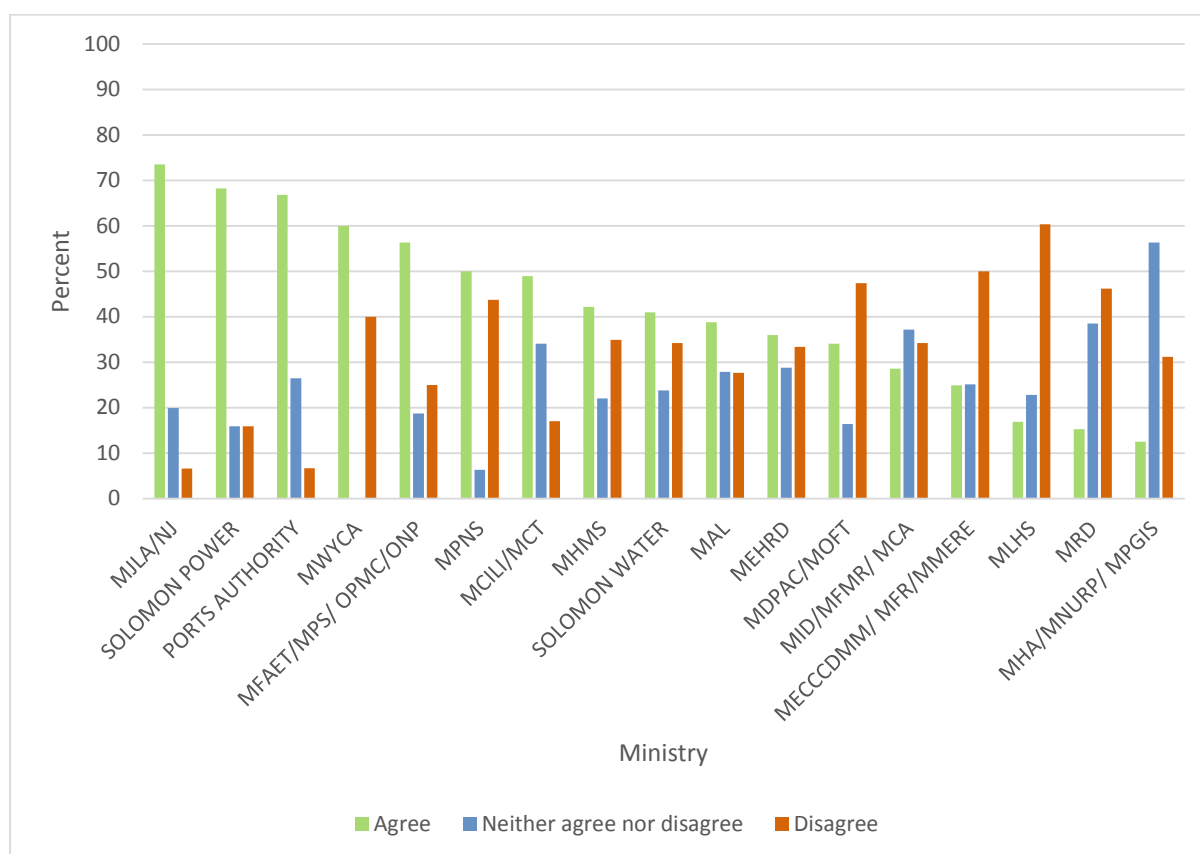


Figure 12 Ministry/Agency has improved since July 2014 (residents)

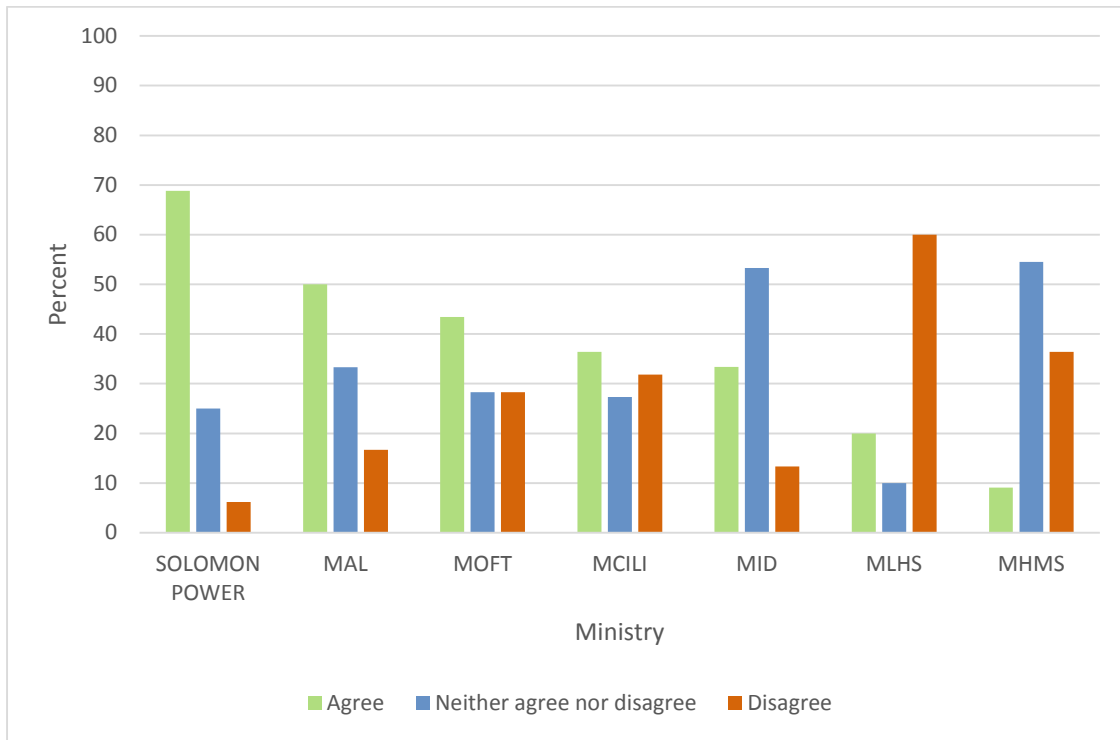


Figure 13 Ministry/Agency has improved since July 2014 (businesses)

7 CHALLENGES IN THE SOLOMON ISLANDS GOVERNMENT’S PROVISION OF SERVICE TO THE PUBLIC

FACTS UP FRONT

- Overall frustrations for residents are the “come back tomorrow” system, problems with staff (unreliable, late, absenteeism), *wantok* system, delay in service delivery, bribery/commissions, unreliability of services, issues with cost/payment/billing, lack of staff and poor customer service.
- Some residents also mentioned disagreeing with the allocation of funds, false promises made by government that aren’t delivered on, overall pointlessness of Ministries/Government and the poor salaries of Ministerial workers.
- For businesses, the main constraints on their business operations as a result of Ministry/Agency service delivery were: lack of communication of changes, time delays, low staff competency, problems with payment processes, staff work ethic, delay in service provision, poor customer service, lack of resources in Ministries, reliability of services, problems with the bidding/contract system, lack of infrastructure, poor quality service and the *wantok* system.
- 51% of residents and 44% of businesses agreed there had been an improvement in the use of IT systems to improve processes/systems.
- Over half of residents and businesses believed control of corruption (57% and 71%, respectively) and upgraded tax laws (53% and 59%, respectively) had not improved.
- A significantly higher proportion of men indicated that the Solomon Islands Government had not address the following four issues: business growth, management capacity of public services, labor laws, and the political stability and absence of violence.

7.1 SERVICE DELIVERY ASPECTS THAT CAUSE FRUSTRATION

As part of the loop, participants were asked an open-ended question about what service delivery aspects caused them the most frustration with each Ministry/Agency they deal with. The results are reported thematically with excerpts of text provided to provide the reader with a deeper understanding of frustrations experienced by the public when dealing with the Ministries/Agencies.

The main frustrations with the Ministry of Agriculture & Livestock were slow response from staff (“come back tomorrow” system), general poor customer service (including unreliability of information, lateness, absence and attitude of staff), poor communication services, the *wantok* system and bribery of Ministry staff. However, some residents were happy with the service they had received - “I think the services offered by the Ag section I interact[ed] with is ok.” For businesses, the most commonly mentioned aspects that caused constraints on business operations for users of the Ministry of Agriculture & Livestock were delay in service provision, lack of innovation in service provision, bribery and poor customer service. One quote that illustrates this is as follows: “The ministry needs to be more proactive in their field especially to the locals...get more involvement in more innovations to communities.”

In regards to Ministry of Education & Human Resources Development, the common complaints were the *wantok* system, high absenteeism, “come back tomorrow” system, poor customer service, slowness in addressing issues, expensive school fees and delays in Government support programs. One resident summed up their frustrations as: “They always stick to their procedures but then on the other hand, *wantok* system is also practice[d] there.”

For the development/finance sector (MDPAC/MOFT), the major frustrations were the bribery, poor customer service and length of time to make payments, as shown by this quote “[The Ministry will] purposely delay your payments so that you give them a commission”, while another resident stated that

“Accounts department delay payments. False assurance [given] for payment dates”. Other frustrations included lack of reliability, too many approval points, the *wantok* system, the “come back tomorrow” system and poor office systems.

The frustrations associated with using the services of the productive sector (MCILI/MCT) included the “come back tomorrow” system, delays in service, poor communication, poor customer service, *wantok* system, bribery and lack of staff knowledge. One resident stated that “The staff do not know much on how to help the people, even some of the people’s problem[s] they do not know how to solve. *Wantok* system is very big in the industry.”

For the environment services (MECCDMM/ MFR/MMERE), the most commonly mentioned frustrations were the *wantok* system, poor customer service, environmental concerns, delay in response and high absenteeism. A resident stated that “My house was washed out by the April flood, the disaster management division donate[d] us copper for the roofing but they don’t provide timbers. So until now I don’t have a house. Last year there was a budget [for] us but we don’t see [that] they implement the budget.”

Residents who used the services of the social sector (MHA/MNURP/MPGIS) had the following frustrations – the *wantok* system, delay of service, lack of resources, lack of systems and staff knowledge and poor customer service. “That particular department do not know what they are suppose[d] to do. Government is not quite clear how to go about land issues and allocate appropriate funds. Lack of frame work.”

One of the main issues residents reported from their interactions with the development sector (MID/MFMR/MCA) was bribery, as well as poor customer service, delay of response, *wantok* system, bad quality service and lack of staff knowledge. In regards to the MFMR, a resident stated that “staff not so helpful if you ask [for] information about your research concerning the ministry or fisheries in general.”

Due to the number of residents who had used the Ministry of Health and Medical Services, a number of frustrations were expressed. Poor quality of service, delay in receiving it, poor facilities and lack of resources were all significant frustrations, which had quite dire consequences. As one resident put it: “...Nurses slow to respond to patients, ended up people [have] died because of just waiting for nurses to turn up.” Another commented on the lack of medicine, stating that: “Serious cases cannot be handled there. Panadol given even for serious sickness. Shortage of nurses, big number of patients.” Poor communication was also mentioned, with patients often given no idea how long it could be before they are seen. Another frustration was the lack of punctuality and absenteeism of nurses, as well as the *wantok* system of prioritisation – it seems that in addition to being short staffed, staff are also delaying patient service because of these factors. One resident stated that “Doctors and nurses only look or serve their *wantoks* first. Or they will tell us to come back the next day.” Another commented on the seemingly poor work ethic of staff – “Lunch time takes about 3 hours...nurses appear to waste time.” This attitude seems to hold even for emergency situations, or for the very sick. One statement from a resident summed up the issues with the *wantok* system in the the Ministry of Health & Medical Services – “*wantok* system and favouritism is costs people’s life”. However some resident expressed positive sentiments about their service experience, such as one person who said that “I think the service is fine with me because the nurses at the clinic are so helpful.” Still, the issues covered here came up again and again, with different variations on the same themes. This could be an important area of improvement - indeed, a recent paper discussed the importance for investment in the health sector to achieve high levels of economic growth, recommending the hiring of more highly qualified doctors; improving medical education; and adapting medical technology (Naidu & Chand, 2013).

For the government services (MFAET/MPS/OPMC/ONP), the frustrations included the *wantok* system, poor customer service, absenteeism, delay in services and lack of staff resources. One comment seems to speak to the nature of the service often received – “I found overall service delivery is just fine because I knew people who work there and they helped me a lot.” While it is undoubtedly positive that this resident had a good experience, it is possible that this is solely because they know the staff that work there.

Residents who used the justice sector (MJLA/NJ) mentioned frustrations such as the *wantok* system, delays in service and cost of service; “I wait[ed] for almost 5 to 6 hours just to certify my documents, however, I saw a lot of staff walking around as if they have nothing to do. The staff are not friendly.”

For the Ministry of Lands, Housing and Survey, bribery, poor systems (such as file loss/misplacement), high absenteeism, *wantok* system, delay in service, poor customer service, “come back tomorrow” system

and general confusion over procedure were the main frustrations. One example of an interaction with the MLHS was this resident, who wrote “I lived in my area for 34 years and suddenly the lands ministry [decided to] tender out our area, even though I paid for this area already. They said because they lost my files so they will tender it out.”

The service provided by the Ministry of Police & National Security was frustrating for residents because of the slowness in responding to calls, absence of staff, unreliability of staff and delay of response. One example of this is the quote for a resident: “When people break [into] our house, I ran away and called the police...they said they will come but they never showed up.”

For the Ministry of Rural Development, frustrations mentioned by residents included delay of services, *wantok* system, poor customer service, poor staff commitment, lack of professional conduct by staff and the way the Ministry approaches things – one resident stated that “The ministry has a lot of funding [for] helping the people, however the employees did not go out in rural areas to find out the very need[s] of the people. Establishment of rural development offices should be based in rural areas...”

Residents using the services provided by the Ministry of Women, Youth and Children Affairs mentioned frustrations such as the *wantok* system, poor customer service and the “come back tomorrow” system. “They are quite selective in who to give projects to.”

One of the main frustrations with Solomon Power was the high cost of electricity, lack of communication about cutting the power off, unreliability of electricity provision (e.g. black outs), issues with cash power units, delays in connections, *wantok* system, lack of staff resources and poor communication. An example of the issues with the cash power units expressed by some of the residents is this: “Cash power units supplied through mobile banking is unreliable since the units used up too fast compared to bills paid directly to the electricity office.” Another quote identifies the difficulties that administrative errors can cause: “It takes time to solve problems e.g. if they wrongly identify meters separately on houses close to each other...at times we live without power for at least a week.”

The frustrations expressed by residents using Solomon Water were mainly to do with the billing system, shortage of water, lack of communication if water is cut off, delay in response, unreliability of service, high cost of service and quality of service (e.g. dirty water provided). For example, one resident stated: “We are human beings, if SIWA wants to cut water supply to our house they should first inform us, so that if in that moment we have money we will pay them straight other than for us to pay the expensive reconnection fee”. Another resident said that “Billing system is not clear and its so expensive. I paid my bill already but when the [next] month[‘s] bill came, it seems I never [paid] anything. Sometimes I continue to pay my bill but the water is not coming.”

For the Ports Authority, frustrations were most commonly in relation to *wantok* system, the cost of the service, delays in service, poor customer service and confusing information. For example, one resident stated that “New charge rates causes frustration as rates are not stable.”

Looking at the frustrations of the overall service delivery, similar themes emerge. Residents are frustrated by the “come back tomorrow” system, problems with staff (unreliable, late, absenteeism), *wantok* system, delay in service delivery, bribery/commissions, unreliability of services, issues with cost/payment/billing, lack of staff and poor customer service. Some residents also mentioned disagreeing with the allocation of funds, false promises made by government that aren’t delivered on, overall pointlessness of Ministries/Government and the poor salaries of Ministerial workers.

Some examples of the above themes are provided by the quotes below.

“The people who are working in the Public Service are putting themselves first and have selfishness and lack working together.”

“Worst ever medical service provided to the public, some death[s] [occur] that [could] be avoid[ed] however it occurred [be]cause of the poor service. Also poor transport service causes a lot of problems to the public as a whole.”

“One of the service[s] we use is the road, in our area the road hasn’t been improved for so long, however, the people doing survey[s] to make the budget for road improvement always come to our area and get quotations. The question is, where is [this] money going?”

“Our government should consider the level its people are in, especially in providing the service to the public, the service should be there to help people, however, services that [the] government offer[s] is just to burden the people.”

7.2 SERVICE DELIVERY ASPECTS THAT CONSTRAIN BUSINESS OPERATIONS

Businesses were asked to state the aspects of the Ministry/Agency's overall service delivery that placed the greatest constraints on their business operations, and the issues that have the greatest impact on the business' ability to function properly.

For users of Ministry of Commerce, Industries, Labour and Immigration, delay of service was also commonly mentioned, as was poor customer service, corruption and poor staff knowledge. One business stated their frustrations were: "Staff not showing up to organised meetings [and] being given contradictory information [and] staff not knowing what they are doing, not getting responses from queries and Department losing documentations."

Businesses that used the services of the Ministry of Infrastructure Development stated some of the constraints they experienced were delays, lack of transparency in awarding contracts, lack of staff knowledge, poor communication, corruption, lack of roads and poor resourcing of the Ministry. "Lack of roads and the pressure it puts on traffic."

The Ministry of Health and Medical Services cause businesses frustration through high staff turnover, delay in service provision, late payments and reliability of service. One business stated that there were: "Many changes of point of contact within a short period of time. About 5 new people within the first 6-12 months of project."

The most used Ministry, the Ministry of Finance and Treasury, also caused a number of constraints for business operations. These included delay of payment, delay of service provision, staff attitudes (long lunches etc.), availability and efficiency of staff, poor organisation, poor customer service, internal systems, inaccurate record keeping and poor communication. "IRD never clarifies their tax reforms...no explanation when changing the rules."

For the users of the Ministry of Lands, Housing and Survey, the greatest constraints on business operations were the delay in service provision, rules around property sub-division, poor service, poor co-operation and poor communication. As one business stated: "Failure to do their job in every aspect across the board."

The main constraints Solomon Power had on business operations were the reliability of the service, poor customer service, high cost and delay of service. One business explained that "[The] sales team is very easy to work with but the backup team/response team are slow to respond to problems."

In terms of the overall frustrations that businesses had with the Ministries, and the constraints that this placed on their business operations, similar themes to the individual Ministries were found. Lack of communication of changes, time delays etc., low staff competency, problems with payment processes, staff work ethic, delay in service provision, poor customer service, lack of resources in Ministries, reliability of services, problems with the bidding/contract system, lack of infrastructure, poor quality service and the *wantok* system. Several quotes have been provided below to expand on some of these themes.

"Finance especially IRD and Customs need to operate on [the] internet to make payments more reliable."

"Inconsistency of planning, lack of proper bid structure for projects at various stages. Awarded projects, yet to sign contracts. Lack of specialised knowledge and know how."

"Lack of interest in what the business does and lack of support from government and also Ministries when trying to deal with them...also the lack of policy and political will regarding what our business is attempting to achieve."

"SIEA is one of the main constraints in terms of interruptions of power cuts. Did affect our monthly reporting and timing of work."

7.3 OPPORTUNITIES FOR IMPROVEMENT THAT HAVE BEEN ADDRESSED SINCE JUNE 2014

Using the list of biggest opportunities for improvement as identified in the Business Confidence Survey (2011), residents and businesses were asked to rate whether they agreed these improvements had been made. For both residents and businesses, less than half of each group felt as though these issues had been addressed, with one exception. 51.4% of residents agreed that there had been an improvement in the use of IT systems to improve processes/systems (see Table 112), which also had the highest proportion of businesses who believed this had improved (44.1%). Control of corruption and upgraded tax laws were important issues that both residents and businesses felt hadn't been addressed (57.4% and 53.1% of residents; 70.6% and 58.8% of businesses). The next most important issue that hadn't been addressed for residents was the implementation of strict budgetary discipline (53.8%) and for businesses improved infrastructure (57.3%) (see Table 113).

Figure 14 and Figure 15 provide a visual representation of these opportunities for improvement – what can be seen is that for most of these issues both residents and businesses have at least 40% of individuals who disagree that improvements have been made. A higher proportion of businesses believe improvements haven't been made for each of the areas, possibly because these issues have a more direct impact on their livelihood and they are therefore more concerned or aware about them. To determine if there were significant differences on these issues for men and women, the resident data was disaggregated by gender. The findings revealed that a significantly higher proportion of men indicated that the Solomon Islands Government had not address the following four issues: business growth ($X^2(2, N = 703) = 9.14, p = .01$), management capacity of public services ($X^2(2, N = 703) = 10.01, p = .01$), labor laws ($X^2(2, N = 703) = 8.67, p = .05$), and the political stability and absence of violence ($X^2(2, N = 703) = 10.12, p = .01$).

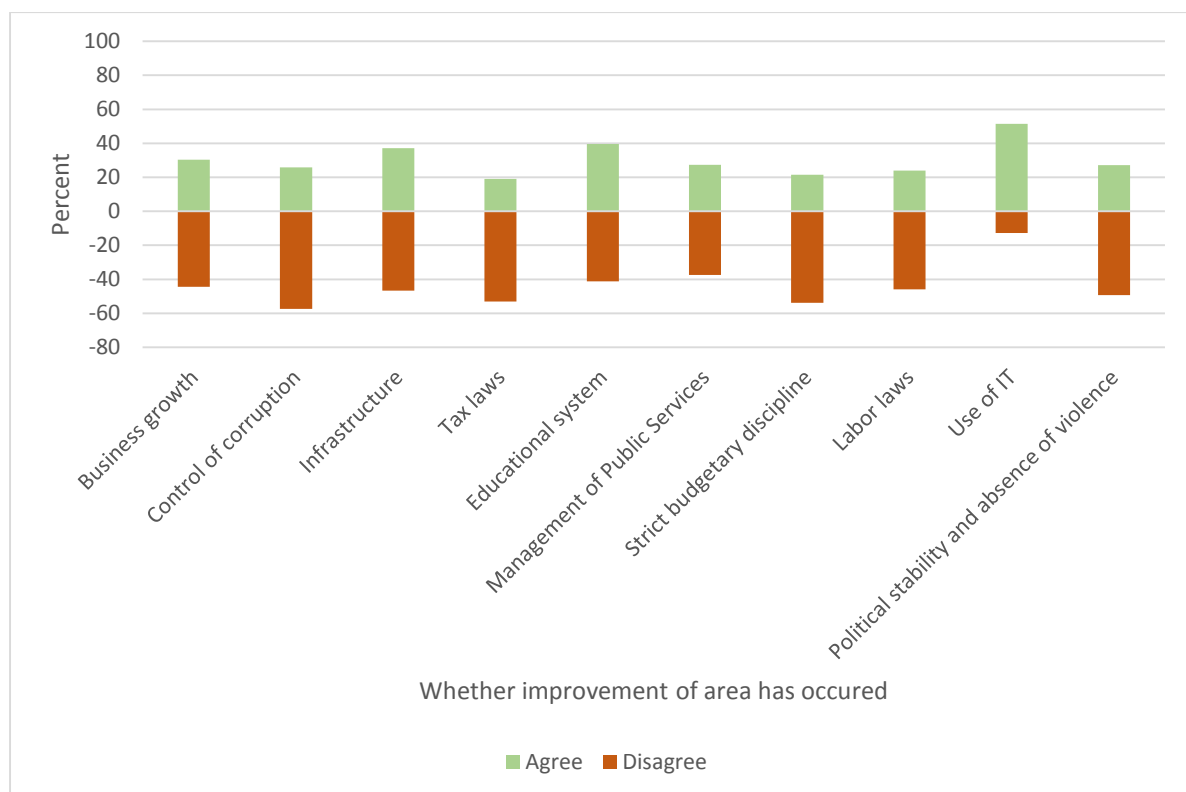


Figure 14 Opportunities for improvement (resident)

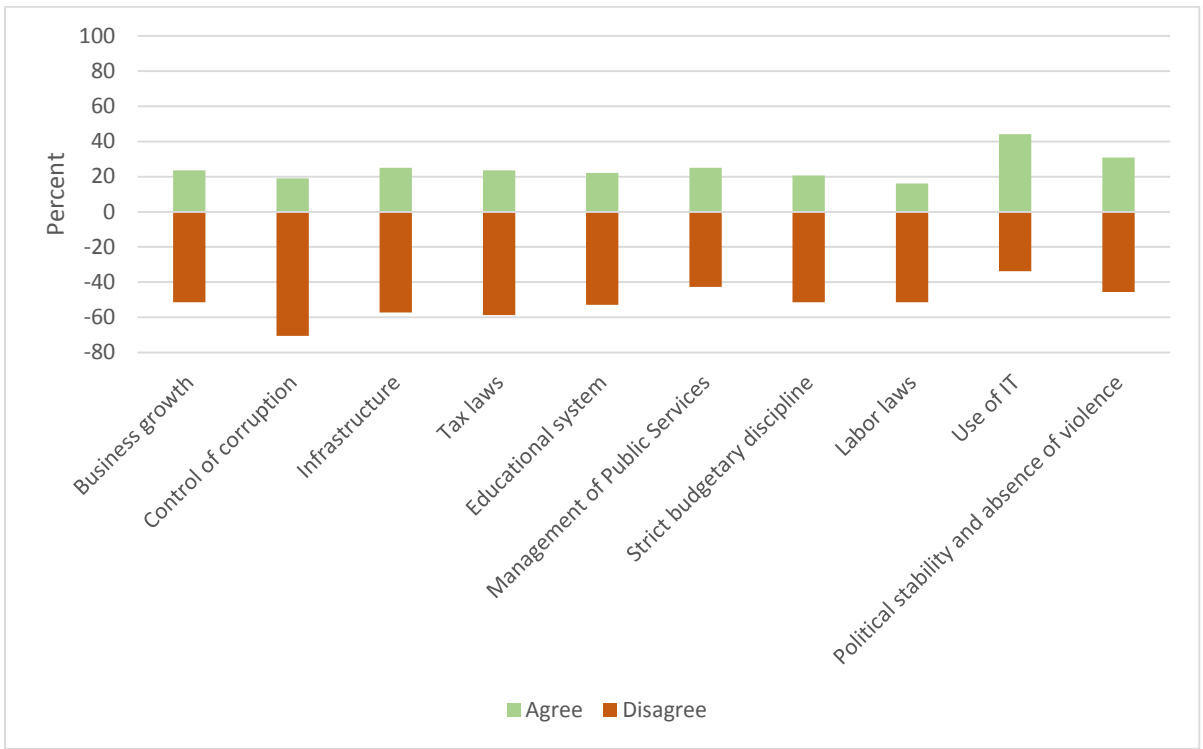


Figure 15 Opportunities for improvement (businesses)

8 HONIARA RESIDENTS AND BUSINESSES OUTLOOK OF THE ECONOMY

FACTS UP FRONT

- Half of the Honiara residents (51%) and businesses (48%) had little to no confidence in the Solomon Islands' Government ability to handle any economic challenges that the Solomon Islands might face over the next 12 months.
- Some of the reasons given for the lack of confidence by residents were: favouritism/*wantok* system (94%), acceptance of bribes/imposing of a commission (92%), lack of leadership/accountability (90%) and lack of leadership (89%) more generally. Men had significantly less confidence than women in the government's ability to enforce the laws and manage state owned enterprises.
- The majority of businesses reported that the following factors made them feel less confident in the government's ability to provide quality services – lack of transparency/accountability (90%), lack of strategic forethought and planning (90%) and acceptance of bribes/imposing of a commission (90%).

With the Solomon Islands Gross Domestic Profit (GDP) expected to continue to grow at a rate of 3.5% for the next two years (The World Bank Group, 2015), it is important that the public (both residents and businesses) have confidence in their government's ability to manage the economy. However, half of the residents and businesses had little to no confidence in the Solomon Islands Government ability to handle any economic challenges that the Solomon Islands might face over the next 12 months (50.8% and 48.5%, respectively), with less than a third of Honiara residents and businesses (27.3% and 26.5%, respectively) feeling somewhat to very confident in their government's ability to handle any economic challenges in the next 12 months (see Table 114 and Table 115).

This level of reported confidence in the government's ability to handle economic challenges over the next 12 months supports previous data such as satisfaction with service provision (see Section 6.4) and opportunities for improvement issues (see Section 7.2).

All of the factors that were listed as potential reasons for feeling less confident in the government were agreed with by the majority of residents and businesses (Figure 16 and Figure 17). For both, acceptance of bribes/imposing of a commissions was one of most important factors (92.0% of residents and 89.7% of businesses who agreed with this), with residents also having the highest proportion of agreement with the favouritism/*wantok* system (94.2%), lack of leadership/accountability (90.0%) and lack of leadership (89.1%) (see Table 116). Men had significantly less confidence than women in the government's ability to enforce the laws ($X^2(2, N = 703) = 8.96, p = .05$) and manage state owned enterprises ($X^2(2, N = 703) = 7.52, p = .05$). For businesses, the other factors that made them feel less confident in the government's ability to provide quality services with the highest proportion of agreement were the lack of transparency/accountability (89.7%) and the lack of strategic forethought and planning (89.7%) (see Table 117).

Residents were also given the opportunity to expand on or provide examples for any of these factors. The overall themes that emerged were – bribery/corruption, the *wantok* system, lack of honesty/transparency, lack of faith in government to handle funds, perceived reluctance of government to help the people (instead only help themselves), quality of Public Servants, lack of implementation of government policy, lack of trust in Public Servants, political instability and lack of everyone coming together to tackle problems.

Several quotes below have been chosen to further illustrate the influence of these factors on people's confidence in the government.

"Government talks a lot, but [I] don't see any real thing happening, that is why I don't have confidence in the government. Since independence, the service we feel or receive is just the basic service, [for] example

medical or water or roads however the quality of service is decreasing. Now there are a lot of new ministries but never know what their real service is.”

“Implementation of the government policies are very weak, the political stability of the government does not reflects well with integrity of its duties.”

“Mis-using of funds and inserting of government funds to their own pocket.”

“The village chiefs should work together with the government to develop our communities.”

“The *wantok* system should not be encourage[d] and practice[d].”

Businesses were also given the opportunity to elaborate on these factors or provide examples; some of these are provided below.

“The police do not take enforcement seriously, and the obvious corruption that exists, and the behaviour of some SIG representatives is not as expected.”

“We have [in place] good financial management systems[s] and regulations[s] however public officials and politicians decisions were otherwise against the standards.”

“Inland revenue staff requesting inappropriate loans i.e. bribes. Instability of government – very related to bribery.”

They also stated other reasons for lacking confidence in the SIG such as lack of government spending on Ministries, work ethic of Ministries, no implementation of new major projects, lack of innovation/vision, poor conditions for Public Servants and timing.

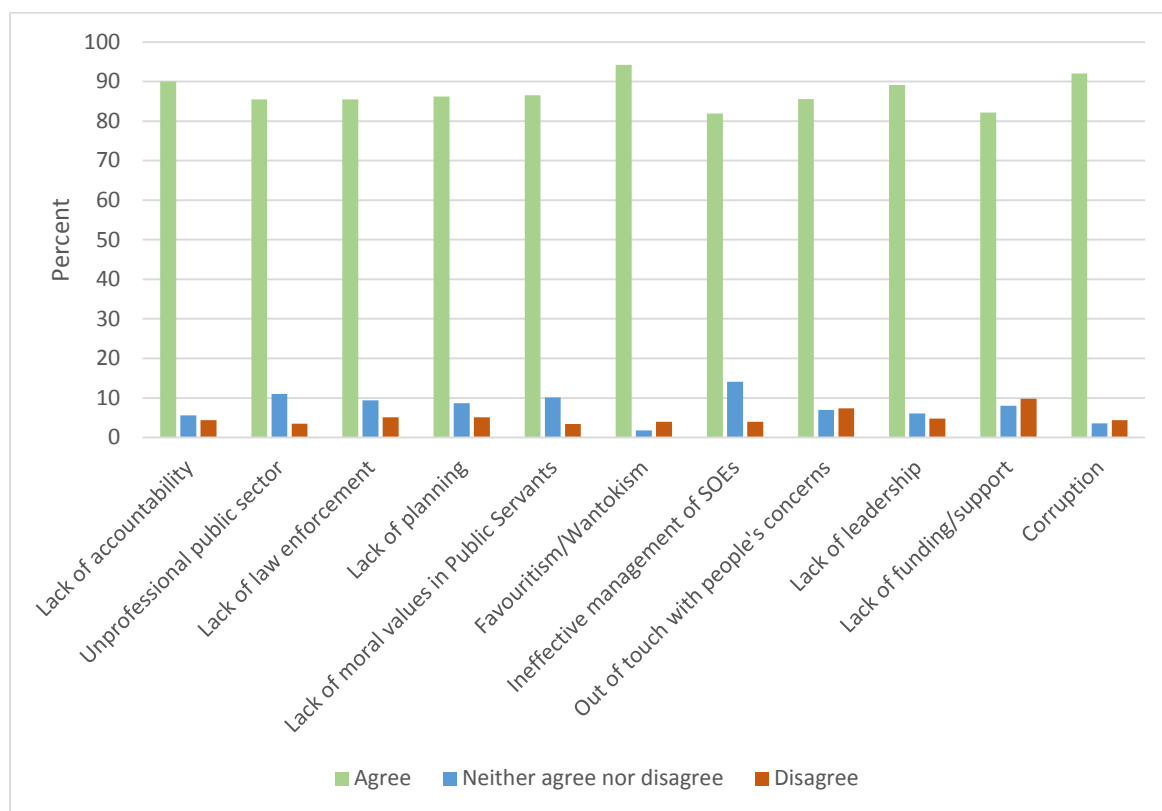


Figure 16 Factors affecting confidence in the Solomon Islands Government (residents)

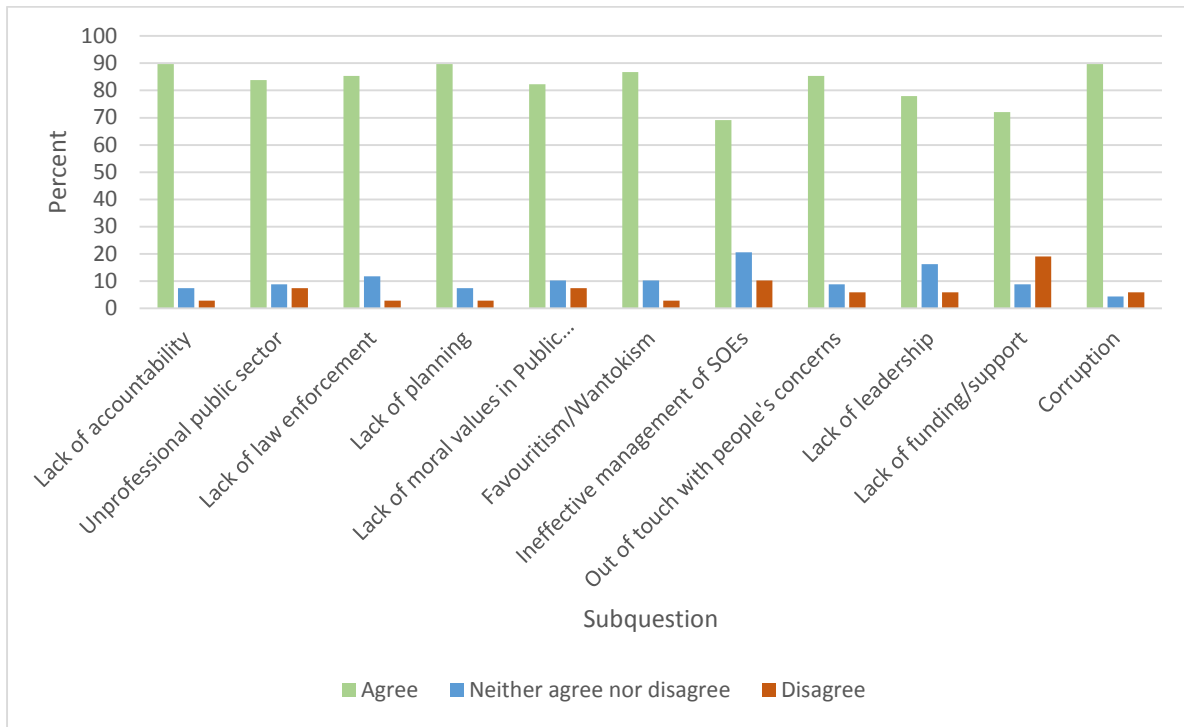


Figure 17 Factors affecting confidence in the Solomon Islands Government (businesses)

9 IMPACT OF SERVICE PROVISION ON BUSINESS PERFORMANCE

FACTS UP FRONT

- 50% of businesses reported a stronger 12 months of performance (2015) compared to the previous 12 months (2014).
- 65% of the businesses expected their business performance to be stronger in 2016. Only 40% of businesses expected conditions to be stronger for all businesses.
- Businesses who believed that the conditions for businesses would improve over the next 12 months (40%) stated this was due to projected economic growth opportunities (new projects etc.), better government budgeting and spending, increased competition (new businesses, foreign investors coming in), predicted increased spending, improving infrastructure, better social services, positive economic conditions, predicted increase in trade and predicted increase in the tourism industry.
- For those who anticipated that overall conditions for businesses would be weaker (22% of businesses) in the next 12 months, they indicated that this was due to issues in government such as: a weak public service, corruption, lack of coherence, lack of stability in government and poor economic management. Other factors mentioned were an anticipated reduction in aid money, lack of industrial development, trading difficulties, stronger competition and international impacts (declines in exports etc.).

Around half (50.1%) of businesses reported a stronger 12 months of performance (2015) compared to the previous 12 months (2014), with 23.5% who had a weaker business performance and 23.5% whose performance stayed around the same (see Table 118). Approximately two thirds of the businesses (64.7%) expected their business performance to be stronger in 2016, with only 10.3% expecting it to be weaker and 25% believing it would be around the same (see Table 119). Overall business conditions for the next 12 months were not predicted to be as positive – 39.7% expected conditions to be stronger for all businesses, with 36.8% predicting them to be about the same and 22.1% predicting they will be weaker (see Table 120 and Figure 18).

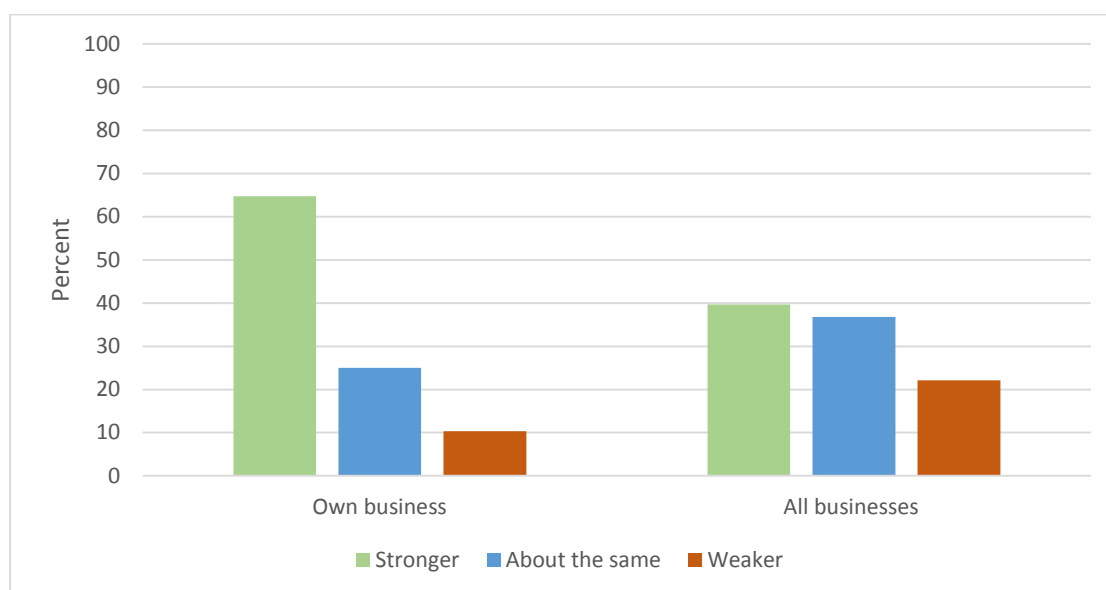


Figure 18 Expectations for business performance in 2016 compared to 2015

For those who anticipated that overall conditions for businesses would be weaker in the next 12 months, there were a variety of reasons. Some cited issues in government – such as a weak public service, corruption, lack of coherence, lack of stability in government and poor economic management – as why they believed economic conditions would worsen. Other factors mentioned were an anticipated reduction in aid money, lack of industrial development, trading difficulties, stronger competition and international impacts (declines in exports etc.). Several quotes below further expand on these themes.

“Failure to replace gold ridge, over reliance on logging, lack of tourist development, winding down of ramsi [Regional Assistance Mission to Solomon Islands] (as consumers).”

“Competition is stronger, world economy not in growth phase, China impacts us, poor infrastructure – roads, internet, electricity, ports.”

“Continuous political instability, change in weather condition, decline in export will impact Solomon [Islands] dollar and increase in cost of utilities and new charges introduced by Solomon Islands Ports Authority. Education standard declining and health services is below health standard required to build a nation.”

Businesses who believed that the conditions for businesses would improve over the next 12 months stated this was because of projected economic growth opportunities (new projects etc.), better government budgeting and spending, increased competition (new businesses, foreign investors coming in), predicted increased spending, improving infrastructure, better social services, positive economic conditions, predicted increase in trade and predicted increase in the tourism industry. Some quotes, pictured below, provide more detailed explanation of these reasons.

“Competition [is] getting in, thus businesses will be finding innovative ways to compete thus making more products and services.”

“A new road project happening will bring money in by paying people to work...hoping mines might go up and gold ridge might be open and increase of funding and tourism starting to pick up and hydro might be up soon.”

“More investment initiative from the government to encourage foreign investors into the country.”

10 CONCLUSION

While it may come as no surprise that there are areas within the Public Service that have room for improvement, there are some areas that Ministries/Agencies are doing well in. It should be noted that there is great variability amongst Ministries/Agencies and while one Ministry may excel in one area, that same Ministry may require improvements in other areas. What should be encouraging is that the public have noted the improvements made by the Solomon Islands Government in the area of IT and political stability. However, both residents and businesses indicated that the Solomon Islands Government has not addressed the issue around better control of corruption. The public indicated that the service provision from the following Ministries/Agencies have improved since last financial year: the justice sector (MJLA/NJ) (73%), Solomon Power (68%), the Ports Authority (67%), and the Ministry of Women, Youth and Children Affairs (60%). There are two major challenges (across all Ministries/Agencies) that will impact service delivery quality and efficiency and that is absenteeism (including lateness or leaving early) and *wontokism* (favouritism). An additional challenge for some Ministries/Agencies is the level of corruption and this could be related to the perceived inadequacy of their remuneration in relation to employees' roles and responsibilities as well as a lack of recognition and professional development. In the following sections we will review what is working well, what needs to be improved and recommendations and policy implications.

10.1 WHAT IS THE PUBLIC SERVICE DOING WELL?

Public Servants seem to have a good understanding of: their roles and responsibilities (96%), the Ministry/Agency's strategic policy objectives (80%), how their work contributes to the Ministry/Agency's objectives and goals (94%), how their work impacts service delivery (95%), and how their work contributes to the National Development Plan (85%).

The Ministry of Lands, Housing and Survey should be commended for their feedback processes, this Ministry seems to have a regular feedback system (only 20% of staff receiving ad hoc feedback) and all staff indicated that supervisors assess employees work against the Ministry's objectives and goals, with 70% of staff indicating that the feedback they received as being useful.

Staff are aware of the kinds of behaviours expected from them in the Code of Conduct (84%), follow these rules (86%) and are aware of the consequences for not doing so (93%). However, a statistically lower proportion of Public Servants indicated that their Ministry/Agency (64%) and work colleagues (62%) practiced the Public Service values.

The Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology should be commended, 92% of staff have reported that over the last 18 months Senior Managers have set a good example of professional behaviour in the workplace. Other ministries where 80% or more of their staff reported that Senior Managers have set a good example of professional behaviour in the workplace were: the social sector (MHA/MNURP/MPGIS); Ministry of Lands, Housing and Survey; and the Constitutional office (ONP/OGG).

Two ministries should be commended for actively trying to eliminate *wontokism* in the workplace (as reported by staff) and they are: the National Judiciary (93%) and the development sector (MFMR/MID) (86%).

Public servants seem to be committed to their work, with 98% of employees reporting that they are willing to put in the extra effort to get the job done and 96% indicating that they take pride in their work. They have confidence in their Ministry to be open to ideas and suggestions about improving overall service delivery quality (68%) and resolve concerns raised in this survey (73%). Staff also reported positive working relationships with their co-workers (95%).

The Public were satisfied with the overall service received from the following Ministries/Agencies: the justice sector (MJLA/NJ) (73%); the Ministry of Women, Youth and Children Affairs (70%); and Solomon Power (63%). The Honiara residents were satisfied with how quickly/promptly staff assisted them from the following Ministries/Agencies: Electrical Authority (72%); the government services (MFAET/MPS/OPMC/ONP) (69%) and; Ports Authority (67%). Businesses were also satisfied the efficiency of staff (75%).

50% of businesses reported a stronger 12 months of performance (2015) compared to the previous 12 months (2014). 65% of the businesses expected their business performance to be stronger in 2016. Only 40% of businesses expected conditions to be stronger for all businesses. Businesses who believed that the conditions for businesses would improve over the next 12 months (40%) stated this was due to projected economic growth opportunities (new projects etc.), better government budgeting and spending, increased competition (new businesses, foreign investors coming in), predicted increased spending, improving infrastructure, better social services, positive economic conditions, predicted increase in trade and predicted increase in the tourism industry.

10.2 WHERE DOES THE PUBLIC SERVICE NEED TO IMPROVE?

Some ministries have employees on short term contracts, and this may have implications on the stability of the workforce as well as decreasing accountability and increasing corruption. The job insecurity precarious positions holds is also detrimental to employees' wellbeing and work satisfaction.

While Ministry employees have a clear understanding of their Ministry's objectives/goals and how their work contributes to them, the fact that for seven of the Ministries a quarter or more of employees did not feel as though their supervisor assessed their work according to these objectives could be causing employees to feel a disconnect between achieving these objectives and their work, which may impact the service they provide to the public.

Feedback in terms of frequency (48% on an ad hoc basis) and usefulness (29% reported feedback was not useful) is affecting work performance. The unprofessional behaviour by Senior Managers in the workplace (21%) does not set a good example to employees. This organisational climate has also left at least 15% of employees feeling that they cannot report issues without incurring unfair treatment. There also seems to be gender disparity in terms of feedback, with women receiving feedback more frequently than weekly and men receiving feedback weekly or monthly.

17% of Public Servants feel that their work colleagues do not carry out their duties with the public's best interest at heart. Similarly, resident (22%) and businesses (24%) did not think that staff working for the Ministry/Agency appeared to have the public's best interest at heart. Resident and businesses both indicated that staff from the Ministry of Lands, Housing and Survey (47% and 60% respectively) did not appear to have the public's best interest at heart.

A key, recurring theme found throughout all the three surveys was that of *wantokism* and its effect on transparency and accountability, culminating in its undue influence on decision making and informed policy planning. A good and efficient public service needs to be apolitical, but *wantokism*, at all levels prevents this from happening. 56% of Public Servants experience the influence of *wantokism* in how they do their work in the past 18 months and this was predominantly exerted by those in authority, co-workers or relatives. 23% of employees did not perceive their Ministry/Agency as trying hard to eliminate *wantokism*. Residents reported that staff from the following Ministries/Agencies showed favouritism/*wantok* loyalty to some people: Port Authority (80%); the development sector (MID/MFMR/MCA) (74%); Ministry of Health and Medical Services (73%); and the productive sector (MCILI/MCT) (70%). While businesses reported that staff from the Ministry of Lands, Housing and Survey (80%) showed favouritism/*wantok* loyalty to some people.

In terms of workplace recognition, 53% of Public Servants do not receive any compensation (pay or time off) for overtime hours worked and 58% indicated that their pay did not reflect their role and responsibilities. This seemed to be more of a problem for the development sector (MFMR/MID) (82%) and the Ministry of mines, energy and rural electrification (73%). It should be noted that no Ministries seem to be excelling in this area. The longevity and continuity of staff within the public service will become an issue for future staff retention unless opportunities for promotion are enhanced. On average, Public Servants have been working for 10 years, which is remarkable and demonstrates the stability of the work force employed in public service roles. However, almost two-thirds had not been promoted in the last two years, and this has ramifications for staff satisfaction in terms career development and professional growth opportunities. This is supported by fact that professional development and skills training was found to be lacking. A sizeable proportion did not feel supported by the current promotion system. This could be harmful in terms of staff performance and retention within the public service. Public Servants do not feel supported by the current

promotional system, based on work performance (36%) or educational, skills, and experience (33%). This could be harmful for overall performance of these employees and their retention in the Public Service. This seems to be of particular issue in The National Judiciary (60%; 60%) and the development sector (MFMR/MID) (57%; 46%).

There were significant differences were found between the education levels of men and women within the public service, with a higher proportion of men with only secondary school education and women who have diplomas. Further, a significantly lower proportion of women are employed at level 10 and above.

There seems to be a discord among the leadership within the Ministry/Agency, with Public Servants indicating that their immediate supervisors had differing views from the Minister (38%) and Permanent Secretary (44%). Public Servants do not have confidence in their Senior Management (21%), reporting that essential information does not flow effectively to staff (27%), that they do not make effective and timely decisions (28%), they are ineffective in responding to matters relating to *wantokism* (33%), and do not have effective processes or procedures in place to deal with poor work performance (23%).

Attendance, absenteeism and lateness seems to be a major challenge in the workplace and will have significantly implications on service delivery. 61% Public Servants reported that high absenteeism in their workplace, 84% indicated that it negatively affected overall service delivery, and 72% reported that it increased their personal workload. There were a number of factors that impacted the quality of their work (including their ability to arrive at work on time) and these were: traffic delays (58%); transport costs (48%); access to transport (46%); family commitments (37%); availability of transport (38%); and reliability of transport (36%). New staff that are late/absent due to reliability of transport were significantly less likely to agree that high absenteeism within their Ministry/Agency negatively affected overall service delivery. A significantly higher proportion of men reported that high absenteeism amongst staff negatively affects the overall service delivery by a Ministry.

Specific challenges in the workplace were: insufficient resources and equipment to do their job well (41%); uncomfortable work environment (40%); a reduction in resources without a reduction in workload (75%); too many approval points (69%), lack of stability (59%), constantly changing priorities (58%), unreasonable deadlines (55%), lack of strategic direction by the Permanent Secretary (49%), and political interference (49%). In addition to these challenges, public servants are experiencing cognitive (14%) and sight limitations (10%), with women experiencing more profound limitations than men. The functional limitations of these employees may impact the service delivery in their Ministries.

The public were dissatisfied with the overall service received from the following Ministries/Agencies: the Ministry of Lands, Housing and Survey (69%); the development/finance sector (MDPAC/MOFT) (56%); the environment services (MECCCDMM/ MFR/MMERE) (55%); and the Ministry of Rural Development (54%). There were three Ministries/Agencies that had a high proportion of the public who felt neutral, these were: the social sector (MHA/MNURP/MPGIS) (38%); Ports Authority (33%); and Water Authority (27%). For all three Ministries/Agencies, more than 25% of the public were dissatisfied with the service provided. In terms of staff helping promptly/quickly, residents were dissatisfied with the following Ministries/Agencies: the Ministry of Lands, Housing and Survey (59%); the development/finance sector (MDPAC/MOFT) (51%); and Ministry of Women, Youth and Children Affairs (50%). Businesses were dissatisfied with the service received by staff in terms of promptness from the following Ministries: the Ministry of Lands, Housing and Survey (90%) and Ministry of Commerce, Industries, Labour & Immigration (50%). Both residents and businesses were dissatisfied the standard of service provided by the Ministry of Lands, Housing and Survey (55% and 70% respectively). Businesses considered staff from the Ministry of Lands, Housing and Survey as untrustworthy (60%) and staff from the Electrical Authority as trustworthy (75%). Residents considered staff from the Ministry of Women, Youth and Children Affairs as untrustworthy (50%) and staff from the Electrical Authority as trustworthy (65%).

Residents and businesses indicated that service provision from the Ministry of Lands, Housing and Survey (60%) has not improved since the last financial year (July 2014).

Overall, residents indicated they were frustrated with the “come back tomorrow” system, problems with staff (unreliable, late, absenteeism), *wantok* system, delay in service delivery, bribery/commissions, unreliability of services, issues with cost/payment/billing, lack of staff and poor customer service. Some residents also mentioned disagreeing with the allocation of funds, false promises made by government that aren't delivered on, overall pointlessness of Ministries/Government and the poor salaries of Ministerial workers.

For businesses, the main constraints on their business operations as a result of Ministry/Agency service delivery were: lack of communication of changes, time delays, low staff competency, problems with payment processes, staff work ethic, delay in service provision, poor customer service, lack of resources in Ministries, reliability of services, problems with the bidding/contract system, lack of infrastructure, poor quality service and the *wantok* system.

Half of the Honiara residents (51%) and businesses (48%) had little to no confidence in the Solomon Islands' Government ability to handle any economic challenges that the Solomon Islands might face over the next 12 months. Some of the reasons given for the lack of confidence by residents were: favouritism/*wantok* system (94%), acceptance of bribes/imposing of a commission (92%), lack of leadership/accountability (90%) and lack of leadership (89%) more generally. The majority of businesses reported that the following factors made them feel less confident in the government's ability to provide quality services – lack of transparency/accountability (90%), lack of strategic forethought and planning (90%) and acceptance of bribes/imposing of a commission (90%). A significantly higher proportion of men indicated that the Solomon Islands Government had not address the following four issues: business growth, management capacity of public services, labor laws, and the political stability and absence of violence. Men were significantly less confidence than women in the government's ability to enforce the laws and manage state owned enterprises.

For those businesses who anticipated that overall conditions for businesses would be weaker (22% of businesses) in the next 12 months, they indicated that this was due to issues in government such as: a weak public service, corruption, lack of coherence, lack of stability in government and poor economic management. Other factors mentioned were an anticipated reduction in aid money, lack of industrial development, trading difficulties, stronger competition and international impacts (declines in exports etc.).

10.3 RECOMMENDATIONS AND POLICY IMPLICATIONS

1. Ministries could consider limiting the number of contract/casual positions, which should improve accountability within Ministries which should decrease corruption.
2. Feedback processes and communication between Public Servants and supervisors could be improved by training supervisors in managerial skills, particularly how to provide feedback that is useful. Ministries/Agencies should consider mandating a more formal and regular feedback process which is assessed against set goals and objectives.
3. Ministry/Agency's need to communicate the Code of Conduct to all staff, particularly stressing the consequences of not adhering to the Code of Conduct to new staff members. To improve the uptake of the code, the Ministry/Agency's need to be consistent in implementing the consequences to staff who do not adhere to the code.
4. Ministries/Agencies could consider providing professional development training to their managers so that they instil an organisational climate that is service orientated and efficient. Training should include professionalism in the workplace, communicating effectively, dealing with *wantokism* and implementing workplace processes and procedures.
5. Work performance needs to be adequately rewarded and staff need to be provided with professional development opportunities.
6. A review of public service wages may be needed to determine whether the pay grade aligns with roles and responsibilities.
7. Unexplained absences should have enforced consequences. However, it may be that positive incentives may be more effective. Attendance targets could be set and rewarded at the Ministerial/Agency level as well as at the individual level. It should be cautioned that such a system will not work unless the levels of corruption within Ministries/Agencies is decreased. The plan to widen the main road to alleviate congestion should improve the lateness of staff due to traffic delays. Improving access to transport and the efficiency of transport services is something the government may consider in future budget discussions. Ministries that are not centrally located may consider subsidized transport or a shuttle bus to improve the lateness by staff members.

8. An active effort to consistently enforce consequences is needed to eliminate the influence of *wantokism* within the Ministries/Agencies. The Public Service Commission may want to include this as an agenda item in future discussions with Ministries/Agencies. For this to work, you would need buy-in from the Ministries/Agencies.

10.4 HOW COULD FUTURE SURVEYS BE IMPROVED?

There were major issues in contacting staff due to absenteeism and this increased the cost and time of the survey processes. The main Ministries where absenteeism was a noticeable issue were the Ministry of Mines, Energy and Rural Electrification, the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology and the Office of Prime Minister and Cabinet, although staff arriving late and finishing early was a more widespread problem.

Hopefully improved absence protocols will have a significant impact on improving future surveys. Additional measures that could be put in place include having a survey team staff member and a local contact with knowledge of the Ministries meet with gatekeepers in each Ministry (HRMS or Permanent Secretary). Through these meetings, the work plan could be revised to reflect when a Ministry's staff would be unavailable due to having events/workshops on at certain times (e.g. end of school term). Gaining access to teachers in schools was particularly difficult. Teachers also did not seem to keep to the school hours and targeting teachers at the end of school often meant missing some teachers who had left earlier.

In terms of surveying the residents, it would be more effective to survey the more affluent areas on the weekends, as people were often out during the week at their places of employment, while people in poorer areas were likely to be home on weekdays. More efficient transport would have also been useful in streamlining the interviewing process.

Ideally, more time would be available in which to pilot the surveys and apply learnings from the pilot to improve the survey design and process, as well as to train enumerators. Within the current project, the timelines were too tight and future projects should allow for more time for the pilot and fieldwork.

There were a number of technical issues experienced by enumerators, some were caused by the hand-held device and other were around competency and experience with this new technology. Future studies using this technology should take this into account and allow for more time to conduct checks via double entry.

The business participation was lower than we had hoped, however, a 34% response rate is still a good outcome with this population. Future studies could introduce incentives to encourage participation to compensate for businesses losing time and expending precious resources to complete questionnaire.

Future studies in the Solomon Islands should add on an additional 30% of time to survey tested times to account for cultural issues (there were times when interviews felt it was inappropriate to use interviewing techniques to bring the participant back on track).

Although the surveys were translated, there was initial resistance by enumerators to read in Pidgin, generally locals' feel comfortable reading in English and talking in Pidgin. When enumerators resisted this and chose the English version and then to add clarifications in Pidgin, this increased the interview length. The Quality Coordinator persisted and eventually enumerators felt more comfortable to interview in Pidgin.

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APPENDIX I: TECHNICAL REPORT

PROJECT RESEARCH QUESTIONS

The surveys were designed to answer a number of research questions, which are set out below. The resident and business surveys significantly overlap, hence the majority of research questions for both surveys are the same.

Honiara Public Servants

Research Question 1: To what extent do employees of the public service understand their roles and responsibilities?

Research Question 2: To what extent do employees of the public service understand the strategic policy objectives of their Ministries and how their work contributes to them?

Research Question 3: To what extent do employees of the public service understand how their work contributes to service provision?

Research Question 4: What are the factors inhibiting performance and service delivery?

Research Question 5: To what extent do employees of the Public Service understand how their work contributes to achieving National Plan goals?

Research Question 6: How familiar are employees of the Public Service with the SIG Code of Conduct? To what extent is it being used in the workplace?

Honiara residents

Research Question 7: To what extent do Honiara residents understand the functional role of Government Ministries?

Research Question 8: To what extent do Honiara residents use the services of Government Ministries?

Research Question 9: What do Honiara residents expect from government in terms of service delivery and how does this compare to experiences?

Research Question 10: Are there any particular stumbling blocks in SIG provision of service to the public?

Research Question 11: What is the Honiara residents' perception on the outlook of the economy?

Honiara businesses

Research Question 12: To what extent do Honiara businesses understand the functions role of Government Ministries?

Research Question 13: To what extent do Honiara businesses use the services of Government Ministries?

Research Question 14: What do Honiara businesses expect from government in terms of service delivery and how does this compare to experiences?

Research Question 15: What interactions with SIG are having the largest impact on business?

Research Question 16: What is the Honiara businesses perception on the outlook of the economy?

PROJECT METHODOLOGY

Surveys

Survey development included a review of: existing measures, Census data, previous surveys conducted in Solomon Islands, and similar surveys conducted in other Asian Pacific countries. Three surveys were created, namely the Honoria Public Servants survey, and the Honoria residents survey and the Honiara business survey (see Appendices I to III). All three surveys were translated into Pidgin. The surveys were programmed for Computer Assisted Personal interviews (CAPI) and data was captured by enumerators on portable computer devices (Apple iPads and Samsung tablets).

Procedure

Enumerators were provided by our partner Deloitte, and trained by Dr Jenny Povey on the background, methodology, survey materials, sampling strategies, logistics, protocol and use of the Computer Assisted Personal Interview (CAPI) mode of data collection, done via portable computer devices. The data collection was administered through the survey administrative platform Voxco. Two teams of enumerators (containing at least 4 enumerators and equal gender balance) collected surveys at a minimum rate of 8 per day over 5 weeks, in an attempt to meet the sampling requirements. A Quality Coordinator, Renee Montgomery, oversaw the on the ground operations of the survey collection over the 5 week period. In cases where the CAPI was unable to be completed due to technological difficulties, hard copy surveys were provided. There were 107 hard copies in the government, 139 in the resident and 2 in the business survey (representing 14.7%, 19.8% and 2.9% of the completed surveys for each survey respectively). There were other challenges experienced in field such as high absenteeism in the workplace, gatekeepers such as Principals restricting access to employees, shift work and households that were difficult to access (precariously situated on the side of very steep cliffs, vicious dogs, survey length, cultural considerations which made it difficult for enumerators to access the sampled participants).

Samples

Public Servant sample

A de-identified list of public service workers was provided to ISSR by the Public Service Commission (PSC), from which age and gender quotas were determined to ensure a representative sample of 800 respondents (population of Public Servants = 5,702 in Honiara aged 18+years). Table 1 sets out the Public Servants sampling frame, as well as the final sample in the data.

For each of the research questions, the relevant survey questions will be reported at the aggregate (overall) level, which will include all participants, and at the Ministerial level. Breaking the results down in this way will allow for trends in individual Ministries to be examined, as well as gain an overall look at the public service.

Table 1 Honiara Public Servants sampling frame

Ministries/Agencies	No.	%	Sample distribution	Final sample in data
Ministry of Agriculture & Livestock (MAL)	136	2.4	19	19
Ministry of Commerce, Industries, Labour and Immigration (MCILI)	100	1.8	14	14
Ministry of Communication and Aviation (MCA)	138	2.4	19	18
Ministry of Culture & Tourism (MCT)	50	0.9	7	7
Ministry of Development Planning & Aid Coordination (MDPAC)	33	0.6	5	5
Ministry of Education & Human Resources Development (MEHRD)	1,361	23.9	191	115
Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (MECCDMM)	94	1.6	13	12
Ministry of Finance and Treasury (MOFT)	333	5.8	47	53
Ministry of Fisheries and Marine Resources (MFMR)	62	1.1	9	9

Ministries/Agencies	No.	%	Sample distribution	Final sample in data
Ministry of Foreign Affairs and External Trade (MFAET)	46	0.8	6	6
Ministry of Forestry and Research (MFR)	70	1.2	10	10
Ministry of Health and Medical Services (MHMS)	868	15.2	122	127
Ministry of Home Affairs (MHA)	39	0.7	5	7
Ministry of Infrastructure Development (MID)	125	2.2	18	19
Ministry of Justice and Legal Affairs (MJLA)	113	2.0	16	16
Ministry of Lands, Housing and Survey (MLHS)	75	1.3	11	10
Ministry of mines, energy and rural electrification (MMERE)	72	1.3	10	11
The National Judiciary (Court of Appeal, High Court and the Magistrates) (NJ)	94	1.6	13	15
Office of the National Parliament (ONP)	228	4.0	32	28
Ministry of National Unity, reconciliation and peace (MNURP)	15	0.3	2	2
Office of the prime minister and cabinet (OPMC)	146	2.6	20	19
Ministry of police & national security (MPNS)	1,305	22.9	183	177
Ministry of provincial government and institutional strengthening (MPGIS)	24	0.4	3	4
Ministry of public service (MPS)	83	1.5	12	12
Ministry of rural development (MRD)	28	0.5	4	4
The Auditor General (AG)	19	0.3	3	3
Office of the Governor General (OGG)	15	0.3	2	2
Ministry of women, youth and children affairs (MWYCA)	30	0.5	4	4
Total	5,702	100.0	800	728

Due to the low sample sizes of the smallest Ministries (given sampling was done based on proportions of employees in each Ministry; see Table 1) the following combinations will be used when reporting results at the Ministerial level (see Table 2):

- Ministry of Culture and Tourism combined with Ministry of Commerce, Industries, Labour and Immigration (MCT & MCIL)
- Ministry of Development Planning & Aid Coordination combined with Ministry of Foreign Affairs and External Trade (MDPAC & MFAET)
- Ministry of Fisheries and Marine Resources combined with Ministry of Infrastructure Development (MFMR & MID)
- Ministry of Home Affairs combined with Ministry of National Unity, Reconciliation and Peace and with Ministry of Provincial Government and Institutional Strengthening (MHA & MNURP & MPGIS)

- Ministry of Rural Development combined with Ministry of Women, Youth and Children Affairs and with the Office of the Prime Minister and Cabinet (MRD & MWYCA & OPMC)
- Office of Governor General combined with Office of National Parliament (OGG & ONP)
- The Auditor General combined with Ministry of Finance and Treasury (AG & MOFT)

For ease of reference, the Ministries will be referred to by their acronyms in the tables throughout the report.

Table 2 Honiara Public Servants - Ministerial groupings for reporting purposes

Ministries/Agencies	Acronym	Final sector	Final sample in data
Ministry of Agriculture & Livestock	MAL	-	19
Ministry of Communication and Aviation	MCA	-	18
Ministry of Culture & Tourism / Ministry of Commerce, Industries, Labour and Immigration	MCT / MCILI	Productive sector (MCT/MCILI)	21
Ministry of Development Planning & Aid Coordination/ Ministry of Foreign Affairs and External Trade	MDPAC / MFAET	Development sector (MDPAC/MFAET)	11
Ministry of Education & Human Resources Development	MEHRD	-	115
Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology	MECCCDMM	-	12
Ministry of Fisheries and Marine Resources / Ministry of Infrastructure Development	MFMR / MID	Development sector (MFMR/MID)	28
Ministry of Forestry and Research	MFR	-	10
Ministry of Health and Medical Services	MHMS	-	127
Ministry of Home Affairs / Ministry of National Unity, Reconciliation and Peace / Ministry of Provincial Government and Institutional Strengthening	MHA / MNURP / MPGIS	Social sector (MHA/MNURP/MPGIS)	13
Ministry of Justice and Legal Affairs	MJLA	-	16
Ministry of Lands, Housing and Survey	MLHS	-	10
Ministry of Mines, Energy and Rural Electrification	MMERE	-	11
The National Judiciary (Court of Appeal, High Court and the Magistrates)	NJ	-	15
Office of the National Parliament / Office of the Governor General	ONP/OGG	Constitutional office (ONP/OGG)	30

Ministries/Agencies	Acronym	Final sector	Final sample in data
Ministry of Police & National Security	MPNS	-	177
Ministry of Public Service	MPS	-	12
Ministry of Rural Development / Ministry of Women, Youth and Children Affairs / Office of the Prime Minister and Cabinet	MRD / MWYCA / OPMC	Social sector (MRD/MWYCA/OPMC)	27
The Auditor General / The Ministry of Finance and Treasury	AG / MOFT	Economic & finance sector (AG/MOFT)	56
Total	-	-	728

Of the sample of Public Servants, a little under half (43.1%) were between 30-39 years of age, with few employees who were 20-24 (2.1%) or 55 years old and over (2.3%) (see Table 3). To analyse age across Ministries, the age categories were combined to have one group of employees under 40, and the other 40 years and over (see Table 4). The Ministries with the highest proportion of younger employees were the MJLA (81.3%) and the MMERE (81.8%), while only four of the Ministries had half or more of their employees over the age of 40 (MAL, 57.9%; MFMR/MID, 50%; MFR, 50% and MCT/MCILI, 52.4%).

Gender amongst the Public Servant sample was close to an even split, with 53.8% males and 46.2% females (see Table 5).

Table 3 Age of Public Servants (A1-2)

Age	Percentage
20-24 years	2.1
25-29 years	16.7
30-34 years	21.4
35-39 years	21.7
40-44 years	13.8
45-49 years	13.4
50-54 years	8.6
55 years and over	2.3
Total	100.0

Table 4 Age of Public Servants by Ministry (A1-2)

Ministries/Agencies	Population age			Sample age		
	Under 40	40 and over	Total	Under 40	40 and over	Total
MAL	46.6	53.4	100.0	42.1	57.9	100.0
MFMR/ MID	44.6	55.4	100.0	50.0	50.0	100.0
MJLA	60.2	39.8	100.0	81.3	18.8	100.0
MDPAC/ MFAET	63.6	36.4	100.0	63.6	36.4	100.0
MECCCDMM	48.7	51.3	100.0	58.3	41.7	100.0
MHA/ MNURP/ MPGIS	37.1	62.9	100.0	53.8	46.2	100.0
MLHS	57.1	42.9	100.0	60.0	40.0	100.0
MFR	41.7	58.3	100.0	50.0	50.0	100.0
MCA	63.1	36.9	100.0	55.6	44.4	100.0
MPNS	62.3	37.7	100.0	62.7	37.3	100.0
MPS	58.8	41.2	100.0	58.3	41.7	100.0
MCT/ MCILI	45.8	54.2	100.0	47.6	52.4	100.0
MMERE	59.7	40.3	100.0	81.8	18.2	100.0
MEHRD	59.3	40.7	100.0	67.8	32.2	100.0
MHMS	62.1	37.9	100.0	58.3	41.7	100.0
MRD/MWYCA/OPMC	44.1	55.9	100.0	51.9	48.1	100.0
ONP/OGG	57.4	42.6	100.0	60.0	40.0	100.0
NJ	55.8	44.2	100.0	60.0	40.0	100.0
AG/ MOFT	66.6	33.4	100.0	69.6	30.4	100.0
ALL MINISTRIES	58.9	41.1	100.0	61.9	38.1	100.0

Table 5 Gender of Public Servants by Ministry (A3)

Ministries/Agencies	Population gender			Sample gender		
	Male	Female	Total	Male	Female	Total
MAL	74.6	25.4	100.0	63.2	36.8	100.0
MFMR/ MID	79.8	20.2	100.0	67.9	32.1	100.0
MJLA	57.6	42.4	100.0	56.3	43.7	100.0
MDPAC/ MFAET	60.2	39.8	100.0	63.6	36.4	100.0
MECCDMM	78.8	21.2	100.0	66.7	33.3	100.0
MHA/ MNURP/ MPGIS	73.2	26.8	100.0	69.2	30.8	100.0
MLHS	63.3	36.7	100.0	70.0	30.0	100.0
MFR	77.6	22.4	100.0	60.0	40.0	100.0
MCA	61.7	38.3	100.0	38.9	61.1	100.0
MPNS	81.6	18.4	100.0	74.0	26.0	100.0
MPS	61.2	38.8	100.0	33.3	66.7	100.0
MCT/ MCILI	66.9	33.1	100.0	47.6	52.4	100.0
MMERE	81.8	18.2	100.0	63.6	36.4	100.0
MEHRD	54.3	45.7	100.0	40.0	60.0	100.0
MHMS	46.0	54	100.0	33.1	66.9	100.0
MRD/MWYCA/OPMC	68.1	31.9	100.0	63.0	37.0	100.0
ONP/OGG	50.8	49.2	100.0	56.7	43.3	100.0
NJ	56.6	43.4	100.0	60.0	40.0	100.0
AG/ MOFT	58.4	41.6	100.0	58.9	41.1	100.0
ALL MINISTRIES	58.3	41.7	100.0	53.8	46.2	100.0

Honiara residents sample

A clustered/area-based sampling approach was used to sample Honiara residents, based on the approach employed by the 2009 Census. The total estimated resident population aged 18 years and over in Honiara was 39,678. This population is geographically divided into 12 wards, and each ward is made up of constituent Estimation Areas (EA), of which there are a total of (150) in Honiara. These EAs are made up of between 16 to 127 households and were used by the national statistical office to undertake the 2009 Census. On this basis, we stratified the population into the 12 wards, and used a random selection of EAs, following a similar approach taken by the Census. Within each of the EAs, household intervals of 14 were used, such that as a starting point in each EA, a random number between 1 and 14 was chosen. The next household to be chosen was then based on the sample interval of 14. If the selected respondent refused to be interviewed, the next household within the same interval was chosen. If the respondent was not at home, the enumerator made two call back attempts to make an appointment. As far as conveniently possible these attempts were made that day or in the next day to conduct the interview with the selected respondent. Table 6 shows the planned sampling and the final sample achieved from the recruitment phase of the project.

Table 6 Honiara residents sampling frame

Ward	No	%	Sample distribution	Final sample in data
Nggossi	6,074	15.3	122	91
Mbumburu	2,299	5.8	46	50
Rove/Lengakiki	1,667	4.2	34	32
Cruz	183	0.5	4	3
Vavaea	4,441	11.2	89	70
Vuhokesa	731	1.8	15	25
Mataniko	2,633	6.6	53	37
Kola'a	6,236	15.7	126	136
Kukum	1,172	3.0	24	28
Naha	206	0.5	4	13
Vura	5,604	14.1	113	61
Panatina	8,432	21.3	170	157
Total	39,678	100.0	800	703

The results for each of the research questions below will be reported at the aggregate level, with the loop questions that relate to the specific Ministry reported at the Ministerial level.

Due to the low sample sizes of the less used Ministries the following combinations will be used when reporting results at the Ministerial level (see Table 7):

- Ministry of Development Planning & Aid Coordination combined with Ministry of Finance & Treasury (MDPAC & MOFT);
- Ministry of Commerce, Industries, Labour and Immigration combined with Ministry of Culture and Tourism (MCILI & MCT);
- Ministry of Environment, Conservation, Climate Change, Disaster Management & Meteorology combined with Ministry of Forestry & Research and with Ministry of Mines, Energy & Rural Electrification (MECCCDMM & MFR & MMERE);
- Ministry of Home Affairs combined with Ministry of National Unity, Reconciliation and Peace and with Ministry of Provincial Government and Institutional Strengthening (MHA & MNURP & MPGIS);
- Ministry of Infrastructure Development combined with Ministry of Fisheries and Marine Resources and with Ministry of Communication & Aviation (MID & MFMR & MCA);
- Ministry of Foreign Affairs & External Trade combined with Ministry of Public Service and with the Office of the Prime Minister and Cabinet and with the Office of National Parliament (MFAET & MPS & OPMC & ONP/OGG);
- Ministry of Justice & Legal Affairs combined with The National Judiciary (MJLA & NJ).

No residents went on to answer the loop question about the services of The Auditor General and the Office of the Governor General (OGG), therefore they have not been combined into one of the above categories.

Table 7 Honiara residents - Ministerial groupings for reporting purposes

Ministries/Agencies	Acronym	Final sector	Final sample in data
Ministry of Agriculture & Livestock	MAL	-	36
Ministry of Education & Human Resources Development	MEHRD	-	111
Ministry of Development Planning & Aid Coordination/ Ministry of Finance and Treasury	MDPAC / MOFT	Development/Finance sector (MDPAC/MOFT)	100
Ministry of Commerce, Industries, Labour and Immigration / Ministry of Culture & Tourism	MCT / MCILI	Productive sector (MCT/MCILI)	48
Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology / Ministry of Forestry and Research / Ministry of Mines, Energy and Rural Electrification	MECCCDMM / MFR / MMERE	Environment services (MECCCDMM/ MFR/MMERE)	20
Ministry of Home Affairs / Ministry of National Unity, Reconciliation and Peace / Ministry of Provincial Government and Institutional Strengthening	MHA / MNURP / MPGIS	Social sector (MHA/MNURP/MPGIS)	16
Ministry of Infrastructure Development / Ministry of Fisheries and Marine Resources / Ministry of Communication and Aviation	MID / MFMR / MCA	Development sector (MID/MFMR/MCA)	36
Ministry of Health and Medical Services	MHMS	-	332
Ministry of Foreign Affairs and External Trade / Ministry of Public Service / Office of the Prime Minister and Cabinet / Office of the National Parliament	MFAET / MPS / OPMC / ONP	Government services (MFAET / MPS / OPMC / ONP)	17
Ministry of Justice and Legal Affairs / The National Judiciary (Court of Appeal, High Court and the Magistrates)	MJLA / NJ	Justice sector (MJLA/NJ)	15

Ministries/Agencies	Acronym	Final sector	Final sample in data
Ministry of Lands, Housing and Survey	MLHS	-	83
Ministry of Police & National Security	MPNS	-	16
Ministry of Rural Development	MRD	-	13
Ministry of Women, Youth and Children Affairs	MWYCA		10
Solomon Power	-	-	107
Solomon Water	-	-	105
Ports Authority	-	-	15

The sample of residents were mainly clustered between 20-39 years of age (62.1%), with 9.7% that were 60 years or older (see Table 8). Gender was an almost even split between male and female, with 51.9% males and 48.1% females and largely reflects the Honiara population (see Table 9).

Table 8 Age of residents (A2/A3)

Age	Population percentage	Sample percentage
18-19 years	7.2	2.7
20-24 years	21.5	18.6
25-29 years	18.6	17.1
30-34 years	14.4	14.5
35-39 years	11.8	11.9
40-44 years	8.1	9.2
45-49 years	6.4	6.1
50-54 years	4.4	5.4
55-59 years	3.1	4.7
60 years and over	4.5	9.7
Total	100.0	100.0

Table 9 Gender of residents (A4)

Gender	Population percentage	Sample percentage
Male	53.4	51.9
Female	46.6	48.1
Total	100.0	100.0

Honiara business sample

The list of Honiara businesses operating within the Chamber of Commerce remit was provided to ISSR as a sampling frame. This list comprised of 198 businesses and due to the relatively small sampling frame all of these businesses were approached to participate in the business survey. Each business was assigned a unique code to enable the survey data to be linked with data collected by the Chamber of Commerce. It was the original aim to achieve a 50% response rate; the end result was 68 businesses (which represents a final response rate of 34%). The sectors these businesses were from were diverse and too spread out to allow for reporting here.

There was a relatively wide range of ages in the sample, with the largest category being 35-39 years old (19.1%), followed by 45-49 years old (16.2%) and 50-54 years olds (16.2%) (see Table 10).

The majority (73.5%) of business owners/managers were male, with just over a quarter of females (26.5%) in these roles (see Table 11).

Table 10 Age of business owners/managers (A2/A3)

Age	Percentage
20-24 years	1.5
25-29 years	7.3
30-34 years	11.8
35-39 years	19.1
40-44 years	10.3
45-49 years	16.2
50-54 years	16.2
55-59 years	2.9
60 years and over	14.7
Total	100.0

Table 11 Gender of business owner/managers

	Percentage
Male	73.5
Female	26.5
Total	100.0

The results for each of the research questions specified in the introduction will be reported at the aggregate level, with the loop questions that relate to the specific Ministry reported at the Ministerial level.

Due to the small sample of businesses, the loop questions will be reported by the top 7 Ministries used by the businesses, as follows:

- Ministry of Agriculture & Livestock (MAL)
- Ministry of Commerce, Industries, Labour & Immigration (MCILI)
- Ministry of Infrastructure Development (MID)
- Ministry of Health & Medical Services (MHMS)
- Ministry of Finance & Treasury (MOFT)
- Ministry of Lands, Housing & Survey (MLHS)

- Ministry of Communication & Aviation (MCA)

Of the 68 businesses, only two had not used at least one of these Ministries, and those two reported using none of the Ministries or Agencies presented.

Reliability estimates (margin of error)

The estimates based on the sample of public sector individuals are assumed to be representative of the population of public sector workers. However, the survey results are typically subject to some sampling error. This sampling error quantifies the difference in statistical characteristics between data obtained from a sample of individuals than that which would be obtained from the entire population.

During the survey implementation, all efforts were made to ensure that as random a sample as possible from all the surveys was obtained. The randomisation processes and procedures for the different surveys has been detailed in the methodology sections of the report. These processes ensure that we can express the amount of random sampling error from the results based on a survey sample through following standard sampling methodology. Essentially, this provides us with an indication of how close the sample statistic is to the population quantity of interest.

To measure this difference between the population and sample statistics, we use the standard error. Since most of the results presented are in terms of percentages, we compute the standard error of a percentage using the formula below

$$\text{standard error (SE)} = \sqrt{\frac{p(1-p)}{n}}$$

Assuming the results roughly follow a normal distribution, the 95% confidence interval for the sample statistic lies within 1.96 standard errors on either side of the sample estimate. We therefore compute the margin of error to be roughly twice the standard error.

The results for the Public Service Survey are provided in Table 12. The interpretation is that the sample results are within 2% of the total population, but this varies for the different ministries – for example, to be within 8% for the Women, Youth and Children Ministry population, but within 6% of the Police National Service and Prison Service population. By gender, the sample results are within 4% for males and 5% for females of the Honiara Public servant population.

For the Honiara residents' survey, we employ the same technique to compute the estimates for each of the Honiara wards, because as described in the methodology, a clustered areal-based sampling strategy was used. The margins of error provided are estimated assuming that the sample has been generated using a simple random sample from the population of Honiara residents. The results are provided in Table 13. The interpretation is that the sample results are within 1% of the total resident population in Honiara. Nonetheless there are some differences between areas (wards). Results from participants who reside in Panatina are within 6% of the population who reside in this ward, but 8% for the Naha residents. The margins of error for the resident sample by gender are within 5% of the male and female population.

For the business survey, because we have been provided with a complete listing of all the businesses in Honiara, and every effort was employed to survey all the businesses, we assume that there is no sampling error. There is non-response error, due to the fact that not all businesses that were approached provided a completed survey. However, the distribution of the completed survey results were examined to ensure that they were representative of the business population.

Table 12 Honiara Public Servants Sampling Distribution with Margin of Error

MINISTRY	No.	%	Proportion	Sample distribution	Standard Error	Margin of Error (95%)
Ministry of Agriculture & Livestock (MAL)	136	2.4	0.024	19	0.04	±8%
Ministry of Commerce, Industries, Labour and Immigration (MCILI)	100	1.8	0.018	14	0.04	±8%
Ministry of Communication and Aviation (MCA)	138	2.4	0.024	19	0.04	±8%
Ministry of Culture & Tourism (MCT)	50	0.9	0.009	7	0.04	±8%
Ministry of Development Planning & Aid Coordination (MDPAC)	33	0.6	0.006	5	0.03	±6%
Ministry of Education & Human Resources Development (MEHRD)	1,361	23.9	0.239	191	0.03	±6%
Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (MECCCDMM)	94	1.6	0.016	13	0.03	±6%
Ministry of Finance and Treasury (MOFT)	333	5.8	0.058	47	0.03	±6%
Ministry of Fisheries and Marine Resources (MFMR)	62	1.1	0.011	9	0.03	±6%
Ministry of Foreign Affairs and External Trade (MFAET)	46	0.8	0.008	6	0.04	±8%
Ministry of Forestry and Research (MFR)	70	1.2	0.012	10	0.03	±6%
Ministry of Health and Medical Services (MHMS)	868	15.2	0.152	122	0.03	±6%
Ministry of Home Affairs (MHA)	39	0.7	0.007	5	0.04	±8%
Ministry of Infrastructure Development (MID)	125	2.2	0.022	18	0.03	±6%
Ministry of Justice and Legal Affairs (MJLA)	113	2	0.02	16	0.04	±8%
Ministry of Lands, Housing and Survey (MLHS)	75	1.3	0.013	11	0.03	±6%
Ministry of mines, energy and rural electrification (MMERE)	72	1.3	0.013	10	0.04	±8%
The National Judiciary (Court of Appeal, High Court and the Magistrates) (NJ)	94	1.6	0.016	13	0.03	±6%
Office of the National Parliament (ONP)	228	4	0.04	32	0.03	±6%

MINISTRY	No.	%	Proportion	Sample distribution	Standard Error	Margin of Error (95%)
Ministry of National Unity, reconciliation and peace (MNURP)	15	0.3	0.003	2	0.04	±8%
Office of the prime minister and cabinet (OPMC)	146	2.6	0.026	20	0.04	±8%
Ministry of police & national security (MPNS)	1,305	22.9	0.229	183	0.03	±6%
Ministry of provincial government and institutional strengthening (MPGIS)	24	0.4	0.004	3	0.04	±8%
Ministry of public service (MPS)	83	1.5	0.015	12	0.04	±8%
Ministry of rural development (MRD)	28	0.5	0.005	4	0.04	±8%
The Auditor General (AG)	19	0.3	0.003	3	0.03	±6%
Office of the Governor General (OGG)	15	0.3	0.003	2	0.04	±8%
Ministry of women, youth and children affairs (MWYCA)	30	0.5	0.005	4	0.04	±8%
Total	5,702	100.0	0.14	800	0.01	±2%

Table 13 Honiara residents' sampling distribution with Margin of Error

Ward	No	%	Sample distribution	Proportion	Standard Error	Margin of Error
Nggossi	6,074	15.3	122	0.153082	0.03	±6%
Mbumburu	2,299	5.8	46	0.057941	0.03	±6%
Rove/Lengakiki	1,667	4.2	34	0.042013	0.03	±6%
Cruz	183	0.5	4	0.004612	0.03	±6%
Vavaea	4,441	11.2	89	0.111926	0.03	±6%
Vuhokesa	731	1.8	15	0.018423	0.03	±6%
Mataniko	2,633	6.6	53	0.066359	0.03	±6%
Kola'a	6,236	15.7	126	0.157165	0.03	±6%
Kukum	1,172	3.0	24	0.029538	0.03	±6%
Naha	206	0.5	4	0.005192	0.04	±8%
Vura	5,604	14.1	113	0.141237	0.03	±6%
Panatina	8,432	21.3	170	0.212511	0.03	±6%
Total	39,678	100.0	800	0.020162	0.005	±1%

Data analysis

There were some discrepancies between the hard copy surveys and the Voxco entries for the Computer Assisted Personal Interview (CAPI) mode of data collection that was brought to attention by the Quality Coordinator. As a result, 10% of each enumerator's Voxco entries was checked against the corresponding hard copy survey for entry errors and if there were over 6 errors for any of the surveys checked, all of the surveys of that enumerator were compared with the Voxco entry and changed accordingly.

The surveys were changed while in field due to issues with length; the final versions of the surveys (as of 19th of October 2015; Appendices V to VII) are what have been analysed here. For the newer questions inserted into the surveys, this has meant there is a smaller proportion of the sample answering.

Due to the slight differences between proposed sampling and what was achieved in field for both the public servant and resident surveys, sample weightings were applied to the data so that the samples are representative of the population of Public Servants and residents, respectively.

The open ended questions in all three surveys were unable to be thematically analysed due to time constraints, however general trends and themes have been reported on.

For all questions that used a Likert scale for responses (e.g. 1 “Strongly disagree” 2 “Disagree” 3 “Neither disagree or agree” 4 “Agree” 5 “Strongly agree”), these were collapsed into three categories (1 “Disagree” 2 “Neither disagree or agree” 3 “Agree”) so that results could be more easily discussed especially when providing breakdowns of these questions by Ministry.

Self-reported data has some limitations – despite the assurances that data will be de-identified, it may be that some participants, especially the Public Servants, would be reluctant to accurately report their beliefs about more sensitive topics.

In the Honiara Resident and Business Surveys, questions D2-D7 were repeated (referred to as a loop) three times for the Ministries used most frequently by the participant.

The findings will be presented for each sample group separately, presenting the demographic characteristics of the sample first, followed by the specific research questions that need to be answered using that data.

PUBLIC SERVANT DEMOGRAPHICS

The vast majority of the Public Servants were Melanesian (92.8%), with 6.1% being Polynesian and the remaining 1.1% stating their ethnicity to be either Micronesian or Asian, on average, This distribution of ethnicities is roughly reflected across the individual Ministries as well (see Table 14). However, there are some Ministries with more than 10% of their workforce stating that their ethnicity to be other than Melanesian (i.e. Polynesian, Micronesian or Asian). These were the Ministry of Communication and Aviation (11.1% Polynesian), the Ministry of Police & National Security (10.7% Polynesian) and The National Judiciary (13.3% Polynesian).

The proportion of Public Servants with disabilities was reasonably low, with few respondents reporting having a lot of difficulty or unable to do their work-related activities at all. Of the disabilities, difficulty seeing even if wearing glasses and remembering or concentrating were the most common reported, with 10.5% and 14.3% respectively stating they had difficulty (some difficulty, a lot of difficulty or complete inability) with these activities. Within each Ministry, the highest proportion of Public Servants who reported having some difficulty to extreme difficulty seeing were the Ministry of Communication and Aviation (33.3%), the Ministry of Public Service (25%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (25%) and the Ministry of Livestock & Agriculture (21.1%) (see Table 15). In regards to hearing, both the Ministry of Justice and Legal Affairs (14.3%) and the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (20%) had more than ten per cent of their workforce with some difficulty with hearing (see Table 16). The highest proportion of mobility issues were in the social sector (MHA/MNURP/MPGIS) (46.2%), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (33.3%) and the productive sector (MCT/MCILI) (23.8%) (see Table 17). Difficulty remembering or concentrating was the most common reported disability and this is reflected when broken down by Ministry (see Table 18). Both the Ministry of Lands, Housing and Survey and the combined ministries in the social sector (MHA/MNURP/MPGIS) have over 50% of their workforce sampled who reported having some difficulty remembering or concentrating (60% and 53.8%, respectively). This is followed by the Ministry of Public Service (with 41.7% reported) and the Ministry of Forestry and Research (with 40% reported). These reported rates are quite high and may impact how Public Servants perform their duties and hence affect service delivery.

Table 14 Ethnicity of Public Servants by Ministry (A4)

Ministries/Agencies	Ethnicity				
	Melanesian	Micronesian	Polynesian	Asian (Other than Chinese)	Total
MAL	100.0	0.0	0.0	0.0	100.0
MFMR/ MID	100.0	0.0	0.0	0.0	100.0
MJLA	93.8	0.0	6.3	0.0	100.0
MDPAC/ MFAET	100.0	0.0	0.0	0.0	100.0
MECCCDMM	100.0	0.0	0.0	0.0	100.0
MHA/ MNURP/ MPGIS	84.6	7.7	7.7	0.0	100.0
MLHS	100.0	0.0	0.0	0.0	100.0
MFR	100.0	0.0	0.0	0.0	100.0
MCA	88.9	0.0	11.1	0.0	100.0
MPNS	88.1	1.1	10.7	0.0	100.0
MPS	83.3	8.3	8.3	0.0	100.0
MCT/ MCILI	95.2	0.0	4.8	0.0	100.0
MMERE	90.9	0.0	9.1	0.0	100.0
MEHRD	93.0	0.9	6.1	0.0	100.0
MHMS	93.7	1.6	4.7	0.0	100.0
MRD/MWYCA/OPMC	96.3	0.0	3.7	0.0	100.0
ONP/OGG	93.3	0.0	6.7	0.0	100.0
NJ	86.7	0.0	13.3	0.0	100.0
AG/ MOFT	96.4	1.8	0.0	1.8	100.0
ALL MINISTRIES	92.8	1.0	6.1	0.1	100.0

Table 15 Sight disabilities of Public Servants by Ministry (J1)

Ministries/Agencies	Difficulty seeing, even when wearing glasses				
	No – no difficulty	Yes – some difficulty	Yes – a lot of difficulty	Cannot do at all	Total
MAL	78.9	21.1	0.0	0.0	100.0
MFMR/ MID	92.9	7.1	0.0	0.0	100.0
MJLA	93.8	6.3	0.0	0.0	100.0
MDPAC/ MFAET	100.0	0.0	0.0	0.0	100.0
MECCDMM	75.0	25.0	0.0	0.0	100.0
MHA/ MNURP/ MPGIS	92.3	7.7	0.0	0.0	100.0
MLHS	90.0	10.0	0.0	0.0	100.0
MFR	80.0	20.0	0.0	0.0	100.0
MCA	66.7	33.3	0.0	0.0	100.0
MPNS	91.5	8.5	0.0	0.0	100.0
MPS	75.0	25.0	0.0	0.0	100.0
MCT/ MCILI	95.2	4.8	0.0	0.0	100.0
MMERE	90.9	0.0	9.1	0.0	100.0
MEHRD	86.1	9.6	1.7	2.6	100.0
MHMS	93.7	6.3	0.0	0.0	100.0
MRD/MWYCA/OPMC	85.2	14.8	0.0	0.0	100.0
ONP/OGG	96.6	3.4	0.0	0.0	100.0
NJ	86.7	13.3	0.0	0.0	100.0
AG/ MOFT	96.4	3.6	0.0	0.0	100.0
ALL MINISTRIES	89.5	9.3	0.6	0.6	100.0
MALE	92.0	6.8	0.8	0.4	100.0
FEMALE	86.6	12.2	0.3	0.9	100.0

Table 16 Hearing disabilities of Public Servants by Ministry (J2)

Ministries/Agencies	Difficulty hearing, even when using a hearing aid				
	No – no difficulty	Yes – some difficulty	Yes – a lot of difficulty	Cannot do at all	Total
MAL	100.0	0.0	0.0	0.0	100.0
MFMR/ MID	96.4	0.0	3.6	0.0	100.0
MJLA	87.5	14.3	0.0	0.0	100.0
MDPAC/ MFAET	100.0	0.0	0.0	0.0	100.0
MECCDMM	83.3	20.0	0.0	0.0	100.0
MHA/ MNURP/ MPGIS	100.0	0.0	0.0	0.0	100.0
MLHS	100.0	0.0	0.0	0.0	100.0
MFR	100.0	0.0	0.0	0.0	100.0
MCA	100.0	0.0	0.0	0.0	100.0
MPNS	96.6	3.5	0.0	0.0	100.0
MPS	91.7	9.1	0.0	0.0	100.0
MCT/ MCILI	95.2	5.0	0.0	0.0	100.0
MMERE	90.9	0.0	9.1	0.0	100.0
MEHRD	92.2	6.6	0.9	0.9	100.0
MHMS	99.2	0.8	0.0	0.0	100.0
MRD/MWYCA/OPMC	96.3	3.8	0.0	0.0	100.0
ONP/OGG	100.0	0.0	0.0	0.0	100.0
NJ	93.3	7.1	0.0	0.0	100.0
AG/ MOFT	92.9	5.8	1.8	0.0	100.0
ALL MINISTRIES	95.5	3.7	0.6	0.2	100.0
MALE	95.7	3.8	0.5	0.0	100.0
FEMALE	95.3	3.5	0.7	0.5	100.0

Table 17 Mobility disabilities of Public Servants by Ministry (J3)

Ministries/Agencies	Walking or climbing steps				
	No – no difficulty	Yes – some difficulty	Yes – a lot of difficulty	Cannot do at all	Total
MAL	78.9	21.1	0.0	0.0	100.0
MFMR/ MID	100.0	0.0	0.0	0.0	100.0
MJLA	93.8	6.3	0.0	0.0	100.0
MDPAC/ MFAET	100.0	0.0	0.0	0.0	100.0
MECCDMM	66.7	33.3	0.0	0.0	100.0
MHA/ MNURP/ MPGIS	53.8	46.2	0.0	0.0	100.0
MLHS	90.0	10.0	0.0	0.0	100.0
MFR	80.0	10.0	10.0	0.0	100.0
MCA	94.4	0.0	5.6	0.0	100.0
MPNS	93.8	6.2	0.0	0.0	100.0
MPS	83.3	16.7	0.0	0.0	100.0
MCT/ MCILI	76.2	23.8	0.0	0.0	100.0
MMERE	90.9	0.0	9.1	0.0	100.0
MEHRD	94.8	4.3	0.9	0.0	100.0
MHMS	90.6	7.9	1.6	0.0	100.0
MRD/MWYCA/OPMC	96.3	3.7	0.0	0.0	100.0
ONP/OGG	96.6	3.4	0.0	0.0	100.0
NJ	86.7	13.3	0.0	0.0	100.0
AG/ MOFT	85.7	14.3	0.0	0.0	100.0
ALL MINISTRIES	91.3	7.9	0.8	0.0	100.0
MALE	90.6	8.5	0.9	0.0	100.0
FEMALE	92.0	7.2	0.8	0.0	100.0

Table 18 Cognitive disabilities of Public Servants by Ministry (J4)

Ministries/Agencies	Difficulty remembering or concentrating				
	No – no difficulty	Yes – some difficulty	Yes – a lot of difficulty	Cannot do at all	Total
MAL	84.2	15.8	0.0	0.0	100.0
MFMR/ MID	92.9	7.1	0.0	0.0	100.0
MJLA	93.8	6.3	0.0	0.0	100.0
MDPAC/ MFAET	90.9	9.1	0.0	0.0	100.0
MECCCDMM	83.3	16.7	0.0	0.0	100.0
MHA/ MNURP/ MPGIS	46.2	53.8	0.0	0.0	100.0
MLHS	40.0	60.0	0.0	0.0	100.0
MFR	60.0	40.0	0.0	0.0	100.0
MCA	61.1	33.3	5.6	0.0	100.0
MPNS	88.1	11.9	0.0	0.0	100.0
MPS	58.3	41.7	0.0	0.0	100.0
MCT/ MCILI	90.5	9.5	0.0	0.0	100.0
MMERE	72.7	18.2	9.1	0.0	100.0
MEHRD	88.7	8.7	0.9	1.7	100.0
MHMS	90.6	9.4	0.0	0.0	100.0
MRD/MWYCA/OPMC	77.8	22.2	0.0	0.0	100.0
ONP/OGG	96.6	0.0	3.4	0.0	100.0
NJ	86.7	13.3	0.0	0.0	100.0
AG/ MOFT	82.1	17.9	0.0	0.0	100.0
ALL MINISTRIES	85.7	13.3	0.6	0.4	100.0
MALE	83.7	16.0	0.3	0.0	100.0
FEMALE	87.7	10.3	1.0	0.9	100.0

EMPLOYEE ROLES WITHIN THE PUBLIC SECTOR

Of the sample, almost all are full time employees (98.6%). The Ministries with the highest proportions of other forms of employment are the development sector (MFMR/MID) (7.2% overall), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (8.3%) and Ministry of Justice and Legal Affairs (6.3%) (see Table 19).

The most common employment category was permanent (confirmed) (87.3%), followed by permanent (probationary) (9.3%). While the overall majority of Public Servants had permanent, confirmed positions, when this was broken down by Ministry a different picture emerges. The Ministry of Lands, Housing and Survey, for instance, has 40% of its employees as probationary, and the Ministry of Justice and Legal Affairs has over a quarter (26.7%) and the social sector (MHA/MNURP/MPGIS) has just under a quarter (23.1%) (see Table 20). Other Ministries have less high percentages but there are still another eight Ministries with 10% or more of their workforce as probationary. The implication of having employees on less permanent contracts is that this could contribute to uncertainty within the workforce for these employees.

A large minority (39%) of Public Servants had been in their current position for up to 3 years, a further 35.1% for between 4 to 7 years (Table 21). The median length of time in the current position for all Ministries was 5 years. Most of the Ministries reflected this overall trend of having the majority of their employees working at their Ministry for less than 7 years, with Ministry of Communication and Aviation and Ministry of Police & National Security having the highest proportion of employees who had worked for more than 7 years (47% and 46.6% respectively).

In regards to the number of supervisors, a large minority of Public Servants had only one supervisor in the past two years (40.9%), with 36.9% having two supervisors, 13% having three supervisors and 9.2% having 4 or more supervisors (see Table 22). The median number of supervisors was 2. It is interesting to note that when broken down by Ministry, the Ministry of Police & National Security and the Ministry of Mines, Energy and Rural Electrification had the highest percentage of workers who had 4 or more supervisors over a 2 years period (23.2% and 18.2% respectively), as well as the highest percentage of workers who had 3 supervisors over the 2 year period (24.9% and 18.2%, respectively). This indicates there is likely to have been frequent shifts in management in these Ministries over the past 2 years, over and above the employee's movement within the Ministry (such as being promoted and thus being assigned a new supervisor, or shifting divisions within the Ministry).

The majority of Public Servants have not been promoted in the last 2 years (64.3%). Reflecting this, the median number of promotions was zero. A little under a third of Public Servants (29.2%) had received one promotion in the last 2 years (see Table 23). For some Ministries (development sector (MFMR/MID), Ministry of Justice and Legal Affairs, development sector (MDPAC/MFAET), Ministry of Lands, Housing and Survey, Ministry of Forestry and Research and Ministry of Public Service), over 75% of the employees had received no promotions in the last 2 years, while the social sector (MHA/MNURP/MPGIS), the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology, and Ministry of Mines, Energy and Rural Electrification had the highest proportions of employees who received 2 or more promotions (15.4%, 11.2% and 9.1% respectively).

Just over half (54%) of Public Servants were being paid at the higher salaries scales, of Level 6-9. However, there were differences in this according to the ministries they were employed in. The Ministries with the highest proportions of lower paid staff (Level 2-5) were the Ministry of Police & National Security (49.2%), the Constitutional office (ONP/OGG) (46.7%), the Ministry of Mines, Energy and Rural Electrification (45.5%), compared with the overall percentage of 27.2% of Level 2-5 staff for all Ministries. A significantly ($X^2(3, N = 726) = 15.01, p = .01$) lower proportion of women were employed at level 10 and above (see Table 24).

Overall, there was a fairly even distribution of staff working for the Public Service for between 1-3 (16.8%), 4-7 (20.6%), 8-10 (18.7%), 11-20 (20.8%) and 21-30 (17.9%) years. The median number of years working for the Public Service was 10 years. Nonetheless, there were some ministries with a large proportion of employees having been working for relatively short periods. The highest proportion of Public Service employees who had been with the Public Service for 1-3 years was found in the development sector (MDPAC/MFAET) (45.5%), the Ministry of Lands, Housing and Survey (44.4%) and the Constitutional office (ONP/OGG) (43.3%) (see Table 25).

The vast majority (87.8%) held a position that involved providing services to the public as a regular part of their job. The Ministries with the highest proportion of staff who did not provide service to the public as a regular part of their job were the development sector (MDPAC/MFAET) (54.5%), the social sector (MHA/MNURP/MPGIS) (46.2%) and the Ministry of Environment, Conservation, Climate Change, Disaster Management and Meteorology (41.7%) (see Table 26).

The education level of Public Servants varied, with most having a Diploma (27%), Bachelor's (23.1%), Certificate (19.2%) or Secondary school (18.3%) education. Broken down by Ministry, the Ministries with the highest proportion of employees with lower education levels (primary or secondary school only) were social sector (MHA/MNURP/MPGIS) (53.9%), the Ministry of Police & National Security (53.7%) and the Constitutional office (ONP/OGG) (40%) (see Table 27). In contrast, the development sector (MDPAC/MFAET) had 36.4% of employees with a post-Bachelor degree education, followed by the Ministry of Forestry and Research (20%) and the Ministry of Public Service (16.7%). Significant differences ($X^2(5, N = 728) = 23.55, p = .001$) were found between the education levels of men and women within the

public service, with a higher proportion of men with only secondary school education and women who have diplomas.

Table 19 Employment type of Public Servants by Ministry (K1)

Ministries/Agencies	Employment Type				
	Full Time	Part Time	Casual	Intern	Total
MAL	100.0	0.0	0.0	0.0	100.0
MFMR/ MID	92.8	3.6	3.6	0.0	100.0
MJLA	93.8	0.0	6.3	0.0	100.0
MDPAC/ MFAET	100.0	0.0	0.0	0.0	100.0
MECCCDMM	91.7	0.0	8.3	0.0	100.0
MHA/ MNURP/ MPGIS	100.0	0.0	0.0	0.0	100.0
MLHS	100.0	0.0	0.0	0.0	100.0
MFR	100.0	0.0	0.0	0.0	100.0
MCA	100.0	0.0	0.0	0.0	100.0
MPNS	99.4	0.6	0.0	0.0	100.0
MPS	100.0	0.0	0.0	0.0	100.0
MCT/ MCILI	100.0	0.0	0.0	0.0	100.0
MMERE	100.0	0.0	0.0	0.0	100.0
MEHRD	98.3	0.0	1.7	0.0	100.0
MHMS	99.2	0.0	0.0	0.8	100.0
MRD/MWYCA/OPMC	100.0	0.0	0.0	0.0	100.0
ONP/OGG	100.0	0.0	0.0	0.0	100.0
NJ	100.0	0.0	0.0	0.0	100.0
AG/ MOFT	96.4	1.8	1.8	0.0	100.0
ALL MINISTRIES	98.6	0.4	0.9	0.1	100.0
MALE	98.9	0.2	0.7	0.2	100.0
FEMALE	98.3	0.5	1.2	0	100.0

Table 20 Employment category of Public Servants by Ministry (K2)

Ministries/Agencies	Employment Type of Appointment			Total
	Permanent (Confirmed)	Permanent (Probationary)	All other forms of employment	
MAL	94.7	5.3	0.0	100.0
MFMR/ MID	85.2	11.1	3.7	100.0
MJLA	60.0	26.7	13.3	100.0
MDPAC/ MFAET	90.9	0.0	9.1	100.0
MECCCDMM	75.0	16.7	8.3	100.0
MHA/ MNURP/ MPGIS	69.2	23.1	7.7	100.0
MLHS	50.0	40.0	2.0	100.0
MFR	90.0	10.0	0.0	100.0
MCA	83.3	11.1	5.6	100.0
MPNS	96.0	2.3	1.7	100.0
MPS	83.3	8.3	8.3	100.0
MCT/ MCILI	85.7	14.3	0.0	100.0
MMERE	90.9	9.1	0.0	100.0
MEHRD	88.5	8.8	3.1	100.0
MHMS	85.8	13.4	0.8	100.0
MRD/MWYCA/OPMC	88.9	11.1	0.0	100.0
ONP/OGG	66.7	13.3	16.3	100.0
NJ	93.3	6.7	0.0	100.0
AG/ MOFT	87.5	7.1	5.4	100.0
ALL MINISTRIES	87.3	9.3	3.4	100.0
MALE	87.8	8.8	3.4	100.0
FEMALE	86.6	9.9	3.5	100.0

Table 21 Years in current position by Ministry (K3)

Ministries/Agencies	Years in position				
	1-3 years	4-7 years	8-10 years	11 or more years	Total
MAL	31.6	52.6	10.5	5.3	100.0
MFMR/ MID	38.5	42.3	7.7	11.5	100.0
MJLA	50.0	41.7	8.3	0.0	100.0
MDPAC/ MFAET	63.6	36.4	0.0	0.0	100.0
MECCCDMM	63.6	27.3	9.1	0.0	100.0
MHA/ MNURP/ MPGIS	75.0	8.3	8.3	8.3	100.0
MLHS	62.5	25.0	12.5	0.0	100.0
MFR	10.0	70.0	10.0	10.0	100.0
MCA	35.3	17.6	23.5	23.5	100.0
MPNS	30.3	29.1	18.2	22.4	100.0
MPS	37.5	50.0	12.5	0.0	100.0
MCT/ MCILI	20.0	60.0	20.0	0.0	100.0
MMERE	27.3	36.4	36.4	0.0	100.0
MEHRD	38.7	40.5	10.8	9.9	100.0
MHMS	41.9	27.4	19.7	11.1	100.0
MRD/MWYCA/OPMC	36.0	44.0	20.0	0.0	100.0
ONP/OGG	60.0	23.3	6.7	10.0	100.0
NJ	35.7	50.0	0.0	14.3	100.0
AG/ MOFT	47.1	37.3	11.8	3.9	100.0
ALL MINISTRIES	39.0	35.1	14.4	11.5	100.0
MALE	39.8	35.2	14.5	10.5	100.0
FEMALE	38.1	35.1	14.2	12.6	100.0

Table 22 Number of supervisors in current job in past 2 years by Ministry (K4)

Ministries/Agencies	Number of supervisors				
	1	2	3	4 or more	Total
MAL	55.6	33.3	5.6	5.6	100.0
MFMR/ MID	42.9	35.7	10.7	10.7	100.0
MJLA	50.0	37.5	12.5	0.0	100.0
MDPAC/ MFAET	54.5	27.3	18.2	0.0	100.0
MECCCDMM	41.7	33.3	16.7	8.3	100.0
MHA/ MNURP/ MPGIS	33.3	50.0	16.7	0.0	100.0
MLHS	50.0	40.0	10.0	0.0	100.0
MFR	60.0	20.0	20.0	0.0	100.0
MCA	50.0	50.0	0.0	0.0	100.0
MPNS	20.3	31.6	24.9	23.2	100.0
MPS	50.0	33.3	8.3	8.3	100.0
MCT/ MCILI	42.9	47.6	4.8	4.8	100.0
MMERE	27.3	36.4	18.2	18.2	100.0
MEHRD	47.2	41.7	7.4	3.7	100.0
MHMS	41.3	37.2	14.9	6.6	100.0
MRD/MWYCA/OPMC	55.6	37.0	3.7	3.7	100.0
ONP/OGG	63.3	30.0	3.3	3.3	100.0
NJ	20.0	73.3	0.0	6.7	100.0
AG/ MOFT	55.4	30.4	8.9	5.4	100.0
ALL MINISTRIES	40.9	36.9	13.0	9.2	100.0
MALE	38.6	35.6	15.4	10.4	100.0
FEMALE	43.7	38.4	10.2	7.7	100.0

Table 23 Number of promotions in the past 2 years by Ministry (K5)

Ministries/Agencies	Number of promotions					
	No promotion	1	2	3	4 or more	Total
MAL	63.1	31.6	5.3	0.0	0.0	100.0
MFMR/ MID	78.6	21.4	0.0	0.0	0.0	100.0
MJLA	75.0	25.0	0.0	0.0	0.0	100.0
MDPAC/ MFAET	81.8	18.2	0.0	0.0	0.0	100.0
MECCDMM	58.3	16.7	16.7	0.0	8.3	100.0
MHA/ MNURP/ MPGIS	53.9	30.7	7.7	7.7	0.0	100.0
MLHS	90.0	0.0	10.0	0.0	0.0	100.0
MFR	80.0	20.0	0.0	0.0	0.0	100.0
MCA	44.4	44.4	11.2	0.0	0.0	100.0
MPNS	65.0	26.5	5.1	2.8	0.6	100.0
MPS	83.4	8.3	8.3	0.0	0.0	100.0
MCT/ MCILI	66.6	23.8	4.8	4.8	0.0	100.0
MMERE	72.7	18.2	0.0	9.1	0.0	100.0
MEHRD	62.6	31.3	6.1	0.0	0.0	100.0
MHMS	59.8	34.7	4.7	0.8	0.0	100.0
MRD/MWYCA/OPMC	59.3	37.0	3.7	0.0	0.0	100.0
ONP/OGG	76.7	23.3	0.0	0.0	0.0	100.0
NJ	40.0	53.3	6.7	0.0	0.0	100.0
AG/ MOFT	60.7	32.1	5.4	1.8	0.0	100.0
ALL MINISTRIES	64.3	29.2	5.1	1.2	0.3	100.0
MALE	65.2	28.8	4.0	1.5	0.5	100.0
FEMALE	63.3	29.6	6.3	0.8	0	100.0

Table 24 Current remuneration level by Ministry (K6)

Ministries/Agencies	Current Remuneration Level				
	Level 2-5	Level 6-9	Level 10-13	Level SS1-SS5	Total
MAL	31.6	31.6	36.8	0.0	100.0
MFMR/ MID	14.3	50.0	32.1	3.6	100.0
MJLA	6.3	50.0	37.5	6.3	100.0
MDPAC/ MFAET	0.0	63.6	36.4	0.0	100.0
MECCCDMM	16.7	50.0	33.3	0.0	100.0
MHA/ MNURP/ MPGIS	33.3	25.0	33.3	8.3	100.0
MLHS	20.0	50.0	20.0	10.0	100.0
MFR	20.0	50.0	20.0	10.0	100.0
MCA	5.6	61.1	27.8	5.6	100.0
MPNS	49.2	44.6	4.5	1.7	100.0
MPS	33.3	16.7	33.3	16.7	100.0
MCT/ MCILI	4.8	66.7	28.6	0.0	100.0
MMERE	45.5	36.4	9.1	9.1	100.0
MEHRD	10.4	82.6	7.0	0.0	100.0
MHMS	37.8	43.3	16.5	2.4	100.0
MRD/MWYCA/OPMC	11.1	48.1	25.9	14.8	100.0
ONP/OGG	46.7	13.3	36.7	3.3	100.0
NJ	33.3	46.7	20.0	0.0	100.0
AG/ MOFT	14.5	60.0	23.6	1.8	100.0
ALL MINISTRIES	27.2	54.0	16.2	2.6	100.0
MALE	26.6	50.4	18.6	4.4	100.0
FEMALE	28.0	58.2	13.3	0.5	100.0

Table 25 Number of years working for the Public Service by Ministry (K7)

Ministries/Agencies	Years working for the public service						
	1-3 years	4-7 years	8-10 years	11-20 years	21+ years	Don't know/ unsure	Total
MAL	5.3	21.1	15.8	21.1	36.8	0.0	100.0
MFMR/ MID	23.1	23.1	7.7	15.4	30.8	0.0	100.0
MJLA	33.3	33.3	8.3	8.3	16.7	0.0	100.0
MDPAC/ MFAET	45.5	9.1	9.1	18.2	18.2	0.0	100.0
MECCDMM	27.3	18.2	27.3	0.0	27.3	0.0	100.0
MHA/ MNURP/ MPGIS	8.3	16.7	25.0	8.3	41.7	0.0	100.0
MLHS	44.4	0.0	11.1	0.0	44.4	0.0	100.0
MFR	10.0	20.0	10.0	50.0	10.0	0.0	100.0
MCA	0.0	5.6	38.9	22.2	33.3	0.0	100.0
MPNS	9.1	18.8	21.6	23.9	26.7	0.0	100.0
MPS	8.3	25.0	25.0	16.7	25.0	0.0	100.0
MCT/ MCILI	0.0	30.0	35.0	0.0	35.0	0.0	100.0
MMERE	18.2	18.2	36.4	18.2	9.1	0.0	100.0
MEHRD	15.9	26.5	18.6	23.0	15.9	0.0	100.0
MHMS	17.9	15.4	15.4	28.5	22.8	0.0	100.0
MRD/MWYCA/OPMC	22.2	14.8	18.5	14.8	29.6	0.0	100.0
ONP/OGG	43.3	13.3	13.3	13.3	16.7	0.0	100.0
NJ	6.7	40.0	20.0	33.3	0.0	0.0	100.0
AG/ MOFT	27.8	25.9	11.1	9.3	24.1	1.9	100.0
ALL MINISTRIES	16.8	20.6	18.7	20.8	23.0	0.0	100.0
MALE	18.2	19.3	16.8	19.9	25.6	0.2	100.0
FEMALE	15.1	22.2	20.9	21.9	19.9	0.0	100.0

Table 26 Service provision to the public is a regular part of job by Ministry (K8)

Ministries/Agencies	Provide service directly to the public?		
	Yes	No	Total
MAL	78.9	21.1	100.0
MFMR/ MID	78.6	21.4	100.0
MJLA	81.3	18.8	100.0
MDPAC/ MFAET	45.5	54.5	100.0
MECCCDMM	58.3	41.7	100.0
MHA/ MNURP/ MPGIS	53.8	46.2	100.0
MLHS	90.0	10.0	100.0
MFR	100.0	0.0	100.0
MCA	88.9	11.1	100.0
MPNS	93.8	6.2	100.0
MPS	83.3	16.7	100.0
MCT/ MCILI	95.2	4.8	100.0
MMERE	100.0	0.0	100.0
MEHRD	94.8	5.2	100.0
MHMS	93.7	6.3	100.0
MRD/MWYCA/OPMC	63.0	37.0	100.0
ONP/OGG	70.0	30.0	100.0
NJ	93.3	6.7	100.0
AG/ MOFT	75.0	25.0	100.0
ALL MINISTRIES	87.8	12.2	100.0
MALE	87.6	12.4	100.0
FEMALE	87.9	12.1	100.0

Table 27 Level of education of Public Servants by Ministry (K10)

Ministries/Agencies	Education						
	Prim-ary	Sec-on-dary	Certificate	Diploma/ University below Bachelor's	Bachelor degree	Post-Bachelor degree	Total
MAL	5.3	0.0	15.8	52.6	21.1	5.3	100.0
MFMR/ MID	3.6	3.6	21.4	35.7	25.0	10.7	100.0
MJLA	0.0	6.3	18.8	6.3	62.5	6.3	100.0
MDPAC/ MFAET	0.0	0.0	9.1	18.2	36.4	36.4	100.0
MECCCDMM	0.0	25.0	33.3	25.0	16.7	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	38.5	0.0	23.1	15.4	7.7	100.0
MLHS	0.0	0.0	20.0	40.0	30.0	10.0	100.0
MFR	0.0	0.0	70.0	10.0	0.0	20.0	100.0
MCA	5.6	11.1	27.8	44.4	11.1	0.0	100.0
MPNS	0.6	53.1	26.0	16.4	3.4	0.6	100.0
MPS	0.0	16.7	33.3	16.7	16.7	16.7	100.0
MCT/ MCILI	0.0	0.0	4.8	33.3	61.9	0.0	100.0
MMERE	0.0	27.3	9.1	18.2	45.5	0.0	100.0
MEHRD	0.0	0.9	20.9	47.8	27.0	3.5	100.0
MHMS	2.4	6.3	14.2	38.6	32.3	6.3	100.0
MRD/MWYCA/OPMC	0.0	29.6	7.4	29.6	22.2	11.1	100.0
ONP/OGG	23.3	16.7	6.7	13.3	33.3	6.7	100.0
NJ	0.0	6.7	13.3	40.0	40.0	0.0	100.0
AG/ MOFT	3.6	17.9	10.7	41.1	23.2	3.6	100.0
ALL MINISTRIES	2.3	18.3	19.2	32.5	23.1	4.6	100.0
MALE	1.5	23.3	18.8	27.8	22.7	5.9	100.0
FEMALE	3.2	12.4	19.6	37.9	23.6	3.3	100.0

The survey was designed and implemented to answer specific research questions, as laid out in the “Project Research Questions” section of Appendix I. The report sections 3, 4 and 5 answer each of these in turn for the public servants, with the tabulated data from these research questions presented in Appendix II.

RESIDENT DEMOGRAPHICS

Similarly to the Public Servants, the vast majority of Honiara residents identified as Melanesian (92.9%) (Table 28). Few residents surveyed had disabilities to the extent where they could not to the activity at all, however over a quarter (28.4%) had some difficulty remembering or concentrating, 24.6% had some difficulty walking or climbing steps, 18.7% had some difficulty seeing, even if wearing glasses and 14.9% had some difficulty hearing even if using a hearing aid (Table 29).

Table 28 Ethnicity of Residents (A1)

	Percentage
Melanesian	92.9
Micronesian	0.8
Polynesian	5.7
Mixed ethnicity (one of the three above)	0.6
Total	100.0

Table 29 Disabilities of Residents (G1-G4)

	Difficulty Rating											
	No – no difficulty			Yes – some difficulty			Yes – some difficulty			Cannot do at all		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Seeing, even if wearing glasses	81.6	75.6	78.7	15.8	21.5	18.7	2.6	2.5	2.6	0.0	0.0	0.0
Hearing, even if using a hearing aid	93.4	77.1	85.1	6.6	22.9	14.9	0.0	0.0	0.0	0.0	0.0	0.0
Walking or climbing steps	75.0	73.4	74.2	22.3	26.6	24.6	1.3	0.0	0.6	1.3	0.0	0.6
Remembering or concentrating	76.3	62.0	69.0	21.1	35.5	28.4	2.6	2.6	2.6	0.0	0.0	0.0

BUSINESS DEMOGRAPHICS

Of the Business owners/managers, around half (55.8%) were Melanesian, with 22% European, 7.4% Asian and 7.4% of mixed ethnicities (Table 30).

The majority of interviews were done with the business manager (45.6%) or business owner (27.9%) (see Table 31). Of these businesses, a third were medium size (10-29 employees including the interviewee; 33.8%), with 39.7% of interviews done with businesses larger than this and 26.4% with business smaller than this (see Table 32).

The vast majority of business owners/managers interviewed did not have a disability; of those that did, their disability was moderate (i.e. they had some difficulty doing the activity). Remembering or concentrating was the most frequent disability (9.3%), followed by hearing even if using a hearing aid (7%), seeing even if wearing glasses (4.6%) and walking or climbing steps (2.3%) (see Table 33).

Table 30 Ethnicity of business owner/managers (A1)

	No.	Percentage
Melanesian	38	55.8
Micronesian	1	1.5
Polynesian	4	5.9
European	15	22.0
Asian (Other than Chinese)	5	7.4
Mixed ethnicities	5	7.4
Total	68	100.0

Table 31 Business role of individual interviewed (F2)

	No.	Percentage
Business Owner	19	27.9
Business Manager	31	45.6
Finance Manager	6	8.8
HR/Communications/Operations	4	5.9
Director	4	5.9
Other kind of Manager	4	5.9
Total	68	100.0

Table 32 Size of the business (F3)

	No.	Percentage
Sole Proprietor	2	2.9
Micro Business (up to 2 employees incl. self)	2	2.9
Small Business (3-9 employees, incl. self)	14	20.6
Medium Business (10-29 employees, incl. self)	23	33.8
Large Business (30-99, incl. self)	13	19.1
Very Large Business (More than 100 employees, incl. self)	14	20.6
Total	68	100.0

Table 33 Disabilities of business owners/managers (G1-G4)

	Difficulty Rating				
	No – no difficulty	Yes – some difficulty	Yes – a lot of difficulty	Cannot do at all	Total
	No.	No.	No.	No.	No.
Seeing, even if wearing glasses	41	2	0	0	43
Hearing, even if using a hearing aid	40	3	0	0	43
Walking or climbing steps	42	1	0	0	43
Remembering or concentrating	39	4	0	0	43

Note: Percentages are not reported for questions with less than 50 respondents.

The research questions that the resident and business surveys were designed to answer are set out in the “Project Research Questions” section of Appendix I. The report sections 6, 7, 8 and 9 answer each of these in turn for the residents and businesses, with the tabulated data from these research questions presented in Appendix III.

APPENDIX II: ADDITIONAL DETAIL - TABULATED DATA FROM PUBLIC SERVANT SURVEY

Table 34 Clear understanding of work responsibilities by Ministry (B3)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Total
MAL	0.0	0.0	100.0	100.0
MFMR/ MID	10.7	0.0	89.3	100.0
MJLA	0.0	6.3	93.8	100.0
MDPAC/ MFAET	0.0	0.0	100.0	100.0
MECCCDMM	8.3	0.0	91.7	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	100.0	100.0
MLHS	10.0	0.0	90.0	100.0
MFR	0.0	0.0	100.0	100.0
MCA	0.0	0.0	100.0	100.0
MPNS	0.6	1.7	97.7	100.0
MPS	8.3	0.0	91.7	100.0
MCT/ MCILI	0.0	0.0	100.0	100.0
MMERE	0.0	0.0	100.0	100.0
MEHRD	2.6	0.9	96.5	100.0
MHMS	4.7	3.1	92.1	100.0
MRD/MWYCA/OPMC	3.7	3.7	92.6	100.0
ONP/OGG	3.3	0.0	96.7	100.0
NJ	6.7	0.0	93.3	100.0
AG/ MOFT	0.0	3.6	96.4	100.0
ALL MINISTRIES	2.6	1.5	95.9	100.0
MALE	1.6	1.4	97.0	100.0
FEMALE	3.8	1.7	94.5	100.0

Table 35 Receive useful feedback from supervisor on job performance by Ministry (B5)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	15.8	63.2	0.0	100.0
MFMR/ MID	28.6	21.4	50.0	0.0	100.0
MJLA	12.5	25.0	56.3	6.3	100.0
MDPAC/ MFAET	18.2	9.1	72.7	0.0	100.0
MECCCDMM	25.0	0.0	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	7.7	76.9	0.0	100.0
MLHS	10.0	10.0	70.0	10.0	100.0
MFR	40.0	40.0	20.0	0.0	100.0
MCA	33.3	11.1	55.6	0.0	100.0
MPNS	23.7	16.9	58.8	0.6	100.0
MPS	16.7	16.7	66.7	0.0	100.0
MCT/ MCILI	23.8	19.0	57.1	0.0	100.0
MMERE	27.3	27.3	45.5	0.0	100.0
MEHRD	32.2	20.0	47.0	0.9	100.0
MHMS	38.6	15.0	45.7	0.8	100.0
MRD/MWYCA/OPMC	37.0	14.8	48.1	0.0	100.0
ONP/OGG	30.0	10.0	60.0	0.0	100.0
NJ	40.0	0.0	60.0	0.0	100.0
AG/ MOFT	25.0	21.4	53.6	0.0	100.0
ALL MINISTRIES	29.0	17.0	53.3	0.7	100.0
MALE	27.6	17.4	54.8	0.2	100.0
FEMALE	30.8	16.5	51.5	1.3	100.0

Table 36 Frequency of feedback given by supervisor on job performance by Ministry (B6)

Ministries/Agencies	Frequency of Feedback					
	More frequently than weekly	Weekly	Monthly	Every 2-12months	Ad hoc (when needed)	Total
MAL	0.0	15.8	21.1	10.5	52.6	100.0
MFMR/ MID	3.6	10.7	25.0	10.7	50.0	100.0
MJLA	0.0	12.5	37.5	12.5	37.5	100.0
MDPAC/ MFAET	9.1	9.1	18.2	18.2	45.5	100.0
MECCDMM	0.0	0.0	8.3	41.7	50.0	100.0
MHA/ MNURP/ MPGIS	0.0	30.8	15.4	23.1	30.8	100.0
MLHS	0.0	10.0	0.0	70.0	20.0	100.0
MFR	0.0	10.0	10.0	30.0	50.0	100.0
MCA	11.1	16.7	11.1	5.6	55.6	100.0
MPNS	4.5	16.9	15.8	15.3	47.5	100.0
MPS	33.3	8.3	0.0	25.0	33.3	100.0
MCT/ MCILI	4.8	4.8	14.3	19.0	57.1	100.0
MMERE	9.1	0.0	18.2	9.1	63.6	100.0
MEHRD	1.7	7.8	16.5	25.2	48.7	100.0
MHMS	3.1	6.3	12.6	25.2	52.8	100.0
MRD/MWYCA/OPMC	0.0	7.4	0.0	22.2	70.4	100.0
ONP/OGG	6.7	13.3	10.0	26.7	43.3	100.0
NJ	13.3	0.0	6.7	20.0	60.0	100.0
AG/ MOFT	8.9	3.6	21.4	32.1	33.9	100.0
ALL MINISTRIES	4.2	10.2	15.1	22.0	48.5	100.0
MALE	2.9	11.7	16.6	22.1	46.7	100.0
FEMALE	5.7	8.5	13.3	21.9	50.6	100.0

Table 37 Clear understanding of Ministry/Agency's strategic objectives by Ministry (C2)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	10.5	78.9	0.0	100.0
MFMR/ MID	10.7	7.1	82.1	0.0	100.0
MJLA	12.5	6.3	81.3	0.0	100.0
MDPAC/ MFAET	9.1	9.1	81.8	0.0	100.0
MECCCDMM	0.0	8.3	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	100.0	0.0	100.0
MLHS	10.0	0.0	80.0	10.0	100.0
MFR	10.0	0.0	90.0	0.0	100.0
MCA	16.7	0.0	83.3	0.0	100.0
MPNS	11.3	9.0	79.7	0.0	100.0
MPS	8.3	0.0	91.7	0.0	100.0
MCT/ MCILI	0.0	4.8	95.2	0.0	100.0
MMERE	9.1	9.1	81.8	0.0	100.0
MEHRD	11.3	9.6	76.5	2.6	100.0
MHMS	15.7	11.0	73.2	0.0	100.0
MRD/MWYCA/OPMC	11.1	3.7	85.2	0.0	100.0
ONP/OGG	3.4	10.3	82.8	3.4	100.0
NJ	6.7	0.0	93.3	0.0	100.0
AG/ MOFT	5.4	8.9	85.7	0.0	100.0
ALL MINISTRIES	10.6	8.3	80.2	0.9	100.0
MALE	10.4	6.8	82.5	0.3	100.0
FEMALE	10.8	10.0	77.6	1.6	100.0

Table 38 Clear understanding of how employee's work contributes to the achievement of the Ministry's objectives and goals by Ministry (C3)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Total
MAL	5.3	0.0	94.7	100.0
MFMR/ MID	3.6	3.6	92.9	100.0
MJLA	6.3	0.0	93.8	100.0
MDPAC/ MFAET	9.1	9.1	81.8	100.0
MECCCDMM	0.0	0.0	100.0	100.0
MHA/ MNURP/ MPGIS	0.0	7.7	92.3	100.0
MLHS	10.0	0.0	90.0	100.0
MFR	0.0	10.0	90.0	100.0
MCA	0.0	5.6	94.4	100.0
MPNS	1.7	2.8	95.5	100.0
MPS	8.3	0.0	91.7	100.0
MCT/ MCILI	0.0	4.8	95.2	100.0
MMERE	0.0	0.0	100.0	100.0
MEHRD	6.1	2.6	91.3	100.0
MHMS	3.1	5.5	91.3	100.0
MRD/MWYCA/OPMC	0.0	3.7	96.3	100.0
ONP/OGG	0.0	6.9	93.1	100.0
NJ	0.0	0.0	100.0	100.0
AG/ MOFT	0.0	1.8	98.2	100.0
ALL MINISTRIES	3.1	3.4	93.5	100.0
MALE	2.8	3.1	94.1	100.0
FEMALE	3.4	3.7	92.9	100.0

Table 39 Immediate supervisor assesses employee's work against these Ministry/Agency objectives and goals by Ministry (C4)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	26.3	36.8	36.8	0.0	100.0
MFMR/ MID	14.8	14.8	66.7	3.7	100.0
MJLA	25.0	6.3	68.8	0.0	100.0
MDPAC/ MFAET	27.3	9.1	54.5	9.1	100.0
MECCCDMM	0.0	25.0	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	30.8	0.0	61.5	7.7	100.0
MLHS	0.0	0.0	100.0	0.0	100.0
MFR	40.0	20.0	40.0	0.0	100.0
MCA	16.7	22.2	55.6	5.6	100.0
MPNS	16.9	15.8	66.7	0.6	100.0
MPS	25.0	0.0	66.7	8.3	100.0
MCT/ MCILI	9.5	14.3	76.2	0.0	100.0
MMERE	27.3	27.3	45.5	0.0	100.0
MEHRD	23.5	15.7	60.0	0.9	100.0
MHMS	30.7	18.1	50.4	0.8	100.0
MRD/MWYCA/OPMC	11.1	22.2	66.7	0.0	100.0
ONP/OGG	3.4	13.8	82.8	0.0	100.0
NJ	20.0	6.7	66.7	6.7	100.0
AG/ MOFT	10.7	14.3	75.0	0.0	100.0
ALL MINISTRIES	20.0	16.0	62.8	1.2	100.0
MALE	19.4	15.0	64.5	1.1	100.0
FEMALE	20.7	17.3	60.8	1.2	100.0

Table 40 Public Servants play a key role in being the “face” of the Ministry/Agency by Ministry (D2)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	0.0	0.0	100.0	0.0	100.0
MFMR/ MID	7.1	7.1	85.7	0.0	100.0
MJLA	0.0	0.0	100.0	0.0	100.0
MDPAC/ MFAET	0.0	0.0	100.0	0.0	100.0
MECCCDMM	0.0	8.3	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	7.7	7.7	84.6	0.0	100.0
MLHS	0.0	10.0	90.0	0.0	100.0
MFR	0.0	10.0	90.0	0.0	100.0
MCA	0.0	0.0	100.0	0.0	100.0
MPNS	1.7	1.7	96.6	0.0	100.0
MPS	0.0	8.3	91.7	0.0	100.0
MCT/ MCILI	0.0	0.0	95.2	4.8	100.0
MMERE	0.0	0.0	90.9	9.1	100.0
MEHRD	6.1	7.0	87.0	0.0	100.0
MHMS	1.6	6.3	92.1	0.0	100.0
MRD/MWYCA/OPMC	0.0	0.0	100.0	0.0	100.0
ONP/OGG	0.0	10.0	90.0	0.0	100.0
NJ	0.0	0.0	100.0	0.0	100.0
AG/ MOFT	1.8	16.1	82.1	0.0	100.0
ALL MINISTRIES	2.6	5.3	91.9	0.2	100.0
MALE	3.1	3.1	93.6	0.2	100.0
FEMALE	1.9	7.9	90.0	0.2	100.0

Table 41 Personal work performance impacts the overall service delivery of Ministries by Ministry (D3)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Total
MAL	0.0	5.3	94.7	100.0
MFMR/ MID	0.0	7.1	92.9	100.0
MJLA	6.3	0.0	93.8	100.0
MDPAC/ MFAET	0.0	0.0	100.0	100.0
MECCCDMM	8.3	8.3	83.3	100.0
MHA/ MNURP/ MPGIS	0.0	15.4	84.6	100.0
MLHS	0.0	10.0	90.0	100.0
MFR	0.0	0.0	100.0	100.0
MCA	0.0	0.0	100.0	100.0
MPNS	1.7	3.4	94.9	100.0
MPS	0.0	0.0	100.0	100.0
MCT/ MCILI	0.0	0.0	100.0	100.0
MMERE	0.0	0.0	100.0	100.0
MEHRD	4.3	2.6	93.0	100.0
MHMS	1.6	3.1	95.3	100.0
MRD/MWYCA/OPMC	0.0	3.7	96.3	100.0
ONP/OGG	0.0	0.0	100.0	100.0
NJ	6.7	0.0	93.3	100.0
AG/ MOFT	0.0	1.8	98.2	100.0
ALL MINISTRIES	2.0	3.0	95.0	100.0
MALE	1.5	3.4	95.1	100.0
FEMALE	2.6	2.5	94.9	100.0

Table 42 Clear understanding of how work contributes to the National Development Plan by Ministry (G2)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	0.0	10.5	89.5	0.0	100.0
MFMR/ MID	7.1	3.6	85.7	3.6	100.0
MJLA	6.3	0.0	93.8	0.0	100.0
MDPAC/ MFAET	20.0	0.0	80.0	0.0	100.0
MECCCDMM	0.0	25.0	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	100.0	0.0	100.0
MLHS	20.0	10.0	70.0	0.0	100.0
MFR	10.0	0.0	70.0	20.0	100.0
MCA	11.1	0.0	77.8	11.1	100.0
MPNS	2.8	7.3	88.7	1.1	100.0
MPS	0.0	16.7	83.3	0.0	100.0
MCT/ MCILI	0.0	0.0	100.0	0.0	100.0
MMERE	18.2	18.2	63.6	0.0	100.0
MEHRD	6.1	7.0	86.1	0.9	100.0
MHMS	11.0	7.9	79.5	1.6	100.0
MRD/MWYCA/OPMC	11.1	3.7	81.5	3.7	100.0
ONP/OGG	0.0	16.7	83.3	0.0	100.0
NJ	0.0	6.7	93.3	0.0	100.0
AG/ MOFT	1.8	8.9	85.7	3.6	100.0
ALL MINISTRIES	5.8	7.4	85.1	1.7	100.0
MALE	4.2	6.6	87.4	1.8	100.0
FEMALE	7.6	8.5	82.4	1.5	100.0

Table 43 Ministry/Agency clearly communicates the Solomon Islands Government Code of Conduct to all employees by Ministry (H1)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	5.3	15.8	78.9	0.0	100.0
MFMR/ MID	25.0	7.1	67.9	0.0	100.0
MJLA	12.5	6.3	81.3	0.0	100.0
MDPAC/ MFAET	27.3	27.3	45.5	0.0	100.0
MECCCDMM	16.7	8.3	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	30.8	0.0	69.2	0.0	100.0
MLHS	30.0	20.0	50.0	0.0	100.0
MFR	30.0	0.0	70.0	0.0	100.0
MCA	22.2	11.1	66.7	0.0	100.0
MPNS	13.0	13.6	72.9	0.6	100.0
MPS	8.3	8.3	75.0	8.3	100.0
MCT/ MCILI	9.5	9.5	81.0	0.0	100.0
MMERE	36.4	18.2	45.5	0.0	100.0
MEHRD	21.7	13.0	65.2	0.0	100.0
MHMS	25.2	7.1	66.9	0.8	100.0
MRD/MWYCA/OPMC	25.9	18.5	55.6	0.0	100.0
ONP/OGG	6.7	6.7	86.7	0.0	100.0
NJ	20.0	0.0	80.0	0.0	100.0
AG/ MOFT	10.7	25.0	62.5	1.8	100.0
ALL MINISTRIES	18.6	12.2	68.7	0.5	100.0
MALE	18.4	11.5	69.2	0.9	100.0
FEMALE	18.8	13.0	68.2	0	100.0

Table 44 Clear understanding of what kind of behaviour the Code of Conduct asks of employees by Ministry (H2)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	5.3	0.0	94.7	0.0	100.0
MFMR/ MID	14.3	3.6	82.1	0.0	100.0
MJLA	12.5	0.0	87.5	0.0	100.0
MDPAC/ MFAET	9.1	9.1	81.8	0.0	100.0
MECCCDMM	0.0	0.0	100.0	0.0	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	92.3	7.7	100.0
MLHS	20.0	20.0	60.0	0.0	100.0
MFR	10.0	0.0	90.0	0.0	100.0
MCA	0.0	0.0	94.4	5.6	100.0
MPNS	6.8	7.9	84.7	0.6	100.0
MPS	8.3	0.0	91.7	0.0	100.0
MCT/ MCILI	0.0	0.0	100.0	0.0	100.0
MMERE	18.2	0.0	81.8	0.0	100.0
MEHRD	11.3	10.4	78.3	0.0	100.0
MHMS	10.2	5.5	84.3	0.0	100.0
MRD/MWYCA/OPMC	11.1	11.1	77.8	0.0	100.0
ONP/OGG	3.3	13.3	80.0	3.3	100.0
NJ	6.7	0.0	93.3	0.0	100.0
AG/ MOFT	3.6	8.9	85.7	1.8	100.0
ALL MINISTRIES	8.4	7.2	83.8	0.6	100.0
MALE	8.5	5.6	84.9	1.0	100.0
FEMALE	8.2	9.0	82.6	0.2	100.0

Table 45 Ministry/Agency upholds and practices the Public Service values by Ministry (H3)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	15.8	63.2	0.0	100.0
MFMR/ MID	21.4	7.1	71.4	0.0	100.0
MJLA	18.8	6.3	75.0	0.0	100.0
MDPAC/ MFAET	9.1	9.1	81.8	0.0	100.0
MECCCDMM	8.3	16.7	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	30.8	7.7	53.8	7.7	100.0
MLHS	40.0	10.0	50.0	0.0	100.0
MFR	20.0	30.0	50.0	0.0	100.0
MCA	22.2	16.7	61.1	0.0	100.0
MPNS	15.3	16.4	67.8	0.6	100.0
MPS	16.7	8.3	75.0	0.0	100.0
MCT/ MCILI	23.8	14.3	61.9	0.0	100.0
MMERE	45.5	18.2	36.4	0.0	100.0
MEHRD	20.9	15.7	60.9	2.6	100.0
MHMS	23.8	19.8	56.3	0.0	100.0
MRD/MWYCA/OPMC	25.9	25.9	48.1	0.0	100.0
ONP/OGG	6.7	6.7	86.7	0.0	100.0
NJ	6.7	20.0	73.3	0.0	100.0
AG/ MOFT	5.4	26.8	67.9	0.0	100.0
ALL MINISTRIES	18.7	16.5	63.9	0.9	100.0
MALE	17.7	16.8	64.8	0.7	100.0
FEMALE	19.9	16.2	62.8	1.1	100.0

Table 46 Employee follows and applies the Public Service values outlined in the Code of Conduct by Ministry (H4)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	5.3	10.5	84.2	0.0	100.0
MFMR/ MID	7.1	7.1	85.7	0.0	100.0
MJLA	0.0	0.0	100.0	0.0	100.0
MDPAC/ MFAET	0.0	0.0	100.0	0.0	100.0
MECCCDMM	0.0	16.7	83.3	0.0	100.0
MHA/ MNURP/ MPGIS	0.0	15.4	69.2	15.4	100.0
MLHS	10.0	20.0	70.0	0.0	100.0
MFR	0.0	50.0	50.0	0.0	100.0
MCA	5.6	5.6	88.9	0.0	100.0
MPNS	1.7	9.0	88.7	0.6	100.0
MPS	8.3	0.0	91.7	0.0	100.0
MCT/ MCILI	0.0	9.5	90.5	0.0	100.0
MMERE	9.1	27.3	63.6	0.0	100.0
MEHRD	4.3	10.4	85.2	0.0	100.0
MHMS	2.4	9.4	87.4	0.8	100.0
MRD/MWYCA/OPMC	0.0	25.9	74.1	0.0	100.0
ONP/OGG	0.0	10.0	90.0	0.0	100.0
NJ	0.0	0.0	100.0	0.0	100.0
AG/ MOFT	3.6	12.5	83.9	0.0	100.0
ALL MINISTRIES	2.9	10.6	86.0	0.5	100.0
MALE	2.7	10.1	86.8	0.4	100.0
FEMALE	3.1	11.3	85.1	0.5	100.0

Table 47 Knowledge there will be consequences if the Public Service Code of Conduct is not followed and applied by Ministry (H6)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	0.0	0.0	100.0	0.0	100.0
MFMR/ MID	7.1	0.0	92.9	0.0	100.0
MJLA	6.3	0.0	93.8	0.0	100.0
MDPAC/ MFAET	9.1	0.0	90.9	0.0	100.0
MECCCDMM	0.0	8.3	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	92.3	7.7	100.0
MLHS	20.0	10.0	70.0	0.0	100.0
MFR	0.0	10.0	90.0	0.0	100.0
MCA	5.6	0.0	94.4	0.0	100.0
MPNS	0.0	2.3	96.6	1.1	100.0
MPS	0.0	0.0	100.0	0.0	100.0
MCT/ MCILI	0.0	0.0	95.2	4.8	100.0
MMERE	9.1	18.2	72.7	0.0	100.0
MEHRD	4.3	4.3	89.6	1.7	100.0
MHMS	3.9	3.9	92.1	0.0	100.0
MRD/MWYCA/OPMC	0.0	7.4	92.6	0.0	100.0
ONP/OGG	3.3	6.7	90.0	0.0	100.0
NJ	0.0	0.0	100.0	0.0	100.0
AG/ MOFT	1.8	5.4	92.9	0.0	100.0
ALL MINISTRIES	2.9	3.6	92.6	0.9	100.0
MALE	2.8	3.3	93.2	0.7	100.0
FEMALE	3.0	4.1	91.8	1.1	100.0

Table 48 Colleagues follow and apply the Public Service values as outlined in the Code of Conduct by Ministry (H5)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	42.1	47.4	0.0	100.0
MFMR/ MID	10.7	25.0	64.3	0.0	100.0
MJLA	18.8	25.0	56.3	0.0	100.0
MDPAC/ MFAET	18.2	9.1	72.7	0.0	100.0
MECCCDMM	16.7	0.0	83.3	0.0	100.0
MHA/ MNURP/ MPGIS	30.8	15.4	46.2	7.7	100.0
MLHS	20.0	30.0	50.0	0.0	100.0
MFR	10.0	50.0	40.0	0.0	100.0
MCA	11.1	16.7	72.2	0.0	100.0
MPNS	9.0	24.9	65.5	0.6	100.0
MPS	16.7	33.3	50.0	0.0	100.0
MCT/ MCILI	19.0	28.6	52.4	0.0	100.0
MMERE	36.4	27.3	36.4	0.0	100.0
MEHRD	8.7	22.6	67.8	0.9	100.0
MHMS	8.7	36.2	55.1	0.0	100.0
MRD/MWYCA/OPMC	11.1	37.0	51.9	0.0	100.0
ONP/OGG	3.3	16.7	80.0	0.0	100.0
NJ	0.0	20.0	80.0	0.0	100.0
AG/ MOFT	7.1	37.5	55.4	0.0	100.0
ALL MINISTRIES	10.2	26.9	62.5	0.4	100.0
MALE	9.8	27.2	62.8	0.2	100.0
FEMALE	10.6	26.6	62.1	0.7	100.0

Table 49 Over the past 18 months the Senior Managers in the Ministry/Agency have set a good example of professional behaviour in the workplace by Ministry (H8)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	26.3	36.8	36.8	0.0	100.0
MFMR/ MID	14.3	10.7	75.0	0.0	100.0
MJLA	18.8	12.5	62.5	6.3	100.0
MDPAC/ MFAET	9.1	18.2	63.6	9.1	100.0
MECCCDMM	8.3	0.0	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	0.0	84.6	0.0	100.0
MLHS	20.0	0.0	80.0	0.0	100.0
MFR	20.0	20.0	60.0	0.0	100.0
MCA	44.4	11.1	44.4	0.0	100.0
MPNS	24.3	19.2	55.4	1.1	100.0
MPS	25.0	8.3	66.7	0.0	100.0
MCT/ MCILI	19.0	14.3	61.9	4.8	100.0
MMERE	36.4	0.0	63.6	0.0	100.0
MEHRD	17.4	19.1	62.6	0.9	100.0
MHMS	30.7	26.8	40.9	1.6	100.0
MRD/MWYCA/OPMC	14.8	33.3	51.9	0.0	100.0
ONP/OGG	0.0	20.0	80.0	0.0	100.0
NJ	20.0	26.7	53.3	0.0	100.0
AG/ MOFT	14.3	17.9	66.1	1.8	100.0
ALL MINISTRIES	21.0	19.3	58.5	1.2	100.0
MALE	21.2	17.3	60.8	0.7	100.0
FEMALE	20.7	21.8	55.7	1.8	100.0

Table 50 If faced with an ethical dilemma or conflict between values in the workplace, employee has knowledge of where to obtain help to resolve the situation by Ministry (H10)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	5.3	26.3	68.4	0.0	100.0
MFMR/ MID	7.1	7.1	85.7	0.0	100.0
MJLA	6.3	0.0	93.8	0.0	100.0
MDPAC/ MFAET	0.0	0.0	100.0	0.0	100.0
MECCCDMM	8.3	8.3	83.3	0.0	100.0
MHA/ MNURP/ MPGIS	7.7	23.1	69.2	0.0	100.0
MLHS	0.0	10.0	90.0	0.0	100.0
MFR	30.0	20.0	50.0	0.0	100.0
MCA	5.6	0.0	88.9	5.6	100.0
MPNS	7.3	4.5	87.6	0.6	100.0
MPS	0.0	0.0	100.0	0.0	100.0
MCT/ MCILI	19.0	0.0	71.4	9.5	100.0
MMERE	9.1	9.1	81.8	0.0	100.0
MEHRD	9.6	10.4	79.1	0.9	100.0
MHMS	7.9	11.0	80.3	0.8	100.0
MRD/MWYCA/OPMC	14.8	11.1	70.4	3.7	100.0
ONP/OGG	6.7	13.3	80.0	0.0	100.0
NJ	6.7	0.0	93.3	0.0	100.0
AG/ MOFT	3.6	16.1	76.8	3.6	100.0
ALL MINISTRIES	8.1	9.0	81.7	1.2	100.0
MALE	7.7	8.2	82.8	1.3	100.0
FEMALE	8.7	9.8	80.5	1.0	100.0

Table 51 Problems can be raised through a formal process (grievance, complaint, appeal etc.) without unfair treatment by Ministry (H11)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	26.3	57.9	5.3	100.0
MFMR/ MID	14.3	10.7	75.0	0.0	100.0
MJLA	25.0	12.5	62.5	0.0	100.0
MDPAC/ MFAET	9.1	18.2	72.7	0.0	100.0
MECCCDMM	16.7	41.7	33.3	8.3	100.0
MHA/ MNURP/ MPGIS	7.7	38.5	53.8	0.0	100.0
MLHS	20.0	10.0	60.0	10.0	100.0
MFR	20.0	20.0	60.0	0.0	100.0
MCA	22.2	33.3	38.9	5.6	100.0
MPNS	14.7	10.7	72.9	1.7	100.0
MPS	16.7	16.7	66.7	0.0	100.0
MCT/ MCILI	9.5	14.3	76.2	0.0	100.0
MMERE	45.5	18.2	36.4	0.0	100.0
MEHRD	13.9	15.7	69.6	0.9	100.0
MHMS	15.7	23.6	59.1	1.6	100.0
MRD/MWYCA/OPMC	25.9	18.5	44.4	11.1	100.0
ONP/OGG	13.3	3.3	83.3	0.0	100.0
NJ	13.3	26.7	60.0	0.0	100.0
AG/ MOFT	8.9	26.8	64.3	0.0	100.0
ALL MINISTRIES	15.2	17.4	65.7	1.7	100.0
MALE	15.9	16.8	66.1	1.2	100.0
FEMALE	14.3	18.1	65.2	2.4	100.0

Table 52 Employees in Ministry/Agency carry out their duties with the public's best interest in mind by Ministry (H9)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	42.1	47.4	0.0	100.0
MFMR/ MID	28.6	14.3	57.1	0.0	100.0
MJLA	31.3	0.0	68.8	0.0	100.0
MDPAC/ MFAET	18.2	18.2	63.6	0.0	100.0
MECCCDMM	0.0	16.7	83.3	0.0	100.0
MHA/ MNURP/ MPGIS	23.1	7.7	69.2	0.0	100.0
MLHS	20.0	40.0	40.0	0.0	100.0
MFR	20.0	50.0	30.0	0.0	100.0
MCA	33.3	11.1	55.6	0.0	100.0
MPNS	17.5	13.6	68.4	0.6	100.0
MPS	8.3	8.3	83.3	0.0	100.0
MCT/ MCILI	23.8	9.5	66.7	0.0	100.0
MMERE	36.4	9.1	54.5	0.0	100.0
MEHRD	13.0	16.5	68.7	1.7	100.0
MHMS	18.9	22.0	59.1	0.0	100.0
MRD/MWYCA/OPMC	37.0	18.5	44.4	0.0	100.0
ONP/OGG	6.7	10.0	83.3	0.0	100.0
NJ	0.0	6.7	93.3	0.0	100.0
AG/ MOFT	14.3	19.6	66.1	0.0	100.0
ALL MINISTRIES	17.4	16.8	65.3	0.5	100.0
MALE	17.2	16.6	65.6	0.6	100.0
FEMALE	17.5	17.1	65.0	0.4	100.0

Table 53 Experience, and frequency, of *wantok* influence over the past 18 months by Ministry (I1)

Ministries/Agencies	Frequency of <i>Wantok</i> Influence						
	Never	Almost never/rarely	Occasionally/sometimes	Frequently	Always	Don't know	Total
MAL	36.8	0.0	63.2	0.0	0.0	0.0	100.0
MFMR/ MID	42.9	10.7	21.4	7.1	17.9	0.0	100.0
MJLA	31.3	12.5	50.0	6.3	0.0	0.0	100.0
MDPAC/ MFAET	63.6	18.2	18.2	0.0	0.0	0.0	100.0
MECCDMM	33.3	8.3	50.0	8.3	0.0	0.0	100.0
MHA/ MNURP/ MPGIS	53.8	15.4	23.1	7.7	0.0	0.0	100.0
MLHS	0.0	10.0	70.0	10.0	10.0	0.0	100.0
MFR	20.0	0.0	70.0	0.0	10.0	0.0	100.0
MCA	33.3	33.3	22.2	11.1	0.0	0.0	100.0
MPNS	32.2	9.6	36.7	5.6	14.7	1.1	100.0
MPS	50.0	33.3	16.7	0.0	0.0	0.0	100.0
MCT/ MCILI	14.3	14.3	61.9	9.5	0.0	0.0	100.0
MMERE	18.2	45.5	27.3	0.0	0.0	9.1	100.0
MEHRD	25.2	14.8	35.7	9.6	13.9	0.9	100.0
MHMS	24.4	6.3	43.3	10.2	15.0	0.8	100.0
MRD/MWYCA/OPMC	44.4	14.8	37.0	0.0	0.0	3.7	100.0
ONP/OGG	53.3	30.0	13.3	0.0	3.3	0.0	100.0
NJ	40.0	0.0	46.7	13.3	0.0	0.0	100.0
AG/ MOFT	30.4	19.6	39.3	8.9	1.8	0.0	100.0
ALL MINISTRIES	30.9	13.3	37.7	7.2	10.1	0.8	100.0
MALE	30.4	15.0	37.6	6.6	9.3	1.1	100.0
FEMALE	31.5	11.2	37.9	7.8	11.1	0.5	100.0

Table 54 Groups of people that most frequently try to exert a “wantok” influence by Ministry, Part 1 (I3)

Ministries/ Agencies	People Trying to Exert <i>Wantok</i> Influence																					
	Individuals with authority over me		Co-workers		My relatives		Members of the public and other Sectors		Individuals from other Ministries		People applying for jobs/winning government contracts		Individuals over whom I had responsibility		Elected politicians		Existing Government contractors		Payment receivers from Government		Individuals working for me	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
MAL	41.7	58.3	25.0	75.0	41.7	58.3	41.7	58.3	41.7	58.3	58.3	41.7	41.7	58.3	41.7	58.3	41.7	58.3	33.3	66.7	25.0	75.0
MFMR/ MID	31.3	68.8	18.8	81.3	31.3	68.8	37.5	62.5	37.5	62.5	25.0	75.0	18.8	81.3	43.8	56.3	25.0	75.0	31.3	68.8	18.8	81.3
MJLA	54.5	45.5	18.2	81.8	27.3	72.7	27.3	72.7	45.5	54.5	27.3	72.7	9.1	90.9	27.3	72.7	18.2	81.8	36.4	63.6	0.0	100
MDPAC/ MFAET	0.0	100	25.0	75.0	25.0	75.0	0.0	100	25.0	75.0	25.0	75.0	0.0	100	0.0	100	0.0	100	0.0	100	0.0	100
MECCCDMM	25.0	75.0	37.5	62.5	25.0	75.0	12.5	87.5	25.0	75.0	25.0	75.0	12.5	87.5	12.5	87.5	37.5	62.5	25.0	75.0	0.0	100
MHA/ MNURP/ MPGIS	66.7	33.3	33.3	66.7	33.3	66.7	33.3	66.7	16.7	83.3	66.7	33.3	33.3	66.7	16.7	83.3	16.7	83.3	33.3	66.7	0.0	100
MLHS	50.0	50.0	30.0	70.0	40.0	60.0	50.0	50.0	30.0	70.0	10.0	90.0	30.0	70.0	10.0	90.0	20.0	80.0	0.0	100	20.0	80.0
MFR	50.0	50.0	62.5	37.5	12.5	87.5	25.0	75.0	37.5	62.5	50.0	50.0	25.0	75.0	37.5	62.5	37.5	62.5	25.0	75.0	25.0	75.0
MCA	41.7	58.3	41.7	58.3	0.0	100	16.7	83.3	33.3	66.7	33.3	66.7	0.0	100	41.7	58.3	33.3	66.7	8.3	91.7	0.0	100
MPNS	59.2	40.8	46.7	53.3	40.8	59.2	32.5	67.5	30.0	70.0	32.5	67.5	28.3	71.7	30.0	70.0	19.2	80.8	22.5	77.5	13.3	86.7
MPS	33.3	66.7	50.0	50.0	16.7	83.3	16.7	83.3	66.7	33.3	83.3	16.7	50.0	50.0	66.7	33.3	16.7	83.3	16.7	83.3	16.7	83.3
MCT/ MCILI	38.9	61.1	27.8	72.2	55.6	44.4	16.7	83.3	22.2	77.8	33.3	66.7	22.2	77.8	11.1	88.9	22.2	77.8	16.7	83.3	5.6	94.4
MMERE	44.4	55.6	66.7	33.3	22.2	77.8	44.4	55.6	33.3	66.7	22.2	77.8	11.1	88.9	11.1	88.9	22.2	77.8	22.2	77.8	22.2	77.8

Ministries/ Agencies	People Trying to Exert <i>Wantok</i> Influence																					
	Individuals with authority over me		Co-workers		My relatives		Members of the public and other Sectors		Individuals from other Ministries		People applying for jobs/winning government contracts		Individuals over whom I had responsibility		Elected politicians		Existing Government contractors		Payment receivers from Government		Individuals working for me	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
MEHRD	38.4	61.6	32.6	67.4	32.6	67.4	34.9	65.1	15.1	84.9	16.3	83.7	30.2	69.8	16.3	83.7	9.3	90.7	14.0	86.0	14.0	86.0
MHMS	41.7	58.3	51.0	49.0	61.5	38.5	41.7	58.3	29.2	70.8	19.8	80.2	34.4	65.6	19.8	80.2	13.5	86.5	14.6	85.4	10.4	89.6
MRD/MWYCA/ OPMC	40.0	60.0	46.7	53.3	40.0	60.0	33.3	66.7	20.0	80.0	40.0	60.0	26.7	73.3	53.3	46.7	33.3	66.7	33.3	66.7	20.0	80.0
ONP/OGG	21.4	78.6	42.9	57.1	35.7	64.3	14.3	85.7	28.6	71.4	28.6	71.4	21.4	78.6	28.6	71.4	7.1	92.9	14.3	85.7	7.1	92.9
NJ	0.0	100	33.3	66.7	22.2	77.8	44.4	55.6	33.3	66.7	22.2	77.8	33.3	66.7	11.1	88.9	44.4	55.6	11.1	88.9	0.0	100
AG/ MOFT	30.8	69.2	43.6	56.4	25.6	74.4	23.1	76.9	20.5	79.5	15.4	84.6	10.3	89.7	28.2	71.8	20.5	79.5	12.8	87.2	2.6	97.4
ALL MINISTERIES	42.9	57.1	41.5	58.5	39.1	60.9	32.7	67.3	27.3	72.7	26.7	73.3	26.5	73.5	25.3	74.7	18.6	81.4	18.4	81.6	11.4	88.6
MALE	45.5	54.5	41.1	58.9	37.5	62.5	34.2	65.8	29.5	70.5	29.8	70.2	28.4	71.6	29.5	70.5	21.8	78.2	20.0	80.0	14.2	85.8
FEMALE	39.7	60.3	42.0	58.0	41.1	58.9	30.8	69.2	24.6	75.4	22.8	77.2	24.1	75.9	20.1	79.9	14.7	85.3	25.4	74.6	8.0	92.0

Table 55 Ministry/Agency tries hard to eliminate the influence of “*wantokism*” at the workplace by Ministry (I4)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	36.8	26.3	36.8	0.0	100.0
MFMR/ MID	10.7	3.6	85.7	0.0	100.0
MJLA	25.0	12.5	62.5	0.0	100.0
MDPAC/ MFAET	9.1	27.3	63.6	0.0	100.0
MECCCDMM	25.0	33.3	41.7	0.0	100.0
MHA/ MNURP/ MPGIS	23.1	0.0	76.9	0.0	100.0
MLHS	40.0	10.0	50.0	0.0	100.0
MFR	30.0	20.0	50.0	0.0	100.0
MCA	27.8	11.1	55.6	5.6	100.0
MPNS	20.3	12.4	66.1	1.1	100.0
MPS	25.0	0.0	75.0	0.0	100.0
MCT/ MCILI	28.6	4.8	66.7	0.0	100.0
MMERE	36.4	9.1	54.5	0.0	100.0
MEHRD	19.1	19.1	56.5	5.2	100.0
MHMS	35.4	19.7	40.9	3.9	100.0
MRD/MWYCA/OPMC	22.2	14.8	59.3	3.7	100.0
ONP/OGG	10.0	16.7	73.3	0.0	100.0
NJ	6.7	0.0	93.3	0.0	100.0
AG/ MOFT	23.2	25.0	50.0	1.8	100.0
ALL MINISTRIES	23.1	16.0	58.4	2.5	100.0
MALE	22.7	13.3	62.3	1.7	100.0
FEMALE	23.5	19.2	53.9	3.4	100.0

Table 56 Willingness to put in extra effort if needed to get the job done by Ministry (E5)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Total
MAL	0.0	0.0	100.0	100.0
MFMR/ MID	3.6	0.0	96.4	100.0
MJLA	0.0	0.0	100.0	100.0
MDPAC/ MFAET	9.1	0.0	90.9	100.0
MECCCDMM	0.0	0.0	100.0	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	100.0	100.0
MLHS	10.0	0.0	90.0	100.0
MFR	0.0	0.0	100.0	100.0
MCA	0.0	0.0	100.0	100.0
MPNS	0.0	1.1	98.9	100.0
MPS	0.0	0.0	100.0	100.0
MCT/ MCILI	0.0	0.0	100.0	100.0
MMERE	9.1	0.0	90.9	100.0
MEHRD	1.7	0.9	97.4	100.0
MHMS	0.0	0.0	100.0	100.0
MRD/MWYCA/OPMC	0.0	0.0	100.0	100.0
ONP/OGG	0.0	3.3	96.7	100.0
NJ	6.7	0.0	93.3	100.0
AG/ MOFT	0.0	3.6	96.4	100.0
ALL MINISTRIES	1.0	0.8	98.2	100.0
MALE	0.9	0.9	98.2	100.0
FEMALE	1.2	0.8	98.0	100.0

Table 57 Pride taken in work by Ministry (E2)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Total
MAL	0.0	0.0	100.0	100.0
MFMR/ MID	7.1	0.0	92.9	100.0
MJLA	0.0	6.3	93.8	100.0
MDPAC/ MFAET	9.1	0.0	90.9	100.0
MECCCDMM	0.0	0.0	100.0	100.0
MHA/ MNURP/ MPGIS	0.0	0.0	100.0	100.0
MLHS	10.0	0.0	90.0	100.0
MFR	0.0	0.0	100.0	100.0
MCA	0.0	0.0	100.0	100.0
MPNS	1.7	1.1	97.2	100.0
MPS	0.0	0.0	100.0	100.0
MCT/ MCILI	0.0	0.0	100.0	100.0
MMERE	9.1	0.0	90.9	100.0
MEHRD	2.6	3.5	93.9	100.0
MHMS	0.0	3.1	96.9	100.0
MRD/MWYCA/OPMC	0.0	3.7	96.3	100.0
ONP/OGG	0.0	0.0	100.0	100.0
NJ	0.0	0.0	100.0	100.0
AG/ MOFT	1.8	3.6	94.6	100.0
ALL MINISTRIES	1.8	2.0	96.2	100.0
MALE	2.2	1.5	96.3	100.0
FEMALE	1.3	2.6	96.1	100.0

Table 58 Receive a benefit (in pay or time-off) for any overtime hours by Ministry (E6)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	5.3	73.7	0.0	100.0
MFMR/ MID	53.6	17.9	28.6	0.0	100.0
MJLA	37.5	18.8	43.8	0.0	100.0
MDPAC/ MFAET	72.7	9.1	18.2	0.0	100.0
MECCCDMM	16.7	8.3	66.7	8.3	100.0
MHA/ MNURP/ MPGIS	46.2	7.7	46.2	0.0	100.0
MLHS	70.0	20.0	10.0	0.0	100.0
MFR	10.0	30.0	60.0	0.0	100.0
MCA	11.1	0.0	88.9	0.0	100.0
MPNS	62.7	10.2	26.6	0.6	100.0
MPS	25.0	8.3	58.3	8.3	100.0
MCT/ MCILI	52.4	23.8	23.8	0.0	100.0
MMERE	18.2	27.3	54.5	0.0	100.0
MEHRD	67.8	8.7	20.9	2.6	100.0
MHMS	51.2	10.2	37.0	1.6	100.0
MRD/MWYCA/OPMC	33.3	22.2	44.4	0.0	100.0
ONP/OGG	33.3	6.7	60.0	0.0	100.0
NJ	53.3	0.0	46.7	0.0	100.0
AG/ MOFT	39.3	17.9	41.1	1.8	100.0
ALL MINISTRIES	52.6	11.3	34.8	1.3	100.0
MALE	51.9	10.9	36.5	0.7	100.0
FEMALE	53.3	11.7	32.9	2.1	100.0

Table 59 Pay reflects employee's roles and responsibilities by Ministry (E6B)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	42.1	10.5	47.4	0.0	100.0
MFMR/ MID	82.1	0.0	17.9	0.0	100.0
MJLA	43.8	18.8	37.5	0.0	100.0
MDPAC/ MFAET	63.6	9.1	27.3	0.0	100.0
MECCCDMM	33.3	8.3	58.3	0.0	100.0
MHA/ MNURP/ MPGIS	38.5	0.0	61.5	0.0	100.0
MLHS	50.0	0.0	50.0	0.0	100.0
MFR	50.0	20.0	30.0	0.0	100.0
MCA	27.8	11.1	61.1	0.0	100.0
MPNS	70.6	8.5	20.9	0.0	100.0
MPS	25.0	16.7	58.3	0.0	100.0
MCT/ MCILI	42.9	14.3	42.9	0.0	100.0
MMERE	72.7	9.1	18.2	0.0	100.0
MEHRD	64.3	11.3	24.3	0.0	100.0
MHMS	47.2	14.2	38.6	0.0	100.0
MRD/MWYCA/OPMC	51.9	14.8	33.3	0.0	100.0
ONP/OGG	55.2	10.3	34.5	0.0	100.0
NJ	66.7	6.7	26.7	0.0	100.0
AG/ MOFT	55.4	17.9	23.2	3.6	100.0
ALL MINISTRIES	58.4	11.1	30.3	0.2	100.0
MALE	61.8	10.0	28.1	0.2	100.0
FEMALE	54.6	12.4	32.8	0.2	100.0

Table 60 Influence of factors on quality of work, including ability to arrive at work on time in the past 2 weeks (E10.1-10.4)

	E10.1 Access to transport		E10.2 The cost of transport to and from work		E10.3 Availability of transport		E10.4 Reliability of transport		E10.5 Traffic delays		E10.6 Family commitments		E10.7 Personal and family health concerns		E 10.8 Rain	
	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent -age of sample affected	Mean days affected	Percent -age of sample affected	Mean days affected
MAL	57.9	4.4	47.4	3.1	42.1	3.3	36.8	3.5	63.2	5.1	68.4	4.9	52.6	2.3	5.3	0.1
MFMR/ MID	35.7	3.2	39.3	2.6	35.7	2.8	39.3	3.0	50.0	4.6	17.9	1.4	7.1	0.1	3.6	0.0
MJLA	37.5	3.3	50.0	4.7	25.0	2.0	18.8	1.3	81.3	6.4	31.3	1.5	31.2	1.3	6.2	0.1
MDPAC/ MFAET	36.4	3.0	54.6	2.9	36.4	3.6	36.4	3.4	54.6	4.9	63.6	4.6	27.3	1.0	9.1	0.3
MECCDDMM	50.0	2.1	58.3	2.9	25.0	1.1	8.3	0.4	66.7	2.7	58.3	2.2	33.3	0.3	16.7	0.2
MHA/ MNURP/ MPGIS	46.2	3.6	76.9	6.1	46.2	4.2	23.1	2.3	69.2	5.8	38.5	2.8	15.4	0.9	7.7	0.2
MLHS	70.0	3.7	60.0	3.9	60.0	3.5	50.0	3.5	90.0	7.0	40.0	2.3	40.0	0.8	10.0	0.2
MFR	30.0	3.2	60.0	5.0	50.0	3.2	40.0	2.4	60.0	6.0	30.0	3.0	20.0	1.1	20.0	0.2
MCA	16.7	2.6	27.8	1.3	5.6	0.6	5.6	0.6	38.9	1.8	16.7	0.7	16.7	0.2	5.6	0.1
MPNS	46.9	4.5	52.5	4.0	37.9	2.9	32.8	2.3	54.8	4.4	36.2	2.4	19.2	0.6	7.9	0.1
MPS	16.7	1.3	41.7	3.5	16.7	1.5	25.0	2.3	66.7	4.2	41.7	2.4	25.0	1.1	0.0	0.0
MCT/ MCILI	61.9	5.8	57.1	5.7	61.9	6.2	52.4	5.2	76.2	7.4	47.6	4.3	57.1	2.1	0.0	0.0
MMERE	45.5	3.2	45.5	3.3	27.3	1.8	27.3	2.3	63.6	4.5	54.6	3.8	27.3	1.5	9.1	0.2
MEHRD	40.0	3.4	40.0	3.1	34.8	2.8	32.2	2.7	40.9	3.5	25.2	1.5	20.9	0.7	3.5	0.1

	E10.1 Access to transport		E10.2 The cost of transport to and from work		E10.3 Availability of transport		E10.4 Reliability of transport		E10.5 Traffic delays		E10.6 Family commitments		E10.7 Personal and family health concerns		E 10.8 Rain	
Ministries/ Agencies	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent age of sample affected	Mean days affected	Percent -age of sample affected	Mean days affected	Percent -age of sample affected	Mean days affected
MHMS	56.7	4.1	50.4	3.5	45.7	3.5	50.4	3.8	70.9	5.5	44.9	3.0	29.9	1.1	10.2	0.2
MRD/MWYCA /OPMC	48.2	3.7	55.6	4.2	44.4	2.8	44.4	3.1	66.7	4.9	63.0	5.4	18.5	0.6	7.4	0.1
ONP/OGG	26.7	2.3	40.0	2.5	23.3	0.9	40.0	2.3	50.0	3.3	23.3	1.5	6.7	0.4	0.0	0.0
NJ	46.7	4.3	53.3	5.0	33.3	3.0	0.0	0.0	73.3	6.3	40.0	2.9	33.3	0.8	20.0	0.2
AG/ MOFT	62.5	5.0	48.4	4.5	53.6	4.4	48.2	4.1	69.6	6.0	44.6	2.8	28.6	0.9	5.4	0.1
ALL MINISTRIES	45.8	3.5	48.4	3.6	38.3	3.0	36.0	2.8	57.3	4.6	36.8	2.5	23.8	0.8	6.6	0.1
MALE	43.6	3.4	46.9	3.5	36.2	2.8	33.5	2.6	55.7	4.7	34.2	2.3	23.0	0.8	6.5	0.1
FEMALE	48.4	3.8	50.2	4	40.9	3.3	39.0	3.1	59.3	4.8	40.0	2.9	24.8	0.9	6.8	0.1

Table 61 Workplace Challenges - High absenteeism amongst staff by Ministry (E11.6)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	10.5	68.4	0.0	100.0
MFMR/ MID	17.9	21.4	60.7	0.0	100.0
MJLA	31.3	6.3	62.5	0.0	100.0
MDPAC/ MFAET	36.4	36.4	27.3	0.0	100.0
MECCCDMM	41.7	16.7	41.7	0.0	100.0
MHA/ MNURP/ MPGIS	7.7	0.0	92.3	0.0	100.0
MLHS	40.0	10.0	50.0	0.0	100.0
MFR	0.0	10.0	80.0	10.0	100.0
MCA	38.9	22.2	38.9	0.0	100.0
MPNS	22.6	5.6	71.2	0.6	100.0
MPS	41.7	16.7	41.7	0.0	100.0
MCT/ MCILI	23.8	19.0	57.1	0.0	100.0
MMERE	18.2	0.0	81.8	0.0	100.0
MEHRD	32.2	16.5	51.3	0.0	100.0
MHMS	10.2	14.2	74.8	0.8	100.0
MRD/MWYCA/OPMC	37.0	33.3	29.6	0.0	100.0
ONP/OGG	46.7	0.0	53.3	0.0	100.0
NJ	20.0	6.7	73.3	0.0	100.0
AG/ MOFT	32.1	12.5	55.4	0.0	100.0
ALL MINISTRIES	26.0	12.8	60.8	0.4	100.0
MALE	24.9	11.6	63.2	0.3	100.0
FEMALE	27.1	14.3	58.1	0.5	100.0

Table 62 High absenteeism from staff within employee's Ministry/Agency negatively affects overall service delivery by Ministry (F8B)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Don't know
MAL	5.3	5.3	89.5	100.0
MFMR/ MID	17.9	7.1	75.0	100.0
MJLA	6.3	0.0	93.8	100.0
MDPAC/ MFAET	27.3	9.1	63.6	100.0
MECCCDMM	0.0	0.0	100.0	100.0
MHA/ MNURP/ MPGIS	0.0	7.7	92.3	100.0
MLHS	0.0	10.0	90.0	100.0
MFR	10.0	20.0	70.0	100.0
MCA	5.6	11.1	83.3	100.0
MPNS	7.9	6.2	85.9	100.0
MPS	16.7	8.3	75.0	100.0
MCT/ MCILI	4.8	0.0	95.2	100.0
MMERE	0.0	9.1	90.9	100.0
MEHRD	10.4	9.6	80.0	100.0
MHMS	2.4	6.3	91.3	100.0
MRD/MWYCA/OPMC	14.8	11.1	74.1	100.0
ONP/OGG	13.3	10.0	76.7	100.0
NJ	0.0	0.0	100.0	100.0
AG/ MOFT	5.4	10.7	83.9	100.0
ALL MINISTRIES	7.9	7.6	84.5	100.0
MALE	5.9	6.1	88.0	100.0
FEMALE	10.3	9.4	80.3	100.0

Table 63 High absenteeism from other staff in the division increases employee's workload by Ministry (F11B)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	21.1	57.9	0.0	100.0
MFMR/ MID	10.7	10.7	78.6	0.0	100.0
MJLA	25.0	18.8	56.3	0.0	100.0
MDPAC/ MFAET	36.4	9.1	54.5	0.0	100.0
MECCCDMM	25.0	8.3	66.7	0.0	100.0
MHA/ MNURP/ MPGIS	7.7	7.7	84.6	0.0	100.0
MLHS	30.0	10.0	60.0	0.0	100.0
MFR	0.0	0.0	100.0	0.0	100.0
MCA	44.4	5.6	50.0	0.0	100.0
MPNS	15.8	6.2	78.0	0.0	100.0
MPS	58.3	0.0	41.7	0.0	100.0
MCT/ MCILI	19.0	4.8	76.2	0.0	100.0
MMERE	0.0	0.0	100.0	0.0	100.0
MEHRD	25.2	12.2	62.6	0.0	100.0
MHMS	7.1	5.5	86.6	0.8	100.0
MRD/MWYCA/OPMC	33.3	14.8	51.9	0.0	100.0
ONP/OGG	16.7	6.7	76.7	0.0	100.0
NJ	6.7	13.3	80.0	0.0	100.0
AG/ MOFT	8.9	23.2	66.1	1.8	100.0
ALL MINISTRIES	18.4	9.6	71.8	0.2	100.0
MALE	15.9	8.6	75.3	0.2	100.0
FEMALE	21.3	10.8	67.7	0.2	100.0

Table 64 Ministry/Agency offers good opportunities for internal promotion based on work performance by Ministry (E7)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	5.3	47.4	47.4	0.0	100.0
MFMR/ MID	57.1	14.3	28.6	0.0	100.0
MJLA	18.8	18.8	62.5	0.0	100.0
MDPAC/ MFAET	20.0	40.0	40.0	0.0	100.0
MECCCDMM	0.0	8.3	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	23.1	0.0	76.9	0.0	100.0
MLHS	10.0	40.0	50.0	0.0	100.0
MFR	40.0	10.0	40.0	10.0	100.0
MCA	27.8	16.7	55.6	0.0	100.0
MPNS	35.6	11.9	51.4	1.1	100.0
MPS	33.3	8.3	41.7	16.7	100.0
MCT/ MCILI	23.8	23.8	52.4	0.0	100.0
MMERE	27.3	9.1	63.6	0.0	100.0
MEHRD	42.6	20.9	35.7	0.9	100.0
MHMS	40.9	15.0	44.1	0.0	100.0
MRD/MWYCA/OPMC	37.0	25.9	37.0	0.0	100.0
ONP/OGG	36.7	3.3	60.0	0.0	100.0
NJ	60.0	0.0	40.0	0.0	100.0
AG/ MOFT	23.2	21.4	53.6	1.8	100.0
ALL MINISTRIES	35.6	16.9	46.6	0.9	100.0
MALE	33.2	16.9	49.4	0.5	100.0
FEMALE	38.4	16.9	43.2	1.5	100.0

Table 65 Ministry/Agency offers good opportunities for internal promotion based on education, skills and experience by Ministry (E8)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	15.8	21.1	63.2	0.0	100.0
MFMR/ MID	46.4	10.7	42.9	0.0	100.0
MJLA	6.3	25.0	68.8	0.0	100.0
MDPAC/ MFAET	40.0	10.0	50.0	0.0	100.0
MECCCDMM	8.3	0.0	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	15.4	69.2	0.0	100.0
MLHS	10.0	30.0	60.0	0.0	100.0
MFR	40.0	10.0	40.0	10.0	100.0
MCA	11.1	22.2	66.7	0.0	100.0
MPNS	32.2	10.7	55.9	1.1	100.0
MPS	41.7	8.3	33.3	16.7	100.0
MCT/ MCILI	28.6	9.5	61.9	0.0	100.0
MMERE	27.3	0.0	72.7	0.0	100.0
MEHRD	39.1	20.0	40.0	0.9	100.0
MHMS	39.4	15.0	45.7	0.0	100.0
MRD/MWYCA/OPMC	22.2	25.9	51.9	0.0	100.0
ONP/OGG	26.7	6.7	63.3	3.3	100.0
NJ	60.0	0.0	40.0	0.0	100.0
AG/ MOFT	26.8	12.5	58.9	1.8	100.0
ALL MINISTRIES	32.8	14.6	51.5	1.1	100.0
MALE	30.0	14.9	54.4	0.7	100.0
FEMALE	36.2	14.2	48.1	1.5	100.0

Table 66 Necessary training to keep up with job demands is provided by Ministry (F2)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	36.8	0.0	63.2	0.0	100.0
MFMR/ MID	14.3	3.6	82.1	0.0	100.0
MJLA	31.3	6.3	56.3	6.3	100.0
MDPAC/ MFAET	18.2	18.2	63.6	0.0	100.0
MECCCDMM	25.0	0.0	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	38.5	15.4	38.5	7.7	100.0
MLHS	30.0	10.0	60.0	0.0	100.0
MFR	20.0	20.0	60.0	0.0	100.0
MCA	22.2	11.1	66.7	0.0	100.0
MPNS	40.7	8.5	50.8	0.0	100.0
MPS	33.3	16.7	50.0	0.0	100.0
MCT/ MCILI	38.1	4.8	57.1	0.0	100.0
MMERE	18.2	18.2	63.6	0.0	100.0
MEHRD	27.8	6.1	66.1	0.0	100.0
MHMS	31.5	9.4	59.1	0.0	100.0
MRD/MWYCA/OPMC	29.6	11.1	59.3	0.0	100.0
ONP/OGG	33.3	6.7	60.0	0.0	100.0
NJ	46.7	0.0	53.3	0.0	100.0
AG/ MOFT	25.0	10.7	62.5	1.8	100.0
ALL MINISTRIES	31.6	8.1	60.0	0.3	100.0
MALE	33.8	6.9	58.9	0.4	100.0
FEMALE	28.9	9.5	61.3	0.3	100.0

Table 67 Ministry/Agency supports the career development of all employees by Ministry (F3)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	47.4	21.1	31.6	0.0	100.0
MFMR/ MID	32.1	0.0	67.9	0.0	100.0
MJLA	25.0	12.5	62.5	0.0	100.0
MDPAC/ MFAET	18.2	9.1	72.7	0.0	100.0
MECCCDMM	25.0	8.3	66.7	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	15.4	69.2	0.0	100.0
MLHS	20.0	0.0	80.0	0.0	100.0
MFR	50.0	10.0	40.0	0.0	100.0
MCA	22.2	27.8	50.0	0.0	100.0
MPNS	39.5	14.1	45.2	1.1	100.0
MPS	25.0	0.0	75.0	0.0	100.0
MCT/ MCILI	28.6	4.8	66.7	0.0	100.0
MMERE	18.2	27.3	54.5	0.0	100.0
MEHRD	30.4	13.0	54.8	1.7	100.0
MHMS	25.2	24.4	50.4	0.0	100.0
MRD/MWYCA/OPMC	37.0	14.8	48.1	0.0	100.0
ONP/OGG	20.0	26.7	53.3	0.0	100.0
NJ	40.0	0.0	60.0	0.0	100.0
AG/ MOFT	16.1	21.4	62.5	0.0	100.0
ALL MINISTRIES	30.3	15.5	53.5	0.7	100.0
MALE	33.1	13.3	53.4	0.2	100.0
FEMALE	27.0	18.2	59.7	1.1	100.0

Table 68 Employee can see a future in the Public Service by Ministry (F4)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	26.3	52.6	0.0	100.0
MFMR/ MID	7.1	17.9	75.0	0.0	100.0
MJLA	6.3	18.8	75.0	0.0	100.0
MDPAC/ MFAET	27.3	18.2	54.5	0.0	100.0
MECCCDMM	0.0	16.7	83.3	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	15.4	61.5	7.7	100.0
MLHS	10.0	20.0	70.0	0.0	100.0
MFR	30.0	30.0	40.0	0.0	100.0
MCA	22.2	22.2	55.6	0.0	100.0
MPNS	13.0	16.4	68.9	1.7	100.0
MPS	8.3	25.0	66.7	0.0	100.0
MCT/ MCILI	23.8	9.5	66.7	0.0	100.0
MMERE	0.0	18.2	81.8	0.0	100.0
MEHRD	25.2	14.8	57.4	2.6	100.0
MHMS	14.2	18.1	67.7	0.0	100.0
MRD/MWYCA/OPMC	29.6	18.5	51.9	0.0	100.0
ONP/OGG	6.7	16.7	76.7	0.0	100.0
NJ	40.0	6.7	53.3	0.0	100.0
AG/ MOFT	12.5	16.1	66.1	5.4	100.0
ALL MINISTRIES	17.1	16.8	64.6	1.5	100.0
MALE	19.2	14.2	64.7	1.9	100.0
FEMALE	14.8	19.9	64.4	0.9	100.0

Table 69 Workplace Challenges - Differences in perspective between employee's immediate supervisor and the permanent secretary by Ministry (E11.8)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	26.3	15.8	57.9	0.0	100.0
MFMR/ MID	21.4	3.6	75.0	0.0	100.0
MJLA	31.3	31.3	18.8	18.8	100.0
MDPAC/ MFAET	45.5	18.2	36.4	0.0	100.0
MECCCDMM	58.3	8.3	25.0	8.3	100.0
MHA/ MNURP/ MPGIS	53.8	15.4	23.1	7.7	100.0
MLHS	40.0	40.0	20.0	0.0	100.0
MFR	20.0	30.0	40.0	10.0	100.0
MCA	61.1	11.1	22.2	5.6	100.0
MPNS	20.3	24.3	50.8	4.5	100.0
MPS	25.0	25.0	41.7	8.3	100.0
MCT/ MCILI	28.6	9.5	61.9	0.0	100.0
MMERE	45.5	0.0	45.5	9.1	100.0
MEHRD	19.1	35.7	40.0	5.2	100.0
MHMS	15.7	26.0	55.9	2.4	100.0
MRD/MWYCA/OPMC	40.7	18.5	37.0	3.7	100.0
ONP/OGG	36.7	26.7	30.0	6.7	100.0
NJ	46.7	13.3	33.3	6.7	100.0
AG/ MOFT	30.4	48.2	17.9	3.6	100.0
ALL MINISTRIES	25.4	26.5	43.6	4.5	100.0
MALE	24.6	27.4	43.8	4.2	100.0
FEMALE	26.4	25.5	43.3	4.8	100.0

Table 70 Workplace Challenges - Differences in perspective between employee's immediate supervisor and the Minister by Ministry (E11.9)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	26.3	31.6	42.1	0.0	100.0
MFMR/ MID	17.9	14.3	67.9	0.0	100.0
MJLA	25.0	37.5	31.3	6.3	100.0
MDPAC/ MFAET	45.5	18.2	36.4	0.0	100.0
MECCCDMM	50.0	8.3	33.3	8.3	100.0
MHA/ MNURP/ MPGIS	53.8	38.5	7.7	0.0	100.0
MLHS	50.0	20.0	30.0	0.0	100.0
MFR	20.0	10.0	60.0	10.0	100.0
MCA	50.0	22.2	22.2	5.6	100.0
MPNS	19.8	33.3	40.7	6.2	100.0
MPS	25.0	33.3	33.3	8.3	100.0
MCT/ MCILI	33.3	28.6	38.1	0.0	100.0
MMERE	45.5	0.0	45.5	9.1	100.0
MEHRD	21.7	33.0	40.0	5.2	100.0
MHMS	15.0	38.6	44.1	2.4	100.0
MRD/MWYCA/OPMC	40.7	18.5	37.0	3.7	100.0
ONP/OGG	40.0	26.7	23.3	10.0	100.0
NJ	26.7	33.3	33.3	6.7	100.0
AG/ MOFT	26.8	51.8	16.1	5.4	100.0
ALL MINISTRIES	25.0	32.0	38.2	4.8	100.0
MALE	24.2	32.0	38.9	4.9	100.0
FEMALE	26.0	32.0	37.4	4.6	100.0

Table 71 Ideas and suggestions for improving overall service delivery quality of the Ministry or Agency would be welcomed by Ministry (F1)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	36.8	52.6	0.0	100.0
MFMR/ MID	25.0	14.3	60.7	0.0	100.0
MJLA	25.0	6.3	68.8	0.0	100.0
MDPAC/ MFAET	18.2	0.0	72.7	9.1	100.0
MECCCDMM	8.3	16.7	75.0	0.0	100.0
MHA/ MNURP/ MPGIS	0.0	7.7	92.3	0.0	100.0
MLHS	20.0	20.0	60.0	0.0	100.0
MFR	20.0	20.0	60.0	0.0	100.0
MCA	27.8	0.0	72.2	0.0	100.0
MPNS	20.9	16.4	61.0	1.7	100.0
MPS	8.3	16.7	75.0	0.0	100.0
MCT/ MCILI	19.0	0.0	81.0	0.0	100.0
MMERE	9.1	9.1	81.8	0.0	100.0
MEHRD	15.7	8.7	73.0	2.6	100.0
MHMS	20.5	18.1	60.6	0.8	100.0
MRD/MWYCA/OPMC	7.4	3.7	88.9	0.0	100.0
ONP/OGG	6.7	10.0	80.0	3.3	100.0
NJ	26.7	6.7	66.7	0.0	100.0
AG/ MOFT	8.9	19.6	71.4	0.0	100.0
ALL MINISTRIES	17.1	13.2	68.3	1.4	100.0
MALE	18.4	12.1	68.0	1.5	100.0
FEMALE	15.7	14.4	68.6	1.3	100.0

Table 72 Essential information flows effectively from Senior Management to staff by Ministry (F5)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	31.6	57.9	0.0	100.0
MFMR/ MID	17.9	3.6	78.6	0.0	100.0
MJLA	25.0	6.3	68.8	0.0	100.0
MDPAC/ MFAET	18.2	18.2	63.6	0.0	100.0
MECCCDMM	16.7	16.7	66.7	0.0	100.0
MHA/ MNURP/ MPGIS	23.1	0.0	76.9	0.0	100.0
MLHS	10.0	10.0	80.0	0.0	100.0
MFR	40.0	20.0	40.0	0.0	100.0
MCA	22.2	11.1	66.7	0.0	100.0
MPNS	31.1	13.0	55.4	0.6	100.0
MPS	25.0	8.3	66.7	0.0	100.0
MCT/ MCILI	19.0	14.3	66.7	0.0	100.0
MMERE	18.2	9.1	72.7	0.0	100.0
MEHRD	28.7	16.5	53.9	0.9	100.0
MHMS	33.9	13.4	52.8	0.0	100.0
MRD/MWYCA/OPMC	29.6	7.4	63.0	0.0	100.0
ONP/OGG	10.0	13.3	76.7	0.0	100.0
NJ	33.3	6.7	60.0	0.0	100.0
AG/ MOFT	17.9	25.0	57.1	0.0	100.0
ALL MINISTRIES	26.7	14.2	58.8	0.3	100.0
MALE	26.7	13.3	59.8	0.2	100.0
FEMALE	26.6	15.4	57.5	0.5	100.0

Table 73 Employee confidence in the Senior Management of Ministry/Agency by Ministry (F6)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	26.3	63.2	0.0	100.0
MFMR/ MID	7.1	7.1	85.7	0.0	100.0
MJLA	6.3	6.3	87.5	0.0	100.0
MDPAC/ MFAET	0.0	27.3	72.7	0.0	100.0
MECCCDMM	0.0	41.7	58.3	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	0.0	84.6	0.0	100.0
MLHS	0.0	20.0	80.0	0.0	100.0
MFR	20.0	30.0	50.0	0.0	100.0
MCA	22.2	16.7	61.1	0.0	100.0
MPNS	24.3	19.2	55.4	1.1	100.0
MPS	25.0	0.0	75.0	0.0	100.0
MCT/ MCILI	23.8	4.8	71.4	0.0	100.0
MMERE	18.2	9.1	72.7	0.0	100.0
MEHRD	27.0	14.8	57.4	0.9	100.0
MHMS	26.8	21.3	52.0	0.0	100.0
MRD/MWYCA/OPMC	14.8	29.6	51.9	3.7	100.0
ONP/OGG	6.7	16.7	76.7	0.0	100.0
NJ	13.3	20.0	66.7	0.0	100.0
AG/ MOFT	16.1	16.1	67.9	0.0	100.0
ALL MINISTRIES	20.9	17.6	60.9	0.6	100.0
MALE	21.1	16.9	61.5	0.5	100.0
FEMALE	20.7	18.4	60.2	0.7	100.0

Table 74 Senior Management in Ministry/Agency make effective and timely decisions by Ministry (F7)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	21.1	26.3	52.6	0.0	100.0
MFMR/ MID	28.6	3.6	67.9	0.0	100.0
MJLA	0.0	12.5	87.5	0.0	100.0
MDPAC/ MFAET	0.0	27.3	72.7	0.0	100.0
MECCCDMM	0.0	8.3	91.7	0.0	100.0
MHA/ MNURP/ MPGIS	7.7	7.7	84.6	0.0	100.0
MLHS	30.0	20.0	50.0	0.0	100.0
MFR	30.0	20.0	50.0	0.0	100.0
MCA	22.2	11.1	66.7	0.0	100.0
MPNS	32.2	17.5	49.7	0.6	100.0
MPS	25.0	25.0	50.0	0.0	100.0
MCT/ MCILI	23.8	23.8	52.4	0.0	100.0
MMERE	9.1	27.3	54.5	9.1	100.0
MEHRD	33.9	21.7	43.5	0.9	100.0
MHMS	35.4	25.2	39.4	0.0	100.0
MRD/MWYCA/OPMC	29.6	29.6	40.7	0.0	100.0
ONP/OGG	10.0	10.0	80.0	0.0	100.0
NJ	33.3	0.0	66.7	0.0	100.0
AG/ MOFT	21.4	23.2	55.4	0.0	100.0
ALL MINISTRIES	28.2	19.6	51.8	0.4	100.0
MALE	28.4	19.2	52.2	0.2	100.0
FEMALE	27.9	20.2	51.2	0.7	100.0

Table 75 Ministry/Agency responds effectively to matters relating to *wantokism* (favouritism) by Ministry (F8)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	42.1	26.3	31.6	0.0	100.0
MFMR/ MID	17.9	14.3	64.3	3.6	100.0
MJLA	31.3	6.3	56.3	6.3	100.0
MDPAC/ MFAET	9.1	27.3	63.6	0.0	100.0
MECCCDMM	16.7	33.3	41.7	8.3	100.0
MHA/ MNURP/ MPGIS	46.2	23.1	30.8	0.0	100.0
MLHS	10.0	30.0	60.0	0.0	100.0
MFR	40.0	20.0	40.0	0.0	100.0
MCA	44.4	11.1	44.4	0.0	100.0
MPNS	35.0	20.3	42.4	2.3	100.0
MPS	33.3	0.0	66.7	0.0	100.0
MCT/ MCILI	28.6	23.8	47.6	0.0	100.0
MMERE	27.3	18.2	54.5	0.0	100.0
MEHRD	33.9	18.3	46.1	1.7	100.0
MHMS	42.5	20.5	35.4	1.6	100.0
MRD/MWYCA/OPMC	22.2	40.7	37.0	0.0	100.0
ONP/OGG	25.0	28.6	46.4	0.0	100.0
NJ	20.0	33.3	46.7	0.0	100.0
AG/ MOFT	26.8	35.7	37.5	0.0	100.0
ALL MINISTRIES	32.9	21.7	43.8	1.6	100.0
MALE	32.7	22.6	43.0	1.7	100.0
FEMALE	33.3	20.7	44.6	1.4	100.0

Table 76 Effective processes/procedures in place to deal with poor work performance by Ministry (F12)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	31.6	21.1	47.4	0.0	100.0
MFMR/ MID	39.3	17.9	42.9	0.0	100.0
MJLA	12.5	12.5	75.0	0.0	100.0
MDPAC/ MFAET	54.5	0.0	45.5	0.0	100.0
MECCCDMM	16.7	16.7	66.7	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	7.7	76.9	0.0	100.0
MLHS	50.0	20.0	30.0	0.0	100.0
MFR	40.0	30.0	30.0	0.0	100.0
MCA	33.3	11.1	55.6	0.0	100.0
MPNS	14.7	4.5	80.8	0.0	100.0
MPS	16.7	8.3	75.0	0.0	100.0
MCT/ MCILI	19.0	0.0	81.0	0.0	100.0
MMERE	36.4	0.0	63.6	0.0	100.0
MEHRD	15.7	12.2	71.3	0.9	100.0
MHMS	37.8	9.4	52.8	0.0	100.0
MRD/MWYCA/OPMC	25.9	7.4	66.7	0.0	100.0
ONP/OGG	16.7	10.0	73.3	0.0	100.0
NJ	46.7	0.0	46.7	6.7	100.0
AG/ MOFT	21.4	19.6	57.1	1.8	100.0
ALL MINISTRIES	23.3	10.0	66.2	0.5	100.0
MALE	21.6	10.1	68.1	0.2	100.0
FEMALE	25.3	10.0	64.0	0.7	100.0

Table 77 Senior Management will try to resolve concerns raised in this survey by Ministry (F13)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	15.8	68.4	5.3	100.0
MFMR/ MID	10.7	21.4	67.9	0.0	100.0
MJLA	6.3	18.8	75.0	0.0	100.0
MDPAC/ MFAET	0.0	18.2	81.8	0.0	100.0
MECCCDMM	0.0	16.7	83.3	0.0	100.0
MHA/ MNURP/ MPGIS	15.4	7.7	76.9	0.0	100.0
MLHS	10.0	0.0	90.0	0.0	100.0
MFR	20.0	10.0	70.0	0.0	100.0
MCA	22.2	5.6	72.2	0.0	100.0
MPNS	8.5	16.9	73.4	1.1	100.0
MPS	0.0	33.3	66.7	0.0	100.0
MCT/ MCILI	9.5	4.8	85.7	0.0	100.0
MMERE	9.1	0.0	90.9	0.0	100.0
MEHRD	8.7	18.3	71.3	1.7	100.0
MHMS	3.1	19.7	76.4	0.8	100.0
MRD/MWYCA/OPMC	18.5	22.2	59.3	0.0	100.0
ONP/OGG	0.0	13.3	86.7	0.0	100.0
NJ	6.7	20.0	73.3	0.0	100.0
AG/ MOFT	10.7	26.8	62.5	0.0	100.0
ALL MINISTRIES	8.1	17.5	73.5	0.9	100.0
MALE	11.0	17.4	71.1	0.5	100.0
FEMALE	4.7	17.7	76.2	1.4	100.0

Table 78 Required resources and equipment to do the job well are provided by Ministry (F10)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Don't know
MAL	47.4	10.5	42.1	100.0
MFMR/ MID	53.6	7.1	39.3	100.0
MJLA	18.8	6.3	75.0	100.0
MDPAC/ MFAET	18.2	9.1	72.7	100.0
MECCCDMM	33.3	0.0	66.7	100.0
MHA/ MNURP/ MPGIS	23.1	7.7	69.2	100.0
MLHS	40.0	30.0	30.0	100.0
MFR	40.0	10.0	50.0	100.0
MCA	22.2	11.1	66.7	100.0
MPNS	51.4	8.5	40.1	100.0
MPS	8.3	8.3	83.3	100.0
MCT/ MCILI	14.3	0.0	85.7	100.0
MMERE	36.4	9.1	54.5	100.0
MEHRD	42.6	7.8	49.6	100.0
MHMS	59.1	9.4	31.5	100.0
MRD/MWYCA/OPMC	29.6	11.1	59.3	100.0
ONP/OGG	20.0	10.0	70.0	100.0
NJ	40.0	0.0	60.0	100.0
AG/ MOFT	10.7	14.3	75.0	100.0
ALL MINISTRIES	41.1	8.8	50.1	100.0
MALE	40.2	9.3	50.5	100.0
FEMALE	42.3	8.2	49.5	100.0

Table 79 Physical work environment (office, workspace, lighting, air conditioning etc.) is comfortable enough to not to distract from work by Ministry (F11)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Don't know
MAL	42.1	21.1	36.8	100.0
MFMR/ MID	25.0	0.0	75.0	100.0
MJLA	43.8	6.3	50.0	100.0
MDPAC/ MFAET	0.0	0.0	100.0	100.0
MECCCDMM	16.7	0.0	83.3	100.0
MHA/ MNURP/ MPGIS	23.1	30.8	46.2	100.0
MLHS	30.0	20.0	50.0	100.0
MFR	40.0	20.0	40.0	100.0
MCA	44.4	11.1	44.4	100.0
MPNS	48.6	9.6	41.8	100.0
MPS	25.0	8.3	66.7	100.0
MCT/ MCILI	33.3	0.0	66.7	100.0
MMERE	27.3	18.2	54.5	100.0
MEHRD	46.1	8.7	45.2	100.0
MHMS	54.3	9.4	36.2	100.0
MRD/MWYCA/OPMC	18.5	11.1	70.4	100.0
ONP/OGG	16.7	13.3	70.0	100.0
NJ	40.0	0.0	60.0	100.0
AG/ MOFT	19.6	16.1	64.3	100.0
ALL MINISTRIES	40.5	9.8	49.7	100.0
MALE	38.1	11.4	50.5	100.0
FEMALE	43.2	7.9	48.9	100.0

Table 80 Positive working relationship/s with co-workers by Ministry (E3)

Ministries/Agencies	Agreement Rating			
	Disagree	Neither agree nor disagree	Agree	Total
MAL	0.0	5.3	94.7	100.0
MFMR/ MID	7.1	0.0	92.9	100.0
MJLA	0.0	0.0	100.0	100.0
MDPAC/ MFAET	0.0	0.0	100.0	100.0
MECCCDMM	8.3	0.0	91.7	100.0
MHA/ MNURP/ MPGIS	0.0	7.7	92.3	100.0
MLHS	10.0	0.0	90.0	100.0
MFR	0.0	0.0	100.0	100.0
MCA	0.0	11.1	88.9	100.0
MPNS	1.1	3.4	95.5	100.0
MPS	8.3	0.0	91.7	100.0
MCT/ MCILI	0.0	0.0	100.0	100.0
MMERE	0.0	9.1	90.9	100.0
MEHRD	1.7	1.7	96.5	100.0
MHMS	1.6	3.9	94.5	100.0
MRD/MWYCA/OPMC	3.7	7.4	88.9	100.0
ONP/OGG	6.7	0.0	93.3	100.0
NJ	0.0	0.0	100.0	100.0
AG/ MOFT	0.0	3.6	96.4	100.0
ALL MINISTRIES	1.9	2.9	95.2	100.0
MALE	2.0	3.1	94.9	100.0
FEMALE	1.8	2.6	95.6	100.0

Table 81 Workplace Challenges - Constantly changing priorities by Ministry (E11.1)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	15.8	10.5	73.7	0.0	100.0
MFMR/ MID	17.9	10.7	71.4	0.0	100.0
MJLA	31.3	12.5	56.3	0.0	100.0
MDPAC/ MFAET	45.5	18.2	36.4	0.0	100.0
MECCCDMM	50.0	16.7	33.3	0.0	100.0
MHA/ MNURP/ MPGIS	23.1	0.0	76.9	0.0	100.0
MLHS	40.0	20.0	40.0	0.0	100.0
MFR	10.0	30.0	50.0	10.0	100.0
MCA	27.8	5.6	66.7	0.0	100.0
MPNS	24.9	10.2	63.8	1.1	100.0
MPS	41.7	0.0	50.0	8.3	100.0
MCT/ MCILI	28.6	9.5	61.9	0.0	100.0
MMERE	45.5	9.1	45.5	0.0	100.0
MEHRD	28.7	7.8	60.9	2.6	100.0
MHMS	29.1	11.8	57.5	1.6	100.0
MRD/MWYCA/OPMC	29.6	7.4	59.3	3.7	100.0
ONP/OGG	50.0	6.7	43.3	0.0	100.0
NJ	26.7	20.0	53.3	0.0	100.0
AG/ MOFT	37.5	19.6	42.9	0.0	100.0
ALL MINISTRIES	29.5	10.6	58.4	1.5	100.0
MALE	30.1	10.1	59.3	0.5	100.0
FEMALE	28.8	11.3	57.3	2.6	100.0

Table 82 Workplace Challenges - Lack of stability in Ministry/Agency by Ministry (E11.2)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	15.8	21.1	63.2	0.0	100.0
MFMR/ MID	14.3	14.3	71.4	0.0	100.0
MJLA	18.8	25.0	56.3	0.0	100.0
MDPAC/ MFAET	45.5	27.3	27.3	0.0	100.0
MECCCDMM	41.7	25.0	33.3	0.0	100.0
MHA/ MNURP/ MPGIS	30.8	7.7	61.5	0.0	100.0
MLHS	50.0	20.0	30.0	0.0	100.0
MFR	10.0	0.0	80.0	10.0	100.0
MCA	5.6	5.6	88.9	0.0	100.0
MPNS	20.9	12.4	65.5	1.1	100.0
MPS	33.3	8.3	58.3	0.0	100.0
MCT/ MCILI	28.6	4.8	66.7	0.0	100.0
MMERE	36.4	18.2	45.5	0.0	100.0
MEHRD	17.4	20.9	60.9	0.9	100.0
MHMS	19.7	15.0	63.8	1.6	100.0
MRD/MWYCA/OPMC	25.9	7.4	63.0	3.7	100.0
ONP/OGG	56.7	13.3	30.0	0.0	100.0
NJ	26.7	0.0	73.3	0.0	100.0
AG/ MOFT	37.5	32.1	28.6	1.8	100.0
ALL MINISTRIES	23.6	16.2	59.1	1.1	100.0
MALE	23.9	16.8	59.0	0.3	100.0
FEMALE	23.2	15.5	59.3	2.0	100.0

Table 83 Workplace Challenges - Too many approval points by Ministry (E11.3)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	10.5	15.8	73.7	0.0	100.0
MFMR/ MID	10.7	17.9	71.4	0.0	100.0
MJLA	18.8	18.8	56.3	6.3	100.0
MDPAC/ MFAET	54.5	27.3	18.2	0.0	100.0
MECCCDMM	33.3	0.0	66.7	0.0	100.0
MHA/ MNURP/ MPGIS	38.5	0.0	61.5	0.0	100.0
MLHS	30.0	20.0	50.0	0.0	100.0
MFR	0.0	0.0	100.0	0.0	100.0
MCA	27.8	33.3	38.9	0.0	100.0
MPNS	11.3	4.5	83.6	0.6	100.0
MPS	50.0	0.0	50.0	0.0	100.0
MCT/ MCILI	9.5	4.8	85.7	0.0	100.0
MMERE	27.3	0.0	72.7	0.0	100.0
MEHRD	14.8	17.4	64.3	3.5	100.0
MHMS	19.7	9.4	70.9	0.0	100.0
MRD/MWYCA/OPMC	33.3	14.8	51.9	0.0	100.0
ONP/OGG	40.0	3.3	53.3	3.3	100.0
NJ	13.3	0.0	86.7	0.0	100.0
AG/ MOFT	26.8	12.5	58.9	1.8	100.0
ALL MINISTRIES	19.0	11.0	68.6	1.4	100.0
MALE	18.5	9.0	71.2	1.3	100.0
FEMALE	19.6	13.3	65.7	1.4	100.0

Table 84 Workplace Challenges - Unreasonable deadlines by Ministry (E11.4)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	15.8	26.3	57.9	0.0	100.0
MFMR/ MID	28.6	3.6	67.9	0.0	100.0
MJLA	25.0	31.3	37.5	6.3	100.0
MDPAC/ MFAET	36.4	18.2	45.5	0.0	100.0
MECCCDMM	41.7	16.7	41.7	0.0	100.0
MHA/ MNURP/ MPGIS	38.5	0.0	61.5	0.0	100.0
MLHS	40.0	20.0	40.0	0.0	100.0
MFR	10.0	40.0	50.0	0.0	100.0
MCA	33.3	11.1	50.0	5.6	100.0
MPNS	23.2	13.0	63.3	0.6	100.0
MPS	33.3	16.7	50.0	0.0	100.0
MCT/ MCILI	28.6	19.0	52.4	0.0	100.0
MMERE	36.4	0.0	63.6	0.0	100.0
MEHRD	25.2	7.0	65.2	2.6	100.0
MHMS	35.4	17.3	46.5	0.8	100.0
MRD/MWYCA/OPMC	22.2	18.5	59.3	0.0	100.0
ONP/OGG	46.7	3.3	46.7	3.3	100.0
NJ	33.3	33.3	33.3	0.0	100.0
AG/ MOFT	39.3	26.8	30.4	3.6	100.0
ALL MINISTRIES	29.2	13.9	55.4	1.5	100.0
MALE	28.7	13.7	57.1	0.5	100.0
FEMALE	29.7	14.1	53.5	2.7	100.0

Table 85 Workplace Challenges - Fewer resources, without a reduction in workload by Ministry (E11.5)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	5.3	21.1	73.7	0.0	100.0
MFMR/ MID	17.9	3.6	78.6	0.0	100.0
MJLA	12.5	18.8	62.5	6.3	100.0
MDPAC/ MFAET	36.4	36.4	27.3	0.0	100.0
MECCCDMM	16.7	16.7	58.3	8.3	100.0
MHA/ MNURP/ MPGIS	23.1	7.7	69.2	0.0	100.0
MLHS	10.0	0.0	90.0	0.0	100.0
MFR	0.0	20.0	80.0	0.0	100.0
MCA	33.3	0.0	66.7	0.0	100.0
MPNS	9.0	5.1	84.7	1.1	100.0
MPS	58.3	0.0	41.7	0.0	100.0
MCT/ MCILI	23.8	9.5	66.7	0.0	100.0
MMERE	0.0	18.2	81.8	0.0	100.0
MEHRD	15.7	9.6	73.9	0.9	100.0
MHMS	5.5	5.5	88.2	0.8	100.0
MRD/MWYCA/OPMC	29.6	11.1	59.3	0.0	100.0
ONP/OGG	36.7	3.3	60.0	0.0	100.0
NJ	26.7	0.0	73.3	0.0	100.0
AG/ MOFT	17.9	17.9	64.3	0.0	100.0
ALL MINISTRIES	15.2	8.6	75.4	0.8	100.0
MALE	13.3	9.4	76.6	0.7	100.0
FEMALE	17.4	7.6	74.0	1.0	100.0

Table 86 Workplace Challenges - Lack of clear strategic direction by the Permanent and/or Undersecretary by Ministry (E11.7)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	15.8	15.8	68.4	0.0	100.0
MFMR/ MID	17.9	17.9	64.3	0.0	100.0
MJLA	37.5	25.0	31.3	6.3	100.0
MDPAC/ MFAET	45.5	27.3	27.3	0.0	100.0
MECCCDMM	41.7	8.3	33.3	16.7	100.0
MHA/ MNURP/ MPGIS	61.5	7.7	30.8	0.0	100.0
MLHS	30.0	30.0	40.0	0.0	100.0
MFR	20.0	0.0	70.0	10.0	100.0
MCA	27.8	27.8	38.9	5.6	100.0
MPNS	22.6	22.0	52.5	2.8	100.0
MPS	50.0	8.3	41.7	0.0	100.0
MCT/ MCILI	9.5	9.5	76.2	4.8	100.0
MMERE	45.5	18.2	27.3	9.1	100.0
MEHRD	17.4	29.6	49.6	3.5	100.0
MHMS	19.7	21.3	58.3	0.8	100.0
MRD/MWYCA/OPMC	33.3	25.9	37.0	3.7	100.0
ONP/OGG	50.0	13.3	33.3	3.3	100.0
NJ	26.7	0.0	73.3	0.0	100.0
AG/ MOFT	33.9	48.2	16.1	1.8	100.0
ALL MINISTRIES	24.8	23.6	48.7	2.9	100.0
MALE	25.8	22.9	49.1	2.2	100.0
FEMALE	23.8	24.3	48.2	3.7	100.0

Table 87 Workplace Challenges - Political interference in the workplace by Ministry (E11.10)

Ministries/Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Don't know	Total
MAL	31.6	15.8	52.6	0.0	100.0
MFMR/ MID	14.3	14.3	71.4	0.0	100.0
MJLA	31.3	25.0	43.8	0.0	100.0
MDPAC/ MFAET	36.4	9.1	45.5	9.1	100.0
MECCCDMM	25.0	25.0	41.7	8.3	100.0
MHA/ MNURP/ MPGIS	38.5	30.8	30.8	0.0	100.0
MLHS	40.0	10.0	50.0	0.0	100.0
MFR	0.0	0.0	80.0	20.0	100.0
MCA	33.3	16.7	50.0	0.0	100.0
MPNS	26.6	16.4	53.1	4.0	100.0
MPS	33.3	16.7	50.0	0.0	100.0
MCT/ MCILI	19.0	9.5	71.4	0.0	100.0
MMERE	18.2	18.2	63.6	0.0	100.0
MEHRD	30.4	21.7	45.2	2.6	100.0
MHMS	26.8	29.1	42.5	1.6	100.0
MRD/MWYCA/OPMC	33.3	14.8	48.1	3.7	100.0
ONP/OGG	33.3	6.7	56.7	3.3	100.0
NJ	46.7	40.0	13.3	0.0	100.0
AG/ MOFT	25.0	33.9	39.3	1.8	100.0
ALL MINISTRIES	28.1	20.5	48.7	2.7	100.0
MALE	29.1	17.4	50.8	2.7	100.0
FEMALE	27.0	24.0	46.3	2.7	100.0

APPENDIX III: ADDITIONAL DETAIL - TABULATED DATA FROM RESIDENT AND BUSINESS SURVEY

Table 88 Knowledge of the types of services each of the Ministries and Agencies offer (C2)

	Percentage
Disagree	23.9
Neither agree nor disagree	27.9
Agree	48.2
Total	100.0

Table 89 Knowledge of the types of services each of the Ministries and Agencies offer (C2)

	Male %	Female %	Overall %
Disagree	8.0	16.7	10.3
Neither agree nor disagree	10.0	16.7	11.8
Agree	82.0	66.6	77.9
Total	100.00	100.0	100.0

Table 90 Ministries/Agencies used by Residents (C1)

	Male		Female		Overall	
	n	Median	n	Median	n	Median
C1:9 Ministry of health and medical services (MHMS)	177	4	186	5	363	5
C1:2 Ministry of education & human resources development (MEHRD)	92	2	59	3	151	2
C1:30 Solomon Water	70	5	64	2	134	4
C1:29 Solomon Power	66	5	58	5	124	5
C1:10 Ministry of finance and treasury (MOFT)	77	3	44	3	121	3
C1:15 Ministry of lands, housing and survey (MLHS)	79	3	33	3	112	3
C1:4 Ministry of commerce, industries, labour and immigration (MCILI)	36	2	18	2	54	2
C1:1 Ministry of Agriculture & Livestock (MAL)	33	1	18	2	51	2
C1:8 Ministry of infrastructure development (MID)	35	3	6	3	41	3
C1:18 Ministry of police & national security (MPNS)	28	2	13	1	41	1
C1:31 Solomon Islands Ports Authority	22	2	13	1	35	1
C1:5 Ministry of culture & tourism (MCT)	24	3	9	2	33	2
C1:13 Ministry of forestry and research (MFR)	22	2	4	1	26	2
C1:21 Ministry of rural development (MRD)	24	3	2	4	26	3
C1:7 Ministry of home affairs (MHA)	17	1	8	1	25	1
C1:11 Ministry of fisheries and marine resources (MFMR)	21	2	4	3	25	2
C1:22 Ministry of women, youth and children affairs (MWYCA)	10	2	15	1	25	1
C1:26 The National Judiciary (Court of Appeal, High Court and the Magistrates) (NJ)	15	2	6	2	21	2
C1:14 Ministry of justice and legal affairs (MJLA)	14	2	6	2	20	2
C1:28 Ministry of communication and aviation (MCA)	14	1	4	3	18	1
C1:6 Ministry of environment, conservation, climate change, disaster management and meteorology (MECCDMM)	11	1	6	2	17	1

	Male		Female		Overall	
	n	Median	n	Median	n	Median
C1:16 Ministry of mines, energy and rural electrification (MMERE)	14	3	2	1	16	2
C1:17 Ministry of national unity, reconciliation and peace (MNURP)	11	2	3	1	14	2
C1:19 Ministry of provincial government and institutional strengthening (MPGIS)	13	1	1	1	14	1
C1:20 Ministry of public service (MPS)	8	2	6	3	14	2
C1:12 Ministry of foreign affairs and external trade (MFAET)	10	1	2	1	12	1
C1:23 Office of the prime minister and cabinet (OPMC)	11	1	1	1	12	1
C1:24 Office of the national parliament (ONP)	9	1	3	3	12	1
C1:3 Ministry of development planning & aid coordination (MDPAC)	9	3	2	3	11	3
C1:27 The Auditor General (AG)	2	1	0	0	2	1
C1:25 Office of the Governor General (OGG)	1	1	0	0	1	1

Table 91 Ministries/Agencies used by Business (C1)

	No. who used Ministry/Agency	Percentage who used Ministry/Agency	Median number of uses since July 2014
C1:1 Ministry of Agriculture & Livestock (MAL)	26	38.2	9
C1:2 Ministry of education & human resources development (MEHRD)	18	26.5	5.5
C1:3 Ministry of development planning & aid coordination (MDPAC)	14	20.6	4
C1:4 Ministry of commerce, industries, labour and immigration (MCILI)	48	70.6	9
C1:5 Ministry of culture & tourism (MCT)	17	25.0	3
C1:6 Ministry of environment, conservation, climate change, disaster management and meteorology (MECCDMM)	24	35.3	4
C1:7 Ministry of home affairs (MHA)	13	19.1	5
C1:8 Ministry of infrastructure development (MID)	38	55.9	5.5
C1:9 Ministry of health and medical services (MHMS)	38	55.9	5
C1:10 Ministry of finance and treasury (MOFT)	61	89.7	18
C1:11 Ministry of fisheries and marine resources (MFMR)	17	25.0	3
C1:12 Ministry of foreign affairs and external trade (MFAET)	15	22.1	5
C1:13 Ministry of forestry and research (MFR)	12	17.6	12
C1:14 Ministry of justice and legal affairs (MJLA)	15	22.1	5
C1:15 Ministry of lands, housing and survey (MLHS)	33	48.5	4
C1:16 Ministry of mines, energy and rural electrification (MMERE)	18	26.5	10
C1:17 Ministry of national unity, reconciliation and peace (MNURP)	6	8.8	14
C1:18 Ministry of police & national security (MPNS)	35	51.5	5
C1:19 Ministry of provincial government and institutional strengthening (MPGIS)	9	13.2	6

	No. who used Ministry/Agency	Percentage who used Ministry/Agency	Median number of uses since July 2014
C1:20 Ministry of public service (MPS)	16	23.5	2.5
C1:21 Ministry of rural development (MRD)	18	26.5	5.5
C1:22 Ministry of women, youth and children affairs (MWYCA)	12	17.6	3.5
C1:23 Office of the prime minister and cabinet (OPMC)	28	41.2	3
C1:24 Office of the national parliament (ONP)	18	26.5	3.5
C1:25 Office of the Governor General (OGG)	8	11.8	3
C1:26 The National Judiciary (Court of Appeal, High Court and the Magistrates) (NJ)	14	20.6	5.5
C1:27 The Auditor General (AG)	11	16.2	10
C1:28 Ministry of communication and aviation (MCA)	19	27.9	6
C1:29 Solomon Power	35	51.5	18
C1:30 Solomon Water	17	25.0	12
C1:31 Solomon Islands Ports Authority	18	26.5	7

Table 92 Service expectations of Ministries/Agencies (B1) - Resident

Expectations	Agreement Rating										
	Disagree %			Neither agree nor disagree %			Agree %			N/A	Total
	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Services should be easy to access	0.8	0.9	0.9	0.8	0.6	0.7	98.1	97.9	98.1	0.3	100.0
Staff should assist me with my enquiry promptly/quickly	0.6	0.3	0.4	1.7	0.9	1.2	97.5	98.5	98.0	0.4	100.0
Staff should be trustworthy	1.1	0.6	0.9	0.6	0.9	0.7	98.4	98.2	98.3	0.1	100.0
Services should be of a high standard	0.8	1.5	1.1	1.1	2.1	1.6	97.8	96.2	97.0	0.3	100.0
Staff should behave professionally	0.8	0	0.4	0.3	1.2	0.7	98.6	98.5	98.6	0.3	100.0
Staff should not show favouritism or <i>wantok</i> loyalties	0.8	0.9	0.9	0	0.3	0.1	98.9	98.5	98.7	0.3	100.0
Staff should always have the public's best interest at heart	0.8	0.3	0.6	0.3	1.5	0.8	98.1	97.9	98.0	0.6	100.0

Table 93 Service expectations of Ministries/Agencies (B1) - Business

Ministries/ Agencies	Agreement Rating									
	Agree		Neither agree nor disagree		Disagree		Not Applicable		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
B1.3 Services should be easy to access	1	1.5	1	1.5	65	95.5	1	1.5	68	100.0
B1.4 Staff should assist me with my enquiry promptly/quickly	2	2.9	0	0.0	65	95.6	1	1.5	68	100.0
B1.6 Staff should be trustworthy	1	1.5	1	1.5	65	95.5	1	1.5	68	100.0
B1.8 Services should be of a high standard	2	2.9	0	0.0	65	95.6	1	1.5	68	100.0
B1.9 Staff should behave professionally	1	1.5	0	0.0	66	97.0	1	1.5	68	100.0
B1.10 Staff should not show favouritism or <i>wantok</i> loyalties	2	2.9	0	0.0	65	95.6	1	1.5	68	100.0
B1.11 Staff should always have the public's best interest at heart	1	1.5	2	2.9	64	94.1	1	1.5	68	100.0

Table 94 Satisfaction with the overall service received from the Ministry/Agency (D3_1/D3_2/D3_3) - Resident

Ministries/ Agencies	Satisfaction Rating			
	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Total
MAL	36.2	19.5	44.3	100.0
MEHRD	36.9	18.9	44.2	100.0
MDPAC/MOFT	56.1	13.3	30.6	100.0
MCILI/MCT	36.2	19.2	44.6	100.0
MECCCDMM/ MFR/MMERE	55.1	15.0	29.9	100.0
MHA/MNURP/ MPGIS	31.2	37.7	31.1	100.0
MID/MFMR/ MCA	45.8	14.3	39.9	100.0
MHMS	40.4	14.1	45.5	100.0
MFAET/MPS/ OPMC/ONP	31.3	24.9	43.8	100.0
MJLA/NJ	20.0	6.7	73.3	100.0
MLHS	68.6	12.0	19.4	100.0
MPNS	43.7	0.0	56.3	100.0
MRD	53.8	23.2	23.0	100.0
MWYCA	20.0	10.1	69.9	100.0
SOLOMON POWER	22.4	15.0	62.6	100.0
SOLOMON WATER	40.0	26.7	33.3	100.0
PORTS AUTHORITY	26.4	33.3	40.3	100.0
ALL MINISTRIES	38.1	26.3	35.6	100.0
MALE	39.9	25.2	34.8	100.0
FEMALE	36.0	27.6	36.4	100.0

Table 95 Satisfaction with the overall service received from the Ministry/Agency (D3_1/D3_2/D3_3) - Business

Ministries/ Agencies	Satisfaction Rating									
	Dissatisfied		Neither satisfied nor dissatisfied		Satisfied		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	3	25.0	4	33.3	5	41.7	0	0.0	12	100.0
MCILI	6	27.3	9	40.9	7	31.8	0	0.0	22	100.0
MID	3	20.0	4	26.7	8	53.3	0	0.0	15	100.0
MHMS	2	18.2	3	27.3	6	54.5	0	0.0	11	100.0
MOFT	14	30.4	12	26.1	20	43.5	0	0.0	46	100.0
MLHS	7	70.0	1	10.0	2	20.0	0	0.0	10	100.0
SOLOMON POWER	4	25.0	2	12.5	10	62.5	0	0.0	16	100.0
ALL MINISTRIES	12	18.2	29	43.9	25	37.9	0	0.0	66	100.0

Table 96 Service rating – It was easy to access their services (D5.2) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Not applicable	Total
MAL	38.9	16.6	44.5	0.0	100.0
MEHRD	27.1	14.4	57.6	0.9	100.0
MDPAC/MOFT	42.8	13.3	43.9	0.0	100.0
MCILI/MCT	36.1	6.5	57.4	0.0	100.0
MECCCDMM/ MFR/MMERE	20.0	14.9	65.1	0.0	100.0
MHA/MNURP/ MPGIS	25.0	18.5	56.5	0.0	100.0
MID/MFMR/ MCA	25.7	14.3	60.0	0.0	100.0
MHMS	23.5	13.3	62.9	0.3	100.0
MFAET/MPS/ OPMC/ONP	18.8	18.7	62.5	0.0	100.0
MJLA/NJ	20.0	26.6	53.4	0.0	100.0
MLHS	51.8	12.0	36.2	0.0	100.0
MPNS	31.1	12.5	56.4	0.0	100.0
MRD	30.7	15.3	54.0	0.0	100.0
MWYCA	40.0	0.0	60.0	0.0	100.0
SOLOMON POWER	9.3	12.2	78.5	0.0	100.0
SOLOMON WATER	22.8	14.3	61.9	1.0	100.0
PORTS AUTHORITY	6.7	19.9	73.4	0.0	100.0
ALL MINISTRIES	23.0	23.0	53.5	0.5	100.0
MALE	21.6	25.4	52.4	0.6	100.0
FEMALE	24.5	20.1	55.0	0.4	100.0

Table 97 Service rating – It was easy to access their services (D5.2) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	2	16.7	2	16.7	8	66.6	0	0.0	12	100.0
MCILI	8	36.4	8	36.4	6	27.2	0	0.0	22	100.0
MID	2	13.3	6	40.0	7	46.7	0	0.0	15	100.0
MHMS	1	9.1	7	63.6	3	27.3	0	0.0	11	100.0
MOFT	15	32.6	9	19.6	22	47.8	0	0.0	46	100.0
MLHS	4	40.0	3	30.0	3	30.0	0	0.0	10	100.0
SOLOMON POWER	1	6.2	2	12.5	13	81.3	0	0.0	16	100.0
ALL MINISTRIES	10	15.2	30	45.4	26	39.4	0	0.0	66	100.0

Table 98 Service rating - Staff helped promptly/quickly (D5.3) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree	Neither agree nor disagree	Agree	Not Applicable	Total
MAL	38.8	13.9	47.3	0.0	100.0
MEHRD	40.5	25.2	32.5	1.8	100.0
MDPAC/MOFT	51.0	20.4	28.6	0.0	100.0
MCILI/MCT	36.1	15.0	48.9	0.0	100.0
MECCCDMM/ MFR/MMERE	45.1	25.0	29.9	0.0	100.0
MHA/MNURP/ MPGIS	31.3	31.1	37.6	0.0	100.0
MID/MFMR/ MCA	40.0	31.4	28.6	0.0	100.0
MHMS	49.5	19.0	31.5	0.0	100.0
MFAET/MPS/ OPMC/ONP	24.9	6.3	68.8	0.0	100.0
MJLA/NJ	39.9	13.3	46.8	0.0	100.0
MLHS	59.0	14.4	26.6	0.0	100.0
MPNS	31.3	6.2	62.5	0.0	100.0
MRD	46.1	30.7	23.2	0.0	100.0
MWYCA	50.0	9.9	40.1	0.0	100.0
SOLOMON POWER	15.9	12.2	71.9	0.0	100.0
SOLOMON WATER	36.1	23.8	39.1	1.0	100.0
PORTS AUTHORITY	13.4	20.0	66.6	0.0	100.0
ALL MINISTRIES	36.9	30.1	32.5	0.5	100.0
MALE	39.3	30.1	29.7	0.9	100.0
FEMALE	34.2	30.2	35.6	0.0	100.0

Table 99 Service rating - Staff helped promptly/quickly (D5.3) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	3	25.0	2	16.7	7	58.3	0	0.0	12	100.0
MCILI	11	50.0	5	22.7	6	27.3	0	0.0	22	100.0
MID	5	33.3	4	26.7	6	40.0	0	0.0	15	100.0
MHMS	3	27.3	6	54.5	2	18.2	0	0.0	11	100.0
MOFT	15	32.6	9	19.6	22	47.8	0	0.0	46	100.0
MLHS	9	90.0	0	0.0	1	10.0	0	0.0	10	100.0
SOLOMON POWER	2	12.5	2	12.5	12	75.0	0	0.0	16	100.0
ALL MINISTRIES	14	21.2	30	45.5	22	33.3	0	0.0	66	100.0

Table 100 Service rating - The service was of a high standard (D5.7) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree %	Neither agree nor disagree %	Agree %	Not Applicable %	Total %
MAL	41.6	13.9	44.5	0.0	100.0
MEHRD	44.1	23.4	31.6	0.9	100.0
MDPAC/MOFT	42.7	25.6	31.7	0.0	100.0
MCILI/MCT	23.3	23.5	53.2	0.0	100.0
MECCCDMM/ MFR/MMERE	40.0	20.0	40.0	0.0	100.0
MHA/MNURP/ MPGIS	37.5	31.2	31.3	0.0	100.0
MID/MFMR/ MCA	28.5	37.1	34.4	0.0	100.0
MHMS	32.2	20.5	47.0	0.3	100.0
MFAET/MPS/ OPMC/ONP	18.7	37.6	43.7	0.0	100.0
MJLA/NJ	6.7	19.9	73.4	0.0	100.0
MLHS	55.4	16.8	27.8	0.0	100.0
MPNS	25.0	24.9	50.1	0.0	100.0
MRD	46.2	22.9	30.9	0.0	100.0
MWYCA	40.0	0	60.0	0.0	100.0
SOLOMON POWER	11.2	23.3	65.5	0.0	100.0
SOLOMON WATER	39.8	16.2	43.0	1.0	100.0
PORTS AUTHORITY	26.6	26.6	46.8	0.0	100.0
ALL MINISTRIES	27.9	31.6	40.0	0.5	100.0
MALE	28.8	32.0	38.3	0.9	100.0
FEMALE	26.8	31.3	41.9	0.0	100.0

Table 101 Service rating - The service was of a high standard (D5.7) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	4	33.3	3	25.0	5	41.7	0	0.0	12	100.0
MCILI	10	45.5	7	31.8	5	22.7	0	0.0	22	100.0
MID	4	26.7	5	33.3	6	40.0	0	0.0	15	100.0
MHMS	3	27.3	5	45.4	3	27.3	0	0.0	11	100.0
MOFT	19	41.3	14	30.4	13	28.3	0	0.0	46	100.0
MLHS	7	70.0	0	0.0	3	30.0	0	0.0	10	100.0
SOLOMON POWER	4	25.0	3	18.7	9	56.3	0	0.0	16	100.0
ALL MINISTRIES	16	24.2	33	50.0	17	25.8	0	0.0	66	100.0

Table 102 Service rating - Staff were trustworthy (D5.5) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree %	Neither agree nor disagree %	Agree %	Not Applicable %	Total %
MAL	27.7	13.8	58.5	0.0	100.0
MEHRD	37.8	27.9	33.4	0.9	100.0
MDPAC/MOFT	40.7	20.4	38.9	0.0	100.0
MCILI/MCT	36.2	25.5	38.3	0.0	100.0
MECCCDMM/ MFR/MMERE	30.0	19.9	50.1	0.0	100.0
MHA/MNURP/ MPGIS	37.4	25.0	37.6	0.0	100.0
MID/MFMR/ MCA	31.5	25.7	42.8	0.0	100.0
MHMS	17.2	23.5	59.3	0.0	100.0
MFAET/MPS/ OPMC/ONP	25.0	18.7	26.3	0.0	100.0
MJLA/NJ	20.0	26.6	53.4	0.0	100.0
MLHS	45.8	27.7	26.5	0.0	100.0
MPNS	31.3	12.5	56.2	0.0	100.0
MRD	46.1	23.0	30.9	0.0	100.0
MWYCA	49.8	0.0	50.2	0.0	100.0
SOLOMON POWER	13.1	21.5	65.4	0.0	100.0
SOLOMON WATER	38.1	22.9	38.1	0.9	100.0
PORTS AUTHORITY	26.6	6.7	66.7	0.0	100.0
ALL MINISTRIES	23.2	30.5	46.0	0.3	100.0
MALE	24.8	30.8	43.7	0.7	100.0
FEMALE	21.3	30.2	48.5	0.0	100.0

Table 103 Service rating - Service rating - Staff were trustworthy (D5.5) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	3	25.0	3	25.0	6	50.0	0	0.0	12	100.0
MCILI	7	31.8	10	45.5	5	22.7	0	0.0	22	100.0
MID	1	6.7	9	60.0	5	33.3	0	0.0	15	100.0
MHMS	2	18.2	6	54.5	3	27.3	0	0.0	11	100.0
MOFT	12	26.1	16	34.8	18	39.1	0	0.0	46	100.0
MLHS	6	60.0	2	20.0	2	20.0	0	0.0	10	100.0
SOLOMON POWER	1	6.2	3	18.8	12	75.0	0	0.0	16	100.0
ALL MINISTRIES	9	13.7	35	53.0	22	33.3	0	0.0	66	100.0

Table 104 Service rating - Staff were professional (D5.8) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree %	Neither agree nor disagree %	Agree %	Not Applicable %	Total %
MAL	27.7	19.4	52.9	0.0	100.0
MEHRD	33.3	27.9	37.9	0.9	100.0
MDPAC/MOFT	40.8	31.6	27.6	0.0	100.0
MCILI/MCT	25.4	25.7	48.9	0.0	100.0
MECCCDMM/ MFR/MMERE	40.1	30.0	29.9	0.0	100.0
MHA/MNURP/ MPGIS	18.8	49.9	31.3	0.0	100.0
MID/MFMR/ MCA	31.4	20.0	48.6	0.0	100.0
MHMS	24.7	22.9	52.4	0.0	100.0
MFAET/MPS/ OPMC/ONP	25.0	25.0	50.0	0.0	100.0
MJLA/NJ	13.4	19.9	66.7	0.0	100.0
MLHS	48.2	21.8	30.1	0.0	100.0
MPNS	25.0	18.7	56.3	0.0	100.0
MRD	38.4	30.7	30.9	0.0	100.0
MWYCA	40.0	20.1	39.9	0.0	100.0
SOLOMON POWER	10.3	27.1	62.6	0.0	100.0
SOLOMON WATER	38.0	24.8	35.3	1.9	100.0
PORTS AUTHORITY	33.2	20.0	46.8	0.0	100.0
ALL MINISTRIES	23.0	35.0	41.5	0.5	100.0
MALE	24.1	36.2	39.1	0.6	100.0
FEMALE	21.6	33.7	44.3	0.4	100.0

Table 105 Service rating - Staff were professional (D5.8) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	4	33.3	4	33.3	4	33.4	0	0.0	12	100.0
MCILI	8	36.4	10	45.4	4	18.2	0	0.0	22	100.0
MID	1	6.7	6	40.0	8	53.3	0	0.0	15	100.0
MHMS	2	18.2	7	63.6	2	18.2	0	0.0	11	100.0
MOFT	14	30.4	16	34.8	16	34.8	0	0.0	46	100.0
MLHS	7	70.0	1	10.0	2	20.0	0	0.0	10	100.0
SOLOMON POWER	3	18.8	4	25.0	9	56.2	0	0.0	16	100.0
ALL MINISTRIES	15	22.7	32	48.5	19	28.8	0	0.0	66	100.0

Table 106 Service rating - The staff showed favouritism or *wantok* loyalty to some people (D5.9) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree %	Neither agree nor disagree %	Agree %	Not Applicable %	Total %
MAL	13.9	22.2	63.9	0.0	100.0
MEHRD	22.6	10.7	65.8	0.9	100.0
MDPAC/MOFT	20.4	13.3	66.3	0.0	100.0
MCILI/MCT	14.8	12.8	70.3	2.1	100.0
MECCCDMM/ MFR/MMERE	9.9	35.0	55.1	0.0	100.0
MHA/MNURP/ MPGIS	25.2	24.9	49.9	0.0	100.0
MID/MFMR/ MCA	14.2	11.5	74.3	0.0	100.0
MHMS	16.3	11.1	72.6	0.0	100.0
MFAET/MPS/ OPMC/ONP	12.4	25.0	62.6	0.0	100.0
MJLA/NJ	33.3	26.6	40.1	0.0	100.0
MLHS	26.5	10.9	62.6	0.0	100.0
MPNS	6.2	24.9	62.6	6.3	100.0
MRD	15.4	15.4	69.2	0.0	100.0
MWYCA	30.1	10.0	59.9	0.0	100.0
SOLOMON POWER	14.0	24.3	60.8	0.9	100.0
SOLOMON WATER	18.1	15.2	62.9	3.8	100.0
PORTS AUTHORITY	13.3	6.9	79.8	0.0	100.0
ALL MINISTRIES	14.6	18.7	65.4	1.3	100.0
MALE	11.7	21.3	65.7	1.3	100.0
FEMALE	17.9	15.7	65.0	1.4	100.0

Table 107 Service rating - The staff showed favouritism or *wantok* loyalty to some people (D5.9) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	0	0.0	6	50.0	6	50.0	0	0.0	12	100.0
MCILI	4	18.2	10	45.4	8	36.4	0	0.0	22	100.0
MID	4	26.7	7	46.6	4	26.7	0	0.0	15	100.0
MHMS	1	9.1	7	63.6	3	27.3	0	0.0	11	100.0
MOFT	10	21.7	14	30.4	21	45.7	1	2.2	46	100.0
MLHS	0	0.0	2	20.0	8	80.0	0	0.0	10	100.0
SOLOMON POWER	4	25.0	7	43.7	5	31.3	0	0.0	16	100.0
ALL MINISTRIES	13	19.7	23	34.8	30	45.5	0	0.0	66	100.0

Table 108 Service rating - The staff appeared to have the resident's best interests at heart (D5.10) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree %	Neither agree nor disagree %	Agree %	Not Applicable %	Total %
MAL	27.6	22.2	50.2	0.0	100.0
MEHRD	33.3	24.3	41.5	0.9	100.0
MDPAC/MOFT	34.7	29.6	35.7	0.0	100.0
MCILI/MCT	27.6	27.8	44.6	0.0	100.0
MECCCDMM/ MFR/MMERE	35.0	30.0	35.0	0.0	100.0
MHA/MNURP/ MPGIS	24.9	49.9	25.2	0.0	100.0
MID/MFMR/ MCA	31.4	25.7	42.9	0.0	100.0
MHMS	18.9	28.0	53.1	0.0	100.0
MFAET/MPS/ OPMC/ONP	18.6	31.4	50.0	0.0	100.0
MJLA/NJ	6.6	26.6	66.8	0.0	100.0
MLHS	46.9	25.3	27.8	0.0	100.0
MPNS	31.2	18.8	50.0	0.0	100.0
MRD	30.7	53.9	15.4	0.0	100.0
MWYCA	30.1	10.0	59.9	0.0	100.0
SOLOMON POWER	12.1	27.1	60.8	0.0	100.0
SOLOMON WATER	30.4	28.6	40.1	0.9	100.0
PORTS AUTHORITY	26.6	6.6	66.8	0.0	100.0
ALL MINISTRIES	21.7	34.2	43.8	0.3	100.0
MALE	22.9	35.9	40.6	0.6	100.0
FEMALE	20.2	32.4	47.4	0.0	100.0

Table 109 Service rating - The staff appeared to have the resident's best interests at heart (D5.10) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	3	25.0	5	41.7	4	33.3	0	0.0	12	100.0
MCILI	10	45.5	5	22.7	7	31.8	0	0.0	22	100.0
MID	2	13.3	4	26.7	9	60.0	0	0.0	15	100.0
MHMS	1	9.1	6	54.6	4	36.3	0	0.0	11	100.0
MOFT	9	19.6	18	39.1	19	41.3	0	0.0	46	100.0
MLHS	6	60.0	2	20.0	2	20.0	0	0.0	10	100.0
SOLOMON POWER	3	18.7	5	31.3	8	50.0	0	0.0	16	100.0
ALL MINISTRIES	16	24.2	30	45.5	20	30.3	0	0.0	66	100.0

Table 110 Overall, service provision from the Ministry/Agency has improved since July 2014 (D6) - Resident

Ministries/ Agencies	Agreement Rating				
	Disagree %	Neither agree nor disagree %	Agree %	Don't know/ Unsure %	Total %
MAL	27.7	27.9	38.8	5.6	100.0
MEHRD	33.4	28.8	36.0	1.8	100.0
MDPAC/MOFT	47.4	16.4	34.1	2.1	100.0
MCILI/MCT	17.0	34.1	48.9	0.0	100.0
MECCCDMM/ MFR/MMERE	50.0	25.1	24.9	0.0	100.0
MHA/MNURP/ MPGIS	31.2	56.3	12.5	0.0	100.0
MID/MFMR/ MCA	34.2	37.2	28.6	0.0	100.0
MHMS	34.9	22.0	42.2	0.9	100.0
MFAET/MPS/ OPMC/ONP	25.0	18.7	56.3	0.0	100.0
MJLA/NJ	6.6	19.9	73.5	0.0	100.0
MLHS	60.3	22.8	16.9	0.0	100.0
MPNS	43.7	6.3	50.0	0.0	100.0
MRD	46.2	38.5	15.3	0.0	100.0
MWYCA	40.0	0.0	60.0	0.0	100.0
SOLOMON POWER	15.9	15.9	68.2	0.0	100.0
SOLOMON WATER	34.2	23.8	41.0	1.0	100.0
PORTS AUTHORITY	6.7	26.5	66.8	0.0	100.0
ALL MINISTRIES	30.8	29.7	37.8	1.7	100.0
MALE	35.0	32.8	30.3	1.9	100.0
FEMALE	26.0	26.0	46.5	1.5	100.0

Table 111 Overall, service provision from the Ministry/Agency has improved since July 2014 (D6) - Business

Ministries/ Agencies	Agreement Rating									
	Disagree		Neither agree nor disagree		Agree		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MAL	2	16.7	4	33.3	6	50.0	0	0.0	12	100.0
MCILI	7	31.8	6	27.3	8	36.4	1	4.5	22	100.0
MID	2	13.3	8	53.3	5	33.4	0	0.0	15	100.0
MHMS	4	36.4	6	54.5	1	9.1	0	0.0	11	100.0
MOFT	13	28.3	13	28.3	20	43.4	0	0.0	46	100.0
MLHS	6	60.0	1	10.0	2	20.0	1	10.0	10	100.0
SOLOMON POWER	1	6.2	4	25.0	11	68.8	0	0.0	16	100.0
ALL MINISTRIES	14	21.2	27	40.9	25	37.9	0	0.0	66	100.0

Table 112 Has the Solomon Islands Government addressed any of the following issues since June 2014? (E11) - Resident

Issues	Agreement Rating									
	Disagree %			Neither agree nor disagree %			Agree %			Total %
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
E11.1 Greater focus on improving business growth environment	49.6	39.1	44.5	21.4	29.3	25.2	29.0	31.7	30.3	100.0
E11.2 Better control of corruption	61.4	53.1	57.4	14.8	18.7	16.7	23.9	28.2	25.9	100.0
E11.3 Improved infrastructure	49.3	43.9	46.7	16.4	15.7	16.1	34.3	40.4	37.2	100.0
E11.4 Upgraded tax laws	57.0	48.8	53.1	26.3	29.6	27.9	16.7	21.6	19.0	100.0
E11.5 Better educational system	44.9	37.4	41.3	19.2	19.0	19.1	35.9	43.6	39.6	100.0
E11.6 Improved management capacity of public services	41.4	33.1	37.4	29.9	41.1	35.3	28.8	25.7	27.3	100.0
E11.8 Implementation of strict budgetary discipline	55.9	51.5	53.8	23.0	26.3	24.6	21.1	22.2	21.6	100.0
E11.10 Better labor laws	51.1	40.2	45.9	26.4	34.0	30.1	22.5	25.7	24.0	100.0
E11.11 Use of IT to improve processes/systems	14.6	10.8	12.8	33.4	38.5	35.8	52.0	50.8	51.4	100.0
E11.13 Political stability and the absence of violence	54.7	43.5	49.3	19.5	27.8	23.5	25.8	28.7	27.2	100.0

Table 113 Has the Solomon Islands Government addressed any of the following issues since June 2014 (E11)? - Business

Issues	Agreement Rating							
	Disagree		Neither agree nor disagree		Agree		Total	
	No.	%	No.	%	No.	%	No.	%
E11.1 Greater focus on improving business growth environment	35	51.5	17	25.0	16	23.5	68	100.0
E11.2 Better control of corruption	48	70.6	7	10.3	13	19.1	68	100.0
E11.3 Improved infrastructure	39	57.3	12	17.7	17	25.0	68	100.0
E11.4 Upgraded tax laws	40	58.8	12	17.7	16	23.5	68	100.0
E11.5 Better educational system	36	52.9	17	25.0	15	22.1	68	100.0
E11.6 Improved management capacity of public services	29	42.7	22	32.3	17	25.0	68	100.0
E11.8 Implementation of strict budgetary discipline	35	51.5	19	27.9	14	20.6	68	100.0
E11.10 Better labor laws	35	51.5	22	32.3	11	16.2	68	100.0
E11.11 Use of IT to improve processes/systems	23	33.8	15	22.1	30	44.1	68	100.0
E11.13 Political stability and the absence of violence	31	45.6	16	23.5	21	30.9	68	100.0

Table 114 Confidence in the Solomon Islands Government (SIG) ability to handle any economic challenges the Solomon Islands might face over the next 12 months (E6) - Resident

	Percentage
I have little to no confidence in the SIG's ability to handle economic challenges	50.8
I expect SIG's handling of economic challenges to be about the same as during the past 12 months	17.1
I am somewhat to very confident in the SIG's ability to handle economic challenges	27.3
Don't know/unsure	4.8
Total	100.0

Table 115 Confidence in the Solomon Islands Government (SIG) ability to handle any economic challenges the Solomon Islands might face over the next 12 months (E6) - Business

	No.	Percentage
I have little to no confidence in the SIG's ability to handle economic challenges	33	48.5
I expect SIG's handling of economic challenges to be about the same as during the past 12 months	15	22.1
I am somewhat to very confident in the SIG's ability to handle economic challenges	18	26.5
Don't know/unsure	2	2.9
Total	68	100.0

Table 116 Extent to which the following factors reduce confidence in the Government's ability to provide quality services (E7) – Resident

Factors	Agreement Rating									
	Disagree %			Neither agree nor disagree %			Agree %			Total %
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
E7.1 Lack of transparency/ accountability	3.6	5.3	4.4	3.8	7.4	5.6	92.6	87.3	90.0	100.0
E7.2 Unprofessional behaviour by the public sector	3.3	3.9	3.5	9.9	12.1	11.0	86.9	84.0	85.5	100.0
E7.3 Lack of enforcement of the laws	3.8	6.5	5.1	6.9	12.1	9.4	89.3	81.4	85.5	100.0
E7.5 Lack of strategic forethought and planning	4.4	5.9	5.1	7.4	10.1	8.7	88.2	84.0	86.2	100.0
E7.7 Lack of moral values by agency employees	4.1	2.7	3.4	8.5	11.8	10.1	87.4	85.5	86.5	100.0
E7.8 Favouritism/ <i>Wantok</i> system	3.0	5.0	4.0	1.9	1.8	1.8	95.1	93.2	94.2	100.0
E7.9 Ineffective management of State Owned Enterprises (SOE)	3.0	5.0	4.0	11.2	17.2	14.1	85.8	77.8	81.9	100.0
E7.10 Being out of touch with the people's concern	6.9	8.0	7.4	5.2	8.9	7.0	88.0	83.1	85.6	100.0
E7.11 Lack of leadership	3.6	6.2	4.8	6.6	5.6	6.1	89.9	88.2	89.1	100.0
E7.12 Lack of funding and support	9.9	9.8	9.8	9.0	6.8	8.0	81.1	83.4	82.2	100.0
E7.13 Acceptance of bribes/imposing of a commission	3.6	5.3	4.4	3.6	3.6	3.6	92.9	91.2	92.0	100.0

Table 117 Extent to which the following factors reduce confidence in the Government's ability to provide quality services (E7) - Business

Factors	Agreement Rating							
	Disagree		Neither agree nor disagree		Agree		Total	
	No.	%	No.	%	No.	%	No.	%
E7.1 Lack of transparency/ accountability	2	2.9	5	7.4	61	89.7	68	100.0
E7.2 Unprofessional behaviour by the public sector	5	7.4	6	8.8	57	83.8	68	100.0
E7.3 Lack of enforcement of the laws	2	2.9	8	11.8	58	85.3	68	100.0
E7.5 Lack of strategic forethought and planning	2	2.9	5	7.4	61	89.7	68	100.0
E7.7 Lack of moral values by agency employees	5	7.4	7	10.3	56	82.3	68	100.0
E7.8 Favouritism/ <i>Wantok</i> system	2	2.9	7	10.3	59	86.8	68	100.0
E7.9 Ineffective management of State Owned Enterprises (SOE)	7	10.3	14	20.6	47	69.1	68	100.0
E7.10 Being out of touch with the people's concern	4	5.9	6	8.8	58	85.3	68	100.0
E7.11 Lack of leadership	4	5.9	11	16.2	53	77.9	68	100.0
E7.12 Lack of funding and support	13	19.1	6	8.8	49	72.1	68	100.0
E7.13 Acceptance of bribes/imposing of a commission	4	5.9	3	4.4	61	89.7	68	100.0

Table 118 Rating of business's or organisation's performance during the past 12 months (2015), compared to the previous 12 months (2014) (E1)

	No.	Percentage
Weaker	16	23.5
About the same	16	23.5
Stronger	34	50.1
Not applicable	2	2.9
Total	68	100.0

Table 119 Expectation of business's or organisation's performance in the next 12 months (2016), compared to the past 12 months (E2)

	No.	Percentage
Weaker	7	10.3
About the same	17	25.0
Stronger	44	64.7
Total	68	100.0

Table 120 Expectations for overall conditions for businesses in the Solomon Islands in the next 12 months (2016), compared to the past 12 months (2015) (E4)

	No.	Percentage
Weaker	15	22.1
About the same	25	36.8
Stronger	27	39.7
Don't know/unsure	1	1.4
Total	68	100.0

APPENDIX IV: HONIARA PUBLIC SERVANT SURVEY



Solomon Islands Government

PUBLIC SERVICE COMMISSION

P.O.BOX G29

HONIARA

INTERCODE Interview code: _ _ _ _ _

[TEXT INPUT]

Interviewer note: The first digit is the letter assigned to you as the interviewer, e.g. "A" followed sequentially by the two letters of the survey (e.g. PS) followed by the number of interviews conducted as listed on the control form). This information is used for quality assurance purposes.

Q_AGENCY From which Ministry/Agency is this public servant from?

[SINGLE RESPONSE]

- | | | |
|--|---|---|
| 01. Agriculture and Livestock | 10. Communication & Aviation | 19. National Parliament Office |
| 02. Fisheries and Marine Resources | 11. Infrastructure Development | 20. National Judiciary |
| 03. Justice and Legal Affairs | 12. Police, National Security & Correctional Services | 21. Women, Youth, Children & Family Affairs |
| 04. Foreign Affairs and External Trade | 13. Public Service | 22. Prime Minister & Cabinet Office |
| 05. Environment, Disaster Management & Meteorology | 14. Culture & Tourism | 23. Development Planning & Aid Coordination |
| 06. Home Affairs, | 15. Mines, Energy & Rural electrification | 24. Finance and Treasury |
| 07. National Unity, Reconciliation & Peace | 16. Education & Human resource development | 25. Auditor General |
| 08. Lands, Housing and Survey | 17. Health & Medical Services | 26. The Governor General |
| 09. Forestry and Research | 18. Rural Development & Indigenous Affairs | 27. Commerce Industry, Labour & Immigration |
| | | 28. Provincial Government & Institutional Strengthening |

LANG What language is this survey being conducted in?

[SINGLE RESPONSE]

Interviewer note: When approaching someone for participation, try and establish in which language they are most comfortable talking in.

01. English
02. Pidgin

INTRO Introduction

We have been asked to conduct a survey for the Public Service Commission, to find out about your experiences and expectations of working in the Public Service.

The results from this survey will help the Public Service Commission to identify aspects of the Public Service that are working well, and other areas that might need some improvement. When answering questions in this survey we'd like you to think back and focus on the past 18 months, so from July 2014 to now.

The aim of this survey is to hear **your** opinions and about **your** experiences, so please feel free to answer the questions as honestly as possible. All of your answers will be confidential, so there is no reason to hold back.

We are looking to speak to Public Service employees aged 18 or over. Can you please confirm whether you are aged 18 or over?

01 Yes, I am aged 18yrs or over → [Continue to INT03]

NE No, I am not 18yrs or over → [Skip to INT97]

INT03 And can I please confirm whether you have, already taken part in a study about public service delivery within the past 4 weeks?

01 No, I have not taken part in any public service delivery surveys recently → [Continue to INT04]

NE Yes, I have taken part in a public service delivery survey recently → [Skip to INT98]

INT04 Please know that taking part in this survey is completely voluntary and should you wish to take part, you may stop at any time. You also have the right to ask us to remove any of the data you have provided.

Do you understand your rights, as just discussed, and would you like to continue with the survey?

*Please note: If you **do not** understand your rights but would like to continue, I can provide more information about your participation rights before starting this survey.*

[SINGLE RESPONSE – READ OUT]

CN Yes, I understand my rights and agree to do the survey → [Skip to Pre_TechA]

RF No, I would **not** like to continue with the survey → [Skip to INT96]

A. I am now going to ask you a few questions about yourself:

A1 What is your Age:

01. _____(in years)

98 Don't Know / Unsure

A2 Can you perhaps tell us which of the following **AGE RANGES** you fall into?

[SINGLE RESPONSE] [SKIP IF Q54=01]

01. 18-19 years

05. 35-39 years

09. 55-59 years

02. 20-24 years

06. 40-44 years

10. 60 years and over

03. 25-29 years

07. 45-49 years

98 Don't Know / Unsure

04. 30-34 years

08. 50-54 years

A3 Are you:

[SINGLE RESPONSE]

01. Male

02. Female

A4 What is your ethnicity: [SINGLE RESPONSE]

01. Melanesian

05. Chinese

07. Other (Please

02. Micronesian

06. Asian (Other than

Specify):_____

03. Polynesian

Chinese)

04. European

B. Now I would like to ask you some questions about your role in the Solomon Islands Public Service: [SINGLE RESPONSE]

Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is 'Strongly Agree", please tell me how much you disagree or agree with the following statements:

B3 You have a **CLEAR UNDERSTANDING** of what your work responsibilities are

01. Strongly Disagree

03. Neither Agree nor

05. Strongly Agree

02. Somewhat Disagree

Disagree

98 Don't know

04. Somewhat Agree

B5 You receive useful **FEEDBACK** from your immediate supervisor on your job performance

01. Strongly Disagree

03. either Agree nor Disagree

05. Strongly Agree N

02. Somewhat Disagree

04. Somewhat Agree

98 Don't know

B6 How often is the **FEEDBACK** given:

01. More frequently than weekly

04. 2-3 months

Every

07. Annually

02. Weekly

05. Quarterly

Quarterly

08. Ad hoc

03. Monthly

06. 6-8 months

Every

(when needed)

y

C. I would like to ask you some questions about your Ministry's Role in the Solomon Islands Public Service: Using the same scale

of 1 to 5, where 1 is "Strongly disagree" and 5 is "Strongly Agree" please tell me how much you disagree or agree with the following statements:[SINGLE RESPONSE]

C2 You have a **CLEAR UNDERSTANDING** of your ministry / agency's strategic objectives

01. Strongly Disagree		03. Agree nor Disagree	Neither	05. Strongly Agree
02. Somewhat Disagree	Somew	04. Somewhat Agree	Somew	98 Don't know

C3 You clearly understand how your work **CONTRIBUTES** to the achievement of your Agency's objectives and goals

01. Strongly Disagree	Strongl	03. Agree nor Disagree	Neither	05. Strongly Agree
02. Somewhat Disagree	Somew	04. Somewhat Agree	Somew	98 Don't know

C4 Your immediate Supervisor assesses your work against these Ministry / Agency's objectives and goals

01. Strongly Disagree		03. Neither Agree nor Disagree		05. Strongly Agree
02. Somewhat Disagree		04. Somewhat Agree		98 Don't know

D. I will now ask you some questions about your Role in the Overall

Service Delivery: [SINGLE RESPONSE] Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is "Strongly Agree", please tell me how much you disagree or agree with the following statements:

D2. Public servants play a key role in being the 'face' of the ministry / agency

01. Strongly Disagree		03. Neither Agree nor Disagree		05. Strongly Agree
02. Somewhat Disagree		04. Somewhat Agree		98 Don't know

D3. The way in which you perform your work impacts the overall service delivery of your agency

01. Strongly Disagree		03. Neither Agree nor Disagree		05. Strongly Agree
02. Somewhat Disagree		04. Somewhat Agree		98 Don't know

E. This section will ask you about challenges you may have in the

workplace: [SINGLE RESPONSE] Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is "Strongly Agree", please tell me how much you disagree or agree with the following statements:

E2 You are **PROUD** of the work you do

- | | | |
|-----------------------|-----------------------|--------------------|
| 01. Strongly Disagree | 03. Neither Agree nor | 05. Strongly Agree |
| 02. Somewhat Disagree | Disagree | 98 Don't know |
| | 04. Somewhat Agree | |

E3 You have positive **WORKING RELATIONSHIP** with your co-workers

- | | | |
|-----------------------|-----------------------|--------------------|
| 01. Strongly Disagree | 03. Neither Agree nor | 05. Strongly Agree |
| 02. Somewhat Disagree | Disagree | 98 Don't know |
| | 04. Somewhat Agree | |

E5 You are willing to put in **EXTRA EFFORT** if needed to get the **JOB DONE**

- | | | |
|-----------------------|-----------------------|--------------------|
| 01. Strongly Disagree | 03. Neither Agree nor | 05. Strongly Agree |
| 02. Somewhat Disagree | Disagree | 98 Don't know |
| | 04. Somewhat Agree | |

E6 You receive a **BENEFIT** (in pay or time off) for any **OVERTIME HOURS** that you might work

- | | | |
|-----------------------|-----------------------|---------------|
| 01. Strongly Disagree | 03. Neither Agree nor | 98 Don't know |
| 02. Somewhat Disagree | Disagree | |
| | 04. Somewhat Disagree | |
| | 05. Strongly Disagree | |

E6B You feel that the **PAY** you receive reflects your roles and responsibilities.

- | | | |
|-----------------------|-----------------------|----------------|
| 01. Strongly Disagree | 03. Neither Agree nor | 98. Don't know |
| 02. Somewhat Disagree | Disagree | |
| | 04. Somewhat Disagree | |
| | 05. Strongly Disagree | |

E7 Your Ministry / Agency offers good opportunities for **INTERNAL PROMOTION** based on work performance

- | | | |
|-----------------------|--------------------------------|--------------------|
| 01. Strongly Disagree | 03. Neither Agree nor Disagree | 05. Strongly Agree |
| 02. Somewhat Disagree | Somewhat Agree | 98 Don't know |

E8 Your Ministry / Agency offers good opportunities for **INTERNAL PROMOTION** based on your education, skills and experience

- | | | |
|-----------------------|--------------------------------|--------------------|
| 01. Strongly Disagree | 03. Neither Agree nor Disagree | 05. Strongly Agree |
| 02. Somewhat Disagree | Somewhat Agree | 98 Don't know |

E10 Thinking of the past 2 weeks, how many days would you say each of the following factors influenced your quality of work, including your ability to arrive at work on time:

[NUMERICAL INPUT, MAX ANSWER=14]

	Number of days within the past 2 weeks (Max 14)
E10.1 Access to transport (E.g. Are there busses that travel to work?)	
E10.2 The cost of transport to and from work	
E10.3 Availability of transport (E.g. Was there space on the bus?)	
E10.4 Reliability (E.g. Did the bus arrive on time?)	
E10.5 Traffic delays	
E10.6 Family commitments (E.g. Dropping your kids off at school)	
E10.7 Personal and family health concerns	
E10.8 Rain	

E11 Using a scale of 1 to 5 where 1 is 'Strongly Disagree' and 5 is 'Strongly Agree', please tell me whether you think any of the following is a problem in your workplace: [SINGLE RESPONSE]

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable
	(1)	(2)	(3)	(4)	(5)	(6)
E11.1 Constantly changing priorities						
E11.2 Lack of stability in my Ministry / Agency						
E11.3 Too many approval points						
E11.4 Unreasonable deadlines						
E11.5 Fewer resources, without a reduction in workload						
E11.6 High absenteeism amongst staff						
E11.7 Lack of clear strategic direction by the Permanent and /or Undersecretary						
E11.8 Differences in perspective between my immediate supervisor and the permanent secretary						
E11.9 Differences in perspective between my immediate supervisor and the minister						
E11.10 Political interference in the workplace						

F. Challenges in the workplace (Continued): [SINGLE RESPONSE]

F1 You feel that your ideas and **SUGGESTIONS FOR IMPROVING** overall service delivery quality of the ministry or agency would be welcomed

1. Strongly Disagree 3. Neither Agree nor Disagree 5. Strongly Agree
 2. Somewhat Disagree 4. Somewhat Agree 98 Don't know

F2 You get the **TRAINING** you need to keep up with the demands of your job

1. Strongly Disagree 3. Neither Agree nor Disagree 5. Strongly Agree
 2. Somewhat Disagree 4. Somewhat Agree 98 Don't know

F3 Your Ministry / Agency supports the **CAREER DEVELOPMENT** of all employees

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F4 You can see a future for yourself in the Public Service

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F5 Essential information **FLOWS EFFECTIVELY** from Senior Management to staff

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F6 You have **CONFIDENCE** in the Senior Management of your Ministry/Agency

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F7 Senior Management in your Ministry/Agency makes **EFFECTIVE AND TIMELY DECISIONS**

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F8 You believe your Ministry/Agency responds effectively to matters relating to *wantokism* (favoritism)

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F8B You believe **HIGH ABSENTEEISM** from staff within your Ministry / Agency negatively affects overall service delivery.

1.	Strongly	3.	Neither Agree	5.	Strongly Agree
Disagree		nor Disagree		98	Don't know
2.	Somewhat	4.	Somewhat		
Disagree		Agree			

F10 You have the **REQUIRED RESOURCES AND EQUIPMENT** to do your job well

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
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F11 Your **PHYSICAL WORK ENVIRONMENT** (office, workspace, lighting, air conditioning etc.) is comfortable enough to not distract you from your work

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
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F11B You feel that **HIGH ABSENTEEISM** from other staff in your division increases your workload.

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

F12 In your Division, there are **EFFECTIVE PROCESSES/PROCEDURES** in place to deal with poor work performance

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

F13 You believe that Senior Management will try to **RESOLVE CONCERNS** raised in this survey

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

G. The next two statements are about the wider Impact of your work:
[SINGLE RESPONSE] Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is 'Strongly Agree", please tell me how much you disagree or agree with the following statements:

G2 You clearly understand how your work **CONTRIBUTES** to the National Development Plan

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

H. I will now ask you questions about workplace Conduct: [SINGLE RESPONSE] Using a scale of 1 to 5, where 1 is “Strongly disagree” and 5 is ‘Strongly Agree”, please tell me how much you disagree or agree with the following statements:

H1 Your Ministry / Agency clearly communicates the Solomon Islands Government Code of Conduct to all employees

- | | | | | | |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|
| 1. Strongly Disagree | 2. Somewhat Disagree | 3. Neither Agree nor Disagree | 4. Somewhat Agree | 5. Strongly Agree | 98 Don't know |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|

H2 You have clear understanding of what kind of behaviour the Code of Conduct asks of employees

- | | | | | | |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|
| 1. Strongly Disagree | 2. Somewhat Disagree | 3. Neither Agree nor Disagree | 4. Somewhat Agree | 5. Strongly Agree | 98 Don't know |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|

H3 Your Ministry/ Agency **UPHOLDS AND PRACTICES** the Public Service values

- | | | | | | |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|
| 1. Strongly Disagree | 2. Somewhat Disagree | 3. Neither Agree nor Disagree | 4. Somewhat Agree | 5. Strongly Agree | 98 Don't know |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|

H4 You **FOLLOW AND APPLY** the Public Service values outlined in the Code of Conduct

- | | | | | | |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|
| 1. Strongly Disagree | 2. Somewhat Disagree | 3. Neither Agree nor Disagree | 4. Somewhat Agree | 5. Strongly Agree | 98 Don't know |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|

H5 Your colleagues **FOLLOW AND APPLY** the Public Service values outlined in the Code of Conduct

- | | | | | | |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|
| 1. Strongly Disagree | 2. Somewhat Disagree | 3. Neither Agree nor Disagree | 4. Somewhat Agree | 5. Strongly Agree | 98 Don't know |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|

H6 You know that there will be **CONSEQUENCES** if you do not follow and apply the Public Service Code of Conduct

- | | | | | | |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|
| 1. Strongly Disagree | 2. Somewhat Disagree | 3. Neither Agree nor Disagree | 4. Somewhat Agree | 5. Strongly Agree | 98 Don't know |
|----------------------|----------------------|-------------------------------|-------------------|-------------------|---------------|

H8 Over the past 18 months the Senior Managers in your Ministry/Agency have set a good example of **PROFESSIONAL BEHAVIOUR** in the workplace

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

H9 Employees in your Ministry/Agency carry out their duties with the **PUBLIC'S BEST INTEREST** in mind

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

H10 If you are faced with an **ETHICAL DILEMMA OR CONFLICT BETWEEN VALUES** in the workplace, you know where you can go for help in resolving the situation

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

H11 You can raise any problems through a **FORMAL PROCESS** (grievance, complaint, appeal etc.) without unfair treatment

1. Strongly Disagree	2. Somewhat Disagree	3. Neither Agree nor Disagree	4. Somewhat Agree	5. Strongly Agree	98 Don't know
----------------------	----------------------	-------------------------------	-------------------	-------------------	---------------

I would like you to now consider the *Wantok* Influence:

11 Under the Public Service Values Part 2 Section 14, Para (2) (d) ii:

(2) The values of the Public Service are -

(d) Being impartial, which is demonstrated by unbiased performance of duties by

(ii) making decisions on their merits and in a manner that eliminates the influence of **"wantok"**

From your understanding and knowledge of the *wantok* system, in the past 18 months, have you experienced influence from **your wantoks on how you do your job?** And if so how frequently?

[SINGLE RESPONSE]

1. Never	2. Almost never / Rarely	3. Occasionally / Sometimes	4. Frequently	5. Always	98 Don't know / Not familiar with the <i>wantok</i> system
----------	--------------------------	-----------------------------	---------------	-----------	--

I3 Which of the following groups of people do you feel most frequently tries to exert a "wantok" influence?

Interviewer note: Please select all that apply: [MULTI RESPONSE] [SKIP IF I1=1 (Never) and skip I3 if don't know in I1]

- | | | |
|---|--|---|
| 1. Co-workers | (i.e., patients, subordinates, | 8. My relatives |
| 2. Individuals with authority over me | students, prisoners, public) | 9. People applying for jobs or winning government contracts |
| 3. Individuals from other Ministries/Agencies | 6. Individuals working for me | 10. Existing Government contractors |
| 4. Elected Politicians | 7. Members of the public and other Sectors (Civil Society, Private Sector, Church) | 11. Payment receivers from Government |
| 5. Individuals over whom I had responsibility | | |

I4 Using the 1 to 5 scale where 1 is "Strongly Disagree" and 5 is "Strongly Agree", please respond to the following statement: My Ministry/Agency tries hard to eliminate the influence of 'WANTOKISM' at the workplace... [SINGLE RESPONSE]

- | | | |
|----------------------|-------------------------------|-------------------|
| 1. Strongly Disagree | 3. Neither Agree nor Disagree | 5. Strongly Agree |
| 2. Somewhat Disagree | 4. Somewhat Agree | 98 Don't know |

J. I would like to ask you a few more questions about yourself:

These questions will ask about the difficulties you may have doing certain activities because of a HEALTH PROBLEM. [SINGLE RESPONSE][RANDOMISE J1 to J6] Using a scale of 1 to 4, where 1 is "no difficulty" and 4 is "Cannot do at all" please tell me if you have difficulty doing the following:

J1 seeing, even if wearing glasses?

- | | |
|--------------------------|------------------------------|
| 1. No - no difficulty | 3. Yes – a lot of difficulty |
| 2. Yes – some difficulty | 4. Cannot do at all |

J2 hearing, even if using a hearing aid?

- | | |
|--------------------------|------------------------------|
| a. No- no difficulty | c. Yes – a lot of difficulty |
| b. Yes – some difficulty | d. Cannot do at all |

J3 walking or climbing steps?

- | | |
|--------------------------|------------------------------|
| a. No- no difficulty | c. Yes – a lot of difficulty |
| b. Yes – some difficulty | d. Cannot do at all |

J4 remembering or concentrating?

- | | |
|--------------------------|------------------------------|
| a. No - no difficulty | c. Yes – a lot of difficulty |
| b. Yes – some difficulty | d. Cannot do at all |

K. About You: Please tell us a bit more about yourself (Cont.) [UNFORCED]

The following questions relate more specifically to your role within the public sector. I would like to remind you that all of your answers are confidential and will only be reported on an aggregate level. Your individual responses will remain anonymous (your manager won't know what you have said).

K1 Are you a:

- | | |
|------------------------|-----------------------------------|
| 01. Full time employee | 04. Volunteer |
| 02. Part Time employee | 05. Other (Please Specify): _____ |
| 03. Casual employee | |

K2 is your appointment: [SKIP IF K1=3 OR 4]

- | | |
|--|-----------------------------------|
| 01. Permanent (Confirmed) | 04. Contractual Appointment |
| 02. Permanent (Probationary) | 05. Fixed Term Appointment |
| 03. Permanent Appointment (Non-established position) | 06. Others, please specify: _____ |

K3 In total, how **MANY YEARS** have you been at your current **POSITION** and **LEVEL**?

[NUMERICAL INPUT]

- | | |
|--|------------------------------------|
| 01. _____ (years in this position and level) | 98 Don't know / Unsure [EXCLUSIVE] |
|--|------------------------------------|

K4 In your current job, how many **SUPERVISORS** have you had in the past **2 YEARS**? If you have been in the position for less than 2 years, please indicate the number of Supervisors you have had since employment

[NUMERICAL INPUT]

01. _____ (number of supervisors in the past 2 year)

98 Don't know / Unsure [EXCLUSIVE]

K5 In the **PAST 2** years, how many **PROMOTIONS (S)** have you had?

[NUMERICAL INPUT]

- 01 _____ (promotions within the past 2 years)

K6 What is your current **REMUNERATION LEVEL (PAY LEVEL)**?

[SINGLE RESPONSE]

- | | |
|----------------|--------------------|
| 01 Level 2 - 5 | 03 Level 10 - 13 |
| 02 Level 6 - 9 | 04 Level SS1 - SS5 |

K7 In total, how many **YEARS** have you been working for the **PUBLIC SERVICE**?

[NUMERICAL INPUT]

01. _____ (years in the Public Service)

98 Don't know / Unsure [EXCLUSIVE]

K8 Do you occupy a position in which you provide **SERVICE DIRECTLY TO THE PUBLIC** as a regular part of your job

[SINGLE RESPONSE]

- 01 Yes
- 02 No

K10 What is the **HIGHEST LEVEL OF EDUCATION** you have completed

[SINGLE RESPONSE]

- | | | |
|---|---|---------------------|
| 1. Primary | 4. Diploma | 7. Master's degree |
| 2. Secondary | 5. University – | 8. Doctorate degree |
| 3. Certificate from a
Community College,
Vocational/Trade Training
Institution | Certificate or Diploma below
Bachelor's degree | 9. Post Doctorate |
| | 6. Bachelor's degree | |

K11 Do you have any other comments

[OPEN_ENDED RESPONSE] [not a forced response can leave blank]

INT96

[SKIP IF NOT INT02=RF]

RF Thank you for your time

INT97

[SKIP IF NOT INT01=NE]

NE Unfortunately we can only interview residents aged 18 or over. Thank you for your time.

INT98

[SKIP IF NOT INT03=NE]

NE Please note that the service delivery survey currently being conducted with residents of the Honiara is run in conjunction with this Public Servant survey. Unfortunately this means that you cannot complete both the resident and public servant survey, and as such we cannot continue with *this* particular survey. Thank you for your time.

INT99

CO That concludes this survey. Thank you for taking time to complete this survey

APPENDIX V: HONIARA RESIDENT SURVEY



Solomon Islands Government

PUBLIC SERVICE COMMISSION

P.O.BOX G29

HONIARA

Int_Code Interview code _ _ _ _ _

[TEXT INPUT]

Interviewer Note: *The first digit is the letter assigned to you as the interviewer, e.g. "A" followed sequentially by the two letters of the survey (e.g. PS) followed by the number of interviews conducted as listed on the control form). This information is used for quality assurance purposes.*

INT01 Are you currently recruiting:

[SINGLE RESPONSE]

Interviewer note: *This needs to be completed prior to the starting the survey.*

01. An Individual
02. A Business or Organisation

INT02B Please select the Ward:

01. Nggosi
02. Mbumburu
03. Rove/lengakiki
04. Cruz
05. Vavaea
06. Vuhokesa
07. Mataniko
08. Kola'a
09. Kukum
10. Naha
11. Vura
12. Panatina

•

LANG What language is this survey being conducted in?

[SINGLE RESPONSE]

Interviewer note: *When approaching someone for participation, try and establish in which language they are most comfortable talking in.*

- 01. English
- 02. Pidgin

INTRO Introduction

We have been asked to conduct a survey for the Public Service Commission, to find out about your experiences and expectations with the services and products provided by the Solomon Islands Public Service Ministries and Agencies.

The results from this survey will help the Public Service Commission to identify aspects of the Public Service that are working well, and other areas that might need some improvement. We're looking to get feedback on the past 18 months in particular, so from July 2014 to now.

The aim of this survey is to hear **your** opinions and about **your** experiences, so please feel free to answer the questions as honestly as possible. All of your answers will be confidential, so there is no reason to hold back.

We are looking to speak to residents aged 18 or over. Can you please confirm whether you are aged 18 or over?

01 Yes, I am aged 18yrs or over → [CONTINUE TO INT04]

NE No, I am not 18yrs or over → [SKIP TO INT97]

INT04 Please know that taking part in this survey is completely voluntary and should you wish to take part, you may stop at any time. You also have the right to ask us to remove any of the data you have provided.

Do you understand these rights, and if so would you like to continue with the survey?

*Please note: If you **do not** understand your rights but would like to continue, I can give you more information about your participation rights before starting this survey.*

[SINGLE RESPONSE – READ OUT]

CN Yes, I understand my rights and agree to do the survey → [CONTINUE TO Pre_TechA]

RF No, I would **not** like to continue with the survey → [SKIP TO INT96]

A. I am now going to ask you a few questions about yourself:

•

A1 Are you currently an employee of the Solomon Islands Government?

- 01. Yes → **SKIP TO INT98**
- 02. No → **CONTINUE TO A2**

•

A2 Your Age:

[SINGLE RESPONSE] [NUMERICAL INPUT FIELD 18-99]

- 01 _____ (in years) → **SKIP TO A4**
- 98 Don't Know / Unsure → **CONTINUE TO A3**

A3 Can you perhaps tell us which of the following **AGE RANGES** you fall into?

[SINGLE RESPONSE] [SKIP IF A2=01]

- | | |
|-----------------|-------------------------|
| 03. 18-19 years | 11. 55-59 years |
| 04. 20-24 years | 12. 60 years and over |
| 05. 25-29 years | DK. Don't Know / Unsure |
| 06. 30-34 years | |
| 07. 35-39 years | |
| 08. 40-44 years | |
| 09. 45-49 years | |
| 10. 50-54 years | |

A4 Are you:

[SINGLE RESPONSE]

- 01. Male
- 02. Female

•

A1 What is your ethnicity:

[SINGLE RESPONSE]

- | | |
|-----------------|-----------------------------------|
| 01. Melanesian | 05. Chinese |
| 02. Micronesian | 06. Asian (Other than Chinese) |
| 03. Polynesian | 07. Other (Please Specify): _____ |
| 04. European | |

B. SERVICE EXPECTATIONS

B1 We would like to ask you some questions about the expectations you have about the services you receive from the Solomon Island Government's ministries or agencies. A public or government service is a service planned and organised by the government in order to help and benefit the people. Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is 'Strongly Agree", please tell me how much you disagree or agree with the following statements:

[SINGLE RESPONSE GRID – READ OUT] [RANDOMISED ORDER B1.1 to B1.11] – be careful when you input data back on tablet as the order will be different

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
• B1.3 Services should be easy to access						
B1.4 Staff should assist me with my enquiry promptly / quickly.						
B1.6 Staff should be trustworthy.						
B1.8 Services should be of a high standard.						
B1.9 Staff should behave professionally.						
B1.10 Staff should not show favouritism or <i>wantok</i> loyalties						
B1.11 Staff should always have the public's best interest at heart.						

C. We will now ask you some questions about the ministries / agencies you use

C1 I am going to read out a list of the ministries and agencies, please tell me how many times you have used the services of, or interacted with, each ministry or agency between July 2014 and now.

[NOT MANDATORY – SET DEFAULT to 0]

- [SINGLE NUMERICAL INPUT – READ OUT NAME BUT NOT ACCRONYM, note which 3 agencies they use the most, these are fed into the loop and each get asked the same 3 questions]

Interviewer note: The Ministry acronym has been provided for your reference. Please DO NOT read it out as part of the Ministry title, unless clarification is sought.

- | | | |
|-------|--|-------|
| C1.1 | Ministry of Agriculture & Livestock (MAL) : | _____ |
| C1.2 | Ministry of education & human resources development (MEHRD) : | _____ |
| C1.3 | Ministry of development planning & aid coordination (MDPAC) : | _____ |
| C1.4 | Ministry of commerce, industries, labour and immigration (MCILI) : | _____ |
| C1.5 | Ministry of culture & tourism (MCT): | _____ |
| C1.6 | Ministry of environment, conservation, climate change, disaster management and meteorology (MECCCDMM): | _____ |
| C1.7 | Ministry of home affairs (MHA): | _____ |
| C1.8 | Ministry of infrastructure development (MID): | _____ |
| C1.9 | Ministry of health and medical services (MHMS) : | _____ |
| C1.10 | Ministry of finance and treasury (MOFT) : | _____ |
| C1.11 | Ministry of fisheries and marine resources (MFMR): | _____ |
| C1.12 | Ministry of foreign affairs and external trade (MFAET): | _____ |
| C1.13 | Ministry of forestry and research (MFR): | _____ |
| C1.14 | Ministry of justice and legal affairs (MJLA): | _____ |
| C1.15 | Ministry of lands, housing and survey (MLHS): | _____ |
| C1.16 | Ministry of mines, energy and rural electrification (MMERE): | _____ |
| C1.17 | Ministry of national unity, reconciliation and peace (MNURP): | _____ |
| C1.18 | Ministry of police & national security (MPNS): | _____ |
| C1.19 | Ministry of provincial government and institutional strengthening (MPGIS): | _____ |
| C1.20 | Ministry of public service (MPS): | _____ |
| C1.21 | Ministry of rural development (MRD): | _____ |
| C1.22 | Ministry of women, youth and children affairs (MWYCA): | _____ |
| C1.23 | Office of the prime minister and cabinet (OPMC): | _____ |
| C1.24 | Office of the national parliament (ONP): | _____ |
| C1.25 | Office of the Governor General (OGG): | _____ |
| C1.26 | The National Judiciary (Court of Appeal, High Court and the Magistrates) (NJ): | _____ |
| C1.27 | The Auditor General (AG): | _____ |
| C1.28 | Ministry of communication and aviation (MCA): | _____ |
| C1.29 | Solomon Power: | _____ |
| C1.30 | Solomon Water: | _____ |
| C1.31 | Solomon Islands Ports Authority: | _____ |

C2 Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is "Strongly Agree", please respond to the following statement: *You know the types of services each of the Ministries and Agencies offer* [SINGLE RESPONSE]

- 01 Strongly Disagree
- 02 Somewhat Disagree
- 03 Neither Agree nor Disagree
- 04 Somewhat Agree
- 05 Strongly Agree

D. SPECIFIC REFLECTION OF AN AGENCY

D1 Deleted as redundant

[START OF LOOP – REPEATED FOR EACH OF THE 3 MINISTRIES IDENTIFIED IN D1]

MINISTRY / AGENCY 1:

D2_1 Which division(s) within the [INSERT ANSWER D1] did you use?"

D3 _1 Using a scale of 1 to 5, where 1 is 'Completely Dissatisfied' and 5 is 'Completely Satisfied', how satisfied would you say you were with the **overall** service you received from the [INSERT ANSWER D1]? [SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 01. Completely Dissatisfied
- 02. Somewhat Dissatisfied
- 03. Neither Satisfied nor Dissatisfied
- 04. Somewhat Satisfied
- 05. Completely Satisfied

D4A _1 Which aspects of the [INSERT ANSWER D1]'s overall service delivery to the public would you say causes you the most frustration?

[OPEN_ENDED RESPONSE] [SKIP IF INT01=02 (Business or Organisation)]

D5 _1 Again thinking of the [INSERT ANSWER D1], I would now like you to answer the following questions using that same “Strongly disagree” to ‘Strongly Agree” scale:

[SINGLE RESPONSE GRID – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
D5.2 You could easily access their services						
D5.3 Staff helped you promptly / quickly						
D5.5 You considered staff to be trustworthy						
D5.7 The service you received was of a high standard						
D5.8 Staff were professional.						
D5.9 The staff showed favoritism or <i>wantok</i> loyalty to some people						
D5.10 The staff appeared to have your best interest at heart.						

D6 _1 Using the same “Strongly Disagree” to ‘Strongly Agree” scale you used before, please answer the following question:

Overall, you feel that the service provision from [INSERT ANSWER D1], has improved since July 2014?

[SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

01. Strongly Disagree
02. Somewhat Disagree
03. Neither Agree nor Disagree
04. Somewhat Agree
05. Strongly Agree
06. Don't Know / Unsure

[LOOP – MINISTRY / AGENCY 2:]

MINISTRY / AGENCY 2:

D2_2 Which division(s) within the [INSERT ANSWER D1] did you use?"

D4 _2 Using a scale of 1 to 5, where 1 is 'Completely Dissatisfied' and 5 is 'Completely Satisfied', how satisfied would you say you were with the **overall** service you received from the [INSERT ANSWER D1]? [SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 01. Completely Dissatisfied
- 02. Somewhat Dissatisfied
- 03. Neither Satisfied nor Dissatisfied
- 04. Somewhat Satisfied
- 05. Completely Satisfied

D4A _2 Which aspects of the [INSERT ANSWER D1]'s overall service delivery to the public would you say causes you the most frustration?

[OPEN_ENDED RESPONSE] [SKIP IF INT01=02 (Business or Organisation)]

D5 _2 Again thinking of the [INSERT ANSWER D1], I would now like you to answer the following questions using that same “Strongly disagree” to ‘Strongly Agree” scale:

[SINGLE RESPONSE GRID – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
D5.2 You could easily access their services						
D5.3 Staff helped you promptly / quickly						
D5.5 You considered staff to be trustworthy						
D5.7 The service you received was of a high standard						
D5.8 Staff were professional.						
D5.9 The staff showed favoritism or <i>wantok</i> loyalty to some people						
D5.10 The staff appeared to have your best interest at heart.						

D6 _2 Using the same “Strongly Disagree” to ‘Strongly Agree” scale you used before, please answer the following question:

Overall, you feel that the service provision from [INSERT ANSWER D1], has improved since July 2014?

[SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

01. Strongly Disagree
02. Somewhat Disagree
03. Neither Agree nor Disagree
04. Somewhat Agree
05. Strongly Agree
06. Don't Know / Unsure

[LOOP – MINISTRY / AGENCY 3:]

MINISTRY / AGENCY 2:

D2_3 Which division(s) within the [INSERT ANSWER D1] did you use?"

D5 _3 Using a scale of 1 to 5, where 1 is 'Completely Dissatisfied' and 5 is 'Completely Satisfied', how satisfied would you say you were with the **overall** service you received from the [INSERT ANSWER D1]? [SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 01. Completely Dissatisfied
- 02. Somewhat Dissatisfied
- 03. Neither Satisfied nor Dissatisfied
- 04. Somewhat Satisfied
- 05. Completely Satisfied

D4A _3 Which aspects of the [INSERT ANSWER D1]'s overall service delivery to the public would you say causes you the most frustration?

[OPEN_ENDED RESPONSE] [SKIP IF INT01=02 (Business or Organisation)]

D6 _3 Again thinking of the [INSERT ANSWER D1], I would now like you to answer the following questions using that same “Strongly disagree” to ‘Strongly Agree” scale:

[SINGLE RESPONSE GRID – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
D5.2 You could easily access their services						
D5.3 Staff helped you promptly / quickly						
D5.5 You considered staff to be trustworthy						
D5.7 The service you received was of a high standard						
D5.8 Staff were professional.						
D5.9 The staff showed favoritism or <i>wantok</i> loyalty to some people						
D5.10 The staff appeared to have your best interest at heart.						

D7 _3 Using the same “Strongly Disagree” to ‘Strongly Agree” scale you used before, please answer the following question:

Overall, you feel that the service provision from [INSERT ANSWER D1], has improved since July 2014?

[SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

01. Strongly Disagree
02. Somewhat Disagree
03. Neither Agree nor Disagree
04. Somewhat Agree
05. Strongly Agree
06. Don't Know / Unsure

[END OF LOOP]

D7A Now thinking more broadly about your interaction with all of the various Ministries or Agencies you have dealt with since June 2014... Which aspects of the Solomon Islands Government's (SIG) overall service delivery to the public would you say causes you the most frustration?

[OPEN_ENDED RESPONSE] [SKIP IF INT01=02 (Business or Organisation)]

E6 How confident are you in the Solomon Islands' Government (SIG) ability to handle any economic challenges the Solomon Islands might face over the next 12 months?

[SINGLE RESPONSE]

01. I have no confidence in the SIG's ability to handle economic challenges
02. I have little confidence in the SIG's ability to handle economic challenges
03. I expect SIG's handling of economic challenges to be about the same as during the past 12 months
04. I am somewhat confident in the SIG's ability to handle economic challenges
05. I am very confident in the SIG's ability to handle economic challenges
06. Don't Know / Unsure

E7 Using a scale of 1 to 5, where 1 is 'Strongly Disagree' and 5 is 'Strongly Agree', to what extent would you say the following factors make you feel less confident in the Government's ability to provide you with quality services?

[SINGLE RESPONSE][RANDOMISE E7.1 to E7.13]

	Strongly Disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Strongly Agree (5)
E7.1 Lack of transparency / accountability					
E7.2 Unprofessional behaviour by the public sector					
E7.3 Lack of enforcement of the laws					
E7.5 Lack of strategic forethought and planning					
E7.7 Lack of moral values by agency employees					
E7.8 Favouritism / <i>Wantok</i> system					
E7.9 Ineffective management of State Owned Enterprises (SOE)					
E7.10 Being out of touch with the people's concern					
E7.11 Lack of leadership					
E7.12 Lack of funding and support					
E7.13 Acceptance of bribes / Imposing of a commission					

E8 Would you like to elaborate on or provide examples for any of these factors influencing your confidence in the Government's ability to provide you with quality services?

[SINGLE RESPONSE]

01. [OPEN ENDED RESPONSE]

98 Don't Know / Decline to elaborate

E11 Using a scale of 1 to 5, where 1 is 'Completely disagree' and 5 is 'Completely Agree', would you say the Solomon Islands Government has addressed any of the following issues since June 2014?

[SINGLE RESPONSE][RANDOMISE E11.1 to E11.13]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
E11.1 Greater focus on improving business growth environment					
E11.2 Better control of corruption					
E11.3 Improved infrastructure					
E11.4 Upgraded tax laws					
E11.5 Better educational system					
E11.6 Improved management capacity of public services					
E11.8 Implementation of strict budgetary discipline					
E11.10 Better labour laws					
E11.11 Use of IT to improve processes / systems					
E11.13 Political stability and the absence of violence					

Please tell us a bit about yourself:

These questions will ask about the difficulties you may have doing certain activities because of a HEALTH PROBLEM. [SINGLE RESPONSE][RANDOMISE G1 to G4] Using a scale of 1 to 4, where 1 is "no difficulty" and 4 is "Cannot do at all" please tell me if you have difficulty doing the following:

G1 Seeing, even if wearing glasses?

- a. No - no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G2 Hearing, even if using a hearing aid?

- a. No- no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G3 Walking or climbing steps?

- a. No- no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G4 Remembering or concentrating?

- a. No – no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G7 Do you have any other comments

[OPEN_ENDED RESPONSE] [not a forced response can leave blank]

INT96

[SKIP IF NOT INTRO=AD OR NOT INT03=RF]

RF Thank you for your time

INT97

[SKIP IF NOT INT01=NE]

NE Unfortunately we can only interview residents aged 18 or over. Thank you for your time.

INT98

[SKIP IF A1=02]

NE Please note that there is currently a separate survey being conducted with employees of the Solomon Islands Government, and as such we cannot continue with *this* particular survey. Thank you for your time.

INT99

CO That concludes this survey. Thank you for taking time to complete this survey.

APPENDIX VI: HONIARA BUSINESS SURVEY



Solomon Islands Government

PUBLIC SERVICE COMMISSION

P.O.BOX G29

HONIARA

Int_Code Interview code _ _ _ _ _

[TEXT INPUT]

Interviewer Note: *The first digit is the letter assigned to you as the interviewer, e.g. "A" followed sequentially by the two letters of the survey (e.g. PS) followed by the number of interviews conducted as listed on the control form). This information is used for quality assurance purposes.*

INT01 Are you currently recruiting:

[SINGLE RESPONSE]

Interviewer note: *This needs to be completed prior to the starting the survey.*

13. An Individual

14. A Business or Organisation

INT02 Please enter the business ID number:

[NUMERICAL INPUT, 001-300] [MANDATORY]

Interviewer note: *This can be found on your reference sheet.*

01 _____ (Business ID)

LANG What language is this survey being conducted in?

[SINGLE RESPONSE]

Interviewer note: *When approaching someone for participation, try and establish in which language they are most comfortable talking in.*

03. English

04. Pidgin

INTRO **Introduction**

We have been asked to conduct a survey for the Public Service Commission, to find out about your experiences and expectations with the services and products provided by the Solomon Islands Public Service Ministries and Agencies.

The results from this survey will help the Public Service Commission to identify aspects of the Public Service that are working well, and other areas that might need some improvement. We're looking to get feedback on the past 18 months in particular, so from July 2014 to now.

The aim of this survey is to hear **your** opinions and about **your** experiences, so please feel free to answer the questions as honestly as possible. All of your answers will be confidential, so there is no reason to hold back.

We are looking to speak to residents aged 18 or over. Can you please confirm whether you are aged 18 or over?

01 Yes, I am aged 18yrs or over → [CONTINUE TO INT04]

NE No, I am not 18yrs or over → [SKIP TO INT97]

INT04 Please know that taking part in this survey is completely voluntary and should you wish to take part, you may stop at any time. You also have the right to ask us to remove any of the data you have provided.

Do you understand these rights, and if so would you like to continue with the survey?

*Please note: If you **do not** understand your rights but would like to continue, I can give you more information about your participation rights before starting this survey.*

[SINGLE RESPONSE – READ OUT]

CN Yes, I understand my rights and agree to do the survey → [CONTINUE TO Pre_TechA]

RF No, I would **not** like to continue with the survey → [SKIP TO INT96]

E. I am now going to ask you a few questions about yourself:

A5 Are you currently an employee of the Solomon Islands Government?

03. Yes → SKIP TO INT98

04. No → CONTINUE TO A2

A6 Your Age:

[SINGLE RESPONSE] [NUMERICAL INPUT FIELD 18-99]

01 _____ (in years) → SKIP TO A4

98 Don't Know / Unsure → CONTINUE TO A3

A7 Can you perhaps tell us which of the following **AGE RANGES** you fall into?

[SINGLE RESPONSE] [SKIP IF A2=01]

- | | | | |
|-----|-------------|-----|---------------------|
| 15. | 18-19 years | 23. | 55-59 years |
| 16. | 20-24 years | 24. | 60 years and over |
| 17. | 25-29 years | | |
| 18. | 30-34 years | DK. | Don't Know / Unsure |
| 19. | 35-39 years | | |
| 20. | 40-44 years | | |
| 21. | 45-49 years | | |
| 22. | 50-54 years | | |

A8 Are you:

[SINGLE RESPONSE]

- | | |
|-----|--------|
| 03. | Male |
| 04. | Female |

A2 What is your ethnicity:

[SINGLE RESPONSE]

- | | | | |
|-----|-------------|-----|------------------------------|
| 08. | Melanesian | 12. | Chinese |
| 09. | Micronesian | 13. | Asian (Other than Chinese) |
| 10. | Polynesian | 14. | Other (Please Specify):_____ |
| 11. | European | | |

F. SERVICE EXPECTATIONS

B1 We would like to ask you some questions about the expectations you have about the services you receive from the Solomon Island Government's ministries or agencies. A public or government service is a service planned and organised by the government in order to help and benefit the people. Using a scale of 1 to 5, where 1 is "Strongly disagree" and 5 is 'Strongly Agree", please tell me how much you disagree or agree with the following statements:

[SINGLE RESPONSE GRID – READ OUT] [RANDOMISED ORDER B1.1 to B1.11] **be careful when you input data back on tablet as the order will be different**

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
B1.3 Services should be easy to access						
B1.4 Staff should assist me with my enquiry promptly / quickly.						
B1.6 Staff should be trustworthy.						
B1.8 Services should be of a high standard.						
B1.9 Staff should behave professionally.						
B1.10 Staff should not show favouritism or <i>wantok</i> loyalties						
B1.11 Staff should always have the public's best interest at heart.						

G. We will now ask you some questions about the ministries / agencies you use

C3 I am going to read out a list of the ministries and agencies, please tell me how many times you have used the services of, or interacted with, each ministry or agency between July 2014 and now.

[NOT MANDATORY – SET DEFAULT to 0]

[SINGLE NUMERICAL INPUT – READ OUT NAME BUT NOT ACCRONYM, note which 3 agencies they use the most, these are fed into the loop and each get asked the same 5 questions]

Interviewer note: The Ministry acronym has been provided for your reference. Please DO NOT read it out as part of the Ministry title, unless clarification is sought.

- C1.32 Ministry of Agriculture & Livestock (MAL) : _____
- C1.33 Ministry of education & human resources development (MEHRD) : _____
- C1.34 Ministry of development planning & aid coordination (MDPAC) : _____
- C1.35 Ministry of commerce, industries, labour and immigration (MCILI) : _____
- C1.36 Ministry of culture & tourism (MCT): _____
- C1.37 Ministry of environment, conservation, climate change, disaster management and meteorology (MECCCDMM): _____
- C1.38 Ministry of home affairs (MHA): _____
- C1.39 Ministry of infrastructure development (MID): _____
- C1.40 Ministry of health and medical services (MHMS) : _____
- C1.41 Ministry of finance and treasury (MOFT) : _____
- C1.42 Ministry of fisheries and marine resources (MFMR): _____
- C1.43 Ministry of foreign affairs and external trade (MFAET): _____
- C1.44 Ministry of forestry and research (MFR): _____
- C1.45 Ministry of justice and legal affairs (MJLA): _____
- C1.46 Ministry of lands, housing and survey (MLHS): _____
- C1.47 Ministry of mines, energy and rural electrification (MMERE): _____
- C1.48 Ministry of national unity, reconciliation and peace (MNURP): _____
- C1.49 Ministry of police & national security (MPNS): _____
- C1.50 Ministry of provincial government and institutional strengthening (MPGIS): _____
- C1.51 Ministry of public service (MPS): _____
- C1.52 Ministry of rural development (MRD): _____
- C1.53 Ministry of women, youth and children affairs (MWYCA): _____
- C1.54 Office of the prime minister and cabinet (OPMC): _____
- C1.55 Office of the national parliament (ONP): _____
- C1.56 Office of the Governor General (OGG): _____
- C1.57 The National Judiciary (Court of Appeal, High Court and the Magistrates) (NJ): _____
- C1.58 The Auditor General (AG): _____
- C1.59 Ministry of communication and aviation (MCA): _____
- C1.60 Solomon Power: _____
- C1.61 Solomon Water: _____
- C1.62 Solomon Islands Ports Authority: _____

C4 Using a scale of 1 to 5, where 1 is “Strongly disagree” and 5 is ‘Strongly Agree”, please respond to the following statement: *You know the types of services each of the Ministries and Agencies offer* [SINGLE RESPONSE]

- 06 Strongly Disagree
- 07 Somewhat Disagree
- 08 Neither Agree nor Disagree
- 09 Somewhat Agree
- 10 Strongly Agree

H. **SPECIFIC REFLECTION OF AN AGENCY (don't script heading)**

D2 Deleted as redundant

[START OF LOOP – REPEATED FOR EACH OF THE 3 MINISTRIES IDENTIFIED IN D1]

MINISTRY / AGENCY 1:

D2_1 Which **division(s)** within the [INSERT ANSWER D1] did you use?”

D6 _1 Using a scale of 1 to 5, where 1 is ‘Completely Dissatisfied’ and 5 is ‘Completely Satisfied’, how satisfied would you say you were with the **overall** service you received from the [INSERT ANSWER D1]? [SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 06. Completely Dissatisfied
- 07. Somewhat Dissatisfied
- 08. Neither Satisfied nor Dissatisfied
- 09. Somewhat Satisfied
- 10. Completely Satisfied

D4B _1 Which aspects of the [INSERT ANSWER D1]’s overall service delivery to your business or organization would you say places the greatest constraints on your business operations? Which issues have the greatest impact on your business’s ability to function properly?

[OPEN_ENDED RESPONSE]

D7 _1 Again thinking of the [INSERT ANSWER D1], I would now like you to answer the following questions using that same “Strongly disagree” to ‘Strongly Agree” scale:

[SINGLE RESPONSE GRID – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
D5.2 You could easily access their services						
D5.3 Staff helped you promptly / quickly						
D5.5 You considered staff to be trustworthy						
D5.7 The service you received was of a high standard						
D5.8 Staff were professional.						
D5.9 The staff showed favoritism or <i>wantok</i> loyalty to some people						
D5.10 The staff appeared to have your best interest at heart.						

D8 _1 Using the same “Strongly Disagree” to ‘Strongly Agree” scale you used before, please answer the following question:

Overall, you feel that the service provision from [INSERT ANSWER D1], has improved since July 2014?

[SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 07. Strongly Disagree
- 08. Somewhat Disagree
- 09. Neither Agree nor Disagree
- 10. Somewhat Agree
- 11. Strongly Agree
- 12. Don't Know / Unsure

[LOOP – MINISTRY / AGENCY 2:]

MINISTRY / AGENCY 2:

D2_2 Which division(s) within the [INSERT ANSWER D1] did you use?"

D7 _2 Using a scale of 1 to 5, where 1 is 'Completely Dissatisfied' and 5 is 'Completely Satisfied', how satisfied would you say you were with the **overall** service you received from the [INSERT ANSWER D1]? [SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 06. Completely Dissatisfied
- 07. Somewhat Dissatisfied
- 08. Neither Satisfied nor Dissatisfied
- 09. Somewhat Satisfied
- 10. Completely Satisfied

D4B _2 Which aspects of the [INSERT ANSWER D1]'s overall service delivery to your business or organization would you say places the greatest constraints on your business operations? Which issues have the greatest impact on your business's ability to function properly?

[OPEN_ENDED RESPONSE]

D7 _2 Again thinking of the [INSERT ANSWER D1], I would now like you to answer the following questions using that same “Strongly disagree” to ‘Strongly Agree” scale:

[SINGLE RESPONSE GRID – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
D5.2 You could easily access their services						
D5.3 Staff helped you promptly / quickly						
D5.5 You considered staff to be trustworthy						
D5.7 The service you received was of a high standard						
D5.8 Staff were professional.						
D5.9 The staff showed favoritism or <i>wantok</i> loyalty to some people						
D5.10 The staff appeared to have your best interest at heart.						

D8 _2 Using the same “Strongly Disagree” to ‘Strongly Agree” scale you used before, please answer the following question:

Overall, you feel that the service provision from [INSERT ANSWER D1], has improved since July 2014?

[SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 07. Strongly Disagree
- 08. Somewhat Disagree
- 09. Neither Agree nor Disagree
- 10. Somewhat Agree
- 11. Strongly Agree
- 12. Don't Know / Unsure

[LOOP – MINISTRY / AGENCY 3:]

MINISTRY / AGENCY 2:

D2_3 Which division(s) within the [INSERT ANSWER D1] did you use?"

D3 _3 Using a scale of 1 to 5, where 1 is 'Completely Dissatisfied' and 5 is 'Completely Satisfied', how satisfied would you say you were with the **overall** service you received from the [INSERT ANSWER D1]? [SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

- 01. Completely Dissatisfied
- 02. Somewhat Dissatisfied
- 03. Neither Satisfied nor Dissatisfied
- 04. Somewhat Satisfied
- 05. Completely Satisfied

D4B _2 Which aspects of the [INSERT ANSWER D1]'s overall service delivery to your business or organization would you say places the greatest constraints on your business operations? Which issues have the greatest impact on your business's ability to function properly?

[OPEN_ENDED RESPONSE]

D5 _3 Again thinking of the [INSERT ANSWER D1], I would now like you to answer the following questions using that same “Strongly disagree” to ‘Strongly Agree” scale:

[SINGLE RESPONSE GRID – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)
D5.2 You could easily access their services						
D5.3 Staff helped you promptly / quickly						
D5.5 You considered staff to be trustworthy						
D5.7 The service you received was of a high standard						
D5.8 Staff were professional.						
D5.9 The staff showed favoritism or <i>wantok</i> loyalty to some people						
D5.10 The staff appeared to have your best interest at heart.						

D6 _3 Using the same “Strongly Disagree” to ‘Strongly Agree” scale you used before, please answer the following question:

Overall, you feel that the service provision from [INSERT ANSWER D1], has improved since July 2014?

[SINGLE RESPONSE – READ OUT] [REPEAT FOR EACH OF THE MINISTRIES SELECTED IN D1 – UP TO 3]

01. Strongly Disagree
02. Somewhat Disagree
03. Neither Agree nor Disagree
04. Somewhat Agree
05. Strongly Agree
06. Don't Know / Unsure

[END OF LOOP]

D7B Now thinking more broadly about your interaction with all of the various Ministries or Agencies you have dealt with since June 2014...

Which aspects of the Solomon Islands Government’s (SIG) **overall service delivery** to your business or organization would you say places the greatest constraints on your business operations? Which issues have the greatest impact on your business’s ability to function properly?

[OPEN_ENDED RESPONSE] [SKIP IF INT01=01 (Individual)]

I. We will now ask you some questions relating to your business.

E1 What would you say your business' or organisation's performance was like during the past 12 months (2015), compared to the previous 12 months (2014)?

[SINGLE RESPONSE]

01. Much Weaker
02. Somewhat Weaker
03. About The Same
04. Somewhat Stronger
05. Much Stronger
06. Don't Know / Unsure
07. Not Applicable – (New business etc.)

E2 What would you expect your business or organisation's performance to be in the next 12 months (2016), compared to the past 12 months? (2015)[SINGLE RESPONSE]

01. Much Weaker
02. Somewhat Weaker
03. About The Same
04. Somewhat Stronger
05. Much Stronger
06. Don't Know / Unsure

E4 Now thinking more broadly and not just about your business or organisation, what would you expect **overall conditions** for businesses in the Solomon Islands to be in the next 12 months (2016), compared to the past 12 months? (2015)

[SINGLE RESPONSE]

01. Much Weaker
02. Somewhat Weaker
03. About The Same
04. Somewhat Stronger
05. Much Stronger
06. Don't Know / Unsure

E5 Could you tell me some of the reasons you expect overall conditions for businesses in the Solomon Islands to be [INSERT ANSWER E4] in the next 12 months?

[OPEN_ENDED QUESTION] [SKIP IF E4=03 (Same) OR 06 (Don't know / Unsure)]

01 [OPEN ENDED]

DK Don't Know

E6 How confident are you in the Solomon Islands' Government (SIG) ability to handle any economic challenges the Solomon Islands might face over the next 12 months?

[SINGLE RESPONSE]

- 07. I have no confidence in the SIG's ability to handle economic challenges
- 08. I have little confidence in the SIG's ability to handle economic challenges
- 09. I expect SIG's handling of economic challenges to be about the same as during the past 12 months
- 10. I am somewhat confident in the SIG's ability to handle economic challenges
- 11. I am very confident in the SIG's ability to handle economic challenges
- 12. Don't Know / Unsure

E7 Using a scale of 1 to 5, where 1 is 'Strongly Disagree' and 5 is 'Strongly Agree', to what extent would you say the following factors make you feel less confident in the Government's ability to provide you with quality services?

[SINGLE RESPONSE][RANDOMISE E7.1 to E7.13]

	Strongly Disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Strongly Agree (5)
E7.4 Lack of transparency / accountability					
E7.5 Unprofessional behaviour by the public sector					
E7.6 Lack of enforcement of the laws					
E7.5 Lack of strategic forethought and planning					
E7.14 Lack of moral values by agency employees					
E7.15 Favouritism / <i>Wantok</i> system					
E7.16 Ineffective management of State Owned Enterprises (SOE)					
E7.17 Being out of touch with the people's concern					
E7.18 Lack of leadership					
E7.19 Lack of funding and support					
E7.20 Acceptance of bribes / Imposing of a commission					

E9 Would you like to elaborate on or provide examples for any of these factors influencing your confidence in the Government's ability to provide you with quality services?

[SINGLE RESPONSE]

02. [OPEN ENDED RESPONSE]

E12 Using a scale of 1 to 5, where 1 is 'Completely disagree' and 5 is 'Completely Agree', would you say the Solomon Islands Government has addressed any of the following issues since June 2014?

[SINGLE RESPONSE][RANDOMISE E11.1 to E11.13]

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
E11.7 Greater focus on improving business growth environment					
E11.8 Better control of corruption					
E11.9 Improved infrastructure					
E11.10 Upgraded tax laws					
E11.11 Better educational system					
E11.12 Improved management capacity of public services					
E11.9 Implementation of strict budgetary discipline					
E11.12 Better labour laws					
E11.13 Use of IT to improve processes / systems					
E11.14 Political stability and the absence of violence					
E11.15 More competitive procurement					
E11.16 Payment of invoices to suppliers					

J. **BASIC INFORMATION:** Please tell us a bit about yourself:

BUSINESS OR ORGANISATION

F1 Sector:

Imported data

F2 Are you the:

[SINGLE RESPONSE – READ OUT] [SKIP IF INT01=01 (Individual)]

- 01 Business Owner
- 02 Business Manager
- 03 Other (Please Specify) : _____

F3 Size of business:

[SINGLE RESPONSE – READ OUT] [SKIP IF INT01=01 (Individual)]

- 01 Sole Proprietor
- 02 Micro Business (up to 2 employees, including yourself)
- 03 Small Business (A total of 3-9 employees, including yourself)
- 04 Medium Business (A total of 10-29 employees, including yourself)
- 05 Large Business (30-99 employees, including yourself)
- 06 Very Large Business (More than 100 employees, including yourself)
- 98 Don't Know – Do not read out

K. **MORE ABOUT YOU**

These questions will ask about the difficulties you may have doing certain activities because of a HEALTH PROBLEM. [SINGLE RESPONSE][RANDOMISE G1 to G6] Using a scale of 1 to 4, where 1 is "no difficulty" and 4 is "Cannot do at all" please tell me if you have difficulty doing the following:

G5 Seeing, even if wearing glasses?

- a. No - no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G6 Hearing, even if using a hearing aid?

- a. No- no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G7 Walking or climbing steps?

- a. No- no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G8 Remembering or concentrating?

- a. No – no difficulty
- b. Yes – some difficulty
- c. Yes – a lot of difficulty
- d. Cannot do at all

G7 Do you have any other comments

[OPEN_ENDED RESPONSE] [not a forced response can leave blank]

INT96

[SKIP IF NOT INTRO=AD OR NOT INT03=RF]

RF Thank you for your time

INT97

[SKIP IF NOT INT01=NE]

NE Unfortunately we can only interview residents aged 18 or over. Thank you for your time.

INT98

[SKIP IF A1=02]

NE Please note that there is currently a separate survey being conducted with employees of the Solomon Islands Government, and as such we cannot continue with *this* particular survey. Thank you for your time.

INT99

CO That concludes this survey. Thank you for taking time to complete this survey.

