



Australia Solomon Islands Program Support Facility (ASIPS+)

MID-TERM REVIEW REPORT

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Front cover image: Andy Lerner, *Village women enjoy a traditional dance in the Solomon Islands*, Smithsonian Magazine Photo Contest, uploaded August 2014.

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
AASI	Australia Awards Solomon Islands
AHC	Australian High Commission
ASIPS+	Australia Solomon Islands Program Support Facility Plus
ASIRF	Australia Solomon Islands Resource Facility
AUD	Australian dollar
CSO	Civil Society Organisation
DEH	Development Effectiveness Hub
DFAT	Department of Foreign Affairs and Trade
DPP	Development Partnership Plan
DSS	Deployee Support Services
EOFO	End of Facility Outcome
ESSP	Education Sector Support Program
FIMT	Facility Investment Management Team
FSU	Facility Support Unit
FY	Financial Year
GEDSI	Gender Equality, Disability Equity and Social Inclusion
GESU	Gender Equality Support Unit
HR	Human Resources
IMR	Investment Monitoring Report
IO	Intermediate Outcome
KEQ	Key Evaluation Question
LES	Locally Engaged Staff
MEL	Monitoring, Evaluation and Learning
MEHRD	Ministry of Education and Human Resources Development
MNPDC	Ministry of National Planning and Development Coordination
MWYCFA	Ministry of Women, Youth, Children and Family Affairs
ODA	Official Development Assistance
PAF	Performance Assessment Framework
SET	Stronger Education Together
SIAHP	Solomon Islands Australia Health Partnership
SICRAD	Solomon Islands Climate Resilient Agriculture Development
SIG	Solomon Islands Government
SINU	Solomon Islands National University
SO	Service Order
SOG	Strategic Oversight Group
VfM	Value for Money

EXECUTIVE SUMMARY

This report presents the findings and recommendations of the mid-term review of Phase 1 of the Australia Solomon Islands Program Support Facility Plus (ASIPS+). The review provides evidence to inform the Australian Department of Foreign Affairs and Trade (DFAT) decision-making on priorities, resourcing and delivery arrangements for the remainder of Phase 1 and future facility arrangements. DFAT and ASIPS+ management are considering options to respond to higher-than-forecast facility utilisation. While important context, this evaluation does not assess those deliberations.

CONTEXT AND STRATEGIC SETTING

ASIPS+ is fit for purpose in the Solomon Islands context. It operates in an environment shaped by regional developments affecting Solomon Islands–Australia relations, fluid domestic politics, and significant community-level development needs. Launched in 2023 following the Australia Solomon Islands Resource Facility (ASIRF), ASIPS+ was designed as a responsive and flexible mechanism supporting the Australian High Commission (AHC) to deliver development outcomes and advance Australia's bilateral relationship with Solomon Islands. The “plus” reflects its role in managing Service Order (SO) performance, strengthening coherence across SOs, applying cross-cutting priorities, and supporting learning and adaptation.

PERFORMANCE

At the point of the mid-term review, ASIPS+ had 20 active SOs, comprising 16 Official Development Assistance (ODA) SOs and four non-ODA SOs, with a combined value of 115.59 million Australian dollars (AUD). This confirms both funding pathways are operational. However, non-ODA procurement remains more complex due to steps involved in the initiation of non-ODA service orders and Commonwealth Procurement Rules, both of which are beyond the facility's control but limit its intended ability to respond quickly to local and emerging demands.

The review confirms that the “plus” in ASIPS+ matters. The facility adds value through strategic coordination, problem-solving, adaptation to context, and closer alignment of SOs with Australia's broader bilateral objectives. While individual SOs are outside the review scope, findings are consistent with the strong results reported in DFAT annual Investment Monitoring Reports. Feedback from AHC and SIG counterparts was consistently positive. ASIPS+ was described as: responsive to AHC priorities and emerging needs; showing improved willingness to listen and respond (from SIG); focused on quality delivery; flexible in marshalling technical and operational resources; able to move with speed and purpose across multiple lines of effort; and supported by effective leadership that provides coherence across a complex and growing portfolio.

The ASIPS+ design logic remains sound, and the facility has performed with the intended dexterity and coherence. It is on track to achieve both end-of-facility outcomes (EOFOs):

- EOFO 1: ASIPS+ has delivered quality programming that responds to Australia's policy and development priorities
- EOFO 2: ASIPS+ has efficiently and effectively managed operational processes and resources.

EMERGING ISSUES

The key challenge for the remainder of ASIPS+' contract period is sustainability. Demand has grown quickly and utilisation is high. The next period should focus on improving efficiency, prioritising the SO pipeline, and timely decisions on the most viable way forward. These issues reflect the pressures of success: strong demand and rapid growth.

Growth and its cost

There was widespread acknowledgement from AHC and ASIPS+ stakeholders that the facility's high tempo has left it operating with limited budget headroom and a stretched staff complement. In discussions on resourcing, each counterpart understandably emphasised the importance of protecting support to their own line of effort. Concerted expenditure is a measure of the facility's success and is not unusual in a program at this stage of growth, but it creates a management challenge. ASIPS+ was not originally resourced by the contractor for the work it has absorbed. The re-design was confirmed in August 2024, after the facility commenced in July 2023. The original budget envelope for the FSU was the same as under the predecessor program (ASIRF) not withstanding additional responsibilities added through the design. While the facility has adapted impressively, doing a lot quickly and at scale has come at a cost. This includes limited bandwidth to install program management and human resources (HR) information systems, incomplete implementation of knowledge-sharing approaches, less space to use learning to adapt SO implementation, and pressure on procurement and grants management. Larger SOs can build in dedicated resourcing, including for monitoring, evaluation and learning (MEL), while smaller SOs often need to wait for access to a shared resource. Across the facility, there was a sense of achievement but also fatigue.

How to sustain momentum under constraint?

The review acknowledges that DFAT and ASIPS+ management are considering options to respond to greater utilisation of the facility than originally forecasted. Timely decisions on future resourcing and delivery arrangements are critical to protect the results and relationships now being built. Delays could affect ASIPS+' ability to deliver commitments to SIG, remaining responsive, sustaining momentum across SOs, and retain staff.

An opportunity to consolidate success

The review considers that ASIPS+ is approaching an inflection point in both budget and practice. Moving into the ASIPS+ extension period also presents an opportunity to drive more efficient and sustainable use of resources. Continued modelling of spending scenarios (including where future SOs are expensed outside of ASIPS+ to allow fiscal space for emerging opportunities) will help inform AHC decision-making and manage stakeholder expectations.

There is scope to streamline enabling functions. Prioritising integrated information systems for program management and HR processes could save staff time and reduce routine glitches or oversights. In parallel, ASIPS+ could strengthen the learning-to-action dimension of MEL. The variety of approaches across SOs is a strength, but all MEL systems ultimately need grounded feedback to inform reporting and adaptation. Additional MEL support, particularly for smaller SOs, could help protect quality while the facility is under pressure.

The inflection point also requires a stronger shared awareness of the need to limit avoidable 'wear and tear' on the facility. This work culture shift could be supported through more explicit reporting to the SOG on where the SOs under development exceed planned lifecycle timeframes, payments exceed terms, or other practices that place higher demands on facility resources. The facility could improve reporting indicators for SOs that are off track or delayed. This would provide more visibility for timely management responses and better inform DFAT executive decision-making, including allowing leeway if deemed appropriate.

Post, host government and a large flexible facility

AHC and ASIPS+ have established practices that strengthen senior-level engagement with SIG. This includes senior AHC engagement with ministers to secure contribution and buy-in, followed by engagement with officials at relevant levels. Communication has also improved through the SOG and working-level meetings. Stakeholders described the senior-level relationship as constructive, practical and open. At the daily working level, however, it is common for a large facility to experience rub points with Post, including around communication with the host government. Some of these issues emerged in stakeholder consultations. Consultations identified areas requiring ongoing management: ensuring that ASIPS+ and AHC consult before engaging SIG on formal proposals, clarifying for SIG counterparts the respective roles of AHC and the facility at working level, and addressing some perceptions that facility resources are unevenly allocated across SOs. These are not unusual issues, but they require active management using existing mechanisms.

CROSS CUTTING ISSUES

ASIPS+ has supported SOs to advance priorities in Australia's International Development Policy, including gender equality, disability equity and rights, and climate change, notwithstanding the challenges discussed in the Cross-Cutting section. In many instances, local stakeholders are cautious about the **inclusion** agenda, particularly gender equality. ASIPS+ has managed this by focusing on practical, locally relevant results rather than high-level policy frameworks. Consultations highlighted widespread safeguards training, opportunities for **women** in occupations traditionally dominated by men, support reproductive health support, and openings for people living with **disability** in the vocational sector. Women's empowerment and climate action are also supported through civil society organisations. This practical approach is well suited to the context and has helped SOs make progress on cross-cutting priorities.

The facility has also fostered inclusion within its own workforce. Having made progress internally, there is now scope to direct more support towards external-facing SO delivery, including MEL surges for smaller SOs working on inclusion. Localisation is the strongest performing of the cross-cutting elements. A highly responsive facility for ODA-funded interventions gives AHC the flexibility to prioritise local demands in the selection and adaptation of SOs. Positive feedback from SIG counterparts indicates an increased adoption of SIG priorities. Maintaining this approach should remain a priority. Localisation could be further strengthened by ensuring SO reporting includes feedback from communities involved in, or affected by, implementation.

RECOMMENDATIONS

The main report sets out the full findings and recommendations. For this executive summary, the recommendation statements are reproduced in bold and followed by brief explanatory text.

Confirm the scope of the facility for the remaining phase

1. **Finalise headroom, scope, and future pathway decisions.** Continue modelling expenditure and commitment headroom scenarios, including one in which the program operates under restricted funding while maintaining fiscal space to respond to emerging opportunities.
2. **Complete the portfolio-wide rollout of the Development Effectiveness Hub (DEH) quality programming tools.** The roll-out has been good but continued rapid growth in SOs draws resources away from full quality programming implementation.

Create efficiencies with facility management including breadth/ resourcing risks

3. **Prioritise integrated management information systems.** Give effect to more streamlined management functions including by prioritising the introduction of integrated information systems for program management and HR. Replacing older, more time-consuming systems increases efficiency and reduces fatigue.
4. **Include in reporting to the SOG the details of where the time taken for SOs under development exceeds planned timeframes under the SO lifecycle, payments made exceed terms, or other practices that place higher demands on the facility.** The facility could explore ways to improve reporting indicators for SOs that are off track or delayed.
5. **Rebalance cross-cutting support towards external-facing SO delivery.** This proposed reprioritisation comes in recognition that some cross-cutting issues have been successfully advanced within the facility, for example gender equality. Some of the smaller SOs expressed that they would welcome more timely provision of resources for MEL, including around gender.
6. **Strengthen disability budgeting, data and outcome tracking in SOs.** Some SOs collect disability-related data, but collection is not consistent across the portfolio.
7. **Systematise climate risk screening and adaptation planning.** Climate integration has moved from policy intent to early practice, but systematic SO-level climate risk screening and adaptation planning remain emerging.
8. **Deepen the embedding of learning to action in MEL.** MEL systems are newly in place in a fast-paced work environment. The Facility will perform better over time and with more bandwidth to deepen the culture of reflection, learning and adaptation.
9. **Deepen feedback from the ground.** Collecting feedback at community level across SOs which are providing development assistance in the field will help to inform outcomes and shape improvements.

Options for the replacement mechanism

10. **Actively promote best practice AHC-ASIPS+-SIG engagement protocols.** Continue to manage rub points between stakeholders common to the functioning of a large flexible facility, including the need for consultation between the facility and AHC before engaging SIG on formal proposals while allowing room for informal explorative discussions.
11. **Revise the FSU resourcing model.** The surge in funding for activities comes at the expense of other facility needs, including installing efficient information management systems and servicing of small SOs.
12. **Greater flexibility in shifting funds between ODA and non-ODA, and equivalent ease in procurement and simplifying pre-procurement steps for non-ODA work.** The facility is built to be flexible and highly responsive to local priorities. The relative complexity in procuring non-ODA is at odds with this.
13. **Include consideration of facility architecture and alternative SO funding in the end of program evaluation for the long-term sustainability of the facility.**

1. INTRODUCTION AND BACKGROUND

This report presents the findings and recommendations of the independent mid-term review of Phase 1 of the Australia Solomon Islands Program Support Facility (ASIPS+). The review provides evidence to inform Department of Foreign Affairs and Trade (DFAT) decision-making on priorities, resourcing and delivery arrangements for Phase 1 and any future facility arrangements.

1.1. THE ASIPS+ OVERVIEW

ASIPS+ is a DFAT-funded mechanism that supports the Australian High Commission (AHC) in Honiara to deliver development outcomes and advance Australia's bilateral relationship with Solomon Islands. It follows the Australia Solomon Islands Resource Facility (ASIRF 2020–2023), which succeeded the Solomon Islands Resource Facility (2015–2020). Phase 1 of ASIPS+ commenced in July 2023 and was designed to run to 30 June 2027, with an option to extend to 30 June 2031.

The goal of ASIPS+ is *to contribute to Solomon Islands' 20-year national vision of improving the social and economic livelihoods of all Solomon Islanders*. Its objective is *to advance development priority outcomes through a strengthened Australia–Solomon Islands development partnership*. ASIPS+ is designed to achieve this through two EOFOs:

- EOFO 1: ASIPS+ has delivered quality programming that responds to Australia's policy and development priorities
- EOFO 2: ASIPS+ has efficiently and effectively managed operational processes and resources.

ASIPS+ is implemented by DT Global through the Facility Support Unit (FSU) and a portfolio of separately funded downstream Service Orders (SOs)¹. The initial Head Deed ceiling was AUD120 million, comprising AUD20 million for SO1/FSU and AUD100 million for SOs. In response to sustained demand, the Head Deed has been extended to June 2031 and the contract ceiling increased to AUD240 million.

ASIPS+ has evolved from delivering operational and enabling services into a hybrid model that combines enabling support with development-focused programming. The “plus” means that it is intended to strengthen the effective delivery of SOs by managing SO performance, promoting portfolio coherence, applying monitoring, evaluation and learning (MEL) and cross-cutting priorities, and - in some cases - supporting or leading SO design. The two EOFOs reflect the hybrid logic of ASIPS+: EOFO2 preserves the enabling platform inherited from ASIRF, while EOFO1 is a new outcome and represents the “plus” function.

The Facility refreshed design was approved on 13 August 2024. Governance structures were reformed in FY2024–25 to enable more integrated program delivery, with all programs consolidated under a Facility Director and stronger involvement from AHC Counsellors across sectors. This model is highly relevant to Australia's priorities and raised ambitions in the Solomon Islands².

ASIPS+ supports four SO types: Type 1 Development Programs (ODA-funded programs above AUD3 million), Type 2 Deployee Support Services (which cover ODA and non-ODA support to Australian Government deployees), Type 3 Thematic Initiatives (smaller or more targeted initiatives that support development outcomes), and Type 4 Flexible Funds (which allow DFAT to commission smaller, discrete and often rapid activities using ODA or non-ODA funding for flexible operational or development support). As of June 2026, there are 20 active SOs, valued at approximately AUD115.59 million. This includes two SOs that commenced in March 2026. The full SO list from the start of the facility to June 2026 is provided in **Annex 4**.

By sector, education and skills account for the largest share of the SO portfolio at AUD31.21 million, or 27.0%; health for AUD8.63 million, or 7.5%; and climate, disaster resilience and agriculture for AUD1.30 million, or 1.1%.

In terms of delivery role, AUD43.42 million (37.6%) is substantial development delivery, where ASIPS+ has a significant role in managing delivery systems and supporting program quality. Approximately AUD29.42 million (25.4%) is partial development delivery, where ASIPS+ provides technical assistance, design, grants administration, procurement, logistics, payments or implementation support, while DFAT, SIG ministries or other partners retain substantial responsibility for strategic direction, policy engagement or sector outcomes. Approximately AUD42.75 million (37.0%) is enabling or operational support.

ASIPS+ uses both ODA and non-ODA funding streams. Approximately AUD97.72 million (84.5%) is ODA, while AUD17.87 million (15.5%) is non-ODA. The non-ODA component is concentrated in four SOs: Departmental Deployee Support Services; departmental procurement, logistics and strategic communications support; departmental personnel and recruitment; and the Solomon Islands National University (SINU) Security Studies Program pilot. These activities support Australia's broader diplomatic, departmental and security engagement in

¹ SOs are agreements between DFAT and DT Global that set out the scope of work, delivery responsibilities and budget for activities or investments.

² ASIPS+ supports DPP-aligned programming in education, health, skills, community partnerships, gender equality, civil society, climate resilience, economic governance, security and operational support. These areas also align with Solomon Islands' National Development Strategy objectives on inclusive growth, equitable access to basic needs and services, quality health and education, climate and disaster resilience, and stable governance and public order, as mentioned in **Section 1.3**.

Solomon Islands and operate under different funding, delegation and compliance settings from ODA-funded development programming.

ASIPS+ is governed through a partnership between DFAT, through AHC Honiara, and DT Global as managing contractor. The Strategic Oversight Group (SOG) is the governance forum for the investment. It meets six-monthly and provides strategic oversight of the FSU and SO portfolio. The SOG is chaired by the Deputy Head of Mission/Senior Responsible Officer and includes DFAT Counsellors, ASIPS+ Director, and a DT Global Contractor Representative. Operational management is shared between DFAT's Facility Investment Management Team (FIMT) and the FSU. FIMT oversees the FSU (SO01), endorses new SOs and coordinates with DFAT SO Managers to support portfolio alignment. The FSU develops SOs to meet DFAT requirements and ASIPS+ quality programming criteria, provides operational and development effectiveness support, and manages SO delivery. AHC SO Leads are responsible for day-to-day implementation of SOs. These arrangements are supported by regular coordination mechanisms, including fortnightly FIMT–FSU management meetings, monthly or bi-monthly coordination meetings, Program Leads meetings, and business unit meetings.

DFAT assesses ASIPS+ and relevant SOs through the Investment Monitoring Report (IMR) process³, supported by ASIPS+ six-monthly and annual reporting. SO01/FSU performance is assessed against the IMR criteria and Facility Performance Assessment Framework (PAF). This includes nine operational and efficiency indicators, which are reported in ASIPS+ performance reporting and are consistent with the Australian National Audit Office's 2020 finding on the need for facility performance frameworks to collect data against a consistent set of quantitative efficiency indicators.

1.2. CONTEXT AND STRATEGIC SETTING

A more responsive partnership

The Australian Government's emphasis on a more responsive partnership was highlighted during Foreign Minister Penny Wong's June 2024 visit to Honiara, following then Prime Minister Jeremiah Manele taking office in May 2024. In public remarks, Minister Wong linked the future of the relationship to Solomon Islands' priorities, stating that Australia was open to a "much larger partnership" conducted "in accordance with your priorities" and "as equals and as partners"⁴. The Minister situated Australia's partnership with Solomon Islands within a "more contested" regional environment, emphasising Australia's interest in a Pacific region that is "peaceful, stable and prosperous"⁵. This closer cooperation is reflected in the joint objectives of the [Australia-Solomon Islands Development Partnership Plan 2024-2029](#) (DPP)⁶, which was developed in partnership with the SIG and guided by [Solomon Islands' National Development Strategy 2016-2035](#)⁷ and [Australia's International Development Policy](#).

Solomon Islands development needs

Increased ambition for ASIPS+ corresponds to the scale and persistence of Solomon Islands' development challenges. Solomon Islands is a dispersed small island state and, while it is scheduled to graduate from the Least Developed Country category in 2027⁸, its development is constrained by confluence of demographic, geographic, socio-economic, environmental and social inclusion pressures.

The dispersed population and limited connectivity make basic service delivery difficult and costly. In health, this contributes to persistent access constraints, alongside a growing burden of non-communicable diseases. In education, inadequate school infrastructure and a lack of qualified teachers continue to affect learning outcomes and longer-term economic participation. Solomon Islands continues to rely heavily on primary production, resource extraction and foreign aid, while logging, historically a major source of growth and public revenue, is in decline. These pressures are felt directly by households, with 35% of the employment-aged population living below the poverty line⁹.

Solomon Islands is among the countries with the highest disaster risk because of its exposure to earthquakes, landslides, cyclones, coastal flooding, tsunamis and sea-level rise. Coastal exposure is particularly acute, with around two-thirds of the population living within 1 km of the coast¹⁰.

³ SOs above AUD3 million, including Australia Awards Solomon Islands (SO04), Stronger Education Together (SO24) and the Solomon Islands Australia Health Partnership (SO25), have separate IMRs that are moderated. SOs below AUD3 million have non-moderated IMRs.

⁴ Penny Wong, Doorstop, Honiara, Solomon Islands [transcript], Australian Minister for Foreign Affairs, 6 June 2024, <https://www.foreignminister.gov.au/minister/penny-wong/transcript/doorstop-honiara-solomon-islands>

⁵ *Ibid.*

⁶ The DPP sets the goal of a *stable and prosperous Solomon Islands*. It is organised around three objectives: (1) inclusive economic growth, infrastructure and job creation; (2) investing in people, communities and links to Australia and the region; and (3) improved stability, security and resilience. ASIPS+ reporting maps the Facility's contribution across all three DPP objectives and 21 of the DPP's 30 indicators.

⁷ The National Development Strategy includes focus areas of ASIPS+ (education, health, skills and scholarships, gender equality and disability equity, community partnerships, civil society, climate resilience and agriculture, leadership, strategic communications, governance and security-related support; a list of all SOs is in **Annex 4**).

⁸ United Nations Conference on Trade and Development, *Trade Preferences Outlook 2025: Navigating in Times of Uncertainty*. The report lists Solomon Islands as scheduled to graduate from LDC status on 13 December 2027.

⁹ Department of Foreign Affairs and Trade. (2025). *Australia–Solomon Islands Development Partnership Plan 2024–2029* (p. 4). The DPP uses the USD 2.15 poverty line at 2017 PPP (purchasing power parity).

¹⁰ Department of Foreign Affairs and Trade. (2021). *Pacific risk profile: Solomon Islands* (pp. 1–2).

Gender inequality, disability inequity and broader social exclusion reduce the effectiveness and sustainability of development. The youthful population (three in five Solomon Islanders are under 24)¹¹ is an economic and social pressure point due to limited employment opportunities. High youth unemployment, particularly in rapidly urbanising Honiara, also carries implications for stability. More effective and equitable services and institutions are central not only to development progress, but also to social cohesion in a context still shaped by unresolved peace and reconciliation issues, recently seen in major unrest in Honiara in 2021.

2. METHODOLOGY

The review design and implementation were guided by [DFAT's Design, Monitoring, Evaluation and Learning Standards](#) 9 and 10¹². The review used a mixed-methods approach, drawing on three evidence streams: document and data review and semi-structured key informant interviews. In-country consultations were conducted in Honiara from 18 to 25 March 2026 with AHC, ASIPS+/DT Global and selected SIG counterparts. Remote interviews were conducted where stakeholders could not participate in person.

Evidence was coded against the key evaluation questions and analysed thematically. Findings were triangulated across documents, quantitative data and stakeholder perspectives. The review also used contribution-based analysis, distinguishing between ASIPS+'s direct accountability for facility systems and support functions, and broader development outcomes achieved through SOs.

Progress towards EOFOs was assessed using the ASIPS+ performance rubric: highly challenging, challenging, adequate or largely on track, and good or on track. Value for money (VfM) was assessed by considering whether the facility model uses resources economically and efficiently, manages risk, enables AHC to deliver better and faster than feasible alternatives, and maintains quality and accountability as the portfolio grows.

The main limitations were the short fieldwork period, the breadth of the SO portfolio, limited direct community-level evidence, and partial reliance on facility-generated monitoring, financial, procurement and human resources data. These sources were tested against consultation evidence, documents and SIG feedback. More detail on the methodology is provided in **Annex 1**.

3. FINDINGS

The report responds to four key evaluation questions (KEQs), with summary findings in **Table 1**. Sections below present detailed findings (numbered as F1 to F11), corresponding recommendations (R1 to R13), and evidence strength. **Section 4** discusses recommendations in more details.

Table 1. Key evaluation questions and summary findings

KEQ	DFAT criteria	Summary findings	Assessment
KEQ1: To what extent is ASIPS+ achieving its intended EOFOs? To what extent is ASIPS+ advancing DFAT priorities for GEDSI, climate change, locally led development, and First Nations engagement?	Effectiveness, GEDSI, climate change	ASIPS+ design logic remains sound and the EOFOs and IOs remain relevant. ASIPS+ is on track to achieve both EOFOs by end of Phase 1 and is advancing key policy priorities. The facility is fit for purpose and is delivering the intended value of the "plus". The main issue is sustainability under growth.	Good / on track
KEQ2: To what extent is ASIPS+ learning and adapting to evolving priorities, contextual changes, and DFAT and stakeholder needs?	Effectiveness, efficiency	ASIPS+ is adaptive and responsive. Its learning architecture is credible, but learning-to-action is not yet consistently embedded across all SOs.	Good
KEQ3: To what extent are the ASIPS+ governance arrangements working effectively to support DFAT?	Effectiveness, efficiency, risk and safeguards	ASIPS+ governance arrangements are effective and are helping the AHC maintain a coherent portfolio, respond to changing priorities and manage risks, and strengthen engagement with SIG.	Good
KEQ4: To what extent is the ASIPS+ facility mechanism providing VfM to DFAT?	VfM	ASIPS+ provides good VfM. FSU resourcing and service standards have not scaled sufficiently with SO number, value, complexity and urgency.	Good

¹¹ Department of Foreign Affairs and Trade. (2025). Australia–Solomon Islands Development Partnership Plan 2024–2029 (p. 4). Pacific Community, Statistics for Development Division. (2025, April 2). Population projections [Data set]. Pacific Data Hub. <https://pacificdata.org/data/dataset/population-projections-df-pop-proj>

¹² **Standard 9** informed the review design and implementation, including the KEQs, data collection methods, analysis framework and validation process. **Standard 10** informed the report structure, including the transparent presentation of evidence strength, limitations, alternative viewpoints where they existed, and links between findings, conclusions and recommendations.

3.1. EFFECTIVENESS AND EFFICIENCY

EQ1. To what extent is ASIPS+ achieving its intended EOFOs and key policy priorities?

F1. ASIPS+ remains fit for purpose, and both EOFOs are on track. The EOFOs and IOs remain relevant and continue to capture the facility's purpose and delivery levers. However, ASIPS+ has reached a strategic inflection point: demand, commitments and operating pressure have grown beyond design assumptions, and the main issue is now if the facility can sustain responsiveness, quality and VfM within available headroom.

R1. Finalise headroom, scope and future pathway decisions. Retain the EOFOs and IOs but reset the operating model. Continue modelling expenditure and commitment headroom, including constrained-demand, plateau-growth and earlier-transition options. Confirm the facility's scope for the remainder of Phase 1 and the level of FSU capability needed to protect responsiveness, quality, risk management and VfM.

Evidence strength: *moderate to high, based on ASIPS+ reporting against IMR criteria and PAF indicators, SOG records, and feedback from AHC and ASIPS+.*

The review finds that the ASIPS+ design logic remains sound and that its EOFOs and IOs remain relevant. The facility is helping AHC advance Australia's priorities in a complex context by responding to emerging needs, strengthening engagement with SIG, and progressing multiple lines of effort in parallel. While AHC, in consultation with SIG, is best placed to determine SO selection, the review finds that the mix of SOs—including activities funded through ODA and non-ODA pathways—is consistent with Australia's need for a responsive mechanism in Solomon Islands. However, the greater complexity of procuring non-ODA activities, while outside the facility's control, is at odds with the intent of timely and flexible delivery.

ASIPS+ is on track to achieve both EOFOs by end of Phase 1. This assessment is based on ASIPS+ reporting and PAF/IMR criteria, operational data, and consultations with AHC, ASIPS+, DT Global and SIG. Some implementation assumptions have proven optimistic in the context of rapid portfolio growth, particularly the assumption that a relatively fixed FSU can sustain consistent operational and cross-cutting support as SO number, value, complexity and urgency increase. Demand has increased rapidly, utilisation is high, and the facility is operating with limited headroom and stretched staff capacity. ASIPS+ has absorbed this pressure impressively, but growth has reduced the space for system and management information improvements, quality assurance, and learning-to-action. The main risk for the remainder of Phase 1 is sustainability: if demand, resourcing and systems are not managed more deliberately, the facility may lose some of the coherence, learning and development effectiveness that make the "plus" function valuable.

Progress towards EOF01: quality programming that responds to Australia's policy and development priorities

F2. ASIPS+ is on track to achieve EOF01¹³. However, its quality programming system is still being embedded across the SO portfolio. ASIPS+ defines quality programming through the Quality Programming Strategy and Programming and Performance Management Guidelines as a proportionate system of SO design, planning, MEL, safeguarding, cross-cutting integration, performance management and learning requirements, supported by the Development Effectiveness Hub (DEH) and implementation profiling. The tools and processes are established and in use, but consistent application across all SO types and delivery roles is still being embedded.

R2. Complete portfolio-wide rollout-out of quality programming tools. Apply implementation profiling to all new SOs and calibrate FSU support to SO type, delivery role, risk and complexity. Larger or more complex SOs should include dedicated operational capacity where required; smaller SOs should have more predictable access to shared services and DEH support.

Evidence strength: *moderate to high.* Evidence is strong on the increasing use of quality systems, design processes, cross-cutting strategies, quality assurance mechanisms and stakeholder perceptions of facility value. Evidence is moderate on portfolio-wide application and downstream development outcomes attributable to ASIPS+, because the quality architecture is still being operationalised and 2025 was the first full year of implementation following approval of the refreshed design in August 2024.

To deliver EOF01, ASIPS+ established DEH, strengthened MEL, and institutionalised a quality programming system. The DEH gives SOs access to shared frameworks, tools, templates, quality assurance processes and specialist advice including in cross-cutting areas. This integrated model has reduced fragmentation (because each SO does not need to create separate systems) and has helped ASIPS+ build a stronger Facility-level performance narrative (because SO-level evidence is linked to shared facility outcomes, DPP priorities and PAF). Consultation evidence supports this: several SO representatives reported that the integrated DEH function helped their SOs apply cross-cutting issues in more consistent and cost-effective ways.

Consultation evidence supports the value of this model. Several SO representatives reported that the DEH helped them apply cross-cutting issues more consistently and cost-effectively. ASIPS+ also uses a tiered quality model to

¹³ Progress toward EOF01 is adequate-to-good. It is good in relation to the establishment and early use of a quality programming system and responsiveness to AHC and SIG priorities. It is adequate in relation to consistent portfolio-wide application of quality programming and the still-emerging evidence of downstream development outcomes.

match support to SO type, risk and complexity. The Implementation Profiling Tool has been used for eight SOs, helping to right-size resourcing and trigger specialist inputs where needed (see **Annex 7** for more details about these tools). The “plus” model is generating value, although not evenly across all SOs, as shown in **Box 1**. The evidence suggests that shared services are well suited to smaller SOs, provided access is timely and predictable. More complex sector programs may require dedicated operational capacity funded within the SO, with the FSU providing lighter-touch quality assurance, coordination and surge support. These requirements should be assessed and costed during the design of larger investments. For smaller SOs, the priority is to ensure reliable access to the right level of shared operational and technical support.

Box 1. The “plus” model across different SO types

Education and skills: Australia Skills Awards supports technical and vocational skills development, while Stronger Education Together (SET) supports education sector strengthening with the Ministry of Education and Human Resources Development (MEHRD). ASIPS+ brought Australia Skills Awards support into the bilateral education and skills portfolio managed through ASIPS+, aligning it with SET, incorporating disability inclusion, and drawing on SET’s relationship with MEHRD. SET also used the ASIPS+ GEDSI approach to develop its GEDSI strategy, which DFAT accepted on first submission with commendations. Positive feedback from MEHRD and SINU indicates that ASIPS+ is adapting programming to context and strengthening alignment across the wider education and skills portfolio.

Small targeted program: The Gender Equality Support Unit (GESU) supports the Solomon Islands’ Ministry of Women, Youth, Children and Family Affairs, particularly the Women’s Development Division, to advance gender equality priorities. GESU demonstrates the value of shared Facility systems for a small, targeted SO. ASIPS+ finance, procurement, MEL and reporting support are important because GESU has a small core team. This enables GESU to work with government partners while meeting DFAT compliance and accountability requirements.

The Solomon Islands Australia Health Partnership (SIAHP) is a complex health program supporting health system strengthening and service delivery. SIAHP demonstrates the limits of relying mainly on shared services for large sector programs. Securing resourcing has been a challenge. Stakeholders raised concerns about the timeliness and depth of support in procurement, finance, HR and MEL. ASIPS+ has absorbed rapid growth in delivery volume and portfolio value. Annual delivery increased by 42% between FY2023/24 and FY2024/25, and continued demand is expected. The facility now manages approximately AUD16 million in annual procurement and contracting activity and supports more than 120 staff across the FSU and SOs, many embedded in partner ministries and service functions. This growth, driven by increasing demand from the AHC, is strong evidence that ASIPS+ is responding to Australia’s policy and development priorities. It has also placed pressure on the relatively fixed FSU budget (see **Annex 5**).

Consultation evidence reinforces the EOFO1 finding. ASIPS+ was consistently described as responsive, flexible and valuable in supporting quality programming in a complex operating environment. AHC stakeholders saw the facility as responsive to their priorities and as helping them maintain engagement with SIG while progressing multiple lines of effort in parallel.

SIG counterparts from the Ministry of National Planning and Development Coordination (MNPDC), MEHRD and SINU were pleased about a greater willingness by Australia to listen and improved responsiveness. MEHRD reported that Australian-supported education programming is now more responsive to SIG priorities, including the shift towards senior secondary infrastructure in response to enrolment pressures and progression bottlenecks. SINU described the partnership as locally driven and adaptive, with Australian-supported inputs contributing to pedagogy, policy reform, accreditation and academic governance, including through the University of Technology Sydney pedagogy program and academic mentoring.

Facility reporting indicates good progress across the four IOs that underpin EOFO1; this assessment is supported by positive feedback from education stakeholders, particularly MEHRD and SINU:

IO1.1. ASIPS+ has delivered quality SO designs and strategies that incorporate cross-cutting issues and key policy priorities. ASIPS+ is improving the way SOs are designed and established. New and redesigned SOs are more structured, more clearly aligned to AHC priorities, and more consistently informed by local consultation and cross-cutting expertise. Because the refreshed design was approved in August 2024, ASIPS+ had limited ability to influence the education and health design phases. However, it is making a significant contribution to program implementation. This includes developing context-appropriate strategies aligned with both Australian Government and SIG development policies, while remaining flexible in responding to emerging priorities. The education portfolio provides a strong example of effective integration and alignment to AHC priorities. In 2025, ASIPS+ supported the transition from ESSP to SET and integrated skills programming into the bilateral facility through SO28 and SO34. ASIPS+ reshaped Australia Skills Awards programming from a regional arrangement that had been in abeyance into a more coherent education and skills line of effort aligned with SET, disability inclusion and MEHRD priorities. The upcoming agriculture program, SICRAD, designed end to end by ASIPS+, will be the litmus test of integration. Its design drew on ASIPS+ Quality Standards, local consultation, GEDSI, climate and MEL inputs, and learning from other grant modalities. The evaluation team notes that the AHC has paused the implementation of this program for the time being.

IO1.2. ASIPS+ has delivered coherent and consistent approaches across SOs, including for cross-cutting issues and key policy priorities. ASIPS+ is promoting coherent approaches across the portfolio through shared

frameworks for GEDSI, climate change, safeguarding, communications, locally led development and MEL. SET used the integrated frameworks to develop its GEDSI strategy, while Solomon Islands Australia Health Partnership (SIAHP; SO25) used them as a foundation for SO-level planning. This suggests the integrated approach is improving the pace, consistency and quality of SO planning, although evidence of downstream performance outcomes is still emerging.

IO1.3. ASIPS+ has managed SOs to deliver in line with their workplans, terms of reference and specifications.

Performance management has strengthened through DEH quality assurance support, improved adviser performance systems and regular SO performance reporting to AHC. These processes improve oversight and adaptive management. For example, regular SO reporting and governance discussions contributed to 10 SO amendments in 2025, allowing scope, timelines and resourcing to be adjusted as implementation conditions changed, rather than continuing under outdated workplans. This has improved oversight and course correction. The level of performance management support required varies by SO size, risk and complexity.

IO1.4. ASIPS+ has generated knowledge and learning that informs continuous improvement across SOs.

ASIPS+ has established mechanisms for learning, including communities of practice and structured reflection processes. There is evidence that learning is being applied; for example, 2025 reflection processes identified practical improvements in procurement, finance, HR, operations and MEL, including actions on quality standards roll-out, procurement system updates, finance–procurement system linkages, HR workflow review and more regular Facility reflection, which were then incorporated into the 2026 Annual Work Plan. Learning to action is not yet systematic across the portfolio. It is reasonable that this is still emerging given the recent approval of the refreshed design. While learning systems take time to show results, a more manageable pace allows bandwidth for learning to action to take place.

Progress towards EOFO2: efficient and effective management of operational processes and resources

F3. ASIPS+ is making good progress towards EOFO2 and is on track to achieve it by the end of Phase 1.

ASIPS+ has strengthened governance, human resources, procurement, finance, operations, security, risk and safeguarding systems while absorbing a sharp increase in SO volume, value and complexity. These systems are enabling AHC to maintain a broad and responsive portfolio in Solomon Islands. However, ASIPS+ is now operating close to the limits of its current shared-services model. Some fragmented data and incomplete system integration limit real-time visibility across procurement, finance, HR, risk, MEL and SO performance.

R3. Prioritise and accelerate interoperable management information system with integrated program management, HR, procurement, finance, risk, and MEL data. This should improve visibility of SO status and transaction pipelines, support service-standard monitoring, and enable earlier management action where approvals, procurements, payments, recruitment or reporting are delayed.

R4. Strengthen SOG exception reporting for delayed or off-track SOs and high-pressure transactions.

Include in SOG reporting where new SOs under development exceed planned SO lifecycle timeframes, payments exceed agreed terms, SOs are off track or delayed, or other practices place additional pressure on facility systems. Use this reporting to support earlier management action and more efficient use of resources.

Evidence strength: high. This finding is supported by quantitative operating data in the 2024 and 2025 Annual Reports, value for money evidence, finance, procurement and human resources data, SOG records, reflection evidence and consultations with AHC, ASIPS+ and SO stakeholders.

EOFO2 is the operational backbone of ASIPS+. Through EOFO2, the facility enables AHC to mobilise people, suppliers, grants, contracts, payments, and logistics in a timely and risk-managed way in a complex operating environment. This matters in Solomon Islands, where markets are shallow, government and supplier capacity is uneven, geography increases delivery costs, and AHC often needs to respond quickly to political, security, development and partnership priorities. Without the facility, many of these processes would be slower, more fragmented, and highly resource-intensive for AHC to manage directly.

This conclusion is strongly supported by AHC consultation evidence. AHC stakeholders consistently described ASIPS+ as an essential enabling mechanism in a fluid political, security and partnership environment. They particularly valued rapid procurement, payments and mobilisation where responsiveness was central to delivery. AHC stakeholders also described ASIPS+ as fit for purpose in a context of shallow markets and persistent capacity constraints, while noting that several areas of DFAT programming, including non-ODA activities, would face significant delivery risk without the Facility. This is because the Facility provides established procurement, contracting, finance, HR, logistics, security and risk-management systems that AHC would otherwise need to manage directly or recreate through separate mechanisms. By covering this complex task, ASIPS+ allows the DFAT security team to focus on other priority tasks. Other consultations highlighted ASIPS+'s back-office efficiency and its ability to mobilise targeted technical assistance and discrete support that AHC could not easily administer directly.

However, the rapid growth has exposed two operational issues. The first is a **resourcing model issue**: implementation profiling is sound in design, but it is not yet clearly connected to operational service standards, transaction-volume forecasting, or decisions on when SOs require dedicated procurement, finance or HR

capacity. As a result, the FSU continues to carry most shared procurement, payment, recruitment and contracting functions across a growing and more complex SO portfolio, which is stretching shared services. The second is an **operational intensity issue**: even where the support model was appropriate, some late approvals, urgent demand and compressed end-of-financial-year expenditure generated high transaction volumes that further stretched procurement, finance, grants and contracting systems¹⁴. These pressures have required ASIPS+ to manage trade-offs between speed, compliance, systems strengthening and the level of support provided to different SOs.

The flexibility and high responsiveness of ASIPS+ means that it gets asked to do more things, more flexibly. To support more sustainable facility management, the review recommends a shift towards greater visibility and shared accountability for practices that place additional pressure on facility systems and staff. Monthly reporting to the SOG should include, for example, new SOs that exceed lifecycle timeframes during development, payments made outside agreed terms, and other issues that increase demand on the facility. A recalibration of reporting to the SOG along these lines also provides an opportunity to consider if there are ways to provide earlier flags to senior managements of SOs that are off track.

The evidence shows progress across the five IOs that underpin EOFO2. Evidence for EOFO2 is drawn from ASIPS+ operational datasets and annual reporting, and was triangulated through the VfM assessment, SOG records, and consultations with AHC, ASIPS+ business units and selected SO stakeholders.

IO2.1. ASIPS+'s decision-making processes have been effective. SOG and FIMT processes provide a clear structure for strategic and operational decision-making. Governance has matured from establishment and oversight towards more active management of headroom, pipeline, compliance, risk and resourcing¹⁵.

IO2.2. ASIPS+ has provided efficient HR support and logistics functions to enable personnel to perform their roles. During portfolio growth, ASIPS+ expanded and stabilised key HR and logistics functions sufficiently to maintain service delivery, support advisers and deployees, although not to an optimal level. The current rollout of integrated information systems for program management and HR should be prioritised (see recommendation 2)¹⁶. Logistics, operations, Deployee Support Services and security allowed advisers, teams and deployees to operate safely and effectively in a complex environment¹⁷. ASIPS+ strengthened professional standards in the local security market by introducing compulsory safeguarding certification for guards in 2025, using Pidjin-language, scenario-based materials were developed and used to certify 450 guards and ensure that only safeguarding-certified guards are deployed to AHC sites.

IO2.3. ASIPS+ has effectively managed grants and procurement in line with Australian Government standards. Procurement scaled substantially while maintaining compliance and local sourcing¹⁸. ASIPS+ is also adapting procurement approaches to context, timing, risk and VfM. The Procurement and Grants Request System has been expanded to cover a broader range of requests, standardise workflows and improve visibility across the facility.

IO2.4. ASIPS+'s operations, workplace culture and practices have promoted gender equality and reduced the acceptance and impact of harmful gender and social norms across SOs. ASIPS+ has made good progress on workplace gender equality and inclusive practice, which is also the facility's key policy priority. ASIPS+ has embedded gender equality into workplace practice. This includes gender-balanced recruitment panels, gender pay gap analysis, parental leave improvements, domestic violence leave socialisation, safeguarding and unconscious-bias training, GEDSI Awards, and strengthened attention to women-led suppliers and gender-disaggregated data. Security operations enabled women guards who choose to work night shifts to do so safely, through site-specific safeguards (paired deployment, safe-haven points, additional radios and consent-based rostering). Recruitment processes maintained a gender-balanced interview pool.

IO2.5. ASIPS+ has effectively managed financial risks and safeguards across SOs. Financial management has strengthened through improved forecasting, payment systems, spot checks, audit controls and oversight of

¹⁴ More than 40% of annual expenditure fell in Quarter 4 in both FY2023–24 and FY2024–25. The FY2024–25 profile improved once two high-value SOs (SO08 Solomon Islands–Australia Community Partnerships Support and SOD3 Procurement Support) were excluded, but late-year expenditure spikes still increased pressure on staff and processes, including overtime, time-off-in-lieu, sole-source justifications, single-tranche grants and compressed procurement and contracting timelines.

¹⁵ SOG4 provides important evidence that ASIPS+ governance is actively managing emerging constraints. At the March 2026 SOG meeting, members discussed the risk that the ASIPS+ SO ceiling could be reached before the contracted end date of 30 June 2031. The meeting considered Planning Scenario 4, which identified that cumulative contract value and forecasts could exceed the Head Deed by FY 2028–29. SOG noted the projected SO ceiling risk, confirmed that Scenario 4 was likely to be the preferred pathway, and agreed that a decision on the approach to managing the SO ceiling risk would be made at SOG5. This shows that the Facility's governance systems are not only identifying risks but escalating them for strategic decision-making.

¹⁶ In 2025, ASIPS+ completed 98 recruitment processes, an 88% increase from 2024, and mobilised 11 long-term personnel within an average of just over 30 days.

¹⁷ Deployee Support Services processed 501 job tickets for 37 households and properties, resolving more than half within 24 hours and nearly 90% within five days. Security and operations functions supported continuity through fleet management, asset tracking, property support, journey management, guard onboarding, crisis guidance, evacuation planning and updated standard operating procedures.

¹⁸ In 2025, ASIPS+ received 2,198 procurement requests and completed 2,049 procurements valued at AUD15.97 million, a 117% increase from 2024. Of these, 1,964 procurements were sourced from Solomon Islands businesses, representing 96% of procurements. ASIPS+ also issued 44 contracts within 45 days, with a combined contract value of AUD13.64 million.

SO commitments¹⁹. The external audit covering 1 July 2023 to 30 June 2025 found no fundamental weaknesses in ASIPS+ accounting and internal control systems. The Payment Request System, introduced in May 2025, reduced late or unpaid invoices and brought average invoice processing time to a respectable 4.49 business days, below the internal five-business-day benchmark. Safeguarding and risk management are also strong²⁰. Headroom pressure and insufficient resources to support all SOs were recognised as strategic risks at SOG4, confirming that financial and resourcing risks are now being managed through governance, not only at operational level.

3.2. CROSS-CUTTING PRIORITIES AND POLICIES

F4. ASIPS+ has established a credible and increasingly operationalised facility-wide approach to cross-cutting priorities. The facility is embedding gender equality, disability equity and rights, climate change, locally led development, First Nations engagement and safeguarding through one integrated quality programming approach.

R5. Rebalance cross-cutting support towards external-facing SO delivery. Maintain internal facility gains, particularly in gender equality, safeguarding and locally led development, while shifting more DEH and cross-cutting support towards SO design, implementation, MEL and learning. This should include MEL support for smaller SOs working on inclusion where required.

F5. Disability equity has a sound framework and promising examples, but disability budgeting, reasonable accommodation, disaggregated data and outcome tracking are not yet consistent.

R6. Strengthen disability budgeting, data and outcome tracking in SOs. Require relevant SOs to budget for reasonable accommodation, collect disability-disaggregated data where appropriate, and report whether disability inclusion actions enabled participation and benefits for people with disability.

F6. Climate integration has moved from policy intent to early practice. ASIPS+ has established a proportionate climate risk screening and specialist support system and climate considerations are evident across a few qualifying SOs.

R7. Systematise climate risk screening and adaptation planning for all climate-qualifying SOs and record adaptation actions, responsibilities, budget and climate MEL indicators.

Evidence strength: moderate to high. Evidence is strong for the policy architecture, workplace gender equality, safeguarding systems, locally led development and procurement data. Evidence is moderate for disability equity, climate change and First Nations engagement because these areas are still being operationalised.

ASIPS+'s integrated approach to cross-cutting issues promotes consistent application and reflects intersectionality. The strongest evidence is in gender equality, safeguarding and locally led development.

ASIPS+ has embedded gender equality in facility policy, workplace practice, recruitment, procurement, safeguarding, security operations, SO profiling and SO-level strategies. The facility-wide GEDSI Approach, approved in November 2024, includes 14 summary indicators and 23 action points mapped to ASIPS+ outcomes. ASIPS+ has also fostered inclusion internally. It can now shift more support towards external-facing SO delivery, including targeted MEL support for smaller SOs working on inclusion.

Disability equity and rights are progressing, but unevenly. ASIPS+ has a sound disability framework and promising examples, including the Disability Internship Program, disability analysis informing Australia Skills Award Support, and a grant of AUD96,364 to the Blind and Visually Impaired People of Solomon Islands. However, SOs do not yet consistently collect disability-disaggregated participation data, budget for reasonable accommodation, or report whether disability inclusion actions enabled people with disability to participate and benefit.

Climate change integration has also progressed from policy intent to early practice. ASIPS+ has approved an integrated climate approach, added climate and disaster risks to Facility risk processes, developed provincial climate profiles and a first-pass climate risk assessment tool, and incorporated climate considerations into SO profiling and design. Climate considerations are visible in SO24 SET, SO25 SIAHP and SO19. The next step is to make climate screening and adaptation planning systematic, proportionate and auditable across relevant SOs.

Locally led development and safeguarding are important strengths. ASIPS+ supports localisation through national staffing, local procurement, supplier engagement, Pidgin-language materials, cultural induction, Solomon Islander-led coordination mechanisms and partner capacity support. In 2025, 96% of completed procurements were sourced from Solomon Islands businesses. Safeguarding is also a major strength, with ASIPS+ translating

¹⁹ In 2025, ASIPS+ managed 18,854 transactions, up from 17,783 in 2024 and 2,277 in 2023. It completed 1,880 spot checks across 207 invoices, up from 1,328 spot checks across 158 invoices in 2024.

²⁰ ASIPS+ completed safeguarding risk ratings for all active SOs in 2025 and developed specific safeguarding assessments and management plans for Whole of ASIPS+, SET, Australia Skills Award Support, SIAHP, and Capacity Building Grants to Civil Society Organisations. Safeguarding is supported by Safeguards, Pidgin-language resources, partner toolkits, training of trainers, drills, downstream partner training and updated systems aligned with DFAT's 2025 safeguarding requirements.

safeguarding requirements into risk screening, partner training, Pidjin-language tools, focal point support, security training and practical behaviour-change approaches.

First Nations engagement is at an earlier stage but has moved beyond strategy development. ASIPS+ has positioned First Nations engagement within the integrated quality programming architecture and linked it to locally led development, cultural safety, trust, power-sharing and relationship-based ways of working. Further detail on all cross-cutting areas is provided in **Annex 8**.

3.3. LEARNING AND ADAPTING

EQ2. To what extent is ASIPS+ learning and adapting to evolving priorities, contextual changes, and DFAT and stakeholder needs?

F7. ASIPS+ is learning and adapting well. The facility has credible systems for reflection, context monitoring, data use and adaptive decision-making, and these systems are becoming more valued and in demand by SOs and business units. ASIPS+ has proven that it can help AHC respond to SIG and partner needs in a fluid political, security and delivery environment. The main limitation is the time and capacity to turn learning into sustained system improvements while the facility is operating at high tempo. Responsiveness is sometimes achieved through urgency, repeated follow-up and high staff effort. Strong working relationships, collaboration and a positive internal culture are major enablers of adaptive delivery, although staff fatigue is emerging as a risk.

R8. Strengthen the learning-to-action cycle in MEL. Build on current reflection, reporting and management processes by more consistently recording agreed actions, owners, timeframes and follow-up points, and tracking progress through existing FIMT–FSU, Program Leads, business unit and SOG mechanisms.

F8. ASIPS+ has developed a strong internal reflection practice and is strengthening data systems through dashboards, data cleaning and improved operational reporting. The evidence base is still weighted towards internal performance data and SO-level examples. Direct feedback from communities, local partners and suppliers is more limited and less systematic.

R9. Deepen feedback from the ground. For SOs delivering development assistance in the field, ASIPS+ should build proportionate feedback loops into design, reporting and reflection processes.

F8. The usual working-level rub points arising from have three institutions (AHC, ASIPS+ and SIG) working together exist but are manageable.

R10. Actively promote best practice AHC–ASIPS+–SIG engagement protocols. Set clear expectations for lead roles, clearance points, communication channels and escalation pathways, especially for formal proposals, new SOs, workplan changes and resource-sensitive decisions, while leaving room for informal explorative discussions.

Evidence strength: moderate-to-high. Evidence is high for responsiveness and adaptive delivery, based on SO growth, amendments, SOG minutes, annual reports and consultations. Evidence is moderate-to-high for learning systems because mechanisms exist and are improving, but learning-to-action is still uneven.

Flexibility, responsiveness and adaptation

ASIPS+ is responsive to AHC priorities, focused on quality delivery, flexible in mobilising technical and operational resources, and able to move with speed and purpose across multiple lines of effort. This is one of its clearest strengths and was consistently valued by AHC and SIG stakeholders. It has adapted to a changing operating context. During 2024 and 2025, the facility operated in a period marked by national elections, a change of government, the SIG 100 Day Plan, two withdrawn motions of no confidence, public transport strikes, Pacific Islands Forum pressures, changes in SIG leadership, and shifting Australian policy and approval requirements. The FSU monitored these changes to understand delivery implications, and used security planning, staff communications and risk-based decision-making to minimise disruption. It responded to the changes in operating context and delivery requirements through 10 SO amendments in 2025, adjusting scope, timelines and resources.

Reflection and learning systems

ASIPS+ has developed a strong reflection practice. It is not tokenistic; it is increasingly valued and used²¹. Demand for reflection increased to the point that reflection workshops are planned to move from annual to six-monthly in 2026. The Facility is beginning to convert learning into adaptation (for example, business-unit

²¹ In 2025, the reflection process included six business-unit reflection sessions, one collective Facility Management Team reflection session, one half-day FSU and SO reflection session, and a DFAT FIMT–FSU leadership reflection session. Insights from these sessions informed the 2026 Annual Work Plan.

reflections generated improvement priorities²²). It is moving from isolated SO learning to more collective learning²³.

ASIPS+ is strengthening data systems to support evidence-based decision-making. Power BI dashboards are being developed to integrate operational data from MITRA, Taleo, MYOB, SharePoint and Excel. Several teams introduced monthly data-cleaning processes to improve data quality. Supplier questionnaires were updated to capture businesses owned or managed by women or persons with disabilities to improve procurement analysis from 2026. These are important foundations for learning, but the systems are still maturing.

Working relationships and culture

Strong internal working relationships and a positive culture (staff survey evidence is positive²⁴ and consultations generally support this) are a major enabler of adaptive management.

The high-level relationship between AHC, ASIPS+ and DT Global is positive and working well overall. AHC stakeholders described ASIPS+ as flexible, practical and important to maintaining delivery in a complex environment. The review similarly found strong stakeholder confidence in ASIPS+ leadership, responsiveness and ability to support AHC to remain engaged with SIG while progressing multiple priorities in parallel. Solid working relations at the senior level of the AHC and the facility are essential to the success of ASIPS+.

ASIPS+ operates through a triangular relationship between AHC, ASIPS+ and SIG. Some operational tension is expected in a large, flexible facility, particularly where roles, expectations and resourcing decisions are evolving. At the working level, facility reflection records identified the need for stronger coordination between ASIPS+ and AHC before formal proposals are discussed with SIG. They also noted occasional SIG uncertainty about AHC and facility roles, differing expectations about technical assistance, and concerns about perceived unevenness in the allocation of facility resources. These issues were also reflected in consultations with ASIPS+ and SIG stakeholders. SIG counterparts emphasised that they want to be consulted “with”, not “at”. They also recognised that ASIPS+ has responded by supporting more regular and structured engagement with SIG. SIG officials commonly observed that “Australia is now more willing to listen”. This is a positive sign that ASIPS+ is contributing to a more responsive partnership and strengthening trust, role clarity and the quality of engagement over time.

3.4. STAKEHOLDERS AND PARTNERSHIPS

EQ3. To what extent are the ASIPS+ governance arrangements working effectively to support DFAT?

F9. ASIPS+ governance arrangements are effective and are helping the AHC maintain a coherent portfolio, respond strategically to changing priorities and manage risks, and strengthen engagement with Solomon Islands partners.

No separate recommendation is provided under this finding. The governance implications are addressed through R1 on future pathway decisions, R9 on AHC–ASIPS+–SIG engagement protocols, and R10 on FSU resourcing and pipeline prioritisation.

Evidence strength: *High* for governance records; *moderate-to-high* for interpretation. Sources include the Programming and Performance Management Guidelines, SOG minutes, 2025 Annual Report, and stakeholder consultations.

ASIPS+ has a clear governance structure that is operating as intended. By 2025, governance was functioning through regular SOG, FIMT, Program Leads, Facility Management Team, business unit and SO-level meetings. These mechanisms support coherence, risk monitoring, and information flows across a large and growing portfolio. Governance arrangements are helping the AHC advance Australia’s priorities and strengthen engagement with SIG partners. The SOG is chaired by the Deputy Head of Mission, who is also the Senior Responsible Officer, giving ASIPS+ a direct link to senior AHC decision-making. The FSU’s delivery oversight role also enables AHC to focus more on strategy and partner relationship management. In health, for example, the Solomon Islands Australia Health Partnership (SIAHP; SO25) supports formal dialogue through a six-monthly Partnership Steering Committee between the Australian High Commissioner and the Minister for Health, and quarterly engagement with the Permanent Secretary of the Ministry of Health and Medical Services.

²² Procurement identified the need for stronger forecasting, supplier capacity-building, preferred supplier list improvements and procurement–finance system integration. Finance identified improvements in the Payment Request System, reduced unpaid invoices and payroll transition, while prioritising system improvements and further capacity-building. Human Resources identified better dashboards, templates, payroll management and performance review processes, while prioritising induction packages, hiring manager refresher training and recruitment workflow review. Operations, Security and Deployee Support Services identified improvements in fleet management, asset tracking, office support, travel procedures, guard onboarding and crisis guidance, while prioritising request management, service-level agreements, evacuation drills and vendor diversification.

²³ The MEL Community of Practice was established in July 2025 and met six times during the year. It helped SO17, SO22 and SO24 share reflection workshop materials and reduce duplication. The Program Managers Peer Group created a space for staff managing Type 3 and Type 4 SOs to discuss common challenges, solve problems and develop shared guidance.

²⁴ In 2024, 91% of staff reported feeling safe at work, 85.1% said people within ASIPS+ respect each other, and 81.25% felt valued and appreciated. In 2025, 85% of surveyed staff reported feeling supported and encouraged, 77% said new ideas were welcomed and accepted, and 84.7% reported that staff are always or often treated with respect regardless of gender or cultural background.

SOG4 showed that governance is now being used to manage high-consequence strategic decisions. The meeting considered the projected risk that the ASIPS+ SO ceiling could be reached before the contracted end date of 30 June 2031, discussed Planning Scenario 4, and agreed that a decision on the approach to managing the ceiling risk would be made at SOG5. SOG attendance has been mixed but senior decision-makers always attend. Stakeholder feedback around the leadership functioning and relationship management between ASIPS+ and AHC was overwhelmingly positive. In the medium to long term, steps which reduce the pressure on leadership, for example a separate non-ASIPS pathway for some SOs, mean that decision makers would have more space to consider “if” and not just work out “how.”

3.5. VALUE FOR MONEY

EQ4. To what extent is the facility providing value for money to DFAT?

The review confirmed that ASIPS+ mechanism is providing VfM. While there are changes that should be made to improve efficiency, these are not of a foundational nature. The changes are set out in the recommendations and explored below.

F10. ASIPS+ is providing good VfM to DFAT. The facility demonstrates strong economy, efficiency, responsiveness, equity, and risk management. However, efficiency gains from scale are being achieved within a relatively fixed FSU resourcing model that has not grown in line with SO number, value, complexity or urgency. Even without the pressure of a budget ceiling, FSU reform is warranted in three areas: more rigorous implementation of the tiered support system; FSU resourcing commensurate with the level of service required; and use of alternative delivery mechanisms for SOs that do not need to sit within ASIPS+.

R11. Revise the FSU resourcing model to be more sustainable. This should include more rigorous application of the tiered support model; FSU resourcing that is commensurate with the level, complexity and urgency of support required; and a systematic assessment of which SOs require ASIPS+ delivery and which may be better delivered through alternative implementation mechanisms. SOs that do not benefit materially from facility coherence, shared services, DEH support, portfolio learning, risk management, or rapid mobilisation should not default to ASIPS+.

R12. Increase flexibility between ODA and non-ODA funding and simplify equivalent procurement pathways where feasible. The Facility is designed to be flexible and responsive to local and emerging priorities. The relative complexity of procuring and managing non-ODA activities is not fully aligned with that intent.

R13. Include facility architecture and external SO funding in the end-of-program evaluation. The evaluation should assess whether a single hybrid Facility remains the best long-term model, or whether ASIPS+ should be reconfigured into clearer delivery streams or complemented by other implementation mechanisms.

Evidence strength: High. Evidence is triangulated across the VfM assessment and evidence matrix, 2024 and 2025 annual reports, finance data, expenditure analysis, SO data, SOG minutes and stakeholder consultations.

ASIPS+ has enabled AHC to deliver a scale, pace and breadth of support that would have been difficult to achieve through alternative delivery models. The evidence supports a strong judgement that the same combination of responsiveness, scale, procurement flexibility, risk management, cross-portfolio coordination and quality assurance would not have been achievable through AHC management, standalone sector programs, partner systems or multilateral delivery arrangements alone. This was recognised in the ASIPS+ design, which considered alternative delivery options. The design found that using partner systems carried significant fiduciary and implementation risks, while multilateral delivery would dilute Australian influence, increase delivery risks and be less flexible and responsive. The facility model was selected because it provided accountable use of public funds, reduced risks of delays and cost overruns, enabled on-demand operational support, simplified AHC oversight of multiple activities, and promoted quality programming across gender equality, disability equity, MEL, localisation, climate change and risk management. Consultations with AHC strongly supported this judgement. The Governance and Security Team described ASIPS+ as a fit-for-purpose mechanism that enables rapid mobilisation of technical assistance, infrastructure delivery and ad hoc support that would otherwise be difficult or impossible to procure, particularly for non-ODA activities. The Political Team identified ASIPS+ as a critical enabler of Australia’s foreign policy approach, because it allows rapid response to fluid political conditions and competitive pressures while retaining strategic direction within AHC. The Economics Team emphasised that ASIPS+ complements bilateral programs by enabling rapid contracting and targeted technical assistance in areas where existing programs are not well positioned.

Delivery against DFAT VfM principles

A summary assessment against DFAT VfM principles is provided in **Annex 6** and the analysis follows below.

Economy: cost consciousness and competition

ASIPS+ demonstrates strong cost consciousness. It manages budgets through regular financial forecasting, oversight and problem-solving with DFAT. It has fit-for-purpose procurement and recruitment procedures, documented operational rules, monthly financial reporting to DFAT, and processes to ensure public funds are

used efficiently, ethically and in line with Australian Government requirements. Budget execution has been strong²⁵, which is positive in a facility designed to respond to demand, but it also reinforces the importance of headroom management, forecasting and pipeline discipline. Procurement has been strong and ASIPS+ maintained delivery under increased demand while keeping procurement within Australian Government standards²⁶. ASIPS+ encourages competition within the constraints of the Solomon Islands market. The local market is shallow in some sectors, and not all suppliers can meet DFAT and DT Global compliance requirements without support. ASIPS+ has responded by maintaining supplier lists, using tender briefings, supporting due diligence, building local supplier capacity and applying localisation principles to procurement. Evidence of savings and commercial negotiations show that ASIPS+ is actively managing cost, quality and risk²⁷.

Efficiency: shared services and operating leverage

ASIPS+ delivers strong efficiency through shared services. Centralised procurement, finance, HR, logistics, security, safeguarding, grants management and development-effectiveness support reduce duplication across SOs. Without the facility, AHC would need to establish, manage or oversee separate systems for multiple activities, or rely on delivery partners with varying systems, incentives and compliance standards. For small and medium SOs, the shared-services model is a major source of value.

The facility has scaled rapidly, and operating leverage has increased (**Annex 5**). ASIPS+ is supporting more delivery for each dollar spent on the FSU. However, this has over-stretched the staff and systems and evidence from reporting, SOG meetings and stakeholder interviews indicates that fatigue is now a risk.

ASIPS+ has improved efficiency through systems changes. The Payment Request System, introduced in 2025, reduced late and unpaid invoices and enabled SO teams to track payment status. Average invoice processing time was below the five-business-day benchmark. Procurement workflows improved through the Procurement and Grants Request System, flexible quote pathways and repeat procurement pathways. These improvements show progress, but the facility still relies too heavily on manual systems and Excel-based tracking in several areas.

The shared services model creates efficiency through shared people and shared learning. DEH advisers work across multiple SOs. Staff have been shared between related activities where this made operational sense. These arrangements reduce duplication, help SOs apply consistent approaches, and support whole-of-portfolio learning.

The VfM of the hybrid “plus” model

The hybrid model is central to VfM. The “plus” function adds value in following ways:

- ASIPS+ is improving SO design and strategic alignment through implementation profiling, DEH inputs, and quality assurance.
- It is embedding cross-cutting priorities through the Quality Programming Strategy and integrated approaches for GEDSI, climate change, safeguarding, locally led development and First Nations engagement.
- It is improving portfolio coherence through shared advisers, Program Managers Peer Group, communities of practice and cross-SO reflection.
- It is helping DFAT aggregate SO-level evidence into a more coherent narrative of Australia’s contribution to the DPP.
- It is supporting a more responsive and partner-led model, particularly in education, skills and SINU partnerships.

However, the “plus” model depends on funded capability. If DEH, MEL, safeguarding and cross-cutting advisers are stretched too thinly, ASIPS+ can still process transactions, but it will lose some of the quality, coherence and learning functions that make the facility more valuable than an enabling-only model. Protecting the “plus” function is central to future value for money.

Proportionality and sustainability: the main VfM risk

The main VfM risk is proportionality. The facility is absorbing demand rather than being systematically resourced in proportion to workload, risk and complexity. The fixed-budget FSU model is no longer fully aligned with the scale and intensity of the portfolio. Shared services are under pressure. End-of-financial-year expenditure

²⁵ In FY23/24, ASIPS+ expensed AUD19.43 million of a combined available allocation of AUD21.48 million, an execution rate of 90.4%. In FY24/25, ASIPS+ spent approximately 100% of its total commitment, with a small net overspend largely explained by reclassification of costs.

²⁶ ASIPS+ administered AUD14.89 million of procurement activity in 2024, including 944 procurement requests, five tender processes, 28 subcontracts and 14 grants. In 2025, procurement volume increased substantially, with 2,049 procurements totalling AUD15.97 million. This represented a 117% increase over 2024 and more than a sixfold increase from 2023.

²⁷ For example, ASIPS+ negotiated a security provider rate down from AUD7.27 per hour to AUD4.90 per hour, generating an estimated annual saving of AUD427,727. The Facility also secured savings through accommodation negotiations and by using consolidated procurement approaches where feasible.

patterns also show pressure on the model. ASIPS+ can scale under pressure, but late decisions and compressed delivery windows can reduce planning quality and increase operational risk²⁸.

The Head Deed ceiling creates a related sustainability risk. The extension of the Head Deed to June 2031 and the increase in the ceiling from AUD120 million to AUD240 million gave DFAT flexibility to approve new and longer SOs. However, rapid SO growth is shortening the facility's operating runway. As of December 2025, Phase 1 was 83.8% committed. ASIPS+ modelling indicates that if the existing pipeline and likely extensions proceed, cumulative contract value and forecasts may exceed the ASIPS+ Head Deed ceiling before the 2031 end date. SOG4 considered a likely planning scenario with a pressure point around FY2028–29 and identified the need for a decision on the preferred approach at SOG5. This is discussed in **Section 4.1**.

This review has identified the issues and proposed management actions in the short to medium term, but the future facility configuration requires deeper assessment through the end of program evaluation and design processes. That assessment should examine whether some SOs should seek an alternative implementation mechanism, whether rapid response activities and larger development programs require different delivery streams, and what facility architecture best protects VfM, responsiveness, quality, sustainability and coherence.

Risk management

ASIPS+ identifies and manages risk effectively. Risk management is embedded through quarterly risk reporting, SOG discussion, Facility Management Team engagement, security management, safeguarding systems and SO-level monitoring. Safeguards management is a particular strength²⁹. Security management is strong and contributes to VfM by reducing operational and reputational risk³⁰. In 2025, ASIPS+ monitored 26 risks and added six contextual, operational and systems-related risks, including gender equality and climate and disaster risks. The risk profile is changing as the facility grows. SOG4 identified three major risks: the resourcing and implementation implications of DFAT's updated safeguarding requirements³¹, limited strategic flexibility given a full pipeline of committed funds, and insufficient resources to support all SOs.

4. OPTIONS AND RECOMMENDATIONS

4.1. STRATEGIC OPTIONS

DFAT is actively developing options to manage the facility's spending. The review does not seek to pre-empt DFAT's decision, but frames the implications of the main options:

Option 1: Constrain demand to preserve the current contracted period. This would protect the 2031 timeframe but would reduce flexibility and may limit DFAT's ability to respond to emerging SIG and Australian Government priorities. It would require stronger pipeline discipline and clear decisions about what ASIPS+ will not do.

Option 2: Maintain responsiveness and plan an earlier transition or redesign. This option best preserves responsiveness, but requires DFAT to begin design, procurement and transition planning earlier, while managing continuity risks for existing SOs. This option opens up discrete choices on trajectory and timing, for example: (a) operate on a flexible demand-driven upwards trajectory and finish the contract 18 months earlier (by December 2029) and bring forward the design of the successor mechanism) and (b) operate on a flat trajectory at current growth, plateauing and finishing the contract later than option (a) but still earlier than the existing contract extension.

Option 3: Expand or reconfigure the Facility architecture. This could include a more elastic FSU funding model or differentiated delivery streams for example for rapid-response and larger development programs. Where there is not a compelling case for future or existing lines of effort to operate under ASIPS+ (if the work does not engage and cohere with other activities), those projects would need to seek an implementation mechanism separate to ASIPS+. Option 3 could preserve responsiveness and improve proportionality but would require clear strategic justification.

²⁸ In FY24 and FY25, more than 40% of annual expenditure occurred in Q4. In FY25, two high-value SOs, SO08 and SOD3, spent a combined AUD2.98 million in Q4. Excluding these two SOs, Q4 FY25 expenditure was 35% of total FY25 expenditure, indicating some improvement in the portfolio. However, the ASIPS+ expenditure analysis prepared for SOG found that late-year expenditure spikes increased pressure on staff and systems, contributed to overtime and time-off-in-lieu, and led to more sole-source justifications, single-tranche grants and single-milestone contracts.

²⁹ ASIPS+ completed safeguards risk ratings for all active SOs in 2025 and developed safeguards assessments and management plans for whole-of-ASIPS+, SO24 SET, SO28 Australia Skills Award Support, SO25 SIAHP and SO17 Capacity Building Grants to CSOs. Safeguards are operationalised through screening, Safeguardians, Pidjin-language materials, partner toolkits, drills, induction, focal point support and downstream partner training.

³⁰ In 2025, ASIPS+ managed security across 37 sites, involving 283 guards and 178 security incidents. More than 858 compliance checks were undertaken, and safety and behaviour incidents declined from 35 in February to four in December 2025. More than 450 guards were certified through safeguarding training using direct and train-the-trainer approaches.

³¹ DFAT's 2025 Child Protection and PSEAH policy updates have strengthened expectations for documented risk assessment, downstream partner management, safe and accessible reporting, mandatory incident reporting, compliance monitoring and proportionate Essential or Comprehensive Standards. These requirements are appropriate and important, but they increase the workload for ASIPS+ because the Facility is supporting a larger, more diverse and more community-facing portfolio.

4.2. RECOMMENDATIONS

The recommendations are intended to preserve ASIPS+'s responsiveness and quality while strengthening sustainability, prioritisation and proportionality to demand. They are organised around three management priorities: confirming the facility's scope and headroom for the remainder of Phase 1; improving efficiency and managing resourcing risks; and informing options for the replacement mechanism. Error! Reference source not found. links each finding to its corresponding recommendation and identifies the recommendation classification, proposed lead and partners, and priority.

Table 2. Findings and recommendations

Finding	Recommendation	Classification	Lead / partners	Priority
F1. ASIPS+ remains fit for purpose. The EOFOs and IOs remain relevant, but the facility has reached an inflection point as demand, commitments and operating pressure have grown beyond original design assumptions.	R1. Finalise headroom, scope and future pathway decisions. Continue modelling expenditure and commitment headroom, including constrained-demand, plateau-growth and restricted-funding scenarios that maintain fiscal space to respond to emerging opportunities. Confirm the facility's scope for the remainder of Phase 1 and the FSU capability required to protect responsiveness, quality, risk management and value for money.	Strategic	DFAT FIMT; SOG; AHC senior leadership; ASIPS+ Director; DT Global; DFAT Canberra as required	Immediate / Critical
F2. ASIPS+ is on track to achieve EOFO1, but its quality programming system is still being embedded across the SO portfolio.	R2. Complete portfolio-wide roll-out of DEH quality programming tools. Apply implementation profiling to all new SOs and assignments and calibrate FSU support to SO type, delivery role, risk and complexity. Larger or more complex SOs should include dedicated operational capacity where required; smaller SOs should have predictable access to shared services and DEH support.	Operational	ASIPS+ DEH/MEL; SO Leads; DFAT SO Managers; FSU Business Units; FIMT	2026 / High
F3. ASIPS+ is making good progress towards EOFO2 and is on track to achieve it by the end of Phase 1. However, fragmented data and incomplete system integration limit real-time visibility across procurement, finance, HR, risk, MEL and SO performance.	R3. Prioritise integrated management information systems. Integrate program management, HR, procurement, finance, risk, MEL and reporting data into a single or interoperable system to improve visibility of SO status, transaction pipelines, service standards and delays.	Operational	ASIPS+ Operations; HR; Finance; Procurement; MEL; DT Global systems support; FIMT	2026 / High
F3. Same finding as above.	R4. Strengthen SOG exception reporting for delayed or off-track SOs and high-pressure transactions. Include in SOG reporting where new SOs under development exceed planned SO lifecycle timeframes, payments exceed agreed terms, SOs are off track or delayed, or other practices place additional pressure on facility systems. Use this reporting to support earlier management action and more efficient use of facility resources.	Operational / governance	ASIPS+ Director; FIMT; SOG; FSU Business Units; DFAT SO Managers	Immediate / High
F4. ASIPS+ has established a credible and increasingly operationalised facility-wide approach to cross-cutting priorities.	R5. Rebalance cross-cutting support towards external-facing SO delivery. Maintain internal facility gains, particularly in gender equality, safeguarding and locally led development, while shifting more DEH and cross-cutting support towards SO design, implementation, MEL and learning. This should include targeted MEL support for smaller SOs working on inclusion where required.	Operational	ASIPS+ DEH; GEDSI, climate, safeguarding and MEL advisers; SO Leads; DFAT SO Managers; local partners	2026 / High
F5. Disability equity has a sound framework and promising examples, but disability budgeting, reasonable accommodation, disaggregated data and outcome tracking are not yet consistent.	R6. Strengthen disability budgeting, data and outcome tracking in SOs. Require relevant SOs to budget for reasonable accommodation, collect disability-disaggregated data where appropriate, and report whether disability inclusion actions enabled participation and benefits for people with disability.	Operational	ASIPS+ DEH/GEDSI; MEL; SO Leads; HR; Procurement; DFAT SO Managers	2026 / Medium-high
F6. Climate integration has moved from policy intent to early practice. ASIPS+ has established a proportionate climate risk screening and specialist support system and	R7. Systematise climate risk screening and adaptation planning for all climate-qualifying SOs and record adaptation actions, responsibilities, budget and climate MEL indicators.	Operational	ASIPS+ DEH climate adviser; MEL; SO Leads; DFAT SO Managers; SIG and local partners where relevant	2026 / Medium-high

Finding	Recommendation	Classification	Lead / partners	Priority
climate considerations are evident across some qualifying SOs.				
F7. ASIPS+ is learning and adapting well, but limited time and capacity constrain the translation of learning into sustained system improvements.	R8. Deepen learning-to-action in MEL. Record agreed actions, owners, timeframes and follow-up points from reflection and reporting processes, and track progress through existing FIMT–FSU, Program Leads, business unit and SOG mechanisms.	Operational	ASIPS+ MEL/DEH; SO Leads; FSU Business Units; DFAT FIMT	2026 / High
F8. ASIPS+ has developed a strong internal reflection practice and is strengthening data systems, but direct feedback from communities, local partners, suppliers, CSOs/CBOs and implementation teams is less systematic.	R9. Deepen feedback from the ground. For field-facing SOs, build proportionate feedback loops into design, reporting and reflection processes so local partner, implementation team and community feedback informs adaptation and outcome reporting.	Operational	ASIPS+ MEL/DEH; SO Leads; local partners; suppliers; CSOs/CBOs; implementation teams; DFAT SO Managers	2026 / High
F9. AHC–ASIPS+–SIG working-level rub points remain around direct engagement, formal proposals, role clarity and communication of resource decisions, although not to an alarming degree.	R10. Promote best practice AHC–ASIPS+–SIG engagement protocols. Continue to manage rub points common to a large flexible facility by setting clear expectations for lead roles, clearance points, communication channels and escalation pathways, especially for formal proposals, new SOs, workplan changes and resource-sensitive decisions.	Operational	AHC/FIMT; ASIPS+ Director; SO Leads; SIG counterparts where relevant	Within 3 months / High
F10. ASIPS+ governance arrangements are effective and are helping AHC maintain a coherent portfolio, respond strategically to changing priorities and manage risks, and strengthen engagement with Solomon Islands partners.	No separate recommendation. Governance implications are addressed through R1 on headroom and pathway decisions, R4 on SOG exception reporting, R10 on engagement protocols, and R11 on FSU resourcing and pipeline prioritisation.	—	DFAT FIMT; SOG; ASIPS+ Director	—
F11. ASIPS+ is providing good value for money to DFAT, but the current value for money model is under pressure because FSU resourcing has not grown in line with SO number, value, complexity and urgency.	R11. Revise the FSU resourcing model. Resource the FSU commensurate with the level, complexity and urgency of support required, apply the tiered support model more rigorously, and assess which SOs may be better delivered through alternative mechanisms.	Strategic / operational	DFAT FIMT; SOG; ASIPS+ Director; DT Global; DFAT Canberra as required	2026 / Critical
F11. Same finding as above.	R12. Increase flexibility between ODA and non-ODA funding and simplify equivalent procurement pathways where feasible. Clarify ODA and non-ODA rules, delegations and procurement requirements, and streamline non-ODA pathways where feasible and compliant.	Strategic / operational	DFAT FIMT; AHC senior leadership; DFAT Canberra/procurement as required; ASIPS+ Director; DT Global	2026 / High
F11. Same finding as above.	R13. Include Facility architecture and alternative SO funding in the end-of-program evaluation. Assess whether a single hybrid Facility remains the best long-term model, or whether ASIPS+ should be reconfigured into clearer delivery streams or complemented by other implementation mechanisms.	Strategic	DFAT; end-of-program evaluation team; ASIPS+; DT Global	End-of-program evaluation / Medium

ANNEXES

ANNEX 1. MID-TERM REVIEW METHODOLOGY

Data collection

The review design and implementation were guided by [DFAT's Design, Monitoring, Evaluation and Learning Standards](#) 9 and 10³². The review used a mixed-methods approach, drawing on three evidence streams: document and data review; semi-structured key informant interviews and small group discussions; and sensemaking and validation sessions. This enabled triangulation across documentary evidence, operational and financial data, and stakeholder perspectives.

The document review covered ASIPS+ annual reports, work plans, the Investment Design Document, MEL Plans, Quality Programming Strategy, Programming and Performance Management Guidelines, Value for Money assessment, SOG records, reflection notes, and finance, procurement and human resources data.

In-country consultations were conducted in Honiara from 18 to 25 March 2026. The consultation sample included the AHC in Honiara, ASIPS+/DT Global personnel, and SIG counterparts from the Ministry of National Planning and Development Coordination (MNPDC), the Ministry of Education and Human Resources Development (MEHRD), and Solomon Islands National University (SINU). Remote interviews were undertaken with stakeholders who could not participate in person.

Analysis and interpretation

Interview notes, documents and quantitative data were coded against the key evaluation questions (KEQs). The review team used **thematic analysis** to identify patterns, compare perspectives across different stakeholder groups, and triangulate consultation evidence against secondary data.

Evidence strength was assessed to support transparent judgements. Evidence is assessed as **high** where findings were triangulated across several source types and supported by quantitative or documentary data; **moderate to high** where evidence was consistent across sources but related to systems or practices still being embedded; and **moderate** where evidence was mainly qualitative, early-stage or drawn from a smaller number of sources.

The review applied **contribution-based analysis**. It distinguishes between Facility performance, SO contribution and broader development results. ASIPS+ is directly accountable for the quality and efficiency of Facility systems, operational support and development effectiveness functions. Development outcomes achieved through SOs provide evidence of ASIPS+'s contribution but sit beyond the Facility's control.

Progress towards EOFOs was assessed using the ASIPS+ performance rubric: highly challenging, challenging, adequate (or largely on track), and good (or on track). As ASIPS+ is a hybrid facility rather than a program, the review does not calculate a unit cost for outcomes in the value for money assessment. SOs vary substantially in purpose, size, risk profile and delivery modality. Some are large development programs; others are targeted technical assistance, deployee support, flexible funds, small grants, procurement support or non-ODA operational activities. The most appropriate value for money test is therefore if the Facility model uses resources economically and efficiently, manages risk, enables AHC to deliver better and faster than feasible alternatives, and maintains quality and accountability as the portfolio grows.

Judgements considered the strength of evidence, the scale of portfolio growth, and the extent to which issues were within ASIPS+'s or DFAT's control. The review also considered the maturity of the model which was developed at the beginning of 2024 after a six-month inception period. The ASIPS+ refreshed design was approved in August 2024. It centralised performance management under the Facility Director to ensure greater strategic alignment, consistency of delivery and promoted a core team of advisors from DEH to facilitate knowledge sharing and consistent implementation approaches. Some systems, strategies and quality standards were still being operationalised during this review period. Findings therefore reflect an early-stage hybrid facility model, rather than a fully institutionalised operating model.

Emerging findings were tested through an end-of-mission aide mémoire presentation with AHC, ASIPS+ and DT Global representatives on 25 March 2026. Feedback from this session informed the interpretation of evidence and helped refine the framing of findings and recommendations.

Limitations

The fieldwork period was short relative to the breadth of the facility and SO portfolio. The review prioritised key informants and sampled SOs, rather than seeking comprehensive coverage of all SO teams, downstream partners, provincial stakeholders and government counterparts.

³² **Standard 9** informed the review design and implementation, including the KEQs, data collection methods, analysis framework and validation process. **Standard 10** informed the report structure, including the transparent presentation of evidence strength, limitations, alternative viewpoints where they existed, and links between findings, conclusions and recommendations.

The review relied partly on facility-generated monitoring, financial, procurement and human resources data. These sources were tested against consultation evidence, documents and SIG feedback. However, some datasets were still evolving as ASIPS+ systems matured. Direct community-level and beneficiary evidence was limited. Where evidence was partial or based mainly on stakeholder perceptions, this is reflected in the evidence strength ratings.

ANNEX 2. DOCUMENTS REVIEWED

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- Strategic Oversight Group. (2024). ASIPS+ Strategic Oversight Group Meeting Minutes, 3 October 2024. ASIPS+.
- Strategic Oversight Group. (2025). ASIPS+ Strategic Oversight Group Meeting Minutes, 12 February 2025. ASIPS+.
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ANNEX 3. CONSULTATION LIST

Stakeholder group	Organisation / team	Main area of consultation	Consultation type
AHC	AHC Honiara – senior leadership	Strategic direction, facility performance, governance, future pathway and decision points	In-person consultation and aide mémoire discussion
AHC	Facility Investment Management Team	Facility oversight, ASIPS+ management, resourcing, performance, risks and ways of working	Individual / small group consultation
AHC	Economics Team	Economic governance support, flexible technical assistance, procurement, efficiency and fit of the facility model	Small group consultation
AHC	Political Team	Responsiveness to political priorities, Community Partnerships, Leadership Fund, rapid response functions and sustainability	Small group consultation
AHC	Governance and Security Team	Governance and security programming, ODA and non-ODA support, procurement, risk, compliance and prioritisation	Small group consultation
ASIPS+ / DT Global	ASIPS+ Facility Director / senior leadership	Facility evolution, governance, growth, resourcing, DEH, MEL, integration and future options	Individual consultation
ASIPS+ / DT Global	ASIPS+ Deputy Facility Director / Operations Manager	Facility operations, internal coordination, service delivery, systems and processes, resourcing	Individual consultation
ASIPS+ / DT Global	ASIPS+ Program Quality / Development Effectiveness Lead	Quality programming architecture, Development Effectiveness Hub functions, implementation profiling, quality standards, portfolio coherence and cross-cutting integration	Individual consultation
ASIPS+ / DT Global	ASIPS+ Finance	Financial management, expenditure, forecasting, contract ceiling, headroom, scenario modelling	Individual consultation
ASIPS+ / DT Global	ASIPS+ Procurement and Grants Manager	Procurement and grants systems, timeliness, compliance, risk management, value for money	Individual consultation
ASIPS+ / DT Global	ASIPS+ Security Manager	Security risk management, duty of care, travel and incident management systems, operational controls	Individual consultation
ASIPS+ / DT Global	ASIPS+ HR	Recruitment, localisation, staff welfare, performance management, HR systems, diversity and inclusion	Individual / small group consultation
ASIPS+ / DT Global	ASIPS+ MEL	MEL systems, learning, reporting, quality assurance, evidence use and portfolio-level results narrative	Individual / small group consultation
ASIPS+ / DT Global	ASIPS+ GESU	Gender equality programming, support to WDD, GBV data systems, women's leadership, facility support and VfM	Individual / small group consultation
ASIPS+ / DT Global	Development Effectiveness Hub – GEDSI Adviser	Portfolio-wide integration of gender equality, disability and social inclusion, implementation profiling, technical support to Service Orders, quality assurance and evidence of application	Individual consultation
ASIPS+ / DT Global	Development Effectiveness Hub – Safeguards Adviser	Safeguards screening, risk management, compliance, quality assurance, escalation processes and technical support to Service Orders	Individual consultation
ASIPS+ / DT Global	Development Effectiveness Hub – Climate Change Adviser	Climate risk screening, integration of climate and disaster resilience, adaptation planning, technical support and application across Service Orders	Individual consultation
ASIPS+ / DT Global	Development Effectiveness Hub – First Nations Adviser	Integration of First Nations perspectives and engagement, practical opportunities and constraints, technical advice and quality assurance	Individual consultation
ASIPS+ / DT Global	Solomon Islands–Australia Partnership for Health / Health Team Leader	Health program delivery, shared services model, operational support, procurement, finance, HR and MEL	Individual consultation
ASIPS+ / DT Global	SET Team Leader	SET implementation, engagement with government counterparts, operational and shared services support, quality and	Individual consultation

Stakeholder group	Organisation / team	Main area of consultation	Consultation type
		performance management, and implications of the facility model	
ASIPS+ / DT Global	AASI Team Leader and Deputy Team Leader	AASI delivery, leadership arrangements, operational support, quality and performance management, and fit of the facility model	Small group consultation
ASIPS+ / DT Global	CSSP Senior Program Manager	CSSP implementation, community and civil society partnerships, grants management, operational support, quality, risk and sustainability	Individual consultation
ASIPS+ / DT Global	SO08 Program Manager	SO08 implementation, operational support, procurement, finance, HR, risk and performance management	Individual consultation
ASIPS+ / DT Global	Solomon Islands–Australia Leadership Fund Program Manager	Program implementation, responsiveness and flexibility, leadership engagement, operational support, risk and sustainability	Individual consultation
SIG	MNPDC	National development priorities, partnership alignment, coordination and ASIPS+ responsiveness to SIG priorities	In-person consultation
SIG	MEHRD	Education sector priorities, senior secondary infrastructure, teacher quality, skills development and responsiveness to SIG priorities	In-person consultation
Education partner	SINU Quality Assurance staff	Academic quality, governance, pedagogy, accreditation, Australian volunteer support and institutional strengthening	In-person consultation

ANNEX 4. EVALUATION MATRIX AND EVIDENCE STRENGTH

This annex summarises the evidence base used to answer each KEQ. Evidence strength is assessed as **high** where findings were triangulated across several source types and supported by monitoring or operational data; **moderate** where two or more sources pointed in the same direction but gaps remained; and **limited** where evidence was partial, forward-looking or primarily anecdotal.

KEQ	Evidence strength	Documentary evidence	Consultation coverage
KEQ1. To what extent is ASIPS+ achieving its intended end-of-facility outcomes and key policy priorities?	High. Evidence is strong across KEQ1.1, KEQ1.2 and KEQ1.3, with triangulation across performance reporting, Facility systems, operational data and stakeholder consultations.	ASIPS+ Annual Reports 2024 and 2025; ASIPS+ 2025 and 2026 Annual Work Plans; Investment Design Document; MEL Plan; Programming and Performance Management Guidelines; Quality Programming Strategy; VfM assessment; annual reflection records; Strategic Oversight Group records.	Broad coverage across AHC/DFAT teams, ASIPS+/DT Global, Service Order Leads, Facility Support Unit business units, Solomon Islands Government counterparts, MNPDC, MEHRD and SINU.
KEQ1.1. To what extent is ASIPS+ progressing towards EOF01?	Moderate to high. Evidence is strong on systems, quality architecture, design processes and early uptake of quality programming approaches. Evidence is less mature on portfolio-level development outcomes because several systems and approaches are recent.	ASIPS+ Annual Reports 2024 and 2025; Quality Programming Strategy; Programming and Performance Management Guidelines; MEL Plan; Service Order design and planning documents; annual reflection records; Strategic Oversight Group records.	Good coverage across DFAT, ASIPS+/Development Effectiveness Hub, Service Order Leads, MEHRD, SINU and education and skills stakeholders. Consultation evidence indicates that ASIPS+ has improved responsiveness and quality, with some caveats on consistency across Service Orders.
KEQ1.2. To what extent is ASIPS+ progressing towards EOF02?	High. Strong quantitative and qualitative evidence is available on operational throughput, financial management, procurement, human resources, security, safeguards and responsiveness.	ASIPS+ Annual Reports 2024 and 2025; VfM assessment; finance, procurement and HR data; risk and safeguards records; annual reflection records; Strategic Oversight Group records.	Broad and consistent consultation evidence across DFAT teams, ASIPS+ operations, finance, HR, procurement, security, Deployee Support Services and SO Leads. Evidence from larger Service Orders also identifies pressure points in shared services.
KEQ1.3. To what extent is ASIPS+ advancing GEDSI, climate change, locally led development and First Nations engagement?	Moderate to high. Evidence is strong for gender equality, locally led development and safeguards; moderate for disability equity and climate change; and early for First Nations engagement.	GEDSI approach; Climate Change approach; Localisation Strategy and locally led development evidence; First Nations Engagement approach; Safeguarding approach; 2025 Annual Report cross-cutting issue sections; Diversity, Equity and Inclusion survey data; supplier, procurement and HR data; GESU and SO examples.	Good coverage across the Development Effectiveness Hub, HR, procurement, security, GESU, DFAT gender and civil society stakeholders, SO teams and selected partners. The amount of direct community-level and beneficiary evidence is determined by the SO; ground-level feedback varies from SO to SO.
KEQ1.4. What could be improved to maximise effectiveness during the remainder of Phase 1 and beyond?	High. Strong convergence across documentary and consultation evidence.	VfM assessment; annual reflection records; Strategic Oversight Group records; Facility planning and resourcing analysis; 2026 Annual Work Plan priorities.	Strong convergence across DFAT, ASIPS+, Facility Support Unit business units and Service Order Leads that effectiveness now depends on disciplined consolidation, clearer prioritisation and proportional resourcing.
KEQ2. To what extent is ASIPS+ learning and adapting to evolving priorities, contextual changes, and DFAT and stakeholder needs?	Moderate to high. Evidence is strong on practical responsiveness and adaptive delivery; evidence is more moderate on systematic learning-to-action across the full portfolio.	MEL Plan; ASIPS+ Annual Reports 2024 and 2025; learning and adapting sections; annual reflection records; Program Managers Peer Group materials; MEL Community of Practice records; Strategic Oversight Group records.	Broad coverage across DFAT teams, ASIPS+/DT Global, Facility Support Unit business units, Service Order Leads, MEHRD and SINU. Stakeholders consistently describe ASIPS+ as responsive; evidence is more mixed on systematic use of learning for decisions.
KEQ2.1. To what extent is ASIPS+ flexible, responsive and adaptive?	High. Strong quantitative and consultation evidence is available on rapid	Service Order portfolio data; ASIPS+ Annual Reports 2024 and 2025; Strategic Oversight	Strong convergence across DFAT Political, Governance and Security, and Economics teams;

KEQ	Evidence strength	Documentary evidence	Consultation coverage
	mobilisation, SO amendments, operational scale-up and responses to contextual change.	Group records; security and operations records; annual reflection records; expenditure analysis.	ASIPS+ teams; MEHRD; and SINU. Stakeholders consistently describe ASIPS+ as flexible and responsive.
KEQ2.2. To what extent does ASIPS+ have effective working relationships, communication, collaboration and workplace culture?	High for workplace culture and relationships; moderate for systematised communication. Evidence indicates strong relationships and positive workplace culture, with recurring issues around role clarity, decision timeframes and manual workarounds.	Diversity, Equity and Inclusion survey data; staff survey data; HR records; Annual Reports; Strategic Oversight Group records; annual reflection records; ASIPS+ 101 and internal coordination materials.	Broad coverage across Facility Support Unit business units, SO Leads, DFAT teams and DT Global. Stakeholders report a positive culture and constructive relationships, with caveats on communication systems and decision processes.
KEQ2.3. What could strengthen responsiveness and adaptive management?	High. Evidence is practical and action-oriented, with strong convergence on request management, learning-to-action, differentiated SO support, role clarity and workload sustainability.	Annual reflection records from procurement, finance, HR, operations, security, Deployee Support Services and the Development Effectiveness Hub; MEL evidence; Strategic Oversight Group records; 2026 Annual Work Plan priorities.	Strong convergence across Facility Support Unit teams, DFAT, ASIPS+ leadership and Service Order Leads.
KEQ3. To what extent are ASIPS+ governance arrangements working effectively to support DFAT?	High. Strong documentary evidence and consultation convergence indicate that governance arrangements are functioning, while rapid growth has increased pressure around prioritisation, headroom and role clarity.	Investment Design Document; Programming and Performance Management Guidelines; Strategic Oversight Group Terms of Reference; Strategic Oversight Group records 2024–2026; 2025 Annual Report; Facility governance and management records; Facility planning and financial scenario analysis.	Broad coverage across AHC/DFAT, ASIPS+ leadership, DT Global, SO Leads and selected Solomon Islands Government and institutional stakeholders. Stakeholders generally view governance as effective, with caveats on role clarity, prioritisation and decision timeframes.
KEQ3.1. To what extent are governance arrangements supporting DFAT to maintain a coherent investment portfolio?	Moderate to high. Evidence is strong on improved coordination and the DPP contribution narrative; evidence is less mature on full portfolio coherence under rapid growth.	Annual Reports; Strategic Oversight Group records; ASIPS+ Annual Work Plans; DPP contribution reporting; Program Managers Peer Group records; Service Order portfolio summaries.	Good coverage across DFAT, ASIPS+, education and skills stakeholders, SINU, MEHRD and Service Order Leads. Stakeholders identify increased coherence, while also noting pipeline and resource pressures.
KEQ3.2. How effectively are governance arrangements helping DFAT strategically advance Australia's priorities and strengthen the partnership with Solomon Islands?	Moderate to high. Evidence indicates that governance arrangements are contributing to strategic alignment and partnership outcomes, but these effects are contribution-based rather than directly attributable to ASIPS+ alone.	Development Partnership Plan; Strategic Oversight Group records; Annual Reports; SO documentation for education, skills, community partnerships, leadership and engagement, strategic communications and economic governance.	Good coverage across DFAT Political, Governance and Security, and Economics teams; MEHRD; SINU; and ASIPS+ leadership. Evidence supports ASIPS+' contribution to Australia's broader statecraft and partnership objectives.
KEQ3.3. What could be improved in governance arrangements?	High. Strong convergence on the need for clearer prioritisation, financial headroom management, role clarity, engagement protocols and improved management information.	Strategic Oversight Group records; annual reflection records; VfM assessment; finance and headroom modelling; Facility planning and resourcing analysis.	Strong convergence across Strategic Oversight Group members, DFAT, ASIPS+ leadership and Facility Support Unit teams.
KEQ4. To what extent is the ASIPS+ Facility mechanism providing value for money to DFAT?	High overall, with a clear proportionality caveat. Evidence is strong on throughput, cost control, local procurement, responsiveness and risk	VfM assessment and evidence matrix; Annual Reports; finance and procurement data; expenditure analysis; audit, risk and compliance records; SO portfolio data.	Broad coverage across DFAT, ASIPS+ leadership, finance, procurement, HR, operations, security, the Development Effectiveness Hub and Service Order Leads. Strong convergence on value, with

KEQ	Evidence strength	Documentary evidence	Consultation coverage
	management. Evidence is more moderate on longer-term cost-effectiveness.		consistent concerns about proportionality under growth.
KEQ4.1. To what extent does ASIPS+ deliver against DFAT VfM principles?	High for most VfM principles; moderate for proportionality and evidence-based decision-making.	VfM assessment; Annual Reports; financial reports; procurement and recruitment data; audit records; risk registers; localisation and GEDSI evidence.	Good coverage across DFAT, ASIPS+ finance, procurement, HR, operations, the Development Effectiveness Hub and Service Order Leads. Consultation evidence triangulates the VfM assessment.
KEQ4.2. What evidence is there that the hybrid model is adding value compared with an enabling-only model?	Moderate to high. Evidence is strong on contribution and stakeholder perceptions, but there is no formal counterfactual.	Investment Design Document; Quality Programming Strategy; Programming and Performance Management Guidelines; MEL Plan; 2025 Annual Report; SO design and planning evidence; SICRAD design evidence; education and skills portfolio evidence.	Strong qualitative evidence from DFAT, ASIPS+, MEHRD, SINU, education and skills stakeholders, and Development Effectiveness Hub advisers that the “plus” function adds value beyond enabling services.
KEQ4.3. How effectively has ASIPS+ identified and managed risks?	High. Strong evidence is available on risk systems, safeguards, security, compliance and incident management.	Risk registers; Annual Report risk and safeguards sections; Safeguarding approach; audit, risk and compliance records; security and Deployee Support Services reflection records; safeguarding training evidence.	Broad coverage across ASIPS+ security, safeguards, DFAT, SO Leads and Facility Support Unit teams. Stakeholders indicate that systems are effective, while noting that growth-related risks require continued attention.
KEQ4.4. What changes should DFAT and ASIPS+ consider to improve value for money?	High. Strong convergence on proportional resourcing, differentiated SO support, integrated systems, forecasting, pipeline governance and reducing late-stage workarounds.	VfM assessment; Strategic Oversight Group records; annual reflection records; finance, procurement, HR and operations reflections; Facility planning and resourcing analysis.	Strong coverage across DFAT, ASIPS+ leadership, Facility Support Unit business units and Service Order Leads.
KEQ4.5. What strategic options should DFAT consider for the future of the Facility beyond 2027?	Moderate to high. Evidence is strong on demand, expenditure pressure and headroom. Future options are prospective and require further DFAT modelling and decision-making.	Facility planning and financial scenario analysis; Strategic Oversight Group records; VfM assessment; finance projections; Head Deed extension information; SO pipeline and expenditure forecasts.	Good coverage across Strategic Oversight Group members, DFAT Facility Investment Management Team, ASIPS+ leadership, DT Global and finance stakeholders. Further DFAT Canberra engagement and modelling are required.

ANNEX 5. LIST OF SERVICE ORDERS

Please note that the SO types were only articulated in the refreshed design, so SOs created prior to late 2024 may not adhere to the definitions provided in the design and accompanying documents.

Table 3. SO types

SO type	Indicative budget / funding	Meaning
Type 1: Development Programs	Over AUD3 million; ODA	Cohesive multi-year development programs designed to achieve long-term development outcomes, usually at sector level, with dedicated program management.
Type 2: Deployee Support Services	Open; ODA and non-ODA	Operational support services to Australian Government deployees and A-based staff. These SOs are enabling in nature.
Type 3: Thematic Initiatives	Generally AUD1 million to AUD3 million; ODA	Thematically based development initiatives designed to achieve immediate or intermediate development outcomes over medium timeframes. Some Type 3 SOs have approved exemptions or limited MEL expectations.
Type 4: Flexible Funds / Assignments	Generally AUD1 million to AUD3 million fund; ODA and non-ODA; activities commonly around AUD100,000	Flexible mechanism for rapidly commissioning small, discrete tasks where the full workplan is not known at SO commencement. Activities are normally authorised through assignments or tasking notes. Type 4 is a management modality, not a sector.

Table 4. ASIPS+ delivery role

Delivery role	Meaning
Full development delivery	ASIPS+ has a substantial role in managing or delivering a development program or thematic initiative with outcome-level program quality, implementation and MEL expectations.
Partial development delivery	ASIPS+ provides targeted technical assistance, design, grants, procurement, logistics, payment processing or implementation support that contributes to development outcomes, while DFAT, SIG or another program retains significant strategy, MEL or delivery ownership.
Enabling / operational support	ASIPS+ provides core facility, deployee support, recruitment, procurement, logistics, finance, security or administrative services that enable AHC and SO delivery rather than directly owning sector development outcomes.

Table 5. SO register

SO	SO name	Type	Funding	Status	Start	End	Value (AUD)	Sector / function	Area	DPP alignment	Delivery role
SO01	Facility Support Unit (FSU)	FSU / not a downstream SO	ODA	Active	22 Jun 2023	30 Jun 2027	22,165,194	Facility and operational enabling	Facility / portfolio operations	Enabling all DPP objectives	Enabling / operational support
SO03	Education Sector Support Program - Program Management	Type 1	ODA	Closed	01 Jul 2023	30 Jun 2024	5,094,941	Education and skills	Education	DPP Obj. 2 – people and communities	Full development delivery
SO05	Provision of Health Sector Support Program / HSSP Phase 3	Type 3 (limited MEL)	ODA	Closed	01 Jul 2023	30 Jun 2024	2,620,403	Health	Health	DPP Obj. 2 – people and communities	Partial development delivery
SO09	Technical Assistance to Lands Governance Reform	Type 4	ODA	Closed	01 Jul 2023	30 Jun 2024	323,372	Infrastructure, lands and economic governance	Lands governance	DPP Obj. 1 – economic growth/infrastructure	Partial development delivery
SO10	Pacific Games Support Program / Technical Support to the Pacific Games	Type 4	ODA	Closed	01 Jul 2023	30 Jun 2024	276,595	Governance, security, border and leadership	Governance / public finance	DPP Obj. 3 – stability, security and resilience	Partial development delivery

SO	SO name	Type	Funding	Status	Start	End	Value (AUD)	Sector / function	Area	DPP alignment	Delivery role
SO12	Gender Equality Support Program / Gender Equality Support Unit	Type 3	ODA	Closed	01 Jul 2023	30 Jun 2024	988,793	Community, civil society and gender equality	Gender equality	DPP Obj. 2 – people and communities	Full development delivery
SO21	Provision of Health Sector Support Program	Type 3 (limited MEL)	ODA	Closed	01 Jul 2024	31 Dec 2024	2,000,000	Health	Health	DPP Obj. 2 – people and communities	Partial development delivery
SO07	Technical Assistance to Australia's Infrastructure Investments	Type 4	ODA	Active	01 Jul 2023	30 Jun 2027	1,427,378	Infrastructure, lands and economic governance	Infrastructure advisory	DPP Obj. 1 – economic growth/infrastructure	Partial development delivery
SO04	Australia Awards Solomon Islands (AASI)	Type 1	ODA	Active	01 Jul 2023	30 Jun 2027	16,566,059	Education and skills	Education / scholarships	DPP Obj. 2 – people and communities	Full development delivery
SO06	Climate Change and Disaster Resilience Support	Type 4	ODA	Closed	01 Jul 2023	30 Jun 2025	635,725	Climate, disaster resilience and agriculture	Climate change and disaster resilience	DPP Obj. 3 – stability, security and resilience	Partial development delivery
SO11	Overseas Development Assistance Deployee Support Services (ODA DSS)	Type 2	ODA	Active	01 Jul 2023	30 Jun 2027	3,101,905	Facility and operational enabling	ODA deployee support	Enabling all DPP objectives	Enabling / operational support
SOD 1	Departmental Deployee Support Services (DSS)	Type 2	Non-ODA	Active	01 Jul 2023	30 Jun 2027	14,575,064	Facility and operational enabling	Departmental deployee support	Non-ODA / enabling broader bilateral engagement	Enabling / operational support
SO13	Flexible Small-Scale Support / Flexible Funds	Type 4	ODA	Closed	29 Sep 2023	30 Jun 2025	995,195	Facility and operational enabling	Flexible funds	Enabling all DPP objectives	Enabling / operational support
SO14	Australian Border Force Support / Provision of Australian Border Force Assistance	Type 4	ODA	Active	06 Nov 2023	30 Jun 2027	150,000	Governance, security, border and leadership	Border support	DPP Obj. 3 – stability, security and resilience	Enabling / operational support
SO16	Election Support	Type 4	ODA	Closed	01 Dec 2023	30 Jun 2024	30,000	Governance, security, border and leadership	Elections	DPP Obj. 3 – stability, security and resilience	Partial development delivery
SO15	Flexible Recruitment and Personnel Support Services	Type 4 –	ODA	Closed	14 Dec 2023	30 Jun 2025	482,118	Facility and operational enabling	Recruitment / personnel support	Enabling all DPP objectives	Enabling / operational support
SO18	Lands Governance Reform - enabling support	Type 4	ODA	Active	01 Jan 2024	31 Jul 2027	1,625,022	Infrastructure, lands and economic governance	Lands governance	DPP Obj. 1 – economic growth/infrastructure	Partial development delivery
SO17	Capacity Building Grants to CSOs	Type 3	ODA	Active	02 Jan 2024	30 Jun 2027	3,189,750	Community, civil society and gender equality	Civil society	DPP Obj. 3 – stability, security and resilience	Full development delivery

SO	SO name	Type	Funding	Status	Start	End	Value (AUD)	Sector / function	Area	DPP alignment	Delivery role
SOD 3	Procurement Support for Departmental Funds - SIIP & ASIPS+	Type 4	Non-ODA	Active	02 Jan 2024	30 Jun 2027	1,237,732	Facility and operational enabling	Departmental procurement / strategic communications / logistics	Non-ODA / enabling broader bilateral engagement	Enabling / operational support
SO20	Education Sector Support Program (ESSP)	Type 1	ODA	Closed	12 Apr 2024	31 Mar 2025	5,487,491	Education and skills	Education	DPP Obj. 2 – people and communities	Full development delivery
SO22	Gender Equality Support Unit (GESU)	Type 3	ODA	Active	15 Aug 2024	30 Apr 2027	1,500,000	Community, civil society and gender equality	Gender equality	DPP Obj. 2 – people and communities	Full development delivery
SO23	SINU Security Studies Program / SINU Security Program Pilot	Type 3 (non-ODA exemption)	Non-ODA	Active	01 Dec 2024	30 Jun 2026	1,616,179	Governance, security, border and leadership	Security studies	Non-ODA / security cooperation	Partial development delivery
SO25	Solomon Islands Australia Health Partnership (SIAHP)	Type 1	ODA	Active	01 Jan 2025	30 Jun 2027	8,625,000	Health	Health	DPP Obj. 2 – people and communities	Full development delivery
SO28	Australia Skills Award Support (TVET)	Type 3	ODA	Closed	13 Jan 2025	31 Dec 2025	452,287	Education and skills	Skills / TVET	DPP Obj. 1 – skills and jobs	Partial development delivery
SO29	Refurbishment of the Solomon Islands Immigration Division Client Services Area	Type 4	ODA	Closed	01 Jul 2023	31 Dec 2025	249,920	Governance, security, border and leadership	Immigration / border operations	DPP Obj. 3 – stability, security and resilience	Enabling / operational support
SO19	Climate Change, Disaster Resilience and Humanitarian Support	Type 4	ODA	Active	29 Jan 2025	30 Jun 2028	1,300,264	Climate, disaster resilience and agriculture	Climate change, disaster resilience and humanitarian support	DPP Obj. 3 – stability, security and resilience	Partial development delivery
SOD 2	Personnel and Recruitment (Departmental)	Type 4	Non-ODA	Active	01 Mar 2025	30 Jun 2027	440,279	Facility and operational enabling	Departmental personnel / recruitment	Non-ODA / enabling broader bilateral engagement	Enabling / operational support
SO30	Personnel and Recruitment Services (Administered)	Type 4	ODA	Active	14 Mar 2025	30 Jun 2027	1,081,790	Facility and operational enabling	Administered personnel / recruitment	Enabling all DPP objectives	Enabling / operational support
SO08	Solomon Islands Australia Community Partnerships Support (SIACPS)	Type 3 (with exemption)	ODA	Active	27 Mar 2025	30 Jun 2027	16,058,607	Community, civil society and gender equality	Community partnerships support	DPP Obj. 2 – people and communities	Enabling support
SO24	Solomon Islands Australia Education Partnership - Stronger Education Together (SET)	Type 1	ODA	Active	01 Apr 2025	30 Jun 2027	13,542,500	Education and skills	Education	DPP Obj. 2 – people and communities	Full development delivery

SO	SO name	Type	Funding	Status	Start	End	Value (AUD)	Sector / function	Area	DPP alignment	Delivery role
SO31	Provision of the SICRAD Partnership (Design)	Type 3	ODA	Closed	15 Oct 2025	31 Mar 2026	143,915	Climate, disaster resilience and agriculture	Agriculture / climate-resilient development design	DPP Obj. 1 – economic growth/infrastructure	Partial development delivery
SO34	Australia Skills Award Support	Type 3	ODA	Active	03 Dec 2025	02 Dec 2026	1,103,076	Education and skills	Skills / education awards	DPP Obj. 1 – skills and jobs	Partial development delivery
SO36	Provision of Economic Governance Support	Type 3 (with exemption)	ODA	Active	10 Mar 2026	30 Jun 2027	4,268,308	Infrastructure, lands and economic governance	Economic governance	DPP Obj. 1 – economic growth/infrastructure	Partial development delivery
SO35	Leadership and Engagement and Strategic Communications Support	Type 3 (with exemption)	ODA	Active	23 Mar 2026	30 Jun 2027	2,018,602	Governance, security, border and leadership	Leadership / strategic communications	Cross-DPP / partnership and public diplomacy	Partial development delivery

ANNEX 6. PORTFOLIO GROWTH AND OPERATIONAL DEMAND DATA

Portfolio demand and scale

The SO portfolio grew from 15 SOs in 2023 to 21 in 2024 and 24 in 2025. Combined maximum SO value increased from AUD67.2m to AUD82.3m and then AUD109.9m. In 2025, ASIPS+ added 11 new SOs worth AUD37.1m, including new major education and health programs.

Operating leverage

SO01 FSU expenditure fell from 23.5% of total expenditure in FY23/24 to 18.2% in FY24/25, with continued decline forecast. Using the reported total and FSU expenditure figures, each AUD1 of FSU expenditure supported approximately AUD4.26 of total expenditure in FY23/24, AUD5.48 in FY24/25, and is forecast to support approximately AUD6.47–AUD6.79 in FY25/26–FY26/27. Each AUD1 of FSU expenditure supported AUD4.26 of SO expenditure in FY2023-24 and AUD5.48 in FY2024-25, and is forecast to support AUD6.47-AUD6.79 across FY2025-26 and FY2026-27. At face value, this shows improved efficiency, but it also means that the facility's core support and "plus" functions are being stretched across a larger and more complex portfolio. This has exposed a structural and financial design risk, particularly the lack of elastic resourcing for support services as SOs expand. ASIPS+ has managed this risk through adaptive measures, including reallocating some costs between ODA and non-ODA funding streams, which has helped stabilise FSU resourcing in the short term.

SO portfolio growth, 2023–2025³³

Calendar year	Total SOs supported	Combined maximum value of SOs supported (AUD)	New SOs added	Combined maximum value of new SOs added (AUD)
2023 (from July)	15	67,198,999	0	0
2024	21	82,273,990	6	15,074,991
2025	24	109,925,052	11	37,124,526



Graph demonstrating ASIPS+ SO portfolio growth from 2023 (15 SOs) to 2024 (21 SOs) and finally 2025 (24 SOs).

Expenditure and FSU share, FY23/24–FY26/27³⁴

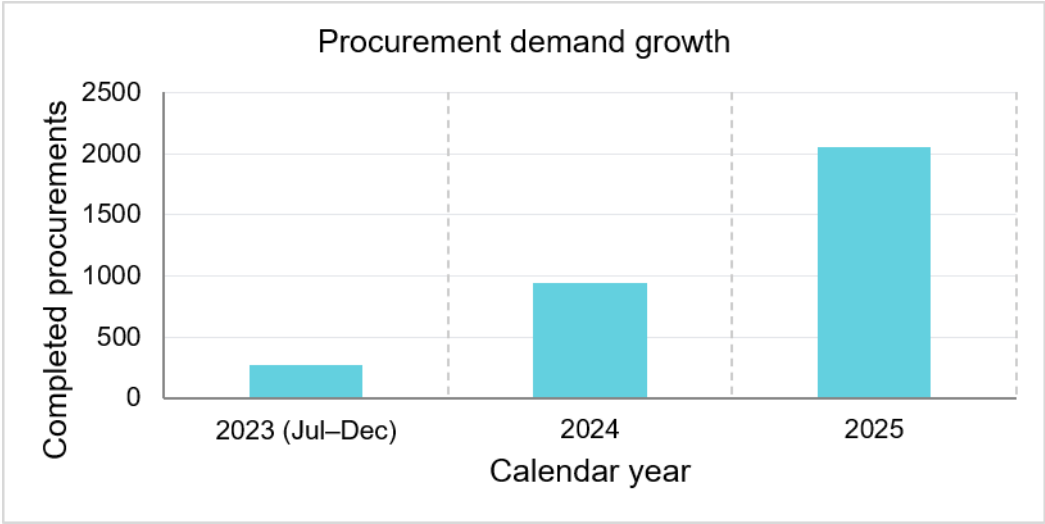
Financial year	Total expenditure: all SOs (AUD)	SO01 FSU expenditure (AUD)	SO01 FSU share of total (%)	Status
FY23/24	19,570,000	4,590,000	23.5	Actual
FY24/25	27,860,000	5,080,000	18.2	Actual
FY25/26	40,830,000	6,310,000	17.0	Forecast
FY26/27	42,050,000	6,190,000	17.0	Forecast

³³ Source: ASIPS+ Annual Report 2025

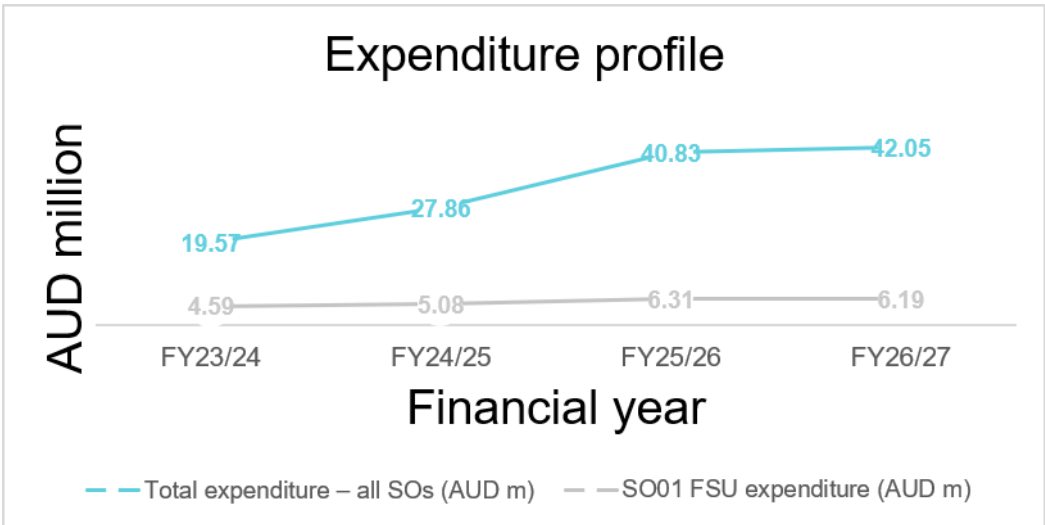
³⁴ Ibid.



Graph demonstrating ASIPS+ SO combined maximum value growth from the last six months of 2023 (AUD 67m) to calendar year 2024 (AUD 82m) and finally 2025 (AUD109 m).



Graph showing procurement demand growth with completed procurements and highlights a rising trend from around 300 procurements in late 2023 to approximately 1,000 in 2024 and over 2,000 in 2025.



Graph comparing ASIPS+ total expenditure for all SOs with FSU expenditure from 2023/2024 to 2026/2027.. Total expenditure rises from AUD 19.57 to AUD 42.05 million, while FSU expenditure remains stable around AUD 4.5 to 6.3 million.

ANNEX 7. SUMMARY ASSESSMENT AGAINST DFAT VFM PRINCIPLES

VfM principle	Review judgement	Summary rationale
Cost consciousness	Strong	Budgets are actively monitored, reporting is regular, expenditure execution is high, and procurement and recruitment processes are documented. There are concrete examples of savings through negotiation and system improvements.
Encouraging competition	Strong, with contextual caveats	ASIPS+ uses competitive procurement and recruitment approaches where feasible, while adapting to shallow local markets and localisation objectives. Competition is constrained in some cases by urgency, specialist requirements and late approvals.
Evidence-based decision-making	Adequate to good	MEL, finance, procurement and portfolio reporting are improving and are used in SOG, FIMT and management processes. However, data systems remain partly manual and learning-to-action is not yet systematic across all service orders.
Proportionality	Adequate and the main VfM risk	The facility is supporting more service orders, higher expenditure and greater complexity without equivalent growth in FSU resourcing, systems or service standards. Larger and higher-intensity service orders require more dedicated operational support.
Performance and risk management	Strong	Risk, safeguarding, security and compliance systems are functioning and are valued by stakeholders. The risk profile is shifting from basic operational controls to strategic risks around headroom, resourcing and compliance under growth.
Results focus	Good	ASIPS+ is supporting delivery against both EOFOs and has strengthened design, performance management, MEL and cross-cutting integration. The “plus” function is adding value, although outcome evidence is still maturing.
Experimentation and innovation	Limited relevance as a standalone VfM marker	ASIPS+ is not designed primarily as an experimental program. Its value lies more in flexible, adaptive and risk-managed delivery. There is evidence of practical innovation through shared advisers, integrated approaches and systems improvement.
Accountability and transparency	Good	ASIPS+ provides regular reporting, SOG oversight, financial reporting, risk escalation and audit/compliance processes. Transparency would be strengthened by better dashboards and exception reporting.
Equity	Good	ASIPS+ contributes to equity through local procurement, local employment, GEDSI integration, gender-balanced staffing and leadership, disability inclusion initiatives and support to women-led and local suppliers.

ANNEX 8. QUALITY PROGRAMMING TOOLS

ASIPS+ uses a quality programming system to support SOs to be well designed, appropriately resourced, risk-informed, aligned with DFAT and SIG priorities, and able to contribute to development outcomes. The system includes a set of linked guidance, templates, quality standards, performance expectations and review processes that support SOs across the activity lifecycle. The key documents are the Quality Programming Strategy, the Programming and Performance Management Guidelines, the MEL Plan, and the integrated approaches for GEDSI, climate change, safeguards, locally led development and First Nations engagement. The Quality Programming Strategy states that performance expectations for SOs should be determined at concept stage and reflected in the SO.

How the quality programming system works:

Tool or process	How it works	What it is intended to improve
Early concept and SO development	DFAT requests support through an SO or assignment. ASIPS+ uses concept notes, templates and early discussions to clarify objectives, scope, delivery role, risk and resourcing needs.	Clearer SO objectives, stronger alignment with DFAT priorities, and more efficient SO development.
Implementation Profiling Tool	The tool assesses operational and development-effectiveness complexity at concept or early design stage. It considers risk, complexity, delivery role and exposure to cross-cutting issues.	Helps ASIPS+ avoid a one-size-fits-all approach and define the level of management, DEH input, MEL, safeguards, cross-cutting and operational support required.
SO design and planning tools	ASIPS+ uses design, workplan, implementation plan, budget, MEL, TOR and assignment templates where relevant. These templates can be adapted or replaced by partner systems if quality standards and performance expectations are still met.	Improves consistency and efficiency while allowing flexibility for different SO contexts.
Quality standards and performance expectations	Quality standards are linked to phases of delivery: design, work planning, progress reporting and completion. They cover MEL, GEDSI, climate, locally led development, First Nations engagement, communications and safeguards, and are graded according to risk profile.	Provides a proportionate basis for quality assurance rather than applying the same standard to every SO.
DEH technical support and quality assurance	The Development Effectiveness Hub provides technical support and quality assurance across design, MEL, GEDSI, climate change, safeguarding, communications and locally led development. For low-risk activities, quality checks are embedded in normal systems; larger or higher-risk SOs may require DEH or technical review.	Ensures specialist inputs are available and that cross-cutting priorities are integrated throughout the activity lifecycle.
Performance management, reporting and learning	SO progress is monitored through workplans, progress reports, check-ins, deliverable reviews, adviser performance processes, MEL reporting, reflection processes and Facility-level reporting.	Supports adaptive management, learning, portfolio coherence and reporting against the Facility PAF, IMR criteria and DPP contribution.

ANNEX 9. CROSS-CUTTING PRIORITIES AND POLICIES

Gender equality

Gender equality is embedded in facility policy, workplace practice, recruitment, procurement, safeguarding, security operations, SO profiling and SO-level strategies. Workplace gender equality is also the facility's key policy priority.

The facility-wide GEDSI Approach was approved in December 2024. It sets out 14 summary indicators and 23 action points mapped to ASIPS+ outcomes. These indicators are appropriate for a facility mechanism because they track the things ASIPS+ can reasonably influence: whether GEDSI is built into systems, policies, SO design, procurement, recruitment, expenditure tracking, staff perceptions, risk management and SO-level implementation. The GEDSI indicators are tracked through several mechanisms: the annual Diversity, Equity and Inclusion Survey; HR recruitment and staffing data; gender pay gap analysis; SO Implementation Profiling; SO strategies and action plans; procurement and supplier data; finance task-code tagging; risk and safeguard reviews; and Facility reporting against the PAF. This provides a reasonable monitoring architecture, although some systems were still being built, especially expenditure tagging and supplier disaggregation.

ASIPS+ has made strong progress in implementing IO2.4 as an internal facility outcome. ASIPS+ has maintained strong gender balance across staffing and leadership³⁵. It has strengthened gender-responsive workplace policies: it doubled primary carer parental leave from eight to 16 weeks from January 2025, socialised the Domestic Violence Leave Policy, and introduced paternity leave³⁶. Gender equality is increasingly visible in workplace culture, evident in staff survey results³⁷ and confirmed by consultations with ASIPS+ staff. Gender considerations are increasingly embedded in operational systems³⁸.

The success of IO2.4 creates a case for shifting the next phase of effort from internal systems to external facing SO delivery. This does not require changing the IOs. Rather, the existing IOs should be interpreted in a more SO-facing way (IO1.1 should ensure gender analysis, resourcing and indicators are built into SO design. IO1.2 should support coherent and contextually appropriate gender approaches across SOs. Under IO1.3 SOs should capture whether and how they implement planned and budgeted gender actions. IO1.4 should use gender evidence, partner feedback and reflection to adapt programming. IO2.4 should continue to maintain the internal enabling environment, while increasingly supporting and modelling good practice for SO delivery). In practice, this means prioritising DEH and GEDSI support where SOs have clear gender risks or opportunities, where teams lack dedicated GEDSI or MEL capacity, or where gender results can be advanced through relationships with SIG and local partners.

However, not all GEDSI indicators can yet be fully assessed. Supplier data was strengthened late in 2025 through revised questionnaires to suppliers. Finance task-code tagging for gender, safeguards and MEL expenditure was rolled out in 2026. As a result, ASIPS+ can demonstrate early systems change, but it cannot yet fully quantify GEDSI expenditure or report outcome-level gender change across all SOs.

There is credible SO-level gender evidence. The Gender Equality Support Unit (GESU; SO22) provides targeted support to the Ministry of Women, Youth, Children and Family Affairs (MWYCFA) Women's Development Division, including work on women in leadership, Temporary Special Measures³⁹, women's economic empowerment and SafeNet gender-based violence data systems. Consultation evidence indicates that the Facility model is important to GESU because procurement, finance, MEL and reporting support allow a small team to deliver work that would be difficult to sustain as a standalone program. GESU stakeholders also emphasised that the work is focused on practical outcomes, not strategies that "sit on the shelf", which is consistent with the ASIPS+ emphasis on turning cross-cutting commitments into practice. ASIPS+ is also supporting cross-SO learning and practical gender equality action. For example, Australia Awards Solomon Islands (AASI, SO4), an ASIPS+-supported scholarships and alumni SO, developed a Women in Leadership approach that informed the Women's Leadership Initiative under the Solomon Islands Australia Health Partnership (SIAHP, SO25).

³⁵ In 2025, women represented 50% of the workforce, with 54 women among 107 staff. Women also held 14 of 28 leadership positions, or 50% of leadership roles. Recruitment processes were similarly balanced: of 256 candidates interviewed in 2025, 127 were women, 126 were men and three identified otherwise.

³⁶ Two personnel accessed paternity leave in 2025.

³⁷ In the 2025 DEI Survey, 85% of respondents reported that staff are "always" or "often" treated with respect regardless of gender or cultural background. More than 71% reported observing at least some positive changes in workplace practices that support gender equality, including flexible hours, parental leave and inclusive policies.

³⁸ HR panels account for gender and cultural diversity. Procurement processes include supplier questions on whether businesses are owned or managed by women or people with disabilities. Finance systems are preparing to strengthen gender expenditure tagging. Security operations have used gender-disaggregated guard tracking to inform changes that allow women guards who choose to work night shifts to do so more safely. These safeguards include paired deployment, safe-haven points, additional radios, consent-based rostering and the right to withdraw consent.

³⁹ Temporary Special Measures are time-bound measures designed to accelerate women's representation and participation where structural barriers prevent equal political participation. In Solomon Islands, these are particularly relevant because women's representation in national and provincial government is very low: three women were elected to the 50-member National Parliament in April 2024, and Temporary Special Measures to improve women's representation in Provincial Assemblies are considered.

Disability equity and rights

The assessment of disability equity draws on the ASIPS+ GEDSI approach, annual reporting, SO-level examples and consultations. The GEDSI approach provides a sound framework for disability inclusion. It commits ASIPS+ to a minimum GEDSI-inclusive approach across operations and development investments, including reasonable accommodation, and applies a twin-track approach: mainstreaming disability inclusion through systems and SOs, while also supporting targeted actions where barriers are persistent. It also identifies the main barriers faced by people with disability in Solomon Islands, including attitudinal, information, physical and systemic barriers.

ASIPS+ has begun translating this framework into practice. Disability equity is now considered through SO implementation profiling, with GEDSI specialist input triggered where complexity is higher. Practical measures include the accessibility checklist for venues and accommodation, inclusive practice training, more accessible office arrangements, screen-reader accessible supplier forms, and the establishment of a Disability Internship Program, with two interns commencing six-month placements in 2026. ASIPS+ has also engaged OPDs in design processes and supported targeted disability-related activities, including a grant of AUD96,364 to the Blind and Visually Impaired People of Solomon Islands.

Disability analysis is beginning to influence SO resourcing. For example, analysis under Australia Skills Award Support SO28 found that disability inclusion was not sufficiently resourced, which informed disability equity funding in SO34, the follow-on Australia Skills Award Support SO.

However, implementation remains uneven. SOs do not yet consistently collect disability-disaggregated participation data, budget for reasonable accommodation such as accessible venues, interpreters, support persons, transport or accessible materials, or report whether disability inclusion actions enabled people with disability to participate in and benefit from activities. The next step is to make disability appraisal, budgeting, data collection and outcome tracking more consistent across relevant SOs through MEL, implementation profiling and learning-to-action processes.

Climate change integration

Climate change integration has moved from policy intent to early practice and ASIPS+ is incorporating climate screening and adaptation planning as a part of SO development and management. The facility has developed an integrated climate approach, included climate and disaster risks in facility risk processes⁴⁰, developed provincial climate profiles, and climate tools that help standardise climate analysis and make it easier for SO teams to consider climate risks at design stage⁴¹. Climate considerations are increasingly visible in SO design and delivery. SO24 SET and SO25 SIAHP incorporated climate considerations from the outset. SIAHP developed a Climate Adaptation Strategy with DEH support. SO19 supported the Ministry of Environment, Climate Change, Disaster Management and Meteorology, while SO17 supported Solomon Islands Climate Action Network participation in the November 2025 UN Climate Change Conference in Brazil.

Australia's International Development Policy recognises climate change as a primary concern for Indo-Pacific partners, and the single greatest threat to the livelihoods, security and wellbeing of Pacific peoples. ASIPS+ is on track to reflect this prioritisation. However, climate change is a new area of coordinated facility practice, and SIG capacity is still developing. Implementation and expectations need to be phased and realistic. For the remainder of Phase 1, the facility should maintain and periodically validate the existing arrangements. Future climate-relevant or higher-complexity SOs should be used to assess whether profiling, specialist support, resourcing, adaptation measures and MEL arrangements operate as intended.

Locally-led development

Locally led development has seen distinct progress. ASIPS+ has embedded localisation through national staffing, local procurement, supplier engagement, Pidjin language materials, cultural induction, local candidate pools, Solomon Islander-led coordination mechanisms and support to local partners. ASIPS+'s Localisation Strategy identifies four focus areas (management and culture, technical assistance and recruitment, procurement of goods and services, and grant-making and grant management) for operationalising locally led development.

There is strong evidence of local staffing and leadership⁴² and recruitment processes actively prioritised Solomon Islander candidates and local expertise wherever this was appropriate to the role and available in the market.

ASIPS+ has strengthened local ownership through internal governance and peer learning. A Solomon Islander-led Locally Led Development Committee became the central driver of the localisation approach. The Program Managers Peer Group was established to support peer learning, problem-solving and ownership among program managers, particularly for smaller SOs. Ten "Information" sessions were delivered for locally engaged staff,

⁴⁰ Climate and disaster risks are included in the Facility Risk Register. The DEH Climate Adviser reviews these risks during cyclical risk processes, updates ratings and advises on response measures. By December 2025, ASIPS+ was monitoring a climate-related risk covering natural hazards, seasonal variability and wider climate change impacts. Operations and Health, Safety and Environment manuals have been updated to include climate-related hazards and continuity considerations.

⁴¹ Provincial Climate Profiles provide province-specific information on risks such as sea-level rise, cyclones, water scarcity and temperature change. A first-pass climate risk assessment tool supports early identification of climate risks in new SOs.

⁴² In 2025, 78 of 107 staff were Solomon Islanders, including 41 women. Solomon Islanders held 10 of 28 leadership positions, or 36% of leadership roles.

largely in Solomon Islands Pidjin, on topics including cross-cutting issues, writing effective emails, unconscious bias and Excel.

Procurement is a major area of locally led development progress. A majority of procurements are sourced from Solomon Islands businesses⁴³ and supplier questionnaires are updated to capture businesses owned, led or employing women and people with disabilities to improve evidence on inclusive local procurement from 2026. ASIPS+ is also helping local partners meet DFAT requirements. Finance and procurement teams have delivered training and templates to strengthen partner systems, reporting, acquittals, safeguarding and compliance⁴⁴.

There are strong SO-level examples⁴⁵ which show that locally led development is moving beyond staffing to partner systems, provincial engagement and local institutional capacity.

Positive SIG feedback about improved responsiveness, particularly in the education and health sectors, highlighted elsewhere, also points to a commitment to deepen localisation.

First Nations engagement

First Nations engagement is at an early stage but has moved beyond strategy development. ASIPS+ has positioned a First Nations Engagement Approach within the integrated quality programming architecture. The approach recognises that this is a new cross-cutting issue for ASIPS+ and that it requires specialist advice to guide implementation.

In 2025, ASIPS+ engaged a First Nations Engagement Adviser to build staff capability in culturally grounded practice, culturally safe engagement, relationship-based ways of working, and the relevance of First Nations perspectives to development programming. This support helped deepen understanding across Facility leadership, managers, locally engaged staff, international personnel and program staff⁴⁶.

The First Nations approach is being connected to locally led development. The Adviser worked with the Locally Led Development Committee to support implementation of the Locally Led Development Strategy and align First Nations principles with Solomon Islands ways of working. This is a sensible entry point because it avoids treating First Nations engagement as an abstract compliance issue and instead links it to cultural safety, trust, power-sharing and local ownership.

There are SO-level examples. SO04, Australia Awards, embedded First Nations perspectives in pre-departure briefings, short courses, Indigenous learning frameworks, community-based fisheries modules, culturally responsive evaluation approaches and First Nations cultural immersion tours. ESSP engaged Wirrim Media, a First Nations media production company, to produce teacher professional development video content for MEHRD. This supported culturally relevant engagement and positive representation in the development of materials for Solomon Islands teachers.

Safeguarding

Safeguarding is a major strength of ASIPS+. The Facility has translated safeguarding requirements into systems, risk screening, partner training, Pidjin-language tools, focal point support, security training and practical behaviour-change approaches.

The Safeguarding Approach defines safeguarding as the organisational commitment to protect people, the environment and assets. It is risk-based, proportionate, survivor-centred and grounded in the Solomon Islands context, where high rates of violence, low reporting, power imbalances and partner capacity constraints increase safeguarding risk.

ASIPS+ has adapted safeguarding materials for the local context⁴⁷ and has built a strong internal safeguarding network with seven “safeguardians” who provide first-line support, deliver training, support partners and help drive consistent practice⁴⁸. Partner safeguarding capacity has also improved through dedicated partner safeguarding capability-strengthening sessions⁴⁹.

⁴³ In 2025, 1,964 of 2,049 procurements, or 96%, were sourced from Solomon Islands businesses. Thirty-one contracts valued at AUD9.36 million were awarded to Solomon Islands registered entities.

⁴⁴ For example, Seif Ples reported that ASIPS+ financial management tools and templates improved its ability to respond to audits and manage donor funds. Safeguarding and gender training also improved confidence and awareness among local organisations, suppliers and security firms.

⁴⁵ SO17 distributed AUD850,014 in grants, procurement support and capacity development to 27 CSOs and CBOs. SO22 supported SafeNet GBV data systems through an embedded national data adviser, improving standardised reporting across 12 SafeNet partners. SO25 strengthened decentralised health service delivery through provincial engagement, including with Tulagi Provincial Health Department.

⁴⁶ Sessions explored power dynamics in cross-cultural environments, First Nations engagement principles, links between First Nations practice and localisation, and approaches to leading “at the speed of trust”. Sessions for locally engaged staff focused on confidence in holding crucial workplace conversations.

⁴⁷ Materials include Pijin-language videos, brochures, checklists, partner toolkits, interactive games, scenario-based training, safeguarding drills and practical “let us know” reporting language. This is important because the Safeguarding Approach recognises that formal reporting language can create barriers in Solomon Islands, hence this approach prioritises accessible, trusted and culturally appropriate reporting pathways.

⁴⁸ In 2025, ASIPS+ conducted more than 20 safeguarding induction sessions, drills and knowledge-building sessions for staff, reaching at least 74 participants, including 49 women.

⁴⁹ ASIPS+ delivered 14 dedicated partner safeguarding sessions, covering advanced safeguards, train-the-trainer approaches, scenario-based workshops, Child Protection, PSEAH, data privacy and other safeguarding risks. These sessions reached 114 participants, including 42 women, from more than 38 partner organisations. Partners included civil society organisations, security firms, suppliers, AHC and SIG-based staff.

Safeguarding is being applied at SO level, not only at facility level⁵⁰. Security operations are an example of safeguarding integration as ASIPS+ used its operational footprint to raise safeguarding standards in the local security market⁵¹

ASIPS+ is also contributing to wider practice improvement as its safeguarding practice is recognised beyond the Facility. ASIPS+ safeguarding tools and approaches have been adapted by other DT Global programs and corporate teams, featured in Asia Pacific knowledge-sharing forums, and are used by AHC in-country to inform other partnership programs.

⁵⁰ ASIPS+ completed safeguards risk ratings for all active SOs in 2025. Specific safeguards assessments and management plans were developed for Whole of ASIPS+, SO24 SET, SO28 Australia Skills Award Support, SO25 SIAHP and SO17 Capacity Building Grants to CSOs.

⁵¹ In 2025, ASIPS+ introduced compulsory safeguarding certification for guards using Pidjin-language and scenario-based training. More than 300 guards achieved the pass rate. By December 2025, 450 guards across Honiara had been certified through ASIPS+ and security company trainers. Only safeguarding-certified guards are deployed to AHC sites.