



FONO 2026

Pacific Public Service
Leaders' Conference



Fono 2026: Pacific Public Service Leaders' Conference

Fono session: Secretariat and Governance Meeting Papers

Monday 9 November 2026, 12:00pm – 2:00pm

Koror, Palau

Meeting Agenda

Agenda Items	Lead	Attachments
1. Prayer and welcome	Chair	
2. Year in Review:	Fale Secretariat	
a. 2026 End of Year Update: i. Transition to new governance and reporting model ii. 2026 work programme overview • Bilateral country support • Pacific regional support	Fale Secretariat	1 & 2
b. Monitoring update: Pacific Workforce Planning Guideline	Fale Secretariat and the Australian Public Service Commission	3 & 3a
c. Analysis and recommendations: Strengthening connections to the Pacific Regional Architecture and 2050 Strategy for the Blue Pacific Continent	Fale Secretariat	4
3. Looking forward: 2026 – 2030 Strategic Roadmap, and 2027 Work Programme	Fale Secretariat	
4. Fono 2027 Host Country	Chair	
5. Fono 2026 Outcomes Statement	Chair	
6. Closing remarks and prayer	Chair	

Fono 2026: Pacific Public Service Leaders' Conference Attendees

CHAIR

1. **Terralyn Nabeyama**
Chair of the Fono: Pacific Public Service Leaders' Conference

MICRONESIA

Federated States of Micronesia

2. **Ms Brenda Kerman**
Assistant Director, FSM Personnel Office
3. **Ms Laura Joel**
Personnel Specialist, FSM Personnel Office

Kiribati

4. **Ms Ritite Tekiau**
Secretary, Public Service Office
5. **Ms Wanro Ngutu**
Deputy Secretary, Public Service Office
6. **Ms Riiti Uriam**
Director, Public Service Office

Naoero

7. **Ms Leona Waidabu**
Chief Secretary, Department of the Chief Secretary
8. **Mr Giedo Garabwan**
Secretary for Corporate Service, Department of the Chief Secretary
9. **Ms Charlei Deiye**
Senior Personal Assistant, Department of the Chief Secretary

Republic of the Marshall Islands

10. **Mr Jendrikdrik Paul**
Chairman, Public Service Commission
11. **Ms Annaruth Reiher-Samuel**
Commissioner, Public Service Commission
12. **Mr Joseph Tibon**
Deputy Commissioner, Public Service Commission

POLYNESIA

Cook Islands

13. **Ms Myra Patai**
Chief Executive Officer, Office of the Public Service Commissioner
14. **Ms Mary Strickland**
Head of Agencies Relationship Coordinator, Office of the Public Service Commissioner

Niue

15. **Ms Emi Hipa**
Commissioner, Public Service Commission
16. **Ms Suefane Touna**
Secretariat Director, Public Service Commission

Samoa

17. **Mr Nonu Saleimoa Vaai**
Chairman, Public Service Commission
18. **Mr Kolone Tikeri**
Secretary, Public Service Commission

Tokelau

19. **Ms Saliloimanatu Margraff**
HR Manager, Public Service Commission
20. **Ms Margaret Pedro**
Manager - Public Service Arrangement and Research, Public Service Commission

Tonga

21. **Ms Taiatu Ataata**
Chairperson, Public Service Commission
22. **Mr Franz Tuuhetoka**
Chief Executive Officer, Public Service Commission

Tuvalu

24. **Ms Aoga Kofe**
Chairperson, Public Service Commission
25. **Ms Mila Tulimanu**
Commissioner, Public Service Commission
26. **Ms Sunema Simati**
Deputy Secretary, Public Service Commission

23. Ms Mele Paea Latu
Deputy Chief Executive Officer, Public Service Commission

27. Ms Sulina Matamotu
Recruitment Adviser, Public Service Commission

MELANESIA

Fiji

28. Mr Luke Rokovada
Chairman, Public Service Commission
29. Mr Pita Tagicakirewa
Permanent Secretary, Ministry for Civil Service
30. Ms Reshmi Mala
Head – Executive Support & Secretariat, Public Service Commission

New Caledonia

31. Ms Séverine Bonnardel
Director, Human Resources & Civil Service Department
32. Mr Rodolphe Ponsard
Head of Recruitment, Human Resources & Civil Service Department

Papua New Guinea

33. Mr Vele Ravugamini
Deputy Secretary, Department of Personnel Management
34. Ms Valerie Malai
Senior Database Administrator, Department of Personnel Management

Solomon Islands

35. Mr Milner Tozaka
Chair, Public Service Commission
36. Mr Luke Cheka
Permanent Secretary, Ministry of Public Service
37. Mr David Suirara
Deputy Secretary, Ministry of Public Service

Vanuatu

38. Mr. Meto Nganga
Chair, Public Service Commission
39. Mr Stephane Bong
Deputy Secretary, Public Service Commission

Secretariat: Public Service Fale

40. Ms Tania Ott
Deputy Commissioner
42. Ms Lise Leaupepe
Principal Advisor

41. Mr Teanuanua Nicole
Manager
43. Mr Dermot Lavelle
Advisor

Fono Observers

Australian Public Service Commission

44. Ms Jo Talbot
First Assistant Commissioner – Workplace Reform and Diversity
46. Dr Ayesha Abbasi
Assistant Director, APS Centre of Excellence for Workforce Planning
45. Ms Bronwyn Armstrong,
Assistant Director – International

Ministry of Foreign Affairs and Trade – New Zealand

47. Ms Hannah van Voorthuysen
Unit Manager, Governance and Inclusion Development People and Planet Division

Agenda item 1 | Prayer and welcome

Agenda item 2 | Year in Review

Agenda item 2a: 2026 End of Year Update

Transition to new governance and reporting model

At Fono 2025, the Pacific Public Service Leaders Group (PPSLG) endorsed a new Planning, Delivery and Reporting Model (operating model) for the Public Service Fale (Fale) (**attachment 1**). The new operating model reflected a refreshed governance and reporting regime for the PPSLG intended to strengthen direct engagement between the Fale, PPSLG and individual members of PPSLG.

Strengthened engagement has been supported by providing more standardised and consistent engagement points throughout the year on **bilateral country priorities**, more consistent reporting about progress with **regional priorities** identified in the annual Fono Outcomes statement, and through taking a more equitable approach to **governance updates** with all PPSLG members receiving progress reports at the same time during the year. Aligned to each of these changes is ongoing work by the Fale to connect its PPSLG support to the Fale's short, medium and long-term outcomes agreed with the New Zealand Ministry of Foreign Affairs and Trade (**attachment 2**).

Consistent with the transition arrangements endorsed at Fono 2025, the Public Service Fale Governance Board held its final meeting in September 2026 and has now concluded its role. The Board's important legacy in the development and evolution of the Fale is well noted. Key functions of the Board regarding guidance and feedback on the operation of the Fale to support Pacific public service leaders' needs and requirements will continue as part of the new operating model.

2026 has been the first full year of implementation of the new operating model. Key insights gained by the Fale during this time are:

- PPSLG members seek regular engagement and progress updates on both their bilateral country priorities and Pacific regional priorities. Standardising the way the Fale undertakes this engagement and reporting saves time and effort for members and improvements in transparency and efficiency are achieved.
- Connecting regional priorities with bilateral requests is critical. PPSLG members face common challenges and where the Fale can connect a country's request, for example leadership training, with a regional leadership offering, time and effort is optimised.
- The capacity of PPSLG members and their teams to engage with the Fale is limited. At times, requested support will not be taken forward because of competing Pacific country priorities and pressures. The Fale needs to take a strategic view on how to address bilateral priorities through thematic regional training and programmes while maintaining bilaterally focussed advisory support and brokering capacity.
- Ongoing evaluation of the impact of the Fale's advice, support and programme offerings is necessary to ensure resources are being directed to the right areas and to understand if its work is achieving the intended change, outcomes and transformation expected.

The Fale will continue to operate the new operating model endorsed by PPSLG in 2025.

Recommendations

Pacific Public Service Leaders are invited to:

- a) **Note** the implementation of the new Public Service Fale Operating Model during 2026 and the key insights gained during this transition year;
- b) **Note** the conclusion of the Public Service Fale Governance Board and transition of reporting directly to the Pacific Public Service Leaders' Group, acknowledging the valuable contribution of the Board role in the development and evolution of the Public Service Fale; and
- c) **Note** the Fale will focus on connecting it support, bilaterally and regionally for Pacific country requirements, and to the Fale's short, medium and long-term outcomes agreed with MFAT.

2026 Work Programme Overview

The Fale Annual Perceptions Survey provides an important measure of how members view the Fale and its support. All 16 members participated in the 2026 survey, with feedback highlighting the value of responsive support, practical learning opportunities, mentoring, regional networks and opportunities to connect with colleagues facing similar challenges. Overall, 90 percent of respondents agreed or strongly agreed that the Fale supports their agency's goals and contributes to strengthening public services in their country.

The following infographic captures the overarching results of survey:



Annual PPSC Survey Results 2026

20
responses

16
countries

The Annual PPSC Perceptions Survey gathers feedback from Commissioners on the effectiveness of the Public Service Fale. The findings help identify strengths, inform future priorities, and improve public sector strengthening support.

Key messages



PPSCs view the Fale as a trusted and valued partner. Respondents consistently described the Fale as responsive, accessible, collaborative and supportive.



The Fale is providing practical support. Respondents highlighted tangible examples including ethics frameworks, workforce planning, induction programmes, and policy development.



The Fale is strengthening leadership capability across the region. Leadership development, mentoring and peer learning were repeatedly identified as making a positive difference to individuals and organisations.



Regional connection is one of the Fale's greatest strengths. Respondents value opportunities to connect, share experiences, learn from peers and access expertise across the Pacific.



Learning opportunities are relevant, accessible and highly valued. Training, mentoring, webinars, Communities of Practice and FaleOnline were cited as helping build capability and confidence.



Countries value support that is tailored to their specific context. Respondents appreciated the Fale's willingness to listen, understand local challenges and adapt support accordingly.

Satisfaction with Fale services

85%

were satisfied or very satisfied with the Fale's responsiveness to regional priorities identified collectively at Fono.

85%

were satisfied or very satisfied with the quality and accessibility of the FaleOnline platform.

90%

were satisfied or very satisfied with the quality and accessibility of capability-building activities organised by the Fale.

90%

were satisfied or very satisfied with the quality of technical assistance and advice provided by the Fale team and subject-matter experts.

75%

were satisfied or very satisfied with the Fale's responsiveness to their individual country priorities.

Strategic outcomes

85%

agreed or strongly agreed that the Fale's support improved their agency's connection and collaboration with peers and agencies in other Pacific countries. [STO1]

85%

agreed or strongly agreed that the Fale's support improved access to well-coordinated and relevant capability-building opportunities. [STO2]

80%

agreed or strongly agreed that the Fale's support improved their knowledge, skills and confidence to plan and execute public-sector management improvements. [STO3]

85%

agreed or strongly agreed that the Fale's support enhanced their ability to implement management practices that improve integrity and ethical behaviour. [STO4]

65%

agreed or strongly agreed that the Fale's support enhanced their ability to implement merit-based, equitable and inclusive management practices. [STO5]

85%

agreed or strongly agreed that the Fale's support improved their ability to implement improved governance practices. [STO6]

"The PSC Fale is creating a seamless network platform for Pacific PSC to share and complement ideas of public services governance and service delivery."

"We are better supported to build staff capability in a more structured and sustainable way."

Key opportunities identified

Strengthen delivery and communication:

Deliver agreed support consistently and keep PPSCs informed of progress, programme changes and key milestones.

Increase support to embed change: Build on successful learning and networking activities by helping agencies translate knowledge into sustained organisational reforms and improvements.

Increase focus on equitable and inclusive management practices: Provide more targeted support and practical examples to help agencies strengthen merit-based, equitable and inclusive workforce management.



Bilateral support programme

The Fale's bilateral programme continued to provide tailored support in response to priorities identified directly by Pacific public service leaders. While individual country needs may differ at different points in time, the Fale has an increasingly clear picture of the common capability and system challenges being raised by leaders. Thematically, we see that country bilateral requests can be viewed through the core public sector management pillars of **people, systems and culture**. These pillars are distinct but also overlapped.

In 2026 a significant focus for the Fale has been on strengthening public service leadership and workforce capability. Bilateral requests have included leadership development, senior leader performance arrangements, public service induction, professional development and the establishment of more structured approaches to building leadership capability. There is also strong interest in strengthening the systems that support the workforce, including workforce planning, human resources policies remuneration and classification arrangements, and performance management.

Public sector reform and organisational effectiveness are another prominent area of bilateral work. Support has included advice on structural and functional reviews, review of public service legislation and rules, organisational reporting and monitoring tools, and advice associated with wider public sector restructuring. These requests reflect a focus on ensuring public service structures, functions and systems remain aligned with government priorities and support effective delivery.

The programme also shows increasing demand for digital and information management capability. Several activities are focused on modernising administrative systems, digitising records and processes, strengthening information management, and moving away from fragmented or paper-based ways of working. Alongside this, FaleOnline is increasingly being used to support induction, professional development and access to learning, including country-specific content that can complement face-to-face delivery.

Integrity and ethics remain a focus of bilateral requests, particularly around translating existing standards and expectations into practical application. This includes strengthening understanding of integrity and leadership responsibilities and ensuring staff outside main administrative centres have access to appropriate learning and support.

How have we approached delivery of this support?

A consistent feature across the bilateral programme is that the support we provide is **country-led and tailored** to local circumstances. Depending on the need, the Fale may provide direct support, connect members with relevant expertise, facilitate learning between Pacific public services, or work alongside partner agencies and programmes already taking steps in that area. Peer to peer learning has been particularly valuable where one Pacific public service can share practical experience relevant to challenges being faced by another.

Several bilateral activities will continue into 2027 as this existing work is completed or it moves into subsequent phases. Importantly, the bilateral programme is also helping identify common needs across members. These recurring themes will inform the Fale's regional offerings for 2027, with the intention that regional activities complement, rather than duplicate, country-specific support and provide opportunities for members facing similar challenges to learn and work together.

Pacific regional support

Alongside bilateral support, the Fale progressed work across the five collective priorities agreed at Fono 2025:

Pacific regionalism and the Pacific public sector

Work during 2026 focused on strengthening the connection between Pacific public services and the wider regional architecture. This included engagement with the Pacific Islands Forum Secretariat; participation in work supporting the 2050 Strategy for the Blue Pacific Continent through the 2050 Strategy Thematic Advisory Group on Political Leadership and Regionalism; development of Pacific regionalism learning resources for Pacific public servants; and the development of an analysis and recommendations on opportunities to strengthen the connection between the PPSLG and existing regional processes. The analysis and recommendations are considered separately under Agenda Item 2c.

Integrity and ethics

Integrity and ethics continued to feature strongly in engagement with members. The Fale's *Share Learn Connect* series focused on addressing integrity issues in a practical way, with sessions on cultural gift giving and managing conflicts of interest delivered during the year, and a final session on confidentiality planned for Quarter 4. 80 public servants from around the region participated in the cultural gift giving session and over 100 in the conflicts of interest session. Feedback highlighted the value of learning from Pacific peers, sharing practical experiences and approaches, and connecting with colleagues facing similar integrity issues. Participants also reported improved understanding and confidence to apply their learning. The discussions have helped inform the focus on integrity in practice at Fono 2026.

Digital adoption and Artificial Intelligence

In 2026 the Fale continued to convene the Digital Community of Practice, bringing together digital practitioners from across the Pacific to share experiences and discuss common challenges.

The Digital Adoption and Artificial Intelligence session at Fono 2026 will provide a further opportunity for Leaders to explore these issues, share their perspectives and priorities, and help shape the development and focus of the regional Artificial Intelligence programme and offering for 2027.

Workforce planning and Human Resources

Workforce planning and human resources remained significant areas of interest across the region. The Fale continued to work with the Samoa Public Service Commission and Australian Public Service Commission following endorsement of the *Pacific Workforce Planning Guideline* at Fono 2025, alongside broader workforce planning and capability activity. The Fale's *Human Resources Peer Learning Pod* also provided a dedicated space for human resource practitioners across the region to connect, share experiences and learn from one another. A monitoring update on the Guideline is considered separately under Agenda Item 2b.

Collective leadership

Collective leadership was demonstrated through members actively experience, expertise and practical support with one another and the Fale has observed these connections are growing and deepening among PPSLG members. Mentoring, peer learning, sub-regional engagement and country-to-country exchanges provided opportunities for Pacific public services to draw on the experience of their peers and respond collectively to shared challenges.

Looking ahead, the Fale will continue to progress bilateral priorities already underway, while strengthening the connection between bilateral needs and regional delivery. Where common priorities emerge across members, regional offerings will seek to complement country-specific support and provide opportunities for shared learning and collaboration. The proposed regional programme for 2027 is considered under Agenda Item 3.

Recommendations

Leaders are invited to:

- a) **Note** the update on progress with regional and bilateral priorities during 2026;
- b) **Note** that from 2027-2031, the Fale will focus key resources on advancing bilateral and regional priorities through thematic and regional training and programmes while ensuring bilateral advisory support, brokering capacity and engagement is maintained; and
- c) **Offer** feedback or reflections on the 2026 End of Year Update via the Chair.

Agenda item 2b: Monitoring update of the Pacific Workforce Planning Guideline

At Fono 2025, Pacific Public Service Leaders endorsed *the Pacific Workforce Planning Guidelines* (**attachment 3**), recognising the importance of supporting public services to respond to workforce challenges across the region. Leaders acknowledged the leadership of the Samoa Public Service Commission (SPSC) in developing the Guideline and the support provided by the Australian Public Service Commission (APSC) throughout its development. Leaders tasked the Fale to monitor the uptake and utilisation of the Guideline and report back to Leaders at Fono 2026.

Since endorsement, the Fale has worked closely with the Samoa and Australia Public Service Commissions to monitor emerging utilisation of the Guideline and identify early lessons from workforce planning activities across the region. A key component of this monitoring has been the APSC's regional workforce planning programme, including the *Pacific Workforce Planning Conference* in June 2026, and associated workforce planning initiatives delivered throughout 2026. This partnership approach has enabled the Fale to monitor emerging utilisation of the Guideline. Key activities in 2026 included:

- a regional workforce planning baseline pulse check survey (April);
- a Workforce Planning Foundations Session led by Samoa Public Service Commission (May);
- the Pacific Workforce Planning Conference hosted by the APSC, Brisbane (June);
- immediate post-conference monitoring and evaluation activities (June); and
- a regional follow-up pulse check survey (September).

Together, these activities provide a general picture of progress and emerging support needs. They are not intended to measure country capability or assess implementation, but to help guide the next phase of practical regional support, in response to key workforce planning themes and challenges identified throughout the year.

Update from the 2026 Pacific Workforce Planning Conference, Brisbane

The 2026 Pacific Workforce Planning Conference provided a practical opportunity for practitioners, public service leaders and regional partners to share progress, discuss workforce planning challenges, and explore how the Guideline can be adapted to different national and organisational contexts. The conference reinforced the value of:

- Pacific-led sharing of workforce planning challenges, successes and lessons learned;
- peer-to-peer learning and professional collaboration across the Pacific;
- common workforce planning language, concepts and approaches;
- practical tools, examples and shared learning to support use of the Guideline; and
- recognising the diversity of Pacific public service systems and the importance of adapting workforce planning approaches to different national, legislative, institutional and operational contexts.

While the Guideline provides a common regional foundation, Pacific administrations operate within diverse public service structures, workforce planning capabilities, data environments and levels of organisational maturity. As such, it should serve as a common reference point, enabling administrations to adapt and apply its principles within their local legislative, institutional and operational contexts. Conference feedback demonstrated increased understanding of workforce planning concepts and the six-step Guideline process, while also highlighting the value of ongoing collaboration, practical implementation support and continued opportunities for peer learning.

Monitoring: what the data is telling us about uptake and utilisation of the Guideline

Following the workforce planning activities throughout the year, a pulse check survey was conducted in September to consider progress, with 15 responses received from 10 countries. The data suggests the following uptake and utilisation of the Guideline:

- Awareness and understanding are strong, but this has not yet translated into consistent use:
 - 80% had reviewed at least part of the Guideline.
 - 93% of the above said its purpose was mostly or very clear.
 - 47% reported using it to support workforce planning or adapting parts in practice.
- Uptake across agencies is positive, although progress is uneven:
 - 73% reported that their agency had used the Guideline fully or in part
 - 27% reported no use.
- Agencies are not necessarily starting from the beginning or moving through the Guideline in a fixed order. They are using the Steps in the Guideline that best fit the workforce planning stages they are in. Nevertheless, most use is still focused on the early stages of workforce planning:
 - 47% had used the Guideline through Step 1, workforce analysis; Step 2, forecasting future needs; and Step 3, identifying and analysing gaps.
 - Use was lower for Step 4, developing strategies and interventions (27%); Step 5, implementation (20%); and Step 6, monitoring and evaluation (33%).
- Agencies are adapting the Guideline to fit their context:
 - 47% had adapted elements to their context.
 - 47% had shared the Guideline with leaders or teams.
 - 40% had used it to inform workforce planning advice.
 - From the respondents who assessed change since the Guideline was released, 64% reported some improvement in capability, including 36% who reported a significant improvement.
- Respondents were clear about the support needed to help them make greater use of the Guideline:
 - 93% saw value in walkthroughs or training.
 - 73% wanted practical examples.
 - 73% wanted templates or tools.
 - 60% wanted advice tailored to their country context.
 - 53% saw value in learning from peers.
 - 53% saw value in light coaching or regular check-ins.

Proposed next steps: Pacific Workforce Planning Community of Practice

Building on the outcomes of the Pacific Workforce Planning Conference in June 2026, it is proposed that a *Pacific Workforce Planning Community of Practice* (CoP) be established to support continued exchange of knowledge, capability uplift and utilisation of the Pacific Public Service Workforce Planning Guideline across participating Pacific administrations.

The CoP would be administered through the APSC and established in the spirit of learning from, and sharing with, each other. Its purpose would be to:

- build workforce planning skills and confidence;
- promote Pacific-led sharing of workforce planning challenges, successes and lessons learned;
- strengthen regional partnerships and professional networks across Pacific public services;
- encourage common workforce planning language, concepts and approaches across participating administrations; and
- support flexible and context-sensitive implementation of the Guideline across diverse Pacific public service environments.

To strengthen peer learning and practical application, the CoP could include activities such as:

- peer review of workforce planning initiatives;
- practical workforce planning clinics and workshops;
- sharing of country case studies, lessons learned and implementation experiences;
- mentoring and coaching between participating administrations;
- technical sessions on workforce data, analytics and evidence-based workforce planning; and
- collaborative problem-solving on shared workforce planning challenges.

Membership would be voluntary and established through open nominations. The CoP would aim to be inclusive and accessible and would not create additional reporting requirements or compliance obligations. A draft CoP Terms of Reference is at **attachment 3a**.

Recommendations

Pacific Public Service Leaders are invited to:

- a) **Note** the update on the Pacific Workforce Planning Guideline, including monitoring and related activities; and
- b) **Support** the proposed next phase of practical regional support, with the Pacific Workforce Planning Community of Practice as a primary mechanism to support continued learning, peer exchange and use of the Guideline across the region.

Agenda item 2c: Analysis and recommendations: Strengthening the Fono connection to the Pacific Regional Architecture and the 2050 Strategy for the Blue Pacific Continent

At Fono 2025, Public Service Leaders identified Pacific regionalism and the Pacific public sector as one of their five collective priority areas. Leaders noted the importance of strengthening connections between public services, the Pacific regional architecture, and implementation of the 2050 Strategy for the Blue Pacific Continent. In response, Leaders requested that the Public Service Fale prepare an analysis and recommendations on potential opportunities to strengthen these connections.

The prepared analysis and recommendations at **attachment 4** examines the relationship between Pacific Public Service agencies, the PPSLG, the Public Service Fale, and the evolving regional architecture. It considers the role of public services in delivering regional priorities, the current pathways through which public service perspectives contribute to regional discussions, and opportunities to strengthen engagement with existing regional mechanisms and processes.

The analysis concludes that public services play a critical role in delivering the aspirations of the 2050 Strategy, but that the connection between public service leadership and the regional architecture is not explicit or systematic. While the PPSLG and the Fale already contribute to regional priorities through regional approaches to leadership development, integrity and ethics initiatives, workforce planning, peer learning, and regional convenings, there are opportunities to strengthen these connections and make them more intentional.

The analysis does not recommend the creation of new regional structures. Rather, it identifies opportunities to make better use of existing mechanisms, relationships, and processes to ensure that public service perspectives, implementation insights, and PPSLG priorities contribute to regional discussions and delivery of the 2050 Strategy.

Recommendation

- a) Leaders are invited to consider the analysis and recommendations as part of a broader discussion on the role of the PPSLG within the regional architecture and how public services contribute to regional priorities and outcomes.

Agenda item 3 | Looking Forward

Agenda item 3: 2026 – 2030 Strategic Roadmap and the 2027 Work Programme

Public Service Fale Strategic Roadmap 2026-2030

The Public Service Fale Strategic Roadmap sets the direction for Phase II of the Fale programme and provides a clear line of sight from the Fale vision to delivery and impact. It translates the collective priorities agreed by the PPSLG through the 2025 Fono Outcomes Statement into strategic goals and outcomes aligned with the Fale Programme Logic.

The Roadmap shows where the Fale will focus its support to members and where collective effort can make the greatest difference. It also enables the Fale to clearly communicate with Pacific public service agencies and partners about what support it offers, its focus areas, and the outcomes it is working towards. This clarity will help the Fale prioritise and manage its resources efficiently, directing effort to areas of public sector strengthening where it can achieve desired change and have the greatest impact.

The Fale will report each year on delivery, progress and impact against the Roadmap, providing visibility of what has been delivered, the difference it is making, and where further effort is needed.



Public Service Fale Strategic Roadmap 2026-2030

This roadmap translates our vision into key goals and outlines a likely programme of public sector strengthening activities to support our intended outcomes.

Our Vision

Underpinned by **people, systems and culture**, Pacific public sectors are strengthened to be trusted and transparent, capable and adaptable, and accountable and outcomes-focused to deliver effective public services that are responsive to the diverse needs of their citizens.

Strengthening Pacific public services

STRATEGIC GOAL 1

Future-ready workforces

Pacific public services have the workforce capability and systems that respond to future needs.

END OF PHASE OUTCOME 1.1

Leadership development builds the capability, mindset and leadership needed for the future public service.

Activity 1.1.1 Deliver a Pacific public sector leadership development programme for different leadership levels.

Activity 1.1.2 Deliver the Fale mentoring programme.

END OF PHASE OUTCOME 1.2

Human resources systems and practices are stronger.

Activity 1.2.1 Deliver an HR capability development training programme.

Activity 1.2.2 Support PPSCs to embed GEDSI in HR policy development.

END OF PHASE OUTCOME 1.3

Digital capability grows across agencies.

Activity 1.3.1 Deliver a digital and AI masterclass series for public service leaders.

Activity 1.3.2 Deliver an AI capability building programme for public servants.

STRATEGIC GOAL 2

Trusted institutions

Pacific public services are inclusive and lead with integrity, accountability and transparency that strengthen public trust.

END OF PHASE OUTCOME 2.1

Integrity and ethics frameworks are strengthened and applied.

Activity 2.1.1 Review and deliver a refreshed Fale Integrity and Ethics Programme.

END OF PHASE OUTCOME 2.2

Pacific public servants promote and implement management practices that improve integrity and ethical behaviour.

Activity 2.2.1 Offer the development of online public service induction modules.

Activity 2.2.2 Develop AI policy guidelines for Pacific public servants.

Activity 2.2.3 Support discussions on navigating ethical dilemmas in Pacific public services through Share Learn Connect sessions.

STRATEGIC GOAL 3

Collective Leadership

Pacific public sector leaders act together to address common challenges and share solutions that enable contextualised public sector improvements.

END OF PHASE OUTCOME 3.1

The PPSLG provides visible regional leadership and acts together on shared priorities.

Activity 3.1.1 Convene the annual Fono and support the development of a leaders' outcomes statement that sets collective priorities and guides regional cooperation, learning and action across Pacific public services.

END OF PHASE OUTCOME 3.2

Pacific public service networks are active, trusted and inclusive.

Activity 3.2.1 Maintain and facilitate Communities of Practice.

Activity 3.2.2 Facilitate Share Learn Connect sessions.

STRATEGIC GOAL 4

Regional alignment

The PPSLG strengthens the Pacific public sector's contribution to the Pacific regional architecture and delivery of the 2050 Strategy.

END OF PHASE OUTCOME 4.1

Pacific public servants see themselves as key contributors to the delivery of the 2050 Strategy for the Blue Pacific.

Activity 4.1.1 Deliver Pacific Regionalism eLearning module series, as a part of country induction programmes.

END OF PHASE OUTCOME 4.2

Pacific public sector priorities are represented in regional discussions and implementation of the 2050 Strategy.

Activity 4.2.1 Continue to participate and contribute to the PIF Leaders' Agenda through the 2050 Strategy Thematic Advisory Group on Political Leadership and Regionalism.

Leveraging collective leadership



PEOPLE



SYSTEMS



CULTURE

2027 Work Programme

The 2027 Work Programme represents the first full year of delivery under the Public Service Fale Strategic Roadmap 2026–2030. It translates the longer-term direction of the Roadmap into an initial set of practical regional offerings aligned with the priorities and needs identified by PPSLG members.

The Fale’s regional offerings will develop each year as activities are delivered, evaluated and refined, and as new priorities and common needs emerge through bilateral engagement, sub-regional meetings and the Fono. This is key because it allows the Fale to progressively build towards the longer-term outcomes identified in the Roadmap while remaining responsive to members.

The 2027 programme therefore starts with areas where the Fale has seen a clear need, has a foundation to build from, or can add value through a regional approach. As Phase II progresses, successful offerings can be strengthened and expanded, new activities introduced, and approaches adjusted in response to what the Fale learns from members and programme delivery.

Importantly, this approach will strengthen the relationship between the Fale’s bilateral and regional programmes. The bilateral programme will continue to respond to individual country priorities. Where similar priorities are raised across several members, the Fale will increasingly consider whether a regional offering can complement bilateral support, extend access to relevant expertise, and enable members to learn from one another. This reflects lessons from the first year of the new operating model, particularly the value of connecting common bilateral requests with regional support.

FaleOnline

FaleOnline is the Public Service Fale’s online learning and knowledge platform, providing Pacific public servants with access to learning, resources and other capability development materials.

An independent review of FaleOnline was completed in 2026 to consider its current use, value and future role. The review confirmed there remains a role for online capability within the Fale’s broader programme and identified opportunities to make more deliberate use of FaleOnline in support of member priorities.

In response, the Fale will shift the focus from FaleOnline as a standalone platform towards its role as a delivery vehicle for the wider work programme. This means using it where it adds value to regional offerings and bilateral support, primarily by supporting country-specific training and capability development, and as appropriate, extending access to relevant programmes and materials beyond the Fale.

Its future development will, as noted above, be driven by the 2026–2030 Strategic Roadmap, annual work programmes and member priorities. The Fale will work more deliberately with members to identify where FaleOnline can support delivery of their mandates.

Recommendation

Pacific Public Service Leaders are invited to:

- a) **Support** the Public Service Fale Strategic Roadmap 2026–2030 and the proposed approach to the 2027 Work Programme as the first year of delivery towards the Roadmap outcomes; and
- b) **Note** that regional offerings will continue to evolve and expand in response to member priorities and lessons from delivery.

Agenda item 4 | Fono 2027 Host Country

Article 2.1 of the Pacific Public Service Leaders' Group (PPSLG) Terms of Reference provides for the annual Fono to be hosted by a member of the PPSLG, with hosting responsibilities rotating across the Pacific sub-regions.

Following Fiji's hosting of Fono 2025 on behalf of Melanesia and Palau's hosting of Fono 2026 on behalf of Micronesia, the responsibility for hosting Fono 2027 turns to the Polynesia.

During 2026, preliminary discussions on hosting responsibilities were held through the Polynesia sub-regional meeting series. Fono 2026 now provides an opportunity for Leaders to confirm the host and Chair for Fono 2027.

The host Commission will assume responsibility for chairing the Pacific Public Service Leaders' Group and hosting the annual Fono, supported by the Public Service Fale as Secretariat.

Recommendation

Leaders are invited to nominate, consider and confirm the host Commission for Fono 2027: Pacific Public Service Leaders' Conference.

Agenda item 5 | Fono 2026 Outcomes Statement

The Fono Outcomes Statement 2026 is the central document to capture discussions and decisions of 2026 Fono, and a key reference document for members, the Fale and development partners to refer to in the delivery of work and support in 2027.

A draft Fono Outcomes Statement 2026 will be circulated to all members for consideration and final discussion before the conclusion of Fono 2026.

Agenda item 6 | Closing remarks and prayer