



SOLOMON ISLANDS **ELECTORAL COMMISSION**

2024 – 2028 Strategic Plan

JUNE 2025





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SIEC CHAIRLADY MESSAGE

Madam Taeasi Sanga

Chairlady

Solomon Islands Electoral Commission

I am pleased to introduce the Solomon Islands Electoral Commission 2024-2028 Strategic Plan.

This Strategic Plan aligns with the 2028 electoral cycle and will continue into the post-election period following the 2028 Joint Election. The Strategic Plan will therefore serve as our roadmap through to the end of 2028. It reflects our intentional, prioritized decisions, and will position us for success over the long-term.

In April 2024, the SIEC successfully conducted the 2024 Joint Elections. This was the first time that national, provincial, and Honiara City Council elections occurred simultaneously nationwide. After the Joint Elections, the SIEC engaged in a comprehensive post-election review process in consultation with key electoral stakeholders to identify lessons learned. The lessons learned from the Joint Elections, and the insights from SIEC staff and our valued stakeholders were all significant contributors to develop the 2024-2028 Strategic Plan.

The SIEC is proudly committed to continual improvement to ensure that elections are conducted credibly, professionally, independently and transparently for the people of Solomon Islands. This Strategic Plan reflects that commitment.

The Strategic Plan provides a wholistic view of our priorities and areas of focus for the upcoming electoral cycle, and to guide these priorities for the period 2024-2028 this document sets out:

- Our Mission – the core purpose of SIEC; why it does what it does, for whom, and how
- Our Vision – the idealized view of what kind of organisation SIEC wants to be in the future
- Our Guiding Principles – the values shaping our organisation and that define our organisational culture
- Our Strategic Pillars – our primary areas of focus to achieve our overall strategy
- Our Strategic Goals – the changes needed to move from where we are now, to where we want to be in the future, and
- Our Strategy into Action Plan - the initiatives we will take to achieve the strategic goals.

We would like to take this opportunity to thank our partners, stakeholders, and of course the staff of SIEC for their ongoing contributions throughout the previous electoral cycle, and for their contributions to this new Strategic Plan. The SIEC looks forward to working closely with our stakeholders and partners to fulfil this Strategic Plan. More importantly the SIEC trusts God to direct the implementation of the 2024-2028 Strategic Plan and that He will bless all efforts rendered towards this admirable initiative.

Madam Taeasi Sanga





CHIEF ELECTORAL OFFICER MESSAGE

Jasper Highwood Anisi

Chief Electoral Officer & Commissioner
Solomon Islands Electoral Commission

It is with great honour that I present the Solomon Islands Electoral Commission (SIEC) Strategic Plan for the period 2024–2028.

This Strategic Plan serves as a comprehensive roadmap to guide the SIEC from its current position toward its envisioned future. It addresses the complex and interrelated facets of the electoral process, and is carefully aligned with the electoral cycle through to the end of 2028. Importantly, it builds upon the insights gained from the 2024 Joint Elections and reflects the priorities outlined in the Electoral Reform Strategy Framework.

I take considerable pride in noting that this Strategic Plan has been developed through a highly consultative and collaborative process. It incorporates the insights and contributions of all SIEC staff, as well as valuable feedback from our stakeholders. As such, it embodies our shared commitment, collective vision, and united efforts to advance electoral integrity and institutional excellence. Through open dialogue and transparency, we aim to further strengthen public trust in the electoral process and reinforce the foundations of our democratic system.

The Strategic Plan sets out the SIEC's mission, vision, core principles, and legal mandate. It also details the powers and functions of the SIEC and the Solomon Islands Electoral Office, identifies key electoral stakeholders, and outlines the broader electoral context. Central to the Plan are the Commission's Strategic Pillars, Goals, and Milestones, which chart our strategic direction over the next five years. Furthermore, the Plan outlines our framework for risk oversight and mitigation, and concludes with a Strategy into Action Plan—detailing the activities we intend to undertake to achieve our objectives and the mechanisms by which we will monitor and assess our progress.

At the heart of this Strategic Plan are seven Strategic Pillars, which represent the Commission's core priorities and areas of focus:

1. Voter Registration and the Voter List
2. Management of Elections
3. Financial Management and Accountability
4. Organisational Development and Strengthening
5. Legal Framework
6. Public Information and Stakeholder Engagement
7. Inclusion and Accessibility

The strategic planning process has been a valuable opportunity to set a clear, ambitious, and forward-looking direction for the years ahead. I extend my sincere gratitude to all those who have contributed to the development of this Plan. I look forward to working in close partnership with our stakeholders to implement this Strategic Plan and to continue advancing electoral excellence in Solomon Islands.

Jasper Highwood Anisi

Introduction

In any democratic society, elections are a cornerstone of the system of representative governance, serving as a vital mechanism to select leaders, shape policies, and ensure a government that represents the will of the people. As the electoral authority of Solomon Islands established under Section 57 of the Constitution, the Solomon Islands Electoral Commission (SIEC) has the critical role of conducting credible elections professionally, independently, and transparently for the people of Solomon Islands.

Effective planning is at the heart of successful election delivery. This Strategic Plan focusses on addressing the multiple and interconnected aspects of the electoral process, to set a clear direction and to provide the SIEC's roadmap from the end of 2024 to the end of 2028.

This Strategic Plan presents the SIEC's mission, vision, guiding principles, strategic pillars and strategic goals. The Strategic Plan also presents the strategic actions that the SIEC will take to achieve its goals, and the objectives that will be used to measure progress.

The Strategic Plan is organised as follows and provides information on the SIEC's:



OUR MISSION

We deliver impartial, credible, and transparent electoral services as an independent institution that promotes public trust, confidence and integrity in democratic processes for all citizens of Solomon Islands



OUR VISION

Our vision is to be a well-resourced and vibrant institution which continuously innovates and strives for excellence in electoral administration



OUR GUIDING PRINCIPLES

INDEPENDENCE

We are impartial and neutral, and act within the laws that govern elections in Solomon Islands.

ETHICS

We act with honesty, integrity, accountability, transparency, and fairness.

COMMUNICATION AND COLLABORATION

We provide accurate, clear and timely information for the public, and build partnerships and collaborate with our stakeholders.

INCLUSIVE

We are inclusive, promote accessibility and equal participation, are aware of diversity, and show respect for others regardless of race, culture, language, religion, disability, and gender.

TEAMWORK

We foster a working environment that promotes teamwork and the achievement of common goals.

BEST PRACTICE

We maintain workable systems and improve continuously through innovation to ensure we are as efficient and effective as possible.

COMMITMENT

We act with professionalism, responsibility, commitment, and dedicate ourselves wholeheartedly to the attainment of the SIEC mandate.

INFORMATION INTEGRITY

We act with diligence and integrity to ensure the privacy and protection of sensitive electoral information.



Our Legal Mandate

The SIEC is the electoral management body of Solomon Islands established under section 57 of the Constitution.

Section 137(4) of the Constitution further provides that, in exercising its functions, the SIEC is not subject to the direction or control of any other person or authority, except where otherwise provided by the Constitution.

For the election of members of the Parliament, Provincial Assemblies and the Honiara City Council, the SIEC has responsibility for the registration of electors, and for the conduct of elections.

- Section 58 of the Constitution mandates the SIEC with general responsibility for, and supervision of, the registration of electors for the election of members of Parliament and the conduct of elections of such members.
- The Constitution also provides that the SIEC shall have such powers and other related functions as may be prescribed.
- Section 11 of the Electoral Act 2018 prescribes the SIEC's general powers and functions, including its responsibility to raise voter awareness about electoral processes enabling voters to fully participate and correctly exercise their right to vote during elections.
- Section 7 of the Provincial Assemblies and Honiara City Council Act 2023 prescribes that in performing its functions under section 12 of the Electoral Act, the SIEC is to carry out the registration of electors and the conduct of elections for the members of the Provincial Assemblies and the Honiara City Council.

Our Organisation and Stakeholders

About the Solomon Islands Electoral Commission

The SIEC is a policy-making body. The Commission is generally responsible for the formulation of policies relevant for the registration of voters and the conduct of elections for the Parliament, Provincial Assemblies, and the Honiara City Council.

Section 57 of the Constitution prescribes the composition of the SIEC. Key elements being:

- it is a four-person commission, comprising of a Chair, two other members and the Chief Electoral Officer. They are appointed by the Governor-General on the advice of the Judicial and Legal Service Commission.
- the Chief Electoral Officer can take part in any deliberation of the SIEC but is a non-voting member
- one member must be female
- the following people are not permitted to be appointed to the SIEC:
 - a sitting member of, or candidate for, Parliament, a Provincial Assembly, or the Honiara City Council; or
 - a person who is a member of a registered political party.



The SIEC generally meets at least once a month to consider new policies and to monitor implementation of electoral reform initiatives. During an election period, the SIEC meets more frequently to discharge its statutory powers.

The SIEC may appoint committees for the purpose of advising the SIEC in the exercise of its powers and the performance of its functions.

The SIEC sits under the umbrella of the Office of the Prime Minister and Cabinet. This does not affect the constitutional independence of the SIEC nor its powers and functions, including those of the Chief Electoral Officer as per the Constitution and the Electoral Act.

About the Solomon Islands Electoral Office

Chief Electoral Officer

Section 57A of the Constitution establishes the role of the Chief Electoral Officer (CEO), as a public office. The CEO is the administrative head of the office responsible for electoral matters. The holder of this constitutional position is appointed by the Governor-General, acting on the advice of the Judicial and Legal Service Commission.

The powers and functions of the CEO are outlined in section 16 of the Electoral Act. The powers of the CEO broadly include being the Secretariat for the Commission; managing the electoral office, its staff, and electoral officials; and developing policies for consideration of the SIEC.

Under section 17(b) of the Electoral Act, the CEO is not subject to the direction or control of any other person, except policy directions of the SIEC.

Under Division 4, Part 3 of the Electoral Act, the CEO has the power to appoint electoral officials for the registration of voters and conducting parliamentary elections including:

- Registration Managers for provinces
- Registration Officers for constituencies
- Revising Officers for constituencies
- Election Managers for provinces
- Returning Officers for constituencies.

In turn, and with the approval of the CEO, Registration Officers may appoint Assistant Registration Officers; Revising Officers may appoint Assistant Revising Officers; and Returning Officers may appoint Assistant Returning Officers, Presiding Officers, and Polling Assistants.

For Provincial Assembly and Honiara City Council elections, the CEO has the power under regulation 11(1) of the Provincial Assemblies and Honiara City Council Election Regulations 2024 to appoint a Returning Officer for the Province or part of the Province, or in the City Council area. The Returning Officers may appoint Assistant Returning Officers, Presiding Officers, and Polling Assistants.

Solomon Islands Electoral Office (SIEO)

The SIEO, headed by the CEO, is the policy development, operational, and administrative arm of the SIEC.



The SIEO is responsible for developing policies on the registration of voters and the conduct of elections for consideration of the SIEC, implementing the decisions of the SIEC, providing the administrative and operational frameworks for registering electors and conducting elections, and serving as the Secretariat for the SIEC (s.18 Electoral Act).

The staff of the SIEO are public officers, appointed by the Public Service Commission, in consultation with the CEO. For the purpose of financial management under the Public Financial Management Act 2013, the SIEO is taken to be a government agency with a head of revenue and expenditure in the national budget (s.20 Electoral Act). The CEO, being the Head of the SIEO, is the Accountable Officer. The SIEO is required to submit an Annual Report to the Minister of Finance and Speaker by 31 March for the preceding financial year (calendar year).

Our Stakeholders

Engaging with external stakeholders is a vitally important part of election administration. The SIEC and SIEO work with the following categories of external stakeholders to deliver their mandate.

Stakeholder Category

Voters	 Eligible voters
State/official	 Public sector stakeholders including other ministries, statutory bodies, national councils, police, the judiciary, and independent entities established under the Constitution etc.
Political Participation	 Candidates, political parties, candidate representatives/scrutineers
Civil society	 Civil society groups such as women's organisations, disabled people's organizations, youth-led organisations, religious organisations, traditional leaders, and domestic observers etc.
For profit	 Vendors and suppliers
Media	 Traditional and new media entities such as local and international news, radio and television agencies, and social media
International	 Diplomatic missions, donors, implementing partners, international election observers, and international/regional organisations

Our Electoral Context

Electoral System Overview

General elections for the unicameral Solomon Islands Parliament are held every four (4) years. The 50 members are directly elected from the 50 single-member constituencies.

Provincial Assembly elections for the nine (9) unicameral Provincial Assemblies are also held every four (4) years. The members of Provincial Assemblies are directly elected from the 173 single-member wards.

Honiara City Council elections for the 12 elected members of the council are also held every four (4) years. The elected members of the council are directly elected from the 12 single-member wards.

Solomon Islands elections use the first-past-the-post electoral system. Voters vote for one candidate for each of their single-member constituencies and each of their single-member wards.

The candidate who receives more votes than any other candidate in a constituency (Parliamentary) or in a ward (Provincial Assembly and Honiara City Council) is elected. It is a single round voting system.

To vote, a person must be a registered elector. To be a registered elector, a person must be a citizen of Solomon Islands and be at least 18 years old. Young people who are 17 years of age are entitled to be pre-registered and their names will be transferred to the final list of electors when they turn 18. A person may register in one constituency and ward, in which they are ordinarily resident. The Constitution further specifies the qualifications and disqualifications for registration as an elector.

For Parliamentary elections, a registered elector for a constituency may vote at any election for that constituency. Similarly for Provincial Assembly and Honiara City Council elections, a registered elector for a ward may vote at any election for that ward.

Electoral Reforms

The SIEC has been engaged in a comprehensive program of reform under the Electoral Reform Strategy Framework 2019-2023 (ERSF), which was adopted in August 2019. In April 2021, the Cabinet endorsed establishing an Electoral Reform Taskforce (ERT) to advance the electoral reform agenda.

Following nationwide consultations in 2022 and 2023, the ERT produced progressive reports with recommendations, and Bills and regulations were drafted and enacted in 2023 and 2024 to facilitate administration of synchronised elections for the 2024 Solomon Islands Joint Elections.

In April 2024, the SIEC successfully conducted the 2024 Solomon Islands Joint Elections. This was the first time that national, provincial, and Honiara City Council elections occurred simultaneously nationwide. Provincial Assembly elections for Choiseul and Western provinces were not synchronised in 2024 as they were held in late 2022; however they will be synchronised for the 2028 Joint Elections.

In addition to the synchronised elections, the ERT was tasked to explore the possibility of conducting out of constituency voting (OCV), including overseas voting, and the possibility of conducting continuous voter registration (CVR). These reforms were not introduced for the 2024 Joint Elections and remain priorities for the SIEC.



Our Strategic Pillars and Strategic Goals

Strategic Pillars are the key issues the SIEC will address to fulfil its strategy. They are the foundation of the Strategic Plan and represent the primary areas of focus to achieve the SIEC's mission and vision, and to fulfil its mandate. Every Strategic Pillar has Strategic Goals associated with it.

Strategic Goals are the changes needed to move from where the SIEC is now, to where it wants to be in the future. For each Strategic Goal there are Strategic Actions. Strategic Actions are the initiatives that the SIEC will undertake to achieve the Strategic Goals.



Strategic Goals



1. Voter Registration and Voter List

- 1.1. Improve voter registration processes, timelines, and operations
- 1.2. Strengthen tools to monitor and maintain the accuracy and completeness of the Voter List



2. Management of Elections

- 2.1. Enhance the professional delivery of electoral events in accordance with the law
- 2.2. Enhance voter services



3. Financial Management and Accountability

- 3.1. Strengthen financial management systems and capacity
- 3.2. Strengthen accountability, transparency, and compliance processes



4. Organisational Development and Strengthening

- 4.1. Review and improve the structure and funding of SIEC to deliver its mandate
- 4.2. Strengthen SIEC organisational and human resource capacity
- 4.3. Implement innovative, sustainable, and resilient technology and ICT systems



5. Legal Framework

- 5.1. Improve the electoral legal framework to support and enhance electoral service delivery



6. Public Information and Stakeholder Engagement

- 6.1. Improve electoral participation and trust through strategic communications and civic and voter education
- 6.2. Improve coordination and collaboration amongst stakeholders



7. Inclusion and Accessibility

- 7.1. Advance mainstreaming of inclusion and accessibility in electoral processes for women, youth, marginalised communities and people with disabilities

Our Strategic Milestones

Based on the Strategy into Action Plan (see later section), the following Strategic Milestones have been identified for the SIEC 2024-2028 Strategic Plan. The Strategy into Action Plan provides more detail on the Strategic Actions that the SIEC will take to achieve its Strategic Goals.



During 2025 and 2026, the SIEC will develop, design, and pilot initiatives and advance legal reforms so that changes to the legal framework are made well in advance the 2028 Joint Elections.

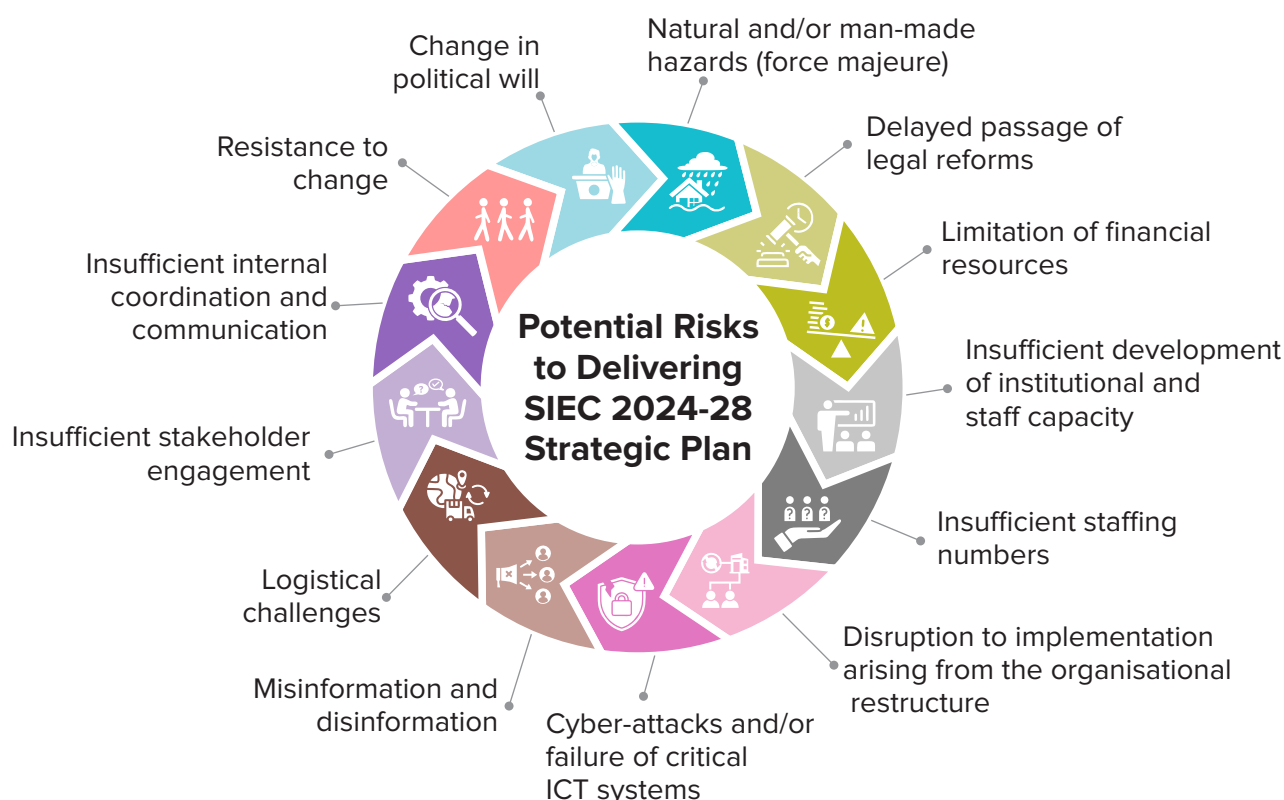
During 2027, focus will generally shift towards implementation of the changes needed to achieve the Strategic Goals and on preparations for the 2028 election year. In 2027, the SIEC will also conduct the final nationwide update of the voter register in advance of the 2028 Joint Elections.

During 2028, the SIEC will conduct the 2028 Joint Elections. The election must be held within four months from the dissolution date of 17 May 2028. Therefore, the 2028 Joint Elections will be held no later than 17 September 2028. While some Strategic Actions and Measurable Objectives will be implemented in 2028, most initiatives needed to achieve the Strategic Goals, will be progressed before 2028 so that they can be integrated into election administration for the 2028 Joint Elections.

Our Risk Oversight and Mitigation

In the strategic plan development workshop, the SIEC conducted a risk analysis to identify risks that could prevent the SIEC from delivering its strategic plan, rate the likelihood of the risks occurring, and develop proposed mitigation strategies for each risk. The risks that could affect the SIEC's ability to achieve its Strategic Plan by 2028 and that were identified during this exercise are presented below.

Additionally, under Pillar 4: Organisational Development and Strengthening the SIEC will enhance its risk management practices. The purpose is to establish an ongoing risk monitoring and management framework to better enable the SIEC to regularly review, monitor, and seek to mitigate risks.



Our Strategy into Action Plan

Strategic Pillar	1. Voter Registration and Voter List														
Strategic Goal	1.1. Improve voter registration processes, timelines, and operations														
Strategic Action	Lead Unit	Measurable Objective	2024	2025	2026	2027	2028								
1.1.1. Assess options for CVR systems and modalities	Operations	Options paper developed on CVR (introduction and modality) with Commission decision by end Q4 2025													
	Operations	Provincial offices for CVR equipped by end Q2 2026													
1.1.2. Develop concept of operations for voter registration	Operations	Concept of Operations (incl. timelines) for VR developed at least 6 months before start of field work													
1.1.3. Design improved processes and procedures for VR	Operations	Options paper for new voter register developed and final Commission decision made by end Q3 2025													
	Operations	Proposal to establish voter service centres developed and Commission decision by end Q1 2026													
	Operations	Types of voter lists reviewed and Commission decision by end Q1 2026													
	Operations	Voter ID card strategy reviewed and Commission decision by end Q1 2026													
	Operations	VR procedures reviewed and processes and procedures updated by end Q2 2026													
	Operations	Increase in percentage of elector photos that are less than 5 years old for 2028 JE (as compared to 2024 JE)													
1.1.4. Improve processes to identify and map voter registration centres, and to assign villages	Operations	Establish working group and conduct assessments of VRC and assignment of villages by end Q4 2025													
	Data Centre	Update VR systems with data from VRC assessments by end Q1 2026													

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Strategic Pillar	1. Voter Registration and Voter List														
Strategic Goal	1.2. Strengthen tools to monitor and maintain the accuracy and completeness of the Voter List														
Strategic Action	Lead Unit	Measurable Objective	2024	2025			2026			2027			2028		
1.2.1 Develop data exchange strategy across credible and current data sources	Operations	Strategy for data exchange developed (e.g. to remove deceased voters) and approved by CEO by end Q2 2026													
	Operations	MoU for data sharing and exchange signed with minimum one organisation by end Q3 2026													
1.2.2. Investigate data analysis and audit tools	Data Centre	Data analysis and audit tools identified, and short list forwarded to CEO by end Q2 2026													
	Data Centre	Commence by end Q4 2026 periodic data analysis of voter register using audit tools (conduct every 6 mths)													
1.2.3. Improve engagement in voter list displays	Operations	Develop strategy to understand and improve engagement in voter list displays by end Q1 2027													
	Operations	Increase in claim interactions with electors (2024 compared to 2028)													

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Strategic Pillar	2. Management of Elections														
Strategic Goal	2.1. Enhance the professional delivery of electoral events in accordance with the law														
Strategic Action	Lead Unit	Measurable Objective	2024	2025	2026	2027	2028								
2.1.1. Develop narrative operational plan model for by-elections	Operations	Model narrative operational plan developed and utilized for a by-election by end Q2 2025													
2.1.2. Pilot potential SEOC enhancements	Operations	Potential enhancements for SEOC procedures identified and piloted by end Q2 2027													
2.1.3. Enhance election operational plan	Operations	Enhance SIEC operational plan for nationwide elections to incorporate strategic plan initiatives and identify procedural changes and enhanced training requirements by end Q3 2027													
2.1.4. Develop elections security plan in partnership with RSIPF	Operations	Expanded RSIPF-SIEC MOU signed by end Q4 2026													
		Election security plan developed and approved by CEO by end Q1 2027													
2.1.5. Improve results management systems and processes	Operations	Report of recommended changes to results management systems, processes and communication by end Q2 2026													
	Operations	Revised results management systems/processes piloted by end Q1 2027													
	Operations	Improve quality of field administration to ensure timely commencement of count ¹													
2.1.6. Develop manual for senior field staff	Operations	Election management guide(s) for senior field staff developed and distributed to provinces by end Q4 2027													
2.1.7. Enhance election logistics planning	Operations	Enhance election logistics planning models to incorporate strategic plan initiatives (VR: by end Q4 2026, Polling/counting: by end Q3 2027)													

¹ E.g. may be measured by improvement in the number of days between receipt of polling materials at provincial capital and start of verification as compared to 2024 Joint Elections

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Strategic Pillar	2. Management of Elections														
Strategic Goal	2.2. Enhance voter services														
Strategic Action	Lead Unit	Measurable Objective	2024	2025	2026	2027	2028								
2.2.1. Assess options and pathways to introduce Out-of-Constituency Voting for 2028 Joint Elections	Operations	Assessment report of Out-of-Constituency registration and voting options presented to CEO for (a) domestically for all constituencies, and (b) for out-of-country, and Commission decision by end Q3 2025													
	Operations	Concept of Operations for preferred option in event of decision to implement OCV developed by end Q2 2026													
	Legal	Drafting instructions for regulations aligned to Concept of Operations developed by end Q3 2026													
2.2.2. Enhance administration of pre-poll voting	Legal	Commission decision on classes of electors to be prescribed by regulation for pre-poll voting by end Q3 2025													
	Operations	Operational instruction for pre-polling recruitment timelines to facilitate more timely pre-poll application processing established by end Q2 2027													
	Operations	Processes for pre-poll voting established for all polling officials away from ward of registration on E-Day by end of 2027													
	Operations	All pre-poll voting applicants are advised of application outcome before pre-poll voting													
2.2.3. Improve polling station assessments	Operations	Location, venue and accessibility assessed for all polling stations and polling stations mapped by end Q1 2028													

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Strategic Pillar	3. Financial Management and Accountability															
Strategic Goal	3.1. Strengthen financial management systems and capacity															
Strategic Action	Lead Unit	Measurable Objective	2024	2025				2026				2027				2028
3.1.1. Assess options for financial management system and deploy	Finance	Recommendations paper developed and CEO decision by end Q3 2025														
	Finance	Financial management system procured and deployed by end Q1 2026														
3.1.2. Implement process for direct service provider payments	Finance	Vendor information compiled for all provinces (incl. HCC) and payment mechanisms established by end Q3 2026														

Strategic Pillar	3. Financial Management and Accountability															
Strategic Goal	3.2. Strengthen accountability, transparency, and compliance processes															
Strategic Action	Lead Unit	Measurable Objective	2024	2025				2026				2027				2028
3.2.1. Conduct a regular program of in-house training for staff on financial management and accountability	Finance	Financial management and accountability training plan (incl. schedule) developed and endorsed by SMT by end Q4 2025														
	Finance	Delivery of in-house quarterly financial management and accountability training begins in Q2 2026														



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Strategic Pillar	4. Organisational Development and Strengthening															
Strategic Goal	4.1. Review and improve the structure and funding of SIEC to deliver its mandate															
Strategic Action	Lead Unit	Measurable Objective	2024	2025				2026				2027				2028
4.1.1. Conduct functional review to deliver SIEC's current, and expanded, functions	Executive	Functional review recommendations report to CEO by end Q3 2025														
	Executive	Functional review recommendations endorsed by Commission by end Q4 2025														
	Executive	Proposal for office space requirements developed and approved by Commission by end Q4 2025														
4.1.2. Establish/review JDs and ToRs	Corporate	Job Descriptions and Terms of Reference for positions developed and approved by CEO by end Q2 2026														
4.1.3. Negotiate mechanism to improve sustainable and reliable funding	Executive	Options to improve reliability of funding to SIEC across electoral cycle and steps for enactment identified by end Q3 2025														

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Strategic Pillar	4. Organisational Development and Strengthening															
Strategic Goal	4.2. Strengthen SIEC organisational and human resource capacity															
Strategic Action	Lead Unit	Measurable Objective	2024	2025	2026	2027	2028									
4.2.1. Improve internal monitoring, evaluation, and reporting processes	SP Focal Point	Strategic Plan monitoring framework established by end Q3 2025														
	Executive	Internal framework for SIG annual management reporting established by end Q4 2025														
4.2.2. Enhance risk management practices	Executive	Framework for monitoring and management of risks established by end Q3 2026														
4.2.3. Develop internal SOPs for key functions	Corporate	Key functions for Standard Operating Procedures identified, SOPs prioritised, and SOP drafting schedule developed by end Q4 2025														
	Corporate	Tier 1 priority SOPs developed by end Q4 2026														
4.2.4. Develop whole of SIEC training plan	Corporate	Training plan (incl. calendar, training needs, review schedule) endorsed by SMT by end Q4 2025														

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Strategic Pillar	4. Organisational Development and Strengthening													
Strategic Goal	4.3. Implement innovative, sustainable, and resilient technology and ICT systems													
Strategic Action	Lead Unit	Measurable Objective	2024	2025			2026			2027			2028	
4.3.1. Assess/review SIEC ICT systems	Data Centre	ICT assessment delivered by end Q2 2026 identifying required upgrades, scalability, compliance with regulations and standards compliance, and development and innovation options												
4.3.2. Develop Data protection policy and procedures	Data Centre	Data protection policy developed and reviewed for approval by CEO by end Q1 2026												
	Data Centre	Data protection plans and standard procedures developed, and 100% of sensitive and critical data secured by end Q3 2026												
4.3.3. Investigate facility to support ICT resilience and continuity	Data Centre	Options for external facility to support SIEC systems resilience and continuity to CEO by end Q4 2025												
	Data Centre	External facility in place, and critical SIEC systems and data available at facility from Q3 2026												
4.3.4. Conduct training needs assessment for data centre systems	Data Centre	Training needs assessment and recommendations presented to CEO by end Q4 2025												
	Data Centre	Training plan for data centre systems management and protection skills endorsed by SMT by end Q1 2026												

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Strategic Pillar	5. Legal Framework															
Strategic Goal	5.1. Improve the electoral legal framework to support and enhance electoral service delivery															
Strategic Action	Lead Unit	Measurable Objective	2024	2025	2026	2027	2028									
5.1.1. Develop revised definition of ordinarily resident in the legal framework	Legal	Policy paper developed and approved by ERT, and approved by Commission by end July 2025														
	Legal	Workshop with Parliamentarians by end August 2025														
	Legal	Final Commission decision on Cabinet proposal and proposal submitted to Cabinet by end Q3 2025														
	Executive	Amendment Bill tabled in Parliament (April 2026)														
5.1.2. Finalise remaining legal amendments for synchronised elections	Legal	Cabinet proposal on amendments to Electoral Act submitted by end Q3 2025														
	Legal	Policy paper on amendments to PA/HCC legal frameworks developed, approved by ERT, and approved by Commission by end Q4 2025 ²														
	Legal	Final Commission decision on Cabinet proposal on amendments to PA/HCC legal frameworks and proposal submitted to Cabinet by end Q2 2026														
	Executive	Amendment Bill tabled in Parliament by end Q3 2026														
5.1.3. Identify potential legal reforms from 2024 JE	Legal	Report developed identifying potential legal reforms following the 2024 Joint Elections by end July 2025														
5.1.4. Review EDR framework and strengthen procedures	Legal	EDR framework reviewed and recommendations made and approved by CEO by end Q4 2026														
	Legal	Complaints/EDR procedural guidance for field staff developed and incorporated into election manuals (VR: by end Q1 2027, Polling/counting: by end Q4 2027)														

² Including remaining PA/HCC amendments including provisions associated with addressing early dissolutions

SOLOMON ISLANDS ELECTORAL COMMISSION

Strategic Pillar	6. Public Information and Stakeholder Engagement													
Strategic Goal	6.1. Improve electoral participation and trust through strategic communication and civic and voter education													
Strategic Action	Lead Unit	Measurable Objective	2024	2025	2026	2027	2028							
6.1.1. Enhance National Voter Awareness Strategy and its implementation	Comms	Develop plan to better understand and improve engagement with voter awareness by end Q1 2026												
	Comms	National Voter Awareness Strategy for 2028 Joint Elections, including revised approaches to disseminate awareness using multiple platforms and delivery methods, and enhanced training requirements, developed and approved by CEO for VR by end Q2 2026, for Polling/counting by end Q3 2027												
	Comms	Face to face awareness delivered in 100% of wards within 1 month before the start of final pre-election nationwide registration drive and E-Day												
6.1.2. Establish Civic Education Programs	Comms	Plan for development and delivery of Civic Education program prepared in consultation with stakeholders and approved by CEO by end Q4 2025												
	Comms	Initial resources for Civic Education program developed and approved by CEO by end Q1 2026												
	Comms	Delivery of Civic Education program externally started by end Q2 2026 ³												
6.1.3. Develop strategic communications strategies for election	Comms	Strategic communications strategies for 2028 Joint Elections developed and approved by CEO: for VR by end Q1 2027; for Polling/counting by end Q1 2028												

³ Civic Education program delivery may pause during (a) Voter Registration Awareness campaign and (b) around 12 months before the 2028 Joint Elections to ensure clarity of messages

SOLOMON ISLANDS ELECTORAL COMMISSION

Strategic Pillar	6. Public Information and Stakeholder Engagement																
Strategic Goal	6.2. Improve coordination and collaboration amongst stakeholders																
Strategic Action	Lead Unit	Measurable Objective	2024	2025			2026			2027			2028				
6.2.1. Formalize and expand external stakeholder engagement	Executive	Whole of SIEC stakeholder mapping exercise conducted by end Q3 2025															
	Executive	Stakeholder engagement workshop by end Q4 2025															
	Executive	Stakeholder engagement strategy to formalise and expand external stakeholder engagement throughout the electoral cycle developed by end Q1 2026															
	Legal	Engagement formalised via MoUs by end Q3 2026															

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Strategic Pillar	7. Inclusion and Accessibility														
Strategic Goal	7.1. Advance mainstreaming of inclusion and accessibility in electoral processes for women, youth, marginalised communities and people with disabilities														
Strategic Action	Lead Unit	Measurable Objective	2024	2025			2026			2027			2028		
7.1.1. Review SIEC GESI Strategy and Target Action Plan	Executive	Review and update SIEC GESI Strategy by end Q2 2026													
	Executive	Review and update SIEC GESI Target Action Plan to support implementation by end Q4 2026													
7.1.2. Appoint and upskill a SIEC GESI focal point	Executive	SIEC GESI focal point appointed by end Q3 2026													
	Executive	GESI focal point provided training and resources by end Q4 2026													
7.1.3. Improve collection of GESI data	Executive	Begin process to progressively capture improved gender, age, and disability data for elections (voters, candidates, and election officials) by end Q1 2027, in consultation with Operations													
7.1.4. Improve gender balance in senior and mid-level field positions	Corporate	Improve the gender balance amongst senior and mid-level Electoral Officials for 2028 Joint Elections (VR by end Q1 2027; Polling/counting by end Q2 2028), in collaboration with Operations.													



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