

**2017-2021**

**National Parliament of Solomon  
Islands Strategic Plan**



**2017-2021**

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Solomon Islands  
Strategic Plan**



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## Foreword

The National Parliament of Solomon Islands performs a fundamental role in the Solomon Islands governance system. Its constitutional functions have been generally classified into four main areas namely: law making; representation of the voice of the people of Solomon islands; provision of oversight and scrutiny of the government actions and budget; and it is a forum for debating national and political issues.



The State in our nation comprises legislature, judiciary, and executive. The State exists not for itself but to serve, protect and nurture our people, and that essential service is vitally dependent upon cooperation between these three separate yet united parts. Parliament through this Strategy commits itself to this cooperative and positive approach. This Strategic Plan, our second, while devised for implementation at the National Parliament, belongs not only to the Parliament but represents our promise of service to our Solomon Islands people. The Strategy is owned ultimately by all the people represented at Parliament by their Members of Parliament.

This Strategy captures the objectives, activities and inputs that once implemented, will strengthen the National Parliament as an institution over the current strategy cycle and enable it ever more to effectively carry out its constitutional mandate of serving the people of Solomon Islands. As this plan expires in 2021 a successor strategic plan will follow.

It has been a great pleasure working with international partners in the last strategy implementation period. We are grateful for the support rendered by the United Nations Development Program (UNDP) in the Parliamentary Strengthening Project. The New South Wales Parliament together with the Bougainville House of Representatives who are our twinning partners have worked productively with us. Both parliaments have provided support and shared experiences in many areas of Parliamentary practices including Committees, Procedural and Corporate Services. We also thank the New Zealand Parliament for its support in the development of the Parliament's Hansard. I hope to see more cooperation in the future.

It is my pleasure and honor to present our National Parliament of Solomon Islands Strategic Plan 2017-2021 to you. I look forward to working together with citizens, all the branches of government, civil society organizations, the private sector and development partners for the development of our Parliament.

A handwritten signature in black ink, consisting of stylized, flowing letters that appear to be 'AJ' followed by a long, sweeping underline.

**Mr. Ajilon Jasper Nasiu**

**Speaker of Parliament**

## Preface

This successor strategy is a medium term plan for implementation during the period 2017- 2021. It builds on the foundation laid by the preceding strategy. It provides a direction for alignment of resources to continually build the structures and systems in the Parliament and the capacity of Staff and Members in order to strengthen the National Parliament of Solomon Islands as the national legislature to effectively perform its constitutional functions.



The implementation roadmap provides key activities for extraction of the Corporate Annual Work Plan each year during the five year period of implementation commencing in 2017. The Strategy Support Unit will monitor the progress of the execution of each activity scheduled for the year in the Corporate Annual Work plan thrice in a year and produce a report on the progress of the execution of this strategic plan.

Once coordinated and implemented, this strategy will be an essential tool for Members of Parliament and staff in terms of capacity building, structural and systemic improvement in parliamentary practices at par with other parliaments world-wide. Foremost, Parliament will also be able to fulfill its constitutional role in serving the people of Solomon Islands.

Implementation of this strategy is done at departmental level. That being the case a great responsibility falls on the shoulders of the team leaders the ability to lead and manage each department and staff effectively, and be able to strike a balance between the strategic objectives and the daily operational activities is crucial in ensuring fulfillment of the four Objectives in this strategy at the end of the five year period 2017-2021. I am confident that our team will rise to that challenge.

I commend this National Parliament of Solomon Islands Strategic Plan 2017-2021 to you with great pleasure and pride.

A handwritten signature in black ink, appearing to read 'Clezy Rore', with a long horizontal line extending to the right.

**Clezy Rore**

**Clerk to Parliament**

# Executive Summary

As in the preceding strategic plan 2012-2016; the vision of the National Parliament of Solomon Islands (NPSI) is *to be a modern Parliament that fulfils its constitutional duties and effectively serves the people of Solomon Islands*. The National Parliament of Solomon Islands endeavored to be modern in its use of technology to improve processes, and remain at par with acceptable practices bench-marked by parliaments across the globe as acceptable parliamentary practices. Parliament also envisioned to perform its constitutional function in a manner that effectively serves the people of Solomon Islands

Furthermore the mission statement of the NPSI reads: *As the democratically elected national legislature of Solomon Islands, our mission is to ensure that Parliament exercises its legislative, oversight, representation and outreach duties effectively and that Parliament remains the main forum for national political debate*. Its mission is centered on the 4 key constitutional aspects of a legislature: to make laws, to provide oversight on executive actions and scrutiny of the budget, to represent of the voice of the people as well as to educate citizens about the roles and functions of parliament and how citizens can contribute to the legislative process.

This successor strategy is the second Strategic Plan of NPSI developed for implementation from 2017-2021. It has retained the vision, mission, guiding principles, and the 4 key objectives found in the preceding strategy.

Specifically, the Parliament's Strategic Objectives for the period 2017-2021 are as follows:

1. To develop the general capacity of the Parliament and to enhance the institutional capacity of the National Parliament staff to serve Parliament<sup>1</sup>
2. To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation
3. To improve the capacity of Parliament to provide effective oversight
4. To develop the education and outreach work of Parliament and the representative role of MPs

Structurally, there are 26 activities (sub-objectives) mapped out for implementation under these four Strategic Objectives. In order to provide some degree of creativity, flexibility and innovativeness, each department is to develop a Departmental Annual Work Plan (DAWP) and breakdown the inputs into achievable tasks delegated by the team leader after discussions with team members. These tasks should fulfill the inputs once carried out and in turn fulfil the activities which will produce the outputs and outcomes of the 4 key strategic objectives. It is at the departmental level that the strategy is implemented; and monitoring of the performance of the tasks by staff at the departmental level is imperative to the fulfilment of the objectives.

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<sup>1</sup> Slightly reworded.

## Our Guiding Principles

During the development of this strategy and during its implementation period from 2017-2021, certain guiding principles of the legislature governs the strategy framework development and its implementation. The Vision, Mission and Core Values of the National Parliament of Solomon Islands remain as set out in the first strategy 2012-2016.

### Our Vision

This National Parliament of Solomon Islands Vision outlines our constant aim of where we believe the National Parliament should be in the future. All our actions and activities should be within the context of reaching this Vision. We believe that our Vision is one which all sections of society and individuals of all political persuasions can unite behind. The Vision of the National Parliament of Solomon Islands is:

To be a modern Parliament that fulfils its constitutional duties and effectively serves the people of Solomon Islands

### Our Mission

The Mission Statement of the National Parliament of Solomon Islands for the period 2017-2021 is:

As the democratically elected national legislature of Solomon Islands, our mission is to ensure that Parliament exercises its legislative, oversight, representation and outreach duties effectively and that Parliament remains the main forum for national political debate.

## Our Core Values

Whilst moving towards achieving the Vision and Mission of the legislature, the Parliament as a whole, both the elected Members and the National Parliament Office staff, is guided by the Core Values of the Parliament. As a democratically elected Parliament, we recognize that we are here to serve the people and we must hold and follow the highest ethical standards and values in order to serve the people of Solomon Islands. The Core Values of the National Parliament of Solomon Islands are:

**Independence and Integrity**

**Openness and Transparency**

**Mutual Respect by treating all people,  
communities and groups with respect and courtesy**

**Supremacy of National Interest**

**Professionalism in fulfilling our duties**



# **The Parliament's Strategic Objectives for the period 2017-2021**

The Strategy 2012-2016 expired on 31<sup>st</sup> December 2016 and this NPSI Strategy 2017-2021 builds on and consolidates the achievements of its predecessor. It is a medium term plan that allows Parliament to follow a systematic approach in moving towards the fulfilment of its vision, mission, and objectives. In due course of implementation of this strategy, Parliament as an institution has the opportunity to fulfill its constitutional mandate, by executing the four key objectives presented in this strategy.

There are four objectives presented in this strategy. These objectives revolve on the key functions of Parliament—Law making, Representation, Oversight and Scrutiny of the government. Thus by implementing this strategic plan, Parliament continues to enhance its capacity in terms of legislating, providing oversight and ensuring effective representation and outreach and in the process fulfill its constitutional mandate

From the 6-7<sup>th</sup> October 2016, the Heads of the Departments in the National Parliament Office conducted an intensive workshop that reviewed the 2012-2016 strategy and mapped out the key objectives for the next five years 2017-2021. It was apparent during the workshop that the 4 main objectives framed in the 2012-2016 strategy go to the heart of the key functions of Parliament, thus the need to maintain them in the successor strategy with suitable amendments made to activities and time frame of implementation.

Therefore, during the period 2017-2021, the four Strategic Objectives of the National Parliament of Solomon Islands are:

- 1. To develop the capacity of the Parliament to serve the nation; and to enhance the capacity of the National Parliament staff.**
- 2. To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation**
- 3. To improve the capacity of Parliament to provide effective oversight of government**
- 4. To develop the education and outreach work of Parliament and the representative role of MPs**

In the Strategic Plan, the Parliament outlines specific activities under each Strategic Objective that will be implemented by the Parliament during the lifetime of the plan in order to move towards achieving the Strategic Objective. Whilst this Strategic Plan will summarize the

intended activities, the details and proposed timeframe for the implementation of specific activities will be set out in the accompanying Implementation Road Map with which this Strategy should be read.

## **Strategic Objective 1 - To develop the capacity of the Parliament to serve the nation; and to enhance the capacity of the National Parliament staff**

A strategy will be ineffective unless systematically implemented by people in the organization, guided by shared values and striving with a common goal, vision and mission. Such a team needs the appropriate skill set, discipline to take action and deliver results and the tools and resources that will enhance the implementation of the strategy. Objective 1 has bundled up three key elements that need to be enhanced and strengthened:

- Sufficient manpower and the capacity of staff and to provide support services to the Members of Parliament
- The capacity of parliament as an institution to effectively perform its functions through the Members of Parliament and the National Parliament Office staff.
- Modernizes and developed parliament infrastructure, facilities and systems that fully support the services provided by the National Parliament Office for the Members of Parliament.

In order to implement the Strategic Plan and ensure that the legislative, oversight and representation functions of the Parliament are achieved, the institutional capacity of both the National Parliament staff and the Parliament as a whole needs to continue to develop.

Specific areas of activity over the next five years needed to achieve this Strategic Objective are outlined below.

### **1.1 Parliamentary Autonomy**

A key issue in terms of allowing Parliament to develop and become increasingly self-sustaining over the next 5 years will be ensuring that Parliament is in a position to become increasingly autonomous administratively from the Executive. In line with the agreed benchmarks for Pacific Parliaments and in line with the principles of international best practices, the Parliament needs to move towards becoming autonomous from the Executive in terms of taking responsibility for Parliamentary staffing, budget and work planning. In addition to the central principle of good governance, the move towards autonomy will be an important step in terms of developing the capacity of the Parliament and creating a cadre of specialized Parliamentary staff.

Therefore, during this period the Parliamentary House Committee (PHC) as a committee responsible for the affairs of Parliament will take charge in raising the autonomy issue in Parliament as well as in discussions with the Executive on the way forward. Collaboration between the PHC and the Executive will ensure clear and transparent rules are set in place for prudent financial management and a smooth transition towards autonomy for Parliament.

Until autonomy is achieved, the Parliament will make budget bid submission to MOFT in accordance with the government budget process. The target timeframe of achievement of inputs under this activity is 2018, in line with the ruling government policy framework for parliament autonomy.

## **1.2 Strengthening the Corporate Services of the National Parliament Office to respond to a changing Parliamentary environment**

The Parliament recognizes that for a legislature to operate effectively the National Parliament Office needs to be responsive to changing needs. During the 2017-2021 period, the Parliament will continue to capacitate the National Parliament Office Strategy Support Unit to ensure that it is in a position to adequately implement the Parliament's Strategic Plan. In addition, the Parliament will keep under review the organizational structure of the National Parliament Office to ensure that the departments correspond to the needs of the Parliament's changing work programs. In order to strengthen the corporate professionalism of the National Parliament Office, the National Parliament Office's Strategy Support Unit will ensure that annual work-plans are drawn from the Implementation Roadmap for this Strategic Plan and that each department has their own annual work-plan that will be regularly monitored and evaluated. Parliament will strengthen the capacity of the SSU team to a degree that sufficient manpower and capacity exist to ensure continuity of monitoring the progress of implementation of strategy

## **1.3 Strengthened Human Resources**

During the implementation of the 2012-2016 strategic plan Parliament developed a comprehensive Human Resources Policy: its full implementation hinges on the parliament administrative autonomy plan.

Meanwhile, Parliament will ensure that all staff have clear and up to date job descriptions, personal development plans/staff career plans and continuously update Human Resource Development Plan in consultation with the Ministerial Training Committee. Parliament will also ensure a successful implementation of both the Public Service Performance Management Policy as well as the Training and Development policy each year, until Parliament is granted the authority to recruit, train and retain its own staffing through the auspices of the autonomy plan.

#### **1.4 Developing the Parliament's infrastructure**

With increase in staffing and support services for Members of Parliament, comes the need for office space and a suitable working environment. Significant progress has been made over recent years in developing infrastructure worthy of a 21<sup>st</sup> century legislature and this success needs to be built upon. During the period of the plan, parliament will ensure the construction and equipping of the Committee Office building that accommodate committee office space and Conference and Hearing rooms. This will ensure Committees have adequate workspace and facilities to enhance their work of scrutiny of proposed laws.

As the parliament facilities and properties develop and increase, the need to improve the security around Parliament properties, Opposition Office, Independent Office and the parliament precinct becomes imperative. During the implementation period 2017-2021, the general security measures in place in the Parliament perimeter will be improved, specifically by implementing the Admissions policy, improving perimeter security, improving building security and providing regular training for Parliament security staff and develop an emergency evacuation plan for parliament.

#### **1.5 Creating an e-Parliament**

Parliament endeavors to develop into a modern e-parliament, utilizing latest Information Communication Technology (ITC) to enhance its working processes, procedures, improve electronic record keeping and information storage, improve timely accessibility to information and enhance the swift disseminating of information.

A lot has been achieved in the previous strategy period, and Parliament will build on this continuously improving, maintaining and updating its website. It will build its capacity to digitize hard copy documents and ensure a consistent back up of information in its digital repository. Parliament will equip the new Committee Office complex with the necessary ICT equipment and connect the new committee complex to the Parliament network.

#### **1.6 Effective Reporting of Parliamentary Proceedings**

In order to enhance accuracy and efficiency in reporting Parliamentary proceedings, parliament envisioned to install and use a modern Hansard Production System (HPS) during this implementation period. The HPS is used in Parliaments to speed up Hansard Production. This will ensure a Daily Hansard of every plenary and committee meeting will be available by a specific and stipulated time prior to the subsequent meeting. In order to ensure openness and transparency, the Parliament will also make sure that the Hansard reports will be made available to the public on the Parliament's internet page.

### **1.7 Developing the capacity and professional skills of MPs**

An election for the Eleventh Parliament will fall in this implementation period. The Parliament recognizes its duty to ensure that elected Members of Parliament receive a comprehensive induction and orientation course on the roles, duties and responsibilities of Members of Parliament and the functions of Parliament. The Parliament will provide an induction program for MPs with the aim of both familiarizing Members with the workings, systems and procedures used in Parliament and also in providing information to develop skills to engage in effective scrutiny, amendment and development of legislation, oversight and representation.

### **1.8 Developing and Sustaining Regional and International links**

As a Parliament that exist in modern day age of information and the network of the global community, the National Parliament of Solomon Islands will build upon the strong international partnerships and links that have been developed and sustained over recent years. Specifically, the Parliament will look to continue its close working relationship with the United Nations Development Programme (UNDP), the New South Wales Parliament through the Twinning Project, and the New Zealand Parliament.

Parliament also commits to membership of, and actively participating in, the Commonwealth Parliamentary Association (CPA), the Asian Forum of Parliamentarians on Population and Development AFPPD and the Forum of Presiding Officers and Clerks (FPOC) and IPU.

### **1.9 Strengthen the Parliament Office Finance Management**

A central component of the implementation of the strategy is sufficient budget each year to fund activities that will enable inputs to be executed and produce results. The Finance and Accounts Department will ensure the timely submission of the Parliament Budget year on year.

Parliament will also ensure MOFT financial and budgetary requirements are complied with. During this period the Parliament Finance Department will also assist the autonomy working group to identify policies, practices and systems needed for sound financial management in preparation for Parliament gaining administrative autonomy.

### **1.10 Code of Ethical Conduct**

The National Parliament of Solomon Islands recognizes that as the democratically elected national legislature it must demonstrate leadership in the areas of good governance, transparency, and ethical behavior. The Parliament is committed to ensuring that the behaviors, practices, and procedures of the legislature exemplify the highest ethical standards. In line with modern parliamentary practice, a Code of Ethical Conduct for Members

will be developed adopted and the necessary systems and processes put in place within the Parliament to ensure that the Code can be effectively implemented.

### **1.11 Parliamentary calendar of events**

Modern parliaments are busy places and the timetabling of business is essential to ensure that business is conducted efficiently and effectively. A parliamentary calendar of events will therefore be developed to include all relevant information of activities in which parliament is engaged, both core and informal activities.

### **1.12 Gender Policy for Parliament**

The Parliament is committed to gender equality. The policy of parliament shall be that the public service gender policy shall apply until such time as parliament is administratively autonomous whereupon a specific parliament policy shall be adopted.

## **Strategic Objective 2 – To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation**

Section 59 (1) of the National Constitution states: “Subject to the provisions of this Constitution, Parliament may make laws for the peace, order and good government of Solomon Islands”. Making law is one of the key functions of the National Parliament of Solomon Islands.

Committee scrutiny of proposed laws, MPs’ active involvement in the legislative process, citizens participation in formulation of legislation and ample time for proper consultation and scrutiny of laws are important part of the process that will ensure enhanced scrutiny and quality of legislation.

Specific areas of activity over the next five years needed to achieve this Strategic Objective are outlined below.

### **2.1 Timetable for the legislative process**

We recognize that there are severe constraints on the development of a long-range legislative program of practical use to parliament. The Executive has a legislative program reflecting its manifesto policy undertakings but the timetabling of legislation implementing those undertakings is a matter that is often dealt with a short range. We expect nevertheless that government will make every effort to provide parliament with as much forward notice as possible. A timetable for the legislative process will be developed with the objective of determining as precisely as possible the introduction date and processing schedule of each bill coming before parliament.

### **2.2 Create Bill drafting capacity in Parliament**

Parliament will build its capacity to provide Bill drafting services during this implementation period 2017-2021.

### **2.3 Explore options for Speaker’s Counsel establishment**

Modern parliaments have access to independent legal advice. Achieving this frequently requires careful discussions with the Executive to ensure constitutional propriety. Parliament will explore with the government the establishment of a Speaker’s Counsel with the function of providing legal advice to the Speaker on parliamentary practice and laws.



## **2.4 Consultation during the legislative process**

One of the ongoing issues faced by Committees over the years is that there is often a too short timeframe for inquiry into Bills tabled in parliament. Parliament will work with the Executive to discuss the mandatory period for Committee to inquire into and report on Bills during second reading.

## **2.5 Clarity about the impact of Bills**

The potential social, environmental, financial and economic impact of Bills should be a key consideration by Parliament when scrutinising draft legislation. The Parliament will aim to work with the Office of the Attorney General and other centres of expertise to ensure that summaries of the potential social and economic impact of Bills under scrutiny are made available by the Executive to MPs during the legislative process. The Bills Committee will use these Impact Assessments that will accompany draft Bills as part of its deliberations on Bills and these Assessments will also be made available to all MPs through the Bills Committee Reports.

## **2.6 Increasing the capacity of Members to engage in the legislative process**

This objective will be largely discharged by the provision of Bill drafting capacity in parliament (see 2.2 above).

In addition to developing improved mechanisms within Parliament for scrutiny of legislation, the National Parliament of Solomon Islands is committed to providing increased information and support to all Members of Parliament during the legislative process. During the period 2017-2021, the Parliament will move to put in place measures to expand the capacity of Members of Parliament to amend draft legislation and propose backbench bills. Such measures will include the provision of training, orientation and detailed guidance to Members as well as the provision of materials based on this training and provide Bill drafting capacity.

## **2.7 Developing new Standing Orders**

The Standing Orders of Parliament govern the way Parliament operates and conducts its business. It is therefore of central importance to the functioning of the Parliament that the Standing Orders be effective and fit for purpose in a modern Parliament. The National Parliament of Solomon Islands will ensure that Standing Orders are reviewed and developed

to facilitate improved working process in the Parliament and are transparent and comprehensible to Members and the general public.

In order to avoid disruption, over the course of the lifetime of the current Parliament, relevant new Orders will be introduced tranche by tranche in order to ensure a progressive modernization of the Standing Orders. When new Orders are introduced, the Procedures Office will lead a process of orientation for Members and staff on the content and implications of the new Standing Orders.

## **2.8 Gender mainstreaming in legislation**

It is vital that the impact on both men and women, boys and girls, is considered and measured carefully throughout all aspects of the 'core' functions of parliament: making law, oversight of government, and representation of citizens. We shall therefore ensure that when considering and scrutinizing government and other Bills in the Chamber and in committee full account has been taken of the gender impact of Bills. We shall expect to see a Gender Impact Assessment attached to every government and Private Member's Bill tabled in Parliament.

## **Strategic Objective 3 – To improve the capacity of Parliament to provide effective oversight of the Executive branch**

In addition to legislating, another ‘core’ function of parliaments is oversight of the Executive branch. Ministers of the Solomon Islands Government are drawn from the National Parliament of Solomon Islands and remain accountable to Parliament.

This oversight function covers not only the budget plans of the Government and scrutiny of public expenditure but also overseeing the impact and effectiveness of the implementation of policy and legislation. The National Parliament of Solomon Islands is committed to building on current procedures and practices in place in Parliament, and in particular the Committee system, to improve the capacity of the National Parliament to provide effective oversight.

Specific areas of activity over the next five years needed to achieve this Strategic Objective are outlined below.

### **3.1 Strengthening Parliamentary Committees**

Parliament has 10 Standing Committees that conduct inquiries on issues of National interest on behalf of the Parliament. Committees are the key drivers in improving the capacity of the Parliament to provide effective oversight of the Government.

The Speaker who is the Chair of the Committee Chairs Group will conduct regular reporting meetings with Committee Chairs and report on progress of each committee on a monthly or quarterly basis.

An inquiry into the parliamentary committee system will be undertaken by a Special Select Committee under SO 73 to ensure that the oversight of government conducted by Committees of Parliament is fully fit for purpose.

### **3.2 Effective Financial Scrutiny**

Parliament is responsible for providing effective financial scrutiny of plans for public spending and accountability for public expenditure.

There exists an urgent need to streamline the TORs of the Public Accounts Committee and Public Expenditure Committee to ensure clarity and avoid overlap. During the period 2017-2021, Public Accounts Committee and Public Expenditure Committee will review their TORs, develop their work-plans and collaborate on the scrutiny of budget and expenditure ensuring accountability and responsibility on public budgeting and spending from government ministries. This will be achieved in consultation with MOFT, and the Auditor General’s Office.

### **3.3 Increase the oversight capacity of Parliament through improved library and research services**

During the period 2017-2021, the National Parliament of Solomon Islands will review its Library collection and research policy developed in 2014 and update it as required, presenting a new policy in the course of 2018. The policy will continue to provide the framework for acquisition of resources for the parliament library and the effective delivery of research services for MPs.

Since the Research Unit is newly established, Parliament will resource the unit with adequate staffing and ensure it is functional and serve the information needs of the MPs and the Parliament as an institution. The Unit has already proved very popular with MPs and consideration will be given to increasing it in line with the importance of its services and the demand from Members.

The Parliament Library strives to be increasingly become an e-library and training of its staff on e-library services forms part of parliament commitment to improve library and research services.

### **3.4 Interaction with Independent Oversight Institutions; 'Parliament at the apex'**

The last strategy period (2012-2016) saw a good level of interaction between the parliament and other oversight institutions such as the Ombudsman Office, Leadership Code Commission and the Auditor General's Office.

These interactions occurred mostly during Parliament open days, PAC inquiries as well as during Auditor's office visit to parliament to audit parliament's accounts. These relations will be assessed, strengthened, formalized in a MOU and built up further to ensure cooperation and improvement in the provision of oversight amongst all oversight institutions.

### **3.5 Gender Mainstreaming in oversight and representation**

It is vital that the impact on both men and women, boys and girls, is considered and measured carefully throughout all aspects of the 'core' functions of parliament: making law, oversight of government, and representation of citizens. We shall therefore ensure that when considering and scrutinizing government policies in the Chamber and in committee full account has been taken of the gender impact of such policies. We shall expect the government in its evidence to us in the Chamber and committees speaking to the importance of recognizing the requirements of men and women and boys and girls equally throughout the Solomon Islands. When representing citizens, MPs will consider the needs of both genders in all activities.

## **Strategic Objective 4 – To develop the education and outreach work of Parliament and the representative role of MPs**

As the highest law making institution in the land, the National Parliament of Solomon Islands has an important responsibility to ‘bring parliament to the people’, educate citizens about the role of the legislature within the governance structures of the country, and inform citizens about how they can contribute to the law making process.

Members of Parliament are important leaders and representatives both in their constituencies and nationally. The Parliament is committed to supporting Members in fulfilling their leadership and representative roles effectively.

This Strategic Objective builds on work the Parliament is already undertaking in terms of civic education as well as the leadership and representative work of Members of Parliament; and therefore in the period 2017-2021 the National Parliament of Solomon Islands will continue to develop the education and outreach work of Parliament and the representative role of MPs.

Specific areas of activity over the next five years needed to achieve this Strategic Objective are outlined below.

### **4.1 Increased Outreach and Community engagement**

Existing outreach programs include Constituency visits, Speaker’s constituency tours, school and community outreach. There has been a high degree of success of civic education outreach programs and Parliament intend to build on from these success stories.

During the period 2017-2021 the Parliament will also give a specific focus to ensuring that citizens outside Honiara receive information on the role of Parliament and the way it operates. In order to ensure that this is realized, the Parliament will seek to enhance its program of Provincial visits, led by the Speaker where appropriate.

### **4.2 Engaging young people in the work of Parliament**

The Parliament will continue to engage young people its programs in the form of school visits to the floor of Parliament, student leadership training, youth Parliament, youth debate and other activities Parliament has successfully engaged young people in during the last strategy. Based on the success of the 2013 Regional Youth Parliament, parliament will continue to support these activities in this 2017-2021 period.

### **4.3 Recognizing the importance of the relationship between Parliament and the Media**

The National Parliament has links with media to ensure the publicity of Parliamentary proceedings, informing citizens of important laws passed in Parliament, and keeping the public informed of developments and decisions made in Parliament.

During this period 2017-2021, the Parliament will continue to ensure media access to inform Parliament, provide support in enabling the media to understand parliamentary processes and language, and provide guidance on how to report effectively and accurately on important decisions made in Parliament.

In order to admit the media to the Press Gallery, Parliament developed a press gallery accreditation system to support media groups reporting on Parliament proceedings. The Parliament will provide adequate space for the press and implement its accreditation system for proper coordination of the media.

The Parliament will also ensure close coordination and cooperation with the Media when Parliament and Committees are not sitting in terms of developing public information programs on the work of Parliament.

Parliament will explore and establish a portal for webcast proceedings of Parliament through the internet. Parliament will be responsible for media production and utilize its external relations for broadcasting.

### **4.4 Update and further develop user friendly publications on Parliament**

Apart from parliament press releases published in media outlets, the National Parliament will also develop, pamphlets, brochures, a news-letter and distribute these to various media outlets, schools and communities during constituency visits.

### **4.5 Investigate options to increase the representative nature of the Parliament**

The National Parliament of Solomon Islands recognizes the need for the national elected democratic parliament of a country to be a thoroughly representative institution.

The Parliament through the Civic Education Department and the Young Women Parliamentary Group will continue to explore options to increase women's participation and decision-making in Parliament. Parliament will also provide avenues for the Young Women's

Parliamentary Group to dialogue with MPs as national leaders on the need for increase the representative nature of Parliament.

#### **4.6 Mainstreaming gender**

Gender will be mainstreamed throughout the activities of the Parliament both in terms of the work of National Parliament staff and the work of Members of Parliament.

During the period of 2017-2021, Parliament will develop a gender policy that will guide Parliament in its strive to increase the representative nature of parliament with some degree of gender balance and representation in Parliament.

#### **4.7 Building on links with Provincial Legislatures**

The Parliament notes the initial success of the program to create links between the Speakers and Clerks in the Provincial Legislatures and the National Parliament.

During the period 2017-2021 the Parliament undertakes to continue to develop this close professional working relationship. In addition, the Parliament will, taking into account the time and financial constraints of the National Parliament, work to develop a realistic programme of Technical Assistance exchanges between the Provincial Legislatures and the National Parliament with a focus in particular on modernizing Parliamentary and Assembly procedures, the work of the Secretariat and the work of the Public Accounts Committee.

## National Parliament Strategy Cycle: implementation, monitoring, evaluation and resource mobilization

Parliament conducts its strategy on the basis of a carefully timetabled 'Strategy Cycle' designed to manage the implementation of the activities that will deliver that Strategy successfully at the close of the strategy period in 2021.<sup>2</sup>The SSU is the 'owner' of the Cycle working in the closest collaboration with the departmental heads.

This successor strategy is a five year Strategic Plan for the National Parliament of Solomon Islands for the period 2017-2021. It entails 4 objectives and 26 sub-objectives (activities) for execution during this period. The accompanying implementation roadmap scheduled activities and inputs with an anticipated year of carrying out the activities.

During this period (2017-2021) the Strategy Support Unit (SSU) will be the leading the parliament team in the facilitation of the Corporate Work Plan and ensure departments produce their DAWPs. The Deputy Clerk is the overall head of the SSU and leads the execution of this plan and reports to the Executive Group on a weekly basis. Also on a monthly basis, the Management Group meeting reports to the Speaker on the overall progress of the implementation of the Corporate Annual Work plan for each year. At the end of each year, the SSU prepares an annual report and table it in Parliament.

Strategy execution happens at the Departmental level where tasks are assigned, resources are made available and support is provided by team members. Frequent reporting on progress of tasks, feedback from team leaders as wells as being accountable to team leaders occurs frequently at the departmental level. These are parts and partial of the mechanism that will be utilized in the implementation of this strategy. Thus team leaders must be trained to understand their role in implementing this strategy, conduct performance appraisal and clarify reporting lines as to who is accountable to whom and what results are expected from the achievement of each task, input and activity.

Triennially, the SSU will conduct review of Departmental Annual Work Plans ensuring that team leaders are properly accountable and report on progress of each objective and activities implemented by each department. The National Parliament of Solomon Islands Members and staff hope for the best in achieving the objectives stipulated in this National Parliament of Solomon Islands strategy 2017-2021

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<sup>2</sup> See Annex



# ANNEX

## December

- Issue agreed ***NPO Annual Work Plan Cycle 2 (version 0)*** to all NPO Units<sup>3</sup>

## END OF PLANNING CYCLE 1

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## START OF PLANNING CYCLE 2

## February/March

- ***Annual Corporate Work Plan Cycle 2*** and **DAWPS Minor Review**: adjustments proposed, presented, agreed, and recorded. Issue agreed ***Annual Corporate Work Plan Cycle 2 (version 1)*** to all NPO Units<sup>4</sup>

## April

- Initiate drafting of the ***Annual Strategy Report (Cycle 2)*** in the SSU

## June

- ***Annual Work Plan (Cycle 2)*** and **DAWPS Major Review**: agreed adjustments proposed, presented, agreed, and recorded. Issue agreed ***Annual Corporate Work Plan (Cycle 2) (version 2)*** to all NPO Units<sup>5</sup>

## September/October

- Draft of the ***Annual Strategy Report (Cycle 2)*** for comment/amendment to: management and Speaker<sup>6</sup>

## October

- SSU to draft agreed ***Annual Corporate Work Plan (Cycle 3) (version 0)*** and circulate to all Units<sup>7</sup>

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<sup>3</sup> The NPO AWP is a more detailed version of the NPSI Implementation Road Map for the relevant year which also takes account of the Units' DAWPS. SSU will need to sit with each Unit head and review the Road Map and the DAWP together to create the NPO AWP

<sup>4</sup> The NPO AWP is a more detailed version of the NPSI Implementation Road Map which also takes account of the Units' DAWPS. SSU will need to sit with each Unit head individually and review the Road Map and the DAWP together to create the NPO AWP

<sup>5</sup> The NPO AWP is a more detailed version of the NPSI Implementation Road Map which also takes account of the Units' DAWPS. SSU will need to sit with each Unit head and review the Road Map and the DAWP together to create the NPO AWP

<sup>6</sup> This process is staged with amendments anticipated at each stage

<sup>7</sup> This should be based on the progress of the DAWPS for year Cycle 2, and the Implementation Road Map next year activities. SSU should hold a 0.5 day workshop after issue of the draft for all Unit heads and NPO management

- Draft *Annual Strategy Report (Cycle 2)* presented by SSU to the **Parliamentary House Committee** for discussion and amendment

### **November**

- Table *Annual Strategy Report (Cycle 2)* in Parliament (for possible debate)

### **December**

- Issue agreed *Annual Corporate Work Plan (Cycle 3) (version 0)* to all NPO Units

### **END OF PLANNING CYCLE 2**

#### **Weekly Strategy Cycle SSU activities**

- Executive Group meetings with SSU head providing DAWP highlights (for feeding into the Monthly 'Sitreps')

#### **Monthly Strategy Cycle SSU activities**

- 'Sitreps' (on the pattern of Project docs issuing currently)
- Management Group meetings