

Corporate Plan and Budget

2025/2026 –
2027/2028

"Kau he Lau-Pea Lau he Kau"

TABLE OF CONTENTS

List of Abbreviations	i
Foreword from the Chairman of the Electoral Commission	1
Message from the Supervisor of Elections	1
1. Electoral Commission's Corporate Plan	2
1.1 Mandate	2
1.1.1 Key Legislation	2
1.1.2 Vision & Mission	3
1.1.3 Objectives	3
1.1.4 Values	3
1.2 Stakeholders	5
1.3 Result Maps	6
1.4 TSDF/SGDs/Regional Frameworks	8
1.4.1 TSDF Impacts and Outcomes supported by EC outputs	8
1.4.2 Government Priority Agenda	9
2. Electoral Commission Overview	12
2.1 EC Outputs Grouped into Division/Sub-programs and Programs	12
2.2 Organisational Structure	15
2.3 Summary of EC Planned Major Reforms	16
3. Electoral Commission Budget and Staffing	17
3.1 Program 5 Electoral System	18
3.2 Sub-Program: Office of the Electoral Commission	18
3.3 Summary of Program #5 Budget, Staff and Outputs	24

LIST OF ABBREVIATIONS

CP	Corporate Plan
CP&B	Corporate Plan and Budget
FY	Fiscal Year
GPA	Government Priority Agenda
HM	His Majesty
HR	Human Resources
JD	Job Descriptions
EC	Electoral Commission
KPI	Key Performance Indicators
LA	Legislative Assembly
MDA	Ministries, Departments and Agencies
MFNP	Ministry of Finance and National Planning
MOJ	Ministry of Justice
NIIP	National Infrastructure Investment Plan
SDG	Sustainable Development Goals
TSDF II	Tonga Strategic Development Framework II (2015-2025)
UN/SDGs	United Nation's Sustainable Development Goals

Foreword from the Chairman of the Electoral Commission

It is my honour and privilege on behalf of the Commissioners of the Electoral Commission to provide this brief foreword to the Commission's Corporate Plan and Budget for the Triennium 2025 – 2028.



At all times the Commission will strive to achieve their Objectives which are consistent with their Purposes. They adhere to their core Values and accordingly provide an exemplary electoral process and encourage enhanced voter turnout at elections.

A handwritten signature in black ink that reads "Dalgety".

Rt. Hon. Lord Dalgety K.C.
Chairman

Message from the Supervisor of Elections

This plan sets out the strategic objectives that the Electoral Commission hopes to achieve in the next 3 years (2025/2026 – 2027/2028). It has identified the Commission's areas of priority with key objectives and strategies for the planning period. The focus is on the next electoral cycle which will commence at the next Parliamentary General Election to be held in the second quarter of the 2025/2026 Financial Year as well as the Local elections in the last quarter of 2026/2027 Financial Year.



The Commission is committed to provide the best possible assistance in facilitating active participation in the electoral process and to ensure that every election is conducted independently, impartially and in a secured, free and fair environment.

This is in line with Tonga's Strategic Development Framework II, 2015-2025 and its vision for '*a more progressive Tonga supporting higher quality of life for all*'.

The successful implementation of this plan would require commitments and cooperation of all stakeholders at all levels, and at all times

A handwritten signature in black ink that reads "Pita Vuki".
Pita Vuki
Supervisor of Elections.

1. ELECTORAL COMMISSION : CORPORATE PLAN

1.1 Mandate

The Electoral Commission is a statutory body constituted by the Electoral Commission Act 2010. It is an independent entity and enjoys full operational independence in the exercise of its functions.

1.1.1 Key Legislation

The following statutes and regulations (as amended to date) provides the legal framework for the activities carried out by the Commission, principally the conduct of local (i.e. for District and Town Officers) and national elections as well as parliamentary and local by-elections:-

National Elections

- Act of Constitution of Tonga
- Electoral Act
- Legislative Assembly Act
- Electoral Regulations 2010
- Election Petition Rules 2016 (Rules of the Supreme Court)
- Electoral (Elections of Representatives of the Nobles) Regulations 2017
- Electoral Boundaries Regulations

Local Elections

- District and Town Officers Act
- District and Town Officers Election Regulations

Electoral Commission

- Electoral Commission Act

International

There is also an evolving body of Public International Law related to elections which serve as commonly accepted international norms and standards for genuine democratic elections, expressing the popular will and underpinning the legitimate authority of governments, principally :-

- Article 21 of the Universal Declaration of Human Rights;
- The International Covenant on Civil and Political Rights;
- The International Covenant on Economic, Social and Cultural Rights; and
- The Convention on the Rights of Persons with Disabilities; and
- The United Nations Convention against Corruption.

1.1.2 Vision & Mission

Vision :

To be recognised as a trusted and respected Organisation that delivers credible elections for Tonga.

Mission:

To deliver electoral services with passion, integrity and efficiency.

1.1.3 Objectives

The **Objectives** of the Electoral Commission remains (as they have been since 2010) as follows:-

- The orderly conduct of local (for District and Town Officers) and parliamentary elections (and by-elections);
- To maintain a free and fair electoral process;
- To maintain an updated and accurate electoral roll
- To have an informed community on electoral matters;
- To encourage and promote public participation in the democratic process; and,
- To provide relevant assistance and support on all electoral matters to electors, polling officials, returning officers and candidates.

These objectives are consistent with the **Purpose** of the Electoral Commission which is :-

- To provide the very best assistance to the citizens of the Kingdom of Tonga to ensure (a) that they understand the democratic process; (b) that they know how to register as an Elector; (c) that they appreciate the benefits of exercising their voting rights; and (d) that every reasonable and proper effort is made to secure the maximum possible turnout at every election; and
- To ensure that all local and parliamentary elections are conducted independently, impartially and in a free, fair and peaceful environment.

1.1.4 Values

The **Values** which the Commissioners consider essential in the performance of their duties are :-

- **Neutrality:**

The Electoral Commission must be scrupulous in maintaining its independence for only thus can elections be conducted according to best electoral practice and in a free, fair and peaceful environment.

- **Legality:**

All electoral practices must be carried out in strict compliance with the Law

- **Transparency:**

The Tongan public's faith in the Commission's neutrality and legality require it to be open, transparent and accountable.

- **Service:**

There is no more important service to the Kingdom of Tonga which the Commission undertakes than to ensure that Democratic electoral processes prevail in the Kingdom.

The Electoral Commission primary function remains, as in the past, the provision of an exemplary electoral process. This requires continuing consultations with and dissemination of information to the Tongan citizenry and other participants in the democratic process; regular review of laws, practices and policies consistent with changes in society and the quest to adhere at all times to international best electoral management practice.

In conformity with their Purpose, and in honouring their Objectives, the Electoral Commission has taken cognizance of Clause 21 (3) of the United Nations Declaration of Human Rights (adopted by the United Nations in 1948) which provides that :-

"The will of the people shall be the basis of the authority of government; this shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures"

The same sentiment about the "will of the people" had been enunciated some two thousand years earlier by the Roman politician and jurist Marcus Tullius CICERO:-

"Salus populi, suprema est lex"
(The will of the people, is the supreme law

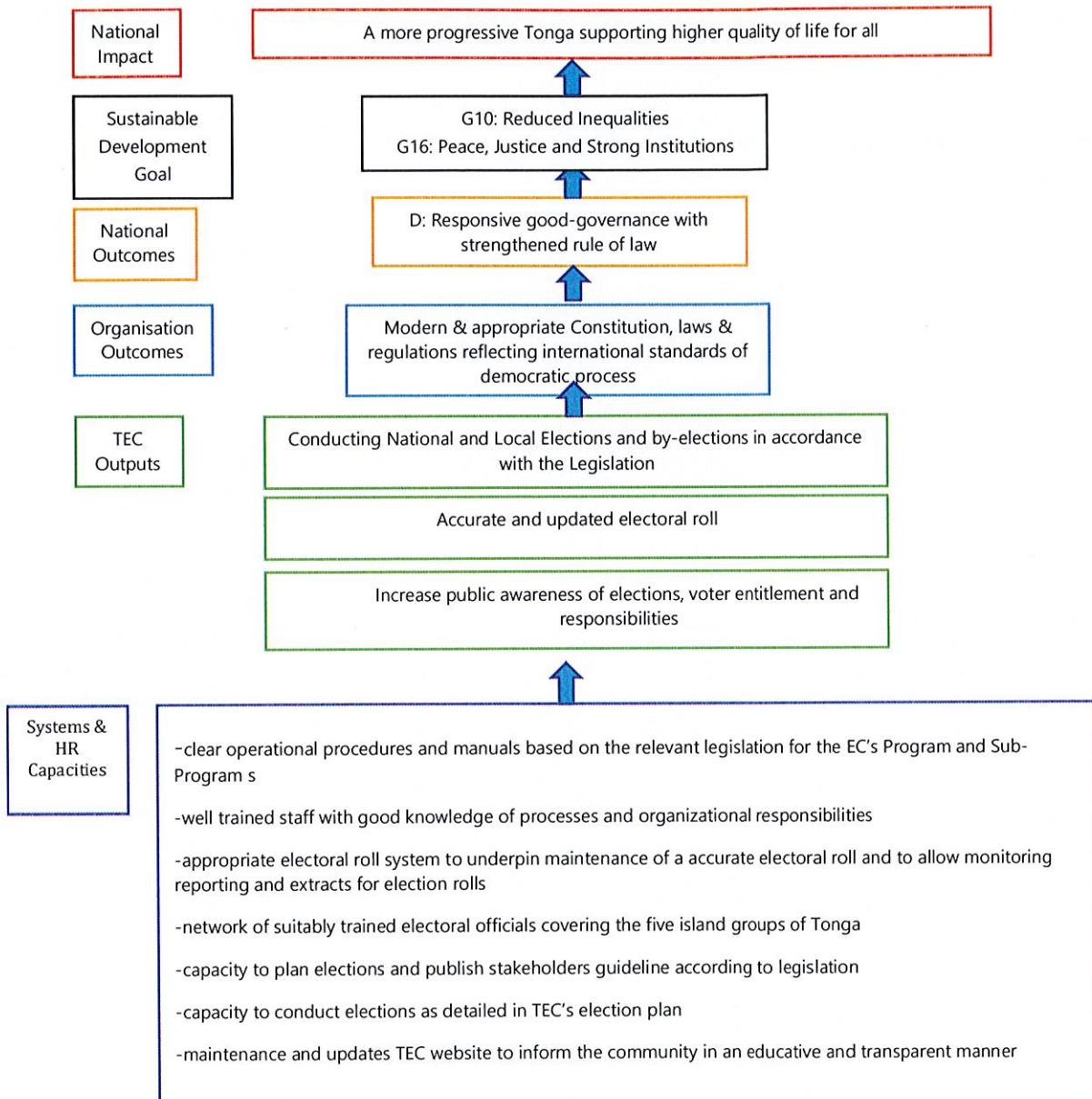
1.2 Stakeholders

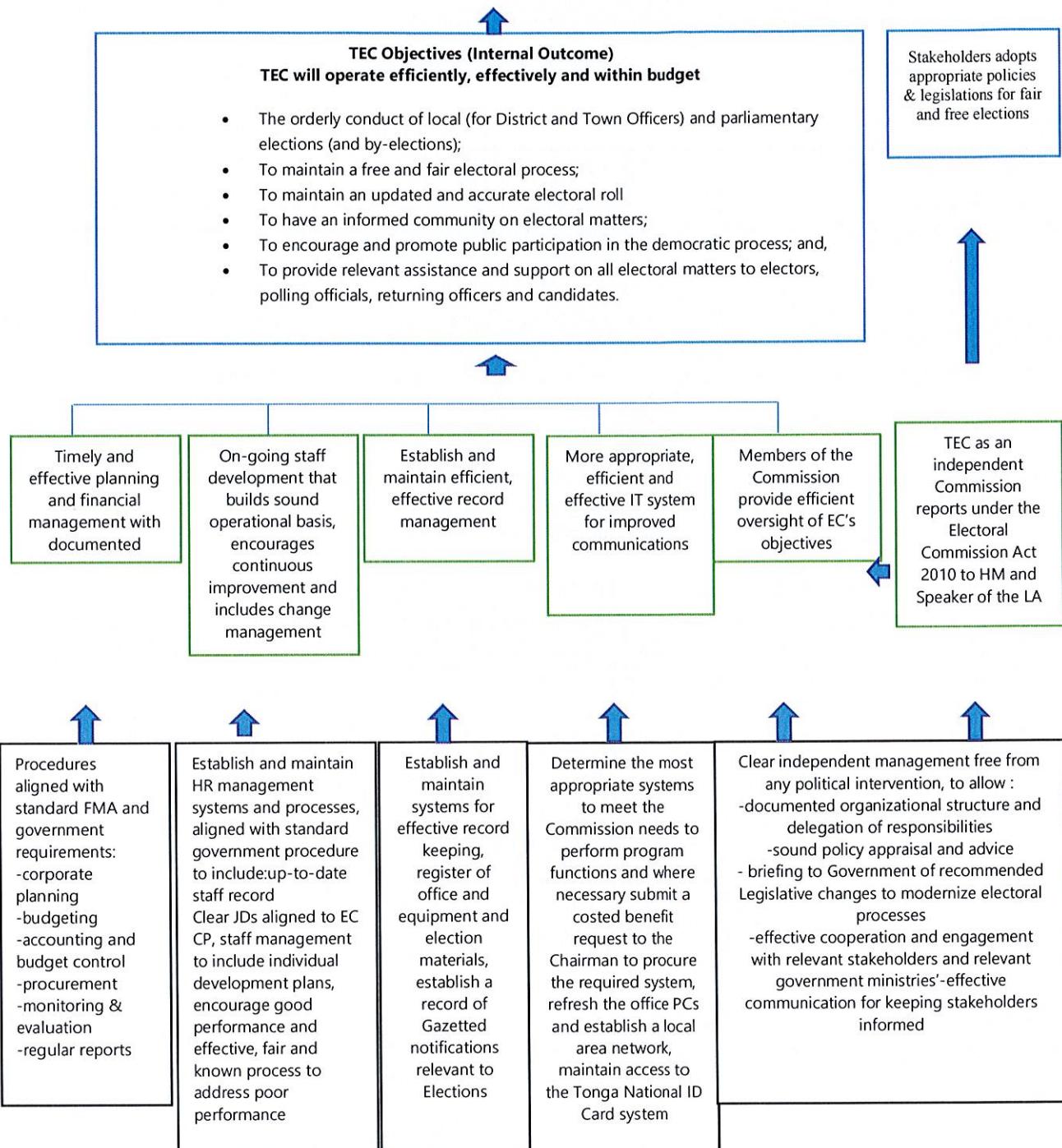
The Electoral Commission Relationships with their Stakeholders

Stakeholder	Customer of Electoral Commission	Supplier to Electoral Commission	Partner with Electoral Commission	Oversight of Electoral Commission	Appointment of Commissioners
H.M. the King				✓	✓
Cabinet	✓		✓	✓	
Legislative Assembly	✓		✓	✓	
Ministries, Departments & Agencies	✓	✓	✓		
Businesses	✓	✓	✓		
Civil Society Organisations	✓		✓		
Community Leaders	✓	✓	✓		
Electorate	✓	✓	✓	✓	
Development Partners	✓	✓	✓		

1.3 Result Map

This Map shows the linkages between the Electoral Commission's Corporate Plan and the Tonga Strategic Development Framework 2015 – 2015





1.4 TSDF/SDGs/Regional Frameworks

1.4.1 TSDF Impacts and Outcomes Supported by the Commission's Outputs

The following table identifies the linkage between the Commission's programs to the SDGs and SDGs indicators:

Program	Sustainable Development Goals (SDG)	Sustainable Development Goals (SDG) Indicators
Electoral System	Goal 10: Reduced Inequalities Goal 16: Peace, Justice and Strong Institutions	10.6.1 Proportion of members and voting rights of developing countries in international organisation. 16.6.2 Proportion of the population satisfied with their last experience of public services

Conceptually, there is a convergence between the high level objectives of the Tonga Strategic Development Framework 2015 – 2025 ("the Framework") and the Electoral Commission's Corporate Plan 2025 – 2028. The Framework has the title of **A More Progressive Tonga, Supporting higher quality of life for all**, an aspirational Vision fully endorsed by the Electoral Commission.

Given the particular role of the Electoral Commission prescribed by law, its activities and outcomes do not dovetail exactly with the seven prescribed National Outcomes of the Framework or the myriad of Organisational Outcomes. However there is a linkages to some degree with the following Outcomes to which the Electoral Commission has had regard (insofar as consistent with their statutory powers, objectives, purpose, function, and self-imposed values) in preparing this Corporate Plan, namely :-

National Outcomes – D

"A more inclusive, sustainable and responsive good – governance with law and order".

Pillar 2: Social Institution – Organisational Outcome 2.3

"More appropriate social and cultural practices which help maintain the positive aspects of our Tongan identity while also helping to promote those changes needed for further development of our democracy and for more

suitable and inclusive institutions better able to interact with the opportunities and threats presented by the wider world”.

Pillar 3: Political Institutions – Organisational Outcome 3.4

“Modern and appropriate constitution, laws and regulations, reflecting international standards of democratic processes and procedures for political institutions, providing and efficient and effective legal structure that provides inclusive access, human rights and the protections required for a higher quality of life, as well as supporting the development of the appropriate institutions required for a progressive Tonga in a peaceful, constructive and efficient manner”.

National Outcomes	Organisational Outcome	Program
D: a more inclusive, sustainable and responsive good governance with law and order	2.3: “More appropriate social and cultural practices which help maintain the positive aspects of our Tongan identity while also helping to promote those changes needed for further development of our democracy and for more suitable and inclusive institutions better able to interact with the opportunities and threats presented by the wider world”.	Program 1
	3.4: “Modern and appropriate constitution, laws and regulations, reflecting international standards of democratic processes and procedures for political institutions, providing and efficient and effective legal structure that provides inclusive access, human rights and the protections required for a higher quality of life, as well as supporting the development of the appropriate institutions required for a progressive Tonga in a peaceful, constructive and efficient manner”.	Program 1

1.4.2 GPA, Sector Plans, Regional & Community Development

GPA 6: “Building quality and easy access to government services, public enterprises focusing on increased access to high speed broadband technology and more affordable energy, communication, drinking water and clean environment for Tonga to support inclusive growth”.

GPA Target	Output	Major Activities	Ministry Target for FY 2025/26	Ministry's Target for FY 2026/27	Ministry's Target for FY 2027/28
<i>Easy access to electoral services</i>	Output 1 : Free, Fair and Safe National and Local Elections	-Review legislation and recommend changes required -Nomination of candidates with due process are being followed -Conduct all elections in strict compliance with the law -Produce reports on the conduct of elections with activities carried out each year	100% 100% 100%	100% 100% 100%	100%
	Output 2: Quality Electoral Roll	-On-going review of electoral roll including data entry of newly registered voters, removal of deceased and convicted voters -Coordinate with National ID Card	100%	100%	100%

		System as cross check on eligibility to be an elector -Meet electors to process their applications and response to queries -Printing of the updated electoral roll	100%	100%	100%
			100%	100%	100%
	Output 3: Better informed communities on electoral matters	-Develop voter education materials -Regular outreach missions throughout the Kingdom to meet electors to secure their entry on the roll and engage in voter education	100%	100%	100%
			100%	100%	100%

2. ELECTORAL COMMISSION Overview

2.1 ELECTORAL COMMISSION Outputs Grouped into Divisions/ Sub-Programs and Programs :

1. Program 5 : Electoral System
Sub-Program 1: Office of the Electoral Commission

- 3 The Table which follows illustrate the key areas and / or activities that the Electoral Commission will focus upon in the period 2025 – 2026, as these represent the core functions and strategic policy planning of the Commission.

Plan, Conduct and evaluate elections:

- ✓ Administration and Management of National and Local Elections including by-elections

Management of the electoral roll:

- ✓ Manage an accurate and up-to-dated electoral roll

Management of electoral education and information

- ✓ Encourage public participation and promote community awareness and understanding of electoral processes through education and information processes.
- Maximise Electoral Turnout at elections.

During the duration of this plan, the Commission will continue to carry out its responsibilities with special attention to the next Parliamentary General Election due at the 2nd quarter of the 2025/26 Financial year, and the next Local Election of 23 Districts and 155 Town Officers which is scheduled to be held in the last quarter of 2026/27 Financial Year (May 2027).

To ensure the proper conduct of these elections the following activities will be implemented as a matter of priority:

- ✓ On-going voter registration and updating of the Electoral Roll
- ✓ Undertake outreach activities
- ✓ Recruitment and Training of Returning Officers, Assistant Returning Officers and Polling Officials
- ✓ Review of relevant legislation
- ✓ Providing and advisory service to customers on electoral matters
- ✓ Administering candidates registration
- ✓ Promoting and conducting research into electoral matters
- ✓ Conduct of Elections
- ✓ Dealing with Electoral Petitions and Complaints (if any)
- ✓ Activities designed to maximise electoral Turnout at elections

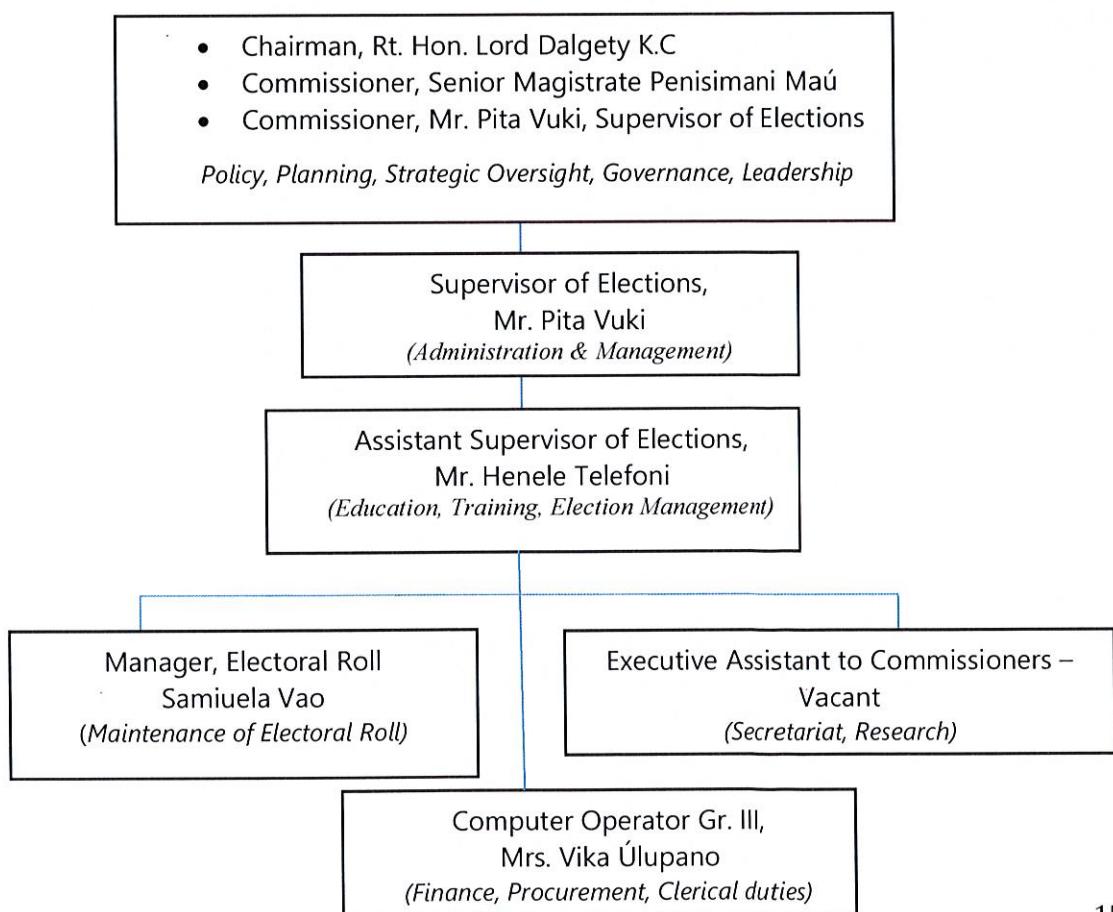
Program(s)	Sub-Program	Ministry's Outputs	Activities/Strategies	Responsible Division
Electoral System	<i>Office of the Electoral Commission</i>	<p>Output 1:</p> <ul style="list-style-type: none"> • Free, Fair and Safe Elections... • Ability of electorate to exercise their vote in a free, fair and safe environment • Adequate funding in place to conduct elections: • Constant readiness to conduct by-elections (or "snap" General Elections). • Be prepared to conduct the next General Election in October/ November 2025 and Local Election in May 2027 	<ul style="list-style-type: none"> • Review legislation and recommend changes required • Budget preparation • Co-ordinate security arrangements with Police • Nomination of candidates: Nomination forms are appropriately checked to ensure compliance with the legislation. • Update all election literature in a timely manner • Organise (optional) seminars for candidates • Conduct all elections in strict compliance with the law. • Produce reports on the conduct of elections with activities carried out each year 	Commissioners including the Supervisor of Elections, assisted by the Assistant Supervisor of Elections and staff
		<p>Output 2:</p> <ul style="list-style-type: none"> • Co-ordinate with appropriate 		Manager, Electoral Roll answerable to the Supervisor

		<p>authorities to obtain all required information for confirmation of electors</p> <ul style="list-style-type: none"> • On-going review of electoral roll including entry of newly registered voters, removal of deceased and convicted voters • Coordinate with National ID Card system as cross-check on eligibility of electors • Meet electors to process applications and to respond to queries • Printing of the updated electoral roll • Community visits to conduct voter registrations 		of Elections & Commissioners
		<p>Output 3: Better informed Communities on Electoral Matters</p>	<ul style="list-style-type: none"> • Develop Voter Education Materials • Update all election literature in a timely manner • Regular Outreach Missions throughout the Kingdom to meet electors to secure their registration and 	Assistant Supervisor of Elections answerable to the Supervisor of Elections and Commissioners

			<p>engage in voter education</p> <ul style="list-style-type: none"> • As appropriate, Media programmes re Voter educations • Engage District and Town Officers, Governors, Government Representatives, Community Leaders to ensure maximum exposure [community visits to hold voter education program] 	
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2.2 ELECTORAL COMMISSION Organisational Structure

The Commission has 3 Commissioners supported by 5 permanent members of Staff



2.3 Summary of Electoral Commission's Planned Major Reforms

Although the next election in Tonga is not scheduled to happen until October/ November 2025, and local elections (District and Town Officers) are not due to be held until May 2027, By-Elections are on ever present possibility. There were five by-elections occurred during the 2023/2024 Financial Year and in 2024/2025 Financial Year, five by-elections have also been conducted as of March and another two coming up in April 2025 and could be more before the end of the 2024/2025 Financial Year. To prepare for these events the Electoral Commission must put into practice the lessons gleaned from the 2021 General Election and 2023 Local Election review all ideas put to them by any interested party, and consider all recommendations made by the International Observers who attended previous General Elections.

Among the key questions which the Commission will be asking itself during the currency of this Corporate Plan are :-

- How to encourage higher voter participation in the election process, especially in the urbanised areas of Tongatapu?
- How to make proper provision for electors temporarily absent from the Kingdom (eg. Annual Migrant Workers) to enable them to participate in the electoral process.
- Whether to allow Overseas Voting, and how this could be achieved?
- How to secure a balanced access to the Media by all candidates?
- How to secure balanced Media reporting of the election campaign?
- To consider an agreed Code of Conduct with the Media to ensure balanced coverage of national and constituency campaigning by candidates
- Whether the present rules concerning Disqualification of candidates remain appropriate?
- Whether the present rules about returning of election expenses are adequate to ensure proper oversight and audit of such expenditure?
- To consider whether to introduce rules covering the source and amount of income in cash or kind to candidates?
- Whether or not a candidate needs to secure the support of as many as 50 nominees for his or her candidature?
- What is the appropriate registration fee to be paid by a candidate and whether or not it should be refundable if a candidate secures over a certain prescribed percentage of the votes cast in his or her constituency? And whether these arrangements should also apply to Nobles seeking election?
- Generally, what amendments, if any, are desirable to the Electoral Act and the Electoral Regulations 2010?
- Whether or not to survey the electorate to determine the extent to which electors for the future favour candidates representing political parties, rather than the traditional independent candidate?

- To consider whether to introduce into Tongan Legislative framework rules relating to the Registration and Oversight of Political Parties and if so, what these rules ought to provide?

In seeking an answer appropriate for Tonga to such questions the Electoral Commission will consult appropriately with all relevant stakeholders.

3 ELECTORAL COMMISSION BUDGET AND STAFFING

1. The following Table reflects the Financial Requirements of the Electoral Commission during the period 2025 – 2028.

Recurrent Budget	CP numbers	Budget numbers						
Expenditure Items (\$m)	2024/25	2024/25	25/26	2025/26	26/27	2026/27	2027/28	2027/28
Established Staff (10xx)	0.2225	0.2225	0.2614	0.2614	0.2614	0.2614	0.2614	0.2614
Unestablished Staff (11xx)	0.0221	0.2221	0.082	0.082	0.082	0.082	0.082	0.082
Travel & Communication (12xx)	0.1461	0.1461	0.3644	0.1772	0.2531	0.1772	0.2531	0.1772
Maintenance & Operations (13xx)	0.0577	0.0577	0.1017	0.1017	0.1017	0.1017	0.1017	0.1017
Purchase of Goods and Services (14xx)	0.4469	0.4166	0.9701	0.5704	0.6464	0.5704	0.6464	0.5704
**Assets (20xx)	0.095	0.0949	0.0195	0.0195	0.0195	0.0195	0.0195	0.0195
Total Recurrent	0.9903	0.9599	1.7991	1.2122	1.3641	1.2122	1.3641	1.2122
Development Budget	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27	2027/28	2027/28
Expenditure Item (\$m)								
Established Staff (10xx)								
Unestablished Staff (11xx)								
Travel and Communication (12xx)				0.1872		0.0759		0.0759
Maintenanace and Operation (13xx)								
Purchase of Goods and Services (14xx)				0.3997		0.076		0.076
Grants and Transfer (15xx)								
Assets (20xx)								
Total Development				0.5869		0.1519		0.1519
Overall Total Budget				1.7991		1.3641		1.3641

The Commission will endeavour to cover By-Election Costs out of their General Budget provided there are only a modest number thereof otherwise a Supplement will be requested.

3.1 Program 5: Electoral System

Sub-Program:

1. Office of the Electoral Commission

Major Customers

General Voters, Candidates in both National and Local Elections, Cabinet, Government Ministries/ Departments & Agencies, Parliament, Church and Community Leaders, NGOs and Civil Societies and the General Public, Donors and Development Partners, Regional and International Electoral Management Bodies Network.

Program Results

Output 1: Free and Fair National & Local Election

Output 2: Quality Electoral Roll

Output 3 : Informed Community on Electoral Matters

Key Performance Indicators

Electoral System

Activities	KPIs	Baseline	Target			SDGs Targets	Indicators
			2024/25	2025/26	2026/27		
Output 1 : Free and Fair National & Local Elections (including By-Elections)							
A1. Review of electoral legislations and recommend changes required	3.1 O1.1 Approval of appropriate amendments to electoral legislations	Re-consider proposed amendments to Electoral Act 2010/ Constitution and introduction of Electoral Offences Bill 100%	Approval of proposed amendments by appropriate authorities (early 2025) 80%	Further review of laws based on general elections 2025 and local election 2023	100%	10.2 10.6 16.3 16.7	10.6.1 16.6.2 16.7.1
A2. Budget Preparation	3.1 O1.2 % of available funding to cater for all planned activities to be carried out throughout the year.	100%	National Election 2025 100%	Local Election 100%	90%	10.2 16.6 16.7	10.6.1 16.6.1 16.7.1

A3. Nomination of candidates: Nomination forms are appropriately checked to ensure compliance with the legislation, receipt is issued upon payment is made as per legislation with revenue collected are appropriately paid in to Finance. List of candidates is compiled for printing	3.2 O1.3 Qualified candidates compete in a free, fair and safe environment/Degree of complaints	For By-Elections 100%	For By-Elections and General Election 2025 100%	For By-Elections and Local Election 2027 100%	For Local Election [District & Town Officers] & By-Elections 100%	10.2 10.6 16.7	10.6.1 16.7.1
A4. Staff Development and Management: Arrange appropriate In-House Training and external skill enhancement through seminars and training	3.1 O1.4 Improvement of staff performance/Attendance and participation at relevant local and international electoral events	50%	60%	70%	80%	10.2	10.6.1 16.7.1
A5. Review of operating procedures: Develop operating manuals for all electoral processes	3.1 O1.5 Approved by appropriate authorities, Improve on staff performance	For By-Elections : 100%	For By-Elections and General Election 2025 : 100%	For By-Elections and Local Election 2027 100%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1

A6. Update all election literature	3.1 O1.6 Further collect and collate latest information for the timely production of election literature % of updated materials available for elections including by-elections	100% Based on any amendment to the electoral legislation, election literature/materials are to be updated accordingly	100%	For By-Elections and Local Election 2027 100%	100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
A7. Conduct all elections in strict infirmity with law	3.1 O1.7 Election procedures are strictly followed, Degree of complaint	For By-Elections : 100%	For By-Elections and General Election 2025 : 100%	For By-Elections and Local Election 2027 100%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
A8. Produce reports on the conduct of elections with activities carried out each year	3.1 O1.8 Timely submission of the report to HM the King and Speaker of the Legislative Assembly as required by the Electoral Commission Act	Report 2024 will be submitted in March 2025: 100%	Report 2025 will be submitted in February 2026 (This should cover the conduct of election 2025): 100%	100%		10.2 16.7	10.6.1
A9. Organize (optional) seminars for candidates	3.1 O1.9 Higher degree of understanding of the process by candidates, Degree of complaints	Production of Candidates Information Booklets 100%	For By-Elections and General Election 2025 100%	For By-Elections and Local Election 2027 100%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1

Output 2: Quality Electoral Roll						Targets	Indicators
A1. Work with appropriate authorities to obtain all required information to confirm applicants' details.	3.1 O2.1 Supporting documents and information received are properly recorded and filed	By-Elections and National Election 2025 100%	By-Elections and National Election 2025 100%	By-Elections and National Election 2025 100%	For Local Election 2027 <i>[District & Town Officers]</i> & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
A2. On-going review of electoral roll including voter registration, entry of newly registered voters, removal of deceased and convicted voters.	3.1 O2.2 Updated Electoral Roll readily available for elections.	For By-Elections: 100%	For By-Elections and General Election 2025: 100%	For By-Elections and General Election 2025 90%	For Local Election 2027 <i>[District & Town Officers]</i> & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
A3. Coordinate with National I.D Card System as cross-check on the eligibility of electors	3.1 O2.3 Registered voters are provided with national ID cards	For By-Elections: 100%	For By-Elections and General Election 2025: 100%	For By-Elections and General Election 2025 100%	For Local Election 2027 <i>[District & Town Officers]</i> & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
Meets electors to process applications [either in Office or during the community visits programs]	Eligible electors are registered voters	90%	For By-Election and General Election 2025 100%	For By-Elections and General Election 2025 100%	100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1

A4. Printing of the updated electoral roll	3.1 O2.4 Provisional rolls are printed and made available to the public for further review. Final roll & Supplementary Rolls are later printed in accordance with the Electoral Act.	For By-Elections: 100%	For By-Elections and General Election 2025: 100%	For By-Elections and General Election 2025: 100%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
Output 3 : Better Informed Communities on Electoral Matters						Targets	Indicators
A1. Develop Voter Education Materials	3.1 O3.1 Brochures and outreach materials are readily available for widely distribution for public information.	For By-Elections: 100%	For By-Elections and General Election 2025: 100%	For By-Elections and General Election 2025: 90%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	10.2 10.6 16.3 16.7	10.6.1 16.7.1
A2. Regular Outreach Missions throughout the Kingdom to meet Electors to secure their entry on the Roll and engage in Voter Education.	3.1 O3.2 Information are appropriately delivered and understood through community outreach program etc. Degree of complaints	For By-Elections: 100%	For By-Elections and General Election 2025: 100%	For By-Elections and General Election 2025: 100%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	10.2 10.6 16.3 16.7	16.3 16.7
A3. As appropriate, Media programmes are delivered as part of Voter	3.1 O3.3 Improve public awareness on electoral matters	For By-Elections: 100%	For By-Elections and General Election 2025: 100%	For By-Elections and General Election 2025: 100%	For Local Election 2027 [District & Town Officers] & By-Elections 100%	16.7	

Education programs. Videos/jingles are produced to encourage public participation in the electoral process.					100%		
A4. Engage with Town and District Officers, Governors, Govt Reps and community leaders to ensure maximum Community exposure/ Visit communities throughout the country to conduct voter registration and outreach programs	3.1 O3.4 Active participation s of members of the community in electoral activities	For By-Elections: 100%	For By-Election and General Election 2025: 100%	For By-Elections and General Election 2025 100%	For Local Election 2027 <i>[District & Town Officers]</i> & By-Elections 100%	16.7	
A6. Arrange appropriate In-House Training and External skill enhancement through overseas Seminars and Training	3.1 O3.4 Attendance and participation at relevant local and international electoral events.	Sharing experience and knowledge on electoral issues	On-going	On-going	On-going	16.6	

3.3 Summary of Program #5 Budget, Staff and Outputs

Category	Past Staffing Level				Corporate Plan Budget			
	FY 2022/23		FY 2023/24		FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28
	Original Budget	Provisional Outcome	Original Budget	Revised Estimate	Budget	Projection	Projection	Projection
Total Recurrent (\$m)	0.66	1.2	0.82	0.97	0.95	1.2	1.2	1.2
Staff	0.19	0.25	0.20	0.22	0.22	0.34	0.34	0.34
Non-Staff	0.47	0.95	0.62	0.75	0.73	0.87	1.02	1.02
Total Development (\$m)						0.59	0.15	0.15
Executive Staff	1	1	1	1	1	1	1	1
Professional Staff	1	1	1	2	2	2	2	2
Other Staff	2	2	2	2	2	2	2	2
Total Established Staff	4	4	4	4	4	4	4	4
Unestablished Staff				2	2	2	2	2