



SAMOA OFFICE OF THE ELECTORAL COMMISSION

Corporate Plan 2023-2028



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FOREWORD



Pursuant to section 16 of the Electoral Commission Act 2019, I am pleased to present the new Corporate Plan 2023-2028 for the Office of the Election Commission. The new CP sets the strategic direction of the Office that compliments the Pathway for the Development of Samoa 2021-2026.

OEC is an independent body responsible for delivering and overseeing parliamentary election and maintaining accuracy of the electoral rolls. The document is the final strategy for the next five years, setting out its priorities and key activities now and into the future.

I have full confidence in OECs management and staff to deliver inclusive and credible elections.

Fa'afetai

A handwritten signature in blue ink, appearing to read 'A. Schuster'. The signature is stylized and cursive.

Afioga Fa'afetai Harry Jeffrey Schuster

Hon Minister Office of the Electoral Commission

EXECUTIVE SUMMARY



It gives me great pleasure to share with you our Corporate Plan 2023 to 2028. This document is the second strategic plan since the establishment of the Office of the Electoral Commission under the Electoral Commission Act 2019 as an independent statutory authority.

This Plan is aligned to achieve the key strategic outcomes (KSO) 1,2,3 in the Pathway for Development of Samoa 2022-2026. In addition, OEC contributes towards the UN Sustainable Development Goal 16 “Peace, Justice and Strong Institutions”. To consolidate itself as a strong institution, OEC will strengthen its governance framework by reviewing legislation, develop relevant policies and internal controls to effectively manage staff performance, decision making, disputes, complaints and damage control in a more transparent manner. The internal auditor and investigation officer also plays pivotal role in checking our systems, process and procedures.

OECs core function is to conduct free, fair and inclusive elections based on democratic principles. Our mission is to provide an effective and impartial electoral system that Samoan citizens understand and trust. The ultimate aim is to maintain the Office of the Electoral Commission’s independence and its accountability to the Parliament and its citizens. Such independence plays a central role in a healthy democracy where eligible voters will exercise their freedom to choose their representative to the Parliament of Samoa, without fear or favour.

The key deliverables in the Corporate Plan 2023-2028 are listed below:

- 1) Upgrade IT infrastructure and electoral system
- 2) Clean electoral rolls
- 3) Strengthening key legal, procedural and operational areas
- 4) Electoral policies, procedures and operation manuals in place
- 5) Communication Policy and Strategy in place
- 6) HR Strategy in place
- 7) Records Management Manual in place
- 8) Staff Training Plan in place
- 9) Asset Register update
- 10) Complete organization restructure and enhance salary system
- 11) Risk Management and Fraud Control Plan in place
- 12) Open new office in Savaii

This Strategic Plan articulates the revised vision and commitment for the Office of the Electoral Commission that will help us navigate the changes ahead, as we delve to address our challenges. As an institution of democracy, we will continue to strengthen our organization culture of accountability, independence, professionalism and non-political, but capable of operating in a political environment. This is crucial and fundamental to maintaining the people of Samoa’s confidence and legitimacy of our electoral system. Management will put in place operational policies with clear process mapping and procedures to make us transparent and accountable in what we do and have equally clear procedures for reviewing our effectiveness as an organization.

I firmly believe that our greatest opportunities are ahead of us, as we modernize the electoral process, strengthen governance, integrity and ensure inclusiveness and accessibility of elections. OEC will continue to support, build and foster our relationship with key stakeholders in sharing essential data and information pertinent to our line of work.

I am committed to leading the Office of the Electoral Commission with its dedicated staff as we work together to deliver an electoral democracy that serves all citizens confidence and trust.

Sincerely


Tuiafelolo Tofilau Alexander John Stanley
ELECTORAL COMMISSIONER

ACKNOWLEDGEMENT

OEC wishes to acknowledge the continuous support rendered by our key stakeholders during the development of the new Corporate Plan 2023-2028.

A special vote of thanks to Muliagatele Potoae Roberts Aiafi of Oceania Smart Consult for advice and facilitation of the first in-house consultation and Mr Antonio Spinelli a Senior Advisor of International IDEA for the professional advice and support while in Samoa delivering a workshop for OEC on Out of Country Voting.

God Bless

OEC Executive Management

OEC Executive Management Team 2023



Back row: Fuimaono Uili Sio (AEC EOR), Lefau Francis Ainuu (AEC VR), Unasa Charles Ah Poe (AEC ICT)

Sitting row: Vitilevu Simati (AEC CS), Tuiafelolo Tofilau Alexander John Stanley (EC), Mauga Fetogi Vaai (AEC LPI)

ACRONYMS

AEC	Assistant Electoral Commissioner
AWEB	Association of World Election Bodies
CSD	Corporate Services Division
EC	Electoral Commissioner
IA	Internal Auditor
ICT	Information, Communication & Technology Services
LPID	Legal, Policy & Investigations Services
MJCA	Ministry of Justice Courts and Administration
MWCSD	Ministry of Women Community and Social Development
OEC	Office of the Electoral Commission
PDS	Pathway for the Development of Samoa 2022-2026
RD	Registration Division
SBS	Samoa Bureau of Statistics
TWI	Training Within Industry
BDM	Births, Deaths and Marriages (a division of SBS)
NOLA	Nuanua o le Alofa Inc
EORD	Electoral Operations and Returning Division
OAG	Office of the Attorney General

SECTION 1- WHO ARE WE

The Office of the Electoral Commission (“OEC”) was established under the Electoral Amendment Act 2005. Ongoing review of its legislation resulted in the passage of the Electoral Commission Act 2019 which governs the activities of the Office.

Legal Functions

The functions and responsibilities of OEC are stipulated in the Electoral Commission Act 2019 and Electoral Act 2019 are as follows.

- Conduct elections of members of Parliament and referendums;
- Provide ruling of any technical matters on elections and referendums;
- Provide information on electoral matters and referendums
- Register political parties
- Advise Head of State, Legislative Assembly and any Committee of the Legislative Assembly (through the Speaker) the Government and the Minister
- Provide reasonable and appropriate assistance and advice to the Speaker, members of Parliament, Candidates and persons declaring an intention to become a Candidate as to their compliance with the provisions of this Act and any applicable law
- Initiate, sponsor, carry out and publish studies and research on elections and referendums;
- Undertake training, public awareness programs;
- Provide, in cases approved by Cabinet, assistance in matters relating to elections and referendums (including secondment of personnel and the supply or loans of materials) to authorities of foreign countries and international and regional organisations;
- Register voters and maintain election rolls and determine issues of eligibility of voters and candidates and other complex issues in a timely manner prior to the closing of rolls or immediately prior to polling day;
- To investigate matters relating to electoral offences
- Prepare and submit to Government Annual Reports and post General Election reports;

Operations of OEC are fully funded by the Government’s Annual Budget. OEC reports to the Minister only for financial and budgeting matters.

Legal Mandate

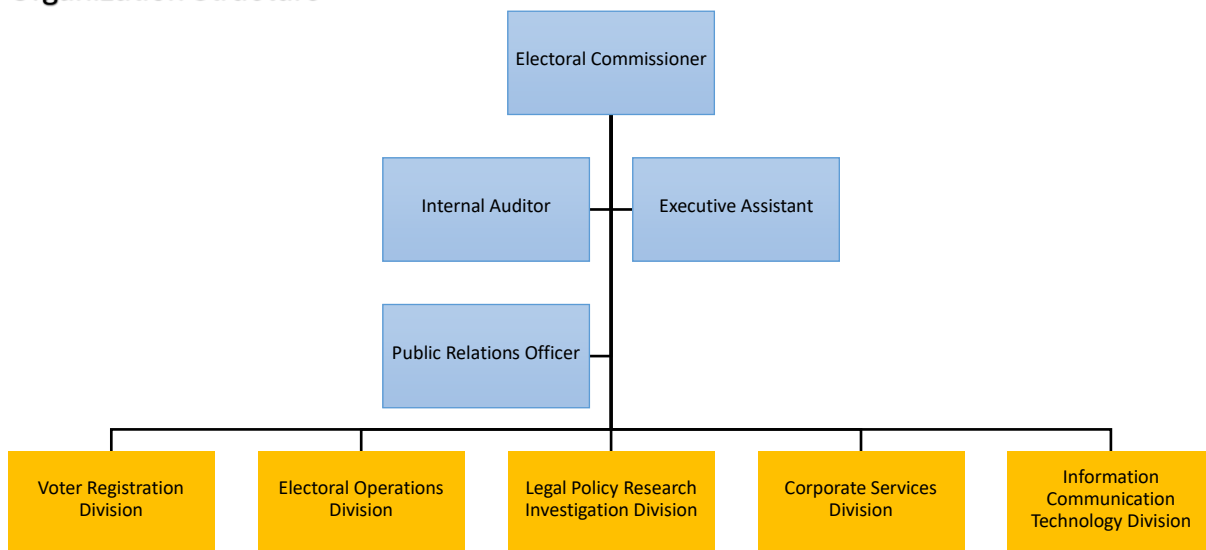
The Office of the Electoral Commission is governed by the following Laws and government policies:

1. The Constitution of the Independent State of Samoa 1960
2. Electoral Commission Act 2019
3. Electoral Act 2019
4. Electoral Constituencies Act 2019
5. PFM Act 2001
6. OSH Act 2002
7. Oaths, Affidavits and Declaration Ordinance 1963
8. Crimes Act 2013
9. Public Records Act 2011
10. Treasury Instructions 2013
11. Cabinet Directives
12. Pathway for Development of Samoa
13. OEC Employment Guidelines 2019

- 14. Government Circulars
- 15. Telecommunication Act 2005

OEC is mandated to ensure democratic systems and processes are in place for citizens of Samoa to exercise their rights and freedom to vote in a free, fair and inclusive elections as well as the right and freedom to vote in a national referendum without fear. In addition, OEC is also responsible to provide public awareness and education programs to educate our people of their democratic rights and freedom to vote which is guaranteed under the Constitution of Samoa.

Organization Structure



OEC is governed by the Electoral Commission Act 2019. The Office is structured into five divisions as listed above. The Internal Auditor and Public Relations Officer reports directly to the Electoral Commissioner whilst the Executive Assistant provides office administrative support.

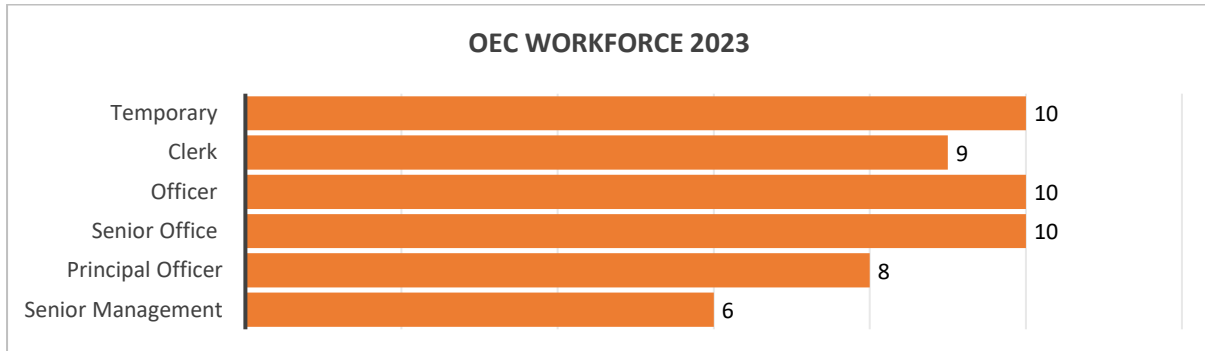
OEC’s current structure is the result of the changes proposed in the previous strategic plan with the establishment of the Investigations Unit under the Legal and Policy Division to investigate electoral offences and electoral matters as well as the establishment of the Assistant Electoral Commissioner position to lead the Electoral Operations and Returning Services Division.



OEC Staff 2023

Workforce

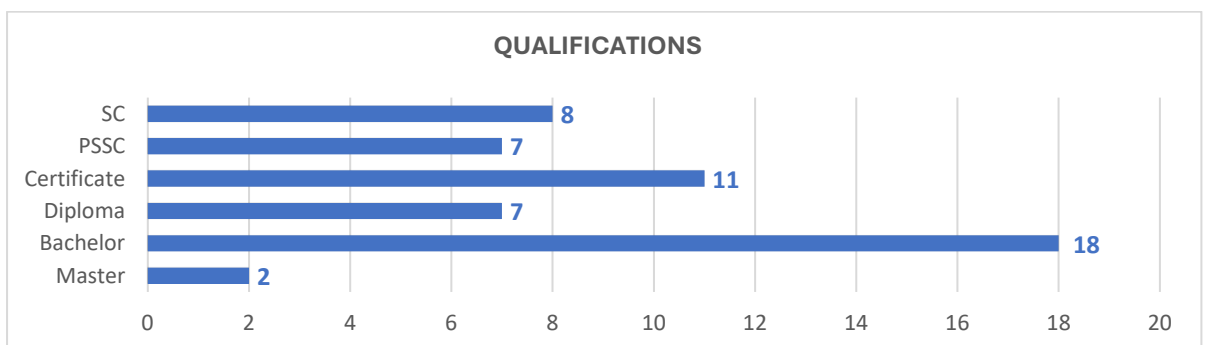
The total workforce is 53 with 48 established positions and 5 temporary part time positions. Established positions include 7 contract posts with 41 permanent positions. Breakdown of the workforce at different levels is listed in the chart below. At present there are 3 vacant positions due to promotion, resignation and termination on forfeiture of office. These positions are currently being advertised for replacement.



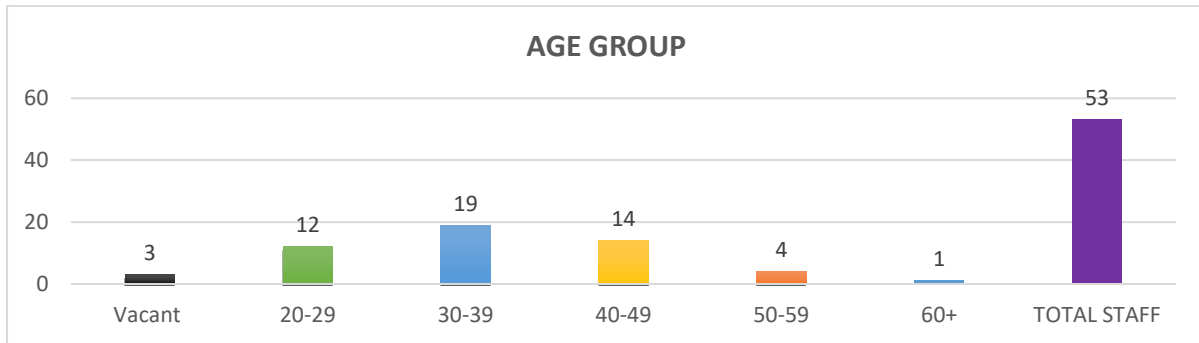
Over all our workforce is well educated having reached or completed college level. 55% of the workforce holds a tertiary qualification. 96% of senior management, principal and senior officer levels are recipients of undergraduate degrees. Two officers in this category hold a masters' degree.

OEC values its employees and continue to support them to pursue studies in order to upgrade their qualification. 5 employees are currently enrolled in undergraduate programs at NUS and USP to obtain a tertiary qualification

TERTIARY QUALIFICATION	No of Staff
• Master degree (Public Policy, Business Administration)	2
• Bachelor degree (Law, Commerce, Art, Science, Education)	18
• Diploma (Secretarial Studies, Tourism, Office Skills)	7
• Certificate (UPY, CISCO, Hospitality, Computer, Training & Assessment)	11
• Pacific Senior Secondary Certificate (PSSC)	7
• School Certificate (SC)	8

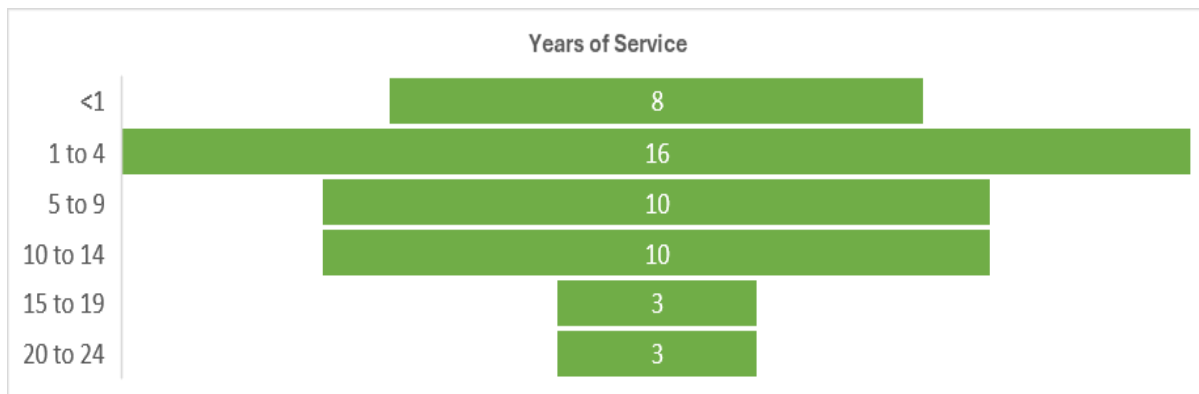


In terms of demographic, our workforce is considered young and vibrant. 62% of the workforce is between the ages 20 to 39 which means they have 20+ years before they reach the retirement age 55. 36% are between the ages 40-59 and 2% at age 60+.



Six employees have served OEC for 15 to 24 years that is 4 Officers, 1 Senior Officer in their early to middle 40s'. In Ten years, they will reach the retirement age of 55. Two permanent retirees are on 12 months extended retirement service as they are physically and mentally healthy to continue working.

OEC will implement a retention strategy to ensure the institutional knowledge and experience of these long serving officers is transferred to junior staff before they will retire and eventually exit from OEC. 32% of staff have 10-14 years of service, 52% have 1-9 years while 16% are new to the organisation with less than 12 months service.



Training & Professional Development

OEC is a member of the Pacific Islands, Australia & New Zealand Electoral Administrators (PIANZEA), the Association of World Election Bodies (A-WEB) and Commonwealth Election Professional Initiative (CEP). Through these associations, OEC staff is fortunate to attend specialised technical trainings, workshops, seminars and forums that focus on democracy in general, democratic principles, managing political parties, voter registration, election cycle, elections operations, election financing, election auditing etc.

A number of senior staff have attended Train the Trainer courses specific to election operations. In completion they are certified as BRIDGE Trainers. OEC has one fully certified trainer with another officer nearing completion of the program.

Given the nature of its work and the fact that there are no relevant courses offered by PSET institutions. OEC has adopted TWI training methodology by implementing a robust inhouse training program to train new recruits, provide refresher training with a knowledge sharing program for those who attended overseas training upon return will conduct a 1hour session to share the new knowledge and experience with fellow workers.

Divisional Functions

The Internal Auditor & Investigation Officer and Public Relations Officer reports directly to the Electoral Commissioner and supported by the Executive Assistant.

Electoral Commissions Portfolio

- To advise Head of State, the Legislative Assembly and any committee of the Legislative Assembly through the Speaker and government through the Minister on matters pertaining to elections;
- Successful delivery of general elections and by elections;
- High level of confidence of the public in the electoral system through awareness campaigns;
- Availability of required resources whether financial, human or capital;
- Prudent management of funds released for operations from government and development partners; and
- Efficient administration of elections through optimized processes and skilled workforce

Internal Audit Unit

- Provide independent assurance to add value to the Office's operations in terms of internal controls oversight and risk management.
- Conduct investigations into irregularities involving public monies and properties of OEC and other government agencies involved

Public Relations Unit

- Undertake public awareness programs on electoral legislations and electoral processes

OEC has five Divisions under the leadership of an Assistant Election Commissioner:

1. Registration Division

- Determine issues of eligibility of voters prior closing of electoral roll; and
- Register all eligible voters in the electoral
- Ensure effective management and maintenance of the electoral roll

2. Electoral Operations & Returning Division

- Ensure election operations are in line with relevant legislation
- Prepare and submit professional technical advice on electoral matters and referendums
- Annual registration of political parties
- Prepare and submit election reports in time

3. Legal, Policy, Research, Investigation Division

- To provide legal advice on electoral matters to the Electoral Commissioner
- Conduct legislative review of the Electoral laws;
- Lead or assist in prosecution and court litigation
- Conduct and carry out research on electoral matters; and
- Administer the development of internal policies and procedures.
- Carry out investigation of potential violation of the Act during pre-elections and post elections
- Conduct legal research on electoral matters
- Develop and review internal policies and procedures

4. Corporate Services

- Lead and coordinate human resource management and capacity building development
- Provide corporate administration including accounting and financial services, assets management and procurement, records management and transportation services
- Create a culture of continuous improvement;

- Create and uphold values and ethical culture of OEC and Public Servant;
- Contribute inputs in pursuit of strategic direction for OEC.
- Provide support services to the management and all staff members.
- Coordinate and develop strategic plan for the Office ensure alignment with PDS and relevant legislations

5. Information Communication Technology Division

- Exercise oversight on electronic electoral roll;
- Effective management and maintenance of OEC Website; and
- Ensure application of information technology services in all functions of OEC.

Team Photo

Registration Division



Electoral Operations Division



ICT Division



Corporate Services Division



**Legal Policy investigation Research
Division**



Electoral Commissioners Portfolio

SECTION 2: DEVELOPMENT OF THE PLAN

The Corporate Plan is developed through a consultative and analysis process. Following the review of the previews plan, outcome of the review formed preliminary background information to develop the new Plan 2023-2028. OEC hosted two consultative workshops with all key stakeholders and partners who are instrumental in working together with OEC during General Elections. A final workshop was conducted for all OEC staff that was facilitated by OEC Management Team. This is important to win staff by-in and ensure the Plan is fully understood.

Consultations

The draft corporate plan was presented during the stakeholder consultation with key stakeholders. This provided genuine and open dialogue with stakeholders to build confidence in the electoral process and trust in our activities.

From the external consultations, stakeholders raised issues of concern for OEC to consider to improve its election processes and operations.

Stakeholder issues or concerns	OEC Mitigating Strategies
1. Not enough public awareness of OEC activities	New Communication strategy is in place to be implemented prior to mass registration in 2024
2. Electoral Rolls are unclean with outdated images	Key outcome of the mass registration project will result in accurate electoral rolls with the new biometric system
3. Registration Services cater for last minute registration	Registration Teams will visit constituencies to register eligible voters on specific dates
4. Public do not fully understand the election laws	More civic education programs will be implemented between now and GE 2026 including workshops on election laws
5. Voter residency rule is not fully enforced by OEC	The mass registration project will resolve this issue
6. Timing of election law amendment too close to election period	There is a recommendation to the Government no more amendments to the election laws within 12 months before GE
7. Polling Officers are not fully acquainted with their role and responsibilities	Training of polling officials is compulsory to attend all sessions. The training program is comprehensive and covers all functions and activities performed by Polling Officials at different levels. OEC also train and maintain a reserve list in event of any last minute changes due to unavailability of a polling officer.
8. Voters residing in non-traditional villages are discriminated. They can only vote in the constituency but cannot contest the seat in elections	This issue is addressed by the OEC Commission of Inquiry Report 2023 to Parliament.
9. Samoa citizens posted to Overseas Missions, Seasonable Workers and Scholarship Students unable to vote from overseas during elections.	This concern is addressed by the OEC Commission of Inquiry Report 2023 to Parliament.
10. Voter Turn Out is Low 67% GE 2021	A new Communication Strategy and Civic Education program is geared boost voter turn out o polling day.

Stakeholder Relationships

The OEC seeks to maintain close working relationships with its key stakeholders within the realm of Government including Samoa Bureau of Statistics, Ministry of Justice & Courts Administration, Ministry of Social Development, Community & Social Development, Ministry of Police & Prisons, Ministry of Finance, Ministry of Health, Office of the Legislative Assembly, Office of the Attorney General, Samoa Audit Office and the Office of the Public Service Commission.

OEC also values the contribution of the Private Sector and NGOs to the delivery of its community services, and works closely with the media, organisations of persons with disabilities, faith-based organisations, youth organisations and gender-based initiatives. The OEC hopes that the strategic goals set out in this Plan will allow development partners, sponsors and stakeholders to identify shared objectives which can be implemented collectively through effective partnerships.

Operating Environment

OEC operates independently of political pressures and external interference as an important driver of public perceptions of electoral integrity. The core principle underpinning independence is that the OEC should be empowered to follow the rule of law without external interference to its operations. A key aspect is to have a strong legislative foundation that insulates OEC from politics and for all staff to adhere to our values when delivering our service.

The SWOT analysis matrix revealed several major internal and external challenges to implementing the CP 2023-2028 effectively and efficiently. Turnaround strategies are interventions to proactively managed these challenges.

<p>S Strengths</p> <p>Office independence, Professional and technically qualified staff, HR policies, Collaborative leadership, Law is clear and understood, Staff commitment and team work, Off site IT backup server, Good public relations and communications</p>	<p>O Opportunities</p> <p>Stable government, Change in government policy, Access to donor sponsorship for training, Access to overseas electoral systems, Partnership with the community, Technology advancement, Access to internet and social platforms, new electoral law</p>
<p>W Weaknesses</p> <p>Not financially independent, High staff turnover, No storage facility, Low salaries, Need specialise training in cyber security, Outdated IT technology, No performance incentive</p>	<p>T Threats</p> <p>Political influence, Cultural interference, Limited budget, Expensive media coverage, Media misinformation and disinformation, Impact of health restrictions during epidemics or pandemics, National disasters, Public abuse, Cyber threat</p>
<p>W Turnaround Strategies</p> <p>Seek donor funding, Develop an HR retention strategy, construct a new storage facility on LTC old location, Review staff salaries based on merits, IT technicians to attend cyber security training, upgrade IT infrastructure, enforce performance appraisal and awards increments when due</p>	<p>T Turnaround Strategies</p> <p>Follow the rule of law, Uphold OEC values, Prudent budget management, Use OEC social media platforms to minimise costs, Use OEC Facebook, Twitter and Website for damage control, Use IT technology to deliver services, Use halls for registration work, IT staff to receive cyber security training</p>

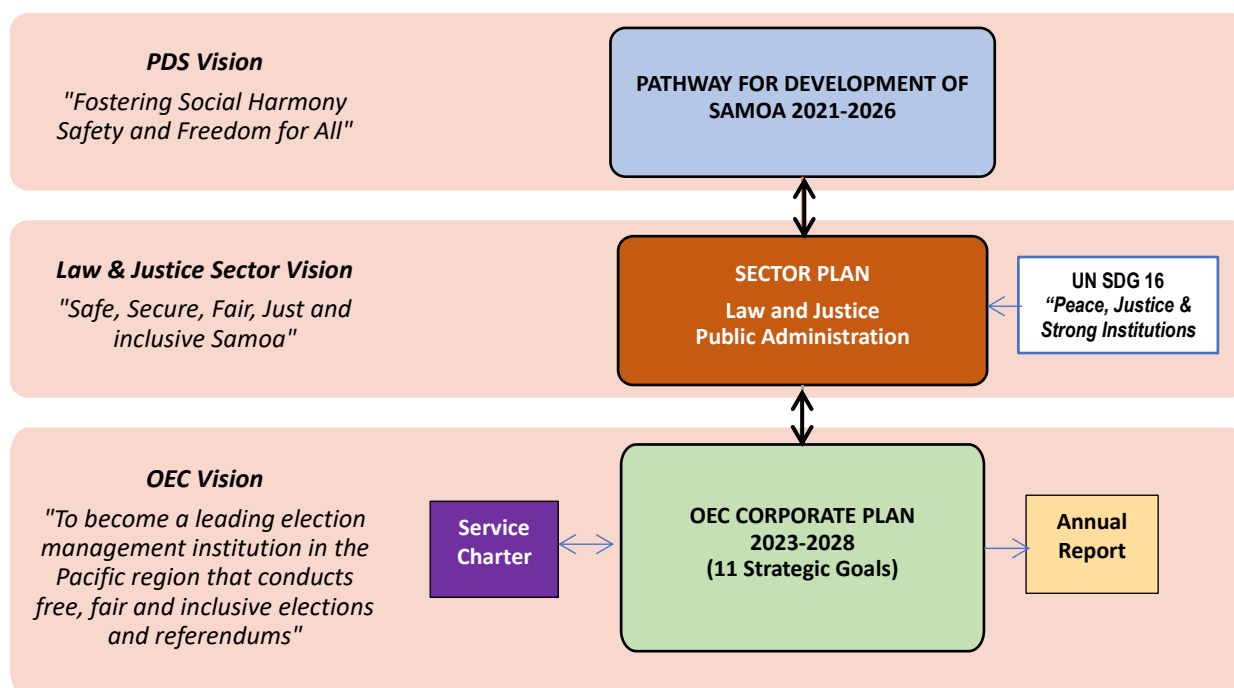
Strategic Issues

Since the establishment as a statutory authority in 2019, OEC is mandated to plan and execute democratic elections to select members of Parliament and to conduct referendums in the country. Despite its independence as stipulated by Law, OEC remains dependent on Government of the Day for its annual budget as well as scrutinization of its operations by Parliamentary Committees. Its operations continue to be affected by external factors that are beyond its control.

Under the guidance of the responsible Minister, OEC management continue its efforts to manage the effects of these factors to ensure we are efficient and effective in the delivery of our core business. The strategic issues affecting its operations are listed below, with explanations on the impacts on OEC and strategies to be in place in order to minimize the impacts on OEC. These issues are addressed in this Plan.

Strategic Issues	Impact on OEC	Strategies to minimize
1. Movement of eligible voters	Inaccurate of voter rolls for a constituency	On going registration and cleaning of rolls
2. Last minute amendment of election laws	Last minute changes in eligibility requirements and constituency boundaries affect electoral rolls and development of electoral materials	Legalize no more changes to the election laws within 12 months prior to elections
3. Media misinformation and disinformation	Mislead the public. Creates confusion and distrust of election process	OEC to correct any media irregularity reporting on its own social platform
4. Political interference	Perceived to influence decision making	OEC remain apolitical by upholding our values and the rule of law
5. Offering of gifts	May influence staff in discharging their official duties	Always uphold our values and follow rule of law
6. Lack ministry support	Unwillingness of GoS entities to share relevant information with OEC	Prepare and sign MOUs with key stakeholders to supply required data for cross checking and confirm voter bio data contents
7. High cost of media coverage	Limited budget from MoF	Maximise use of OEC social media platforms to disseminate information
8. Unplanned power interruption	Affect electronic reporting of polling and election results	Install a back up standby generation for office and a back up external server for security of data
9. Epidemic and/or Pandemic	Affect voter registration and in person voting on election day	Use modern technology to deliver its service
10. Natural disaster (Cyclone, Tsunami, Earthquake, Fire, Heat Wave)	Affect voter registration and in person voting on election day. Damage to Office will affect records, equipment, machinery.	Use modern technology to deliver its service. Establish an external backup server for data security and protection.
11. Obsolete IT technology	Hinders efficiency of registration of voters and voter transfer	OEC is currently upgrading its Biometric Voter Registration System (BVR).

SECTION 3 – OEC LINK TO THE NATIONAL PLANNING FRAMEWORK

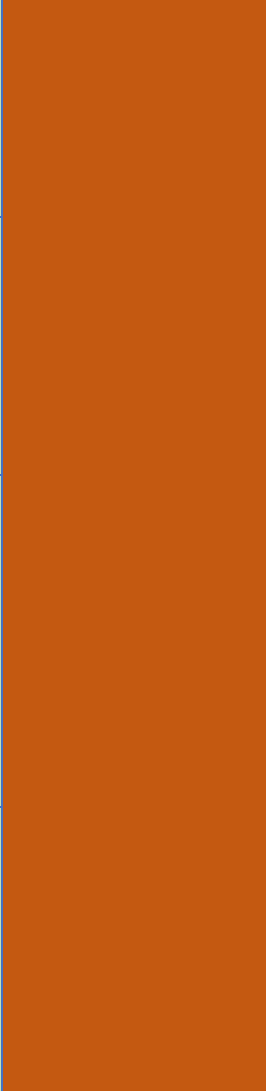


OECs Strategic Plan 2023-2028 is meticulously aligned to the PDS to achieve the Key Strategic Outcomes KSO 1,2,3 and corresponding Key Priority Areas KRA 1-4, 2-6, 3-5-12-13. Our mission statement is the road map to reach our vision contributing towards the realization of Governments broader vision of “Fostering Social Harmony, Safety and Freedom for all”.

OEC exist to guarantee all eligible citizens of Samoa have full access to free, fair and inclusive elections. Freedom to choose representatives to Parliament by exercising their fundamental right to vote in an election system based on democratic principles and best practice. A system that is credible and accepted by all.

OEC CP 2023-2028		SECTOR PLAN	PDS 2021-2026
Strategic Goals	Activities		Key Strategic Outcomes & Key Priority Areas
SG4 To plan and implement strategies to educate civil society on democracy and electoral processes	<ul style="list-style-type: none"> Empower people by conducting awareness programs to educate voters of the Election Law, their fundamental rights and freedom to choose their representatives, understanding the voting system and processes 	<ul style="list-style-type: none"> Public Administration Law & Justice 	<i>KSO1 Improved Social Development</i>
SG5 To enhance and sustain the	<ul style="list-style-type: none"> Empower the Community to fully 		<i>KPA4 People Empowerment</i>

people of Samoa's trust and confidence in the electoral process.	<i>understand their legislative role,</i>		
SG1 To optimize voter registration opportunities to achieve an accurate, reliable, comprehensive and up to date national voters roll	<ul style="list-style-type: none"> • <i>Strong working relationship with Village Councils and District Councils through MWCSO will improve accuracy of our electoral rolls</i> 	<ul style="list-style-type: none"> • Public Administration • Law & Justice 	<p><i>KSO2 Diversified and sustainable economy</i></p> <p><i>KPA6 Community Development</i></p>
SG4 To plan and implement strategies to increase awareness and educate civil society on democracy and electoral processes	<ul style="list-style-type: none"> • <i>The National Voters Day will increase knowledge and understanding of the community of the election process and procedures</i> • <i>Wider public consultations will promote community awareness of their democratic rights to vote and freedom to choose their representatives to parliament, the election law, election process and procedures</i> 		
SG9 To provide a professional and enabling business environment to support our core business	<ul style="list-style-type: none"> • <i>A robust in-house training program will upgrade skills and knowledge of staff translating into improved performance</i> 	<ul style="list-style-type: none"> • Public Administration • Law & Justice 	<p><i>KSO3 Security and trusted governance</i></p> <p><i>KPA5 Skilled Workforce</i></p>
SG5 To enhance and sustain the people of Samoa's trust and confidence in the electoral process.	<ul style="list-style-type: none"> • <i>Ongoing review of all Electoral Legislation and Draft Amendments</i> • <i>Development of Regulations as prescribed by the Principal Act</i> 		<i>KPA12 Empowered Legislation</i>
SG6 To ensure the Office of the Commission acts	<ul style="list-style-type: none"> • <i>Provide capacity building for the staff on</i> 		

<p>within the parameters of the Constitution and governing law</p>	<p>their statutory roles and the law</p> <ul style="list-style-type: none"> • Provide legal advice in the operation and administration of the Office 		<p>KPA13 Improved Accountability</p>
<p>SG9 To provide a professional and enabling business environment to support our core business</p>	<ul style="list-style-type: none"> • Provide effective financial management • Strengthen asset management • Effective and efficient human resource management 		
<p>SG10 To enhance and protect OEC organizational values by providing risk-based audits and objective assurance, advice and insights</p>	<ul style="list-style-type: none"> • Conduct a risk assessment • Conduct High Risk Audits • Regular spot checks and ad hoc audits • Establish a Fraud Control Plan and Framework 		
<p>SG11 To provide effective leadership and prudent management that embrace best practice and good governance</p>	<ul style="list-style-type: none"> • Proactive planning, performance monitoring and timely feedback • Executive walk the talk and lead by example 		

SECTION 4 - OEC STRATEGIC DIRECTION 2023-2028



Our MISSION STATEMENT

Strengthening our partnership with key stakeholders to implement robust voting and electoral systems that mirrors international election best practices in accordance with the law and serving the people of Samoa to the highest standards envisioned in our Service Charter.



Our VISION

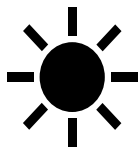
To become a leading electoral management institution in the Pacific region that conducts free, fair and inclusive elections and referendum.



Our VALUES

These are the core values of the Samoan Public Service. We will be guided by these **VALUES** in everything we do.

1. **Honesty** - acting honestly being truthful and abiding by laws of Samoa
2. **Impartiality** - providing impartial advice acting without fear or favour and making decisions on their merits
3. **Service** - serving the people well through faithful service to the Government
4. **Respect** - treating the people the Government and colleagues with courtesy and respect
5. **Transparency & Accountability** - taking actions and making decisions in an open way being able to explain the reason for actions taken and taking responsibility for those actions
6. **Efficiency & Effectiveness** - achieving good results for Samoa in an economical way
7. **Independence** - maintain independence in decision making and action



Our GUIDING PRINCIPLES

OEC to become a strong institution, we are also guided by important principles that underpin our democracy.





Our STRATEGIC GOALS

1. To optimize voter registration opportunities to achieve an accurate, comprehensive and up to date national voters' roll
2. To prepare, conduct, supervise free, fair and inclusive elections and referendums
3. To strengthen partnership with national and international stakeholders to ensure advancement of our electoral systems and processes
4. To plan and implement strategies to educate civil society on democracy and electoral processes
5. To enhance and sustain the people of Samoa's trust and confidence in the electoral process
6. To ensure the Office of the Commission acts within the parameters of the Constitution and governing law
7. To develop, implement and maintain a robust and resilient ICT systems for election processes.
8. To conduct electoral research, publish reports and develop policy to ensure the effective and efficient functioning of the Office
9. To provide a professional and enabling business environment to support our core business
10. To enhance and protect OEC organizational values by providing risk based audits and objective assurance, advice and insights
11. To provide effective leadership and prudent management that embrace best practice and good governance

SECTION 5 - IMPLEMENTATION PLAN

Strategic Goal 1 To optimize voter registration opportunities to achieve an accurate, reliable, comprehensive and up to date national voters' roll							
Responsibility: Lead-Registration, Support – Other Divisions							
Strategic Objective 1.1 To compile information for ease of registration process from relevant stakeholders to update electoral rolls							
Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
1.1.1 Execute Memorandum of Understanding with Samoa Bureau of Statistics (SBS) for the release of data pertaining to citizens in the age group of 21 and above from the most recent census.	Receive from SBS – most recent Census of citizens in the age group of 21 and above with Date of Births and village of residence.	Convenient registration process. Applicants are spared the burden of providing verifying information to confirm residence.	Feb 24				
1.1.2 Liaise with District Councils on the implementation of Mass registration Project.	Work in collaboration with District Councils on the implementation of the Mass Registration Project	Credible Electoral Rolls. Ease of registration process	On going	On going	On going	On Going	
1.1.3 Execute MOU with MJCA on the release of regular updates of registered Matai.	Receive from MJCA – List of registered matai every 3 months in accordance with the Act.	Applicants intending to register under Matai title are spared the cost of paying for a matai certificate. Convenient registration process.	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
1.1.4 Execute MOU with BDM for the release of monthly updates of registered deaths.	Receive from SBS (BDM) monthly updates of registered deaths for continuous roll update as per requirement of <i>the Act</i> .	Credible Electoral Roll. Deceased voters are removed regularly upon receipt of information from the Registrar of BDM.	Monthly	Monthly	Monthly	Monthly	Monthly
1.1.5 Liaise with the Office of the Attorney General to expedite amendments to <i>the Act</i> on the Registration process. <u>Proposed amendments should address:</u> Registered voters on the current E-Roll system. Propose to keep information of voters registered under <i>the Act</i> and repeal voters registered prior to the coming into force of the <i>Act</i> . Section 18 of <i>the Act</i> on the transfer rule. Propose to allow only one transfer per registered voter during the implementation of the Mass registration project and closure of rolls for the 2026 General Elections (Transitional Provision).	Mass registration of eligible voters incorporated into the Act.	Credible Electoral Roll		Dec 2024			
Strategic Objective 1.2 Roll out mass registration of eligible voters							
1.2.1 Implement Mass Registration. (Phase 1 – Upolu with the exception of Vaimauga and Faleata).	Implementation of Phase 1 of Mass Registration	Composition of Electoral Rolls for Constituencies covered in phase		Jul 2024			
1.2.2 Print Rolls and distribute to District Councils	District Councils able to identify unregistered citizens	Credible Electoral Roll for electoral		Jul 2024			

for Electoral Constituencies covered in Phase 1	to liaise with OEC on Phase 2. District Councils able to identify deceased voters registered during phase 1.	constituencies completed in Phase 1					
1.2.3 Implementation of Mass Registration for Savaii	Staff hired to process mass registration of Savaii residents from OEC Savaii Office	Eligible voters in Savaii registered.		Nov 2024			
1.2.4 Second Round – Mass registration project.	OEC in collaboration with District Councils will roll out Phase 2 of Mass Registration using District Offices for Electoral Constituencies in Upolu with the <i>exception</i> of Vaimauga and Faleata.	Credible Electoral Roll for electoral constituencies completed in Phase 2.		Nov 2024			
1.2.5 Temporary Registration Booths setup in Upolu.	Decentralisation of Registration services utilising District Police Outposts and designated venues	Final opportunity for citizens to register at decentralized venues strategically positioned to minimize travelling cost.			Sep 2025		
Strategic Objective 1.3 Closure and Review of Voters Roll							
1.3.1 Effective process for the closing of voter registration	Voter registration close 6 months prior polling day	Reduce in the number of last minutes voters compared to 2020			Oct 2025		
1.3.2 Review Electoral Roll after Closure of Rolls	Review all Electoral Rolls ensure compliance with legislation	51 Electoral Constituencies have credible rolls consistent with requirements of the Electoral Act			Dec 2025		
1.3.3 Printing of Electoral Rolls in preparation for General Election 2026.	Electoral Rolls available to the public and for disbursement to polling stations	Number of Electoral Rolls printed in accordance with EOD Election Plan			Feb 2026		
Strategic Objective 1.4 Post General Election 2026							
1.4.1 Review unregistered citizens and refer to LPID	Identify unregistered eligible citizens from CENSUS and refer to LPID for investigation	Generate Revenue for OEC from Fines.				Mar 2027	Jun 2028
Strategic Goal 2 To prepare, conduct, supervise free, fair and inclusive elections and referendums							
Responsibility: Lead Electoral Operations & Returning, Support Other Divisions							
Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 2.1 Develop written operation procedures and map election processes							
2.1.1 Review electoral operation materials/process	Conduct internal/external review of existing electoral processes/materials.	All electoral materials and electoral operation processes are in-line with electoral act.		Dec 2024			
2.1.2 Develop and implement Electoral Operational Manual	Internal consultations on electoral act review	New operational manual in place			Jul 2025		
2.1.3 Develop and implement operational plan for general election 2026.	Internal consultation with the management.	Operational Plan for GE26 in place.		Dec 2024			
2.1.4 Develop and implement training information kit for Polling Officials. (Information packages)	Compile training materials and convert into video documentary program	Training information kit in place.		Dec 2024			

Strategic Goal 3 To strengthen partnership with national and international stakeholders to ensure advancement of electoral systems and processes							
Responsibility:							
<ul style="list-style-type: none"> • Strategic Objective 3.1 Electoral Operations & Returning, Support Other Divisions • Sub-Objective 3.2 Electoral Commissioner, Management 							
Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 3.1 Strengthen partnerships with relevant stakeholders							
3.1.1 Conduct consultation and follow up workshops with STN/SN.	Two consultations to be conducted for both Upolu and Savaii	Updated databases of SN/STN in place		Jul 2024			
3.1.2 Establish election taskforce with our key stakeholders.	Schedule meeting with stakeholders	Election taskforce exist		Jun 2025			
3.1.3 Improve processes of existing MOUs with our stakeholders	Review existing MOU's	Updated MOUs in place.		Dec 2024			
3.1.4 Develop and implement an online portal for polling officials and candidates.	Work in collaboration with ICT team to compile polling official information's	Launch online portal.		Dec 2024			
3.1.5 Management of political party registration process in accordance to electoral act.	Regular follow ups annual registration process.	Annual registration fees to be paid on time.	Annually	Annually	Annually	Annually	Annually
Sub-Objective: 3.2 Fully participate and embrace invitations from national and international partners							
3.2.1 Actively participate in in-country and international forums, workshops and trainings relevant to OEC functions and services	Number of in-country forums, workshops and trainings attended per year No of international forums, workshops and trainings attended per year	Staff will gain broader knowledge and understanding of international best practices to continuously improve our election laws, policies, systems, processes and service delivery	On going	On going	On going	On Going	On Going
Strategic Goal 4 To plan and implement strategies to increase awareness and educate civil society on democracy and electoral processes							
Responsibility: Lead Electoral Operations & Returning, PRO, Support Other Divisions							
Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 4.1 Ensure the community are well informed on the electoral processes through progressive awareness programs							
4.1.1 Conduct annual activity of NVD to strengthen the knowledge and understanding of the community on election process and procedures.	Three (3) numbers of activities to be carry out in NVD programs.	NVD commemoration.	Annually	Annually	Annually	Annually	Annually
4.1.2 Conduct full consultation programs with fifty-one (51) ECs to promote electoral awareness in relation to electoral operation process in accordance to electoral act amendments.	Provide ten (10) consultations for both Upolu and Savaii.	Complete full consultations with 51 EC's	Jun 2024	Jun 2025			
4.1.3 Conduct induction awareness program with GE26 candidates emphasizing electoral procedures and campaign strategies	Review existing manuals to ensure is in-line with the electoral act.	Candidates are well informed.			Oct 2025		
4.1.4 Conduct trainings for polling officials	4 Trainings per year	Training complete and report submitted		Jan 2025	Dec 2025		
Strategic Objective 4.2 To generate awareness of the organization and manage information disseminated to the public							
4.2.1 Coordinate awareness and notices for the public	Prepare notices for newspapers,	10 notices per year	30	30	30	30	5

	televisions and radios for Mass Registration Project						
	Prepare notices for newspapers, televisions and radios for Election Process	5-10 notices per year	30	30	30	30	5
4.2.2 Maintain a positive outlook of the organization and its services	Cultural spokes-person during community outreach programs	Outreach program is fully supported and appreciated by the community	On going	On going	On going	On going	On going
	Effective damage control	Misinformation and disinformation cited is corrected asap	On going	On going	On going	On going	On going
4.2.3 Provide support to core divisions when requested	Assist the registration of voters and with administration of elections	Available 100%	On going	On going	On going	On going	On going

Strategic Goal 5 To enhance and sustain the people of Samoa's trust and confidence in the electoral process.

Responsibility: Lead Legal Advisory Services, Support other Divisions

Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 5.1 Ensure effective and fair legislation is in place to cater for the electoral and referendum process							
5.1.1 Review all Electoral Legislation and Draft Amendments	Table in Parliament: Electoral Bill Electoral Constituency Bill Electoral Commission Bill	All legislation to be passed and implemented by Parliament before July 2024		Jul 2024			
	Draft amendments to the Electoral Legislations	Any amendments to the legislations be passed and consolidated by July 2025			Jul 2025		
5.1.2 Develop Regulations prescribed by Principal Act	Review Electoral (Forms) Regulations	Endorsed by HOS Jan 2024	Jan 2024				
	Draft Electoral (Fees, Penalties and Operation) Regulations	Endorsed by HOS before Dec 2024		Dec 2024			
5.1.3 Support COI	Provide administration support and legal advice to COI	COI Report for 2026 GE endorsed by Cabinet				Jan 2027	

Strategic Objective 5.2 To ensure that the electoral and referendum process complies with the requirements of the relevant laws.

5.2.1 Develop and review relevant policies and manual to guide the implementation of operations and processes	Policies and manuals developed and implemented	All existing policies reviewed by December 23 and new policies developed and implemented by Jan 25 Operational Manual	Dec 2023		Jan 2026		
5.2.2 Conduct investigation on electoral matters	Investigation manual and process effectively implemented	All investigations on electoral matters are carried out by Office					
5.2.3 Strengthen partnership with stakeholders	Community engagement on legislated roles and rights of voters and stakeholders	Increase voter turnout	Dec 2023 Jun 2024		Nov 2025 Jan 2026		Jun 2027

Strategic Goal 6 To ensure the Office of the Electoral Commission acts within the parameters of the Constitution and governing laws.

Responsibility: Lead Legal Advisory Services, Support Other Divisions

Activities	Indicator	Output/Outcome	Timeline
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			23/24	24/25	25/26	26/27	27/28
Strategic Objective 6.1 To provide quality and credible advice to the Government and people of Samoa on the electoral laws, electoral process and policies							
6.1.1 Advise the Executive and Parliamentary arms of Government on election and referendum process, policies and laws.	All advices are considered by the Executive and Parliamentary arms as basis for their decisions	A continuous support is provided in a timely manner	On going	On going	On going	On going	On going
6.1.2 Provide advice and support to current MPs and any other citizen seeking advice on the electoral processes and laws	Advices are delivered according to the requirements of the law	A continuous support is provided in a timely manner	On going	On going	On going	On going	On going
6.1.3 Conduct studies and publish results relating to Samoa's electoral and referendum processes and laws	Research paper endorsed by management	A study or research paper is published every financial year		Jul 2024	Jul 2025	Jul 2026	Jul 2027
6.1.4 Provide capacity building for the staff on their statutory roles and the law	100% trust and confidence of the community with the service provided	Capacity building training completed	On going	On going	On going	On going	On going
6.1.5 Provide legal advice in the operation and administration of the Office	100% staff compliance	Effective and efficient, timely advise	On going	On going	On going	On going	On going
Strategic Goal 7 To develop, implement and maintain a robust and resilient ICT systems for election processes							
Responsibility: Lead ICT Services, Support Other Divisions							
Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 7.1 Adopt fit-for-purpose technology into the EMS & EIS systems and infrastructure to meet current and future needs of OEC							
7.1.1 Sustainable, Robust and Scalable EMS & EIS Systems.	7.1.1.1 Security and protection of the Electoral Database and ALL ICT Systems. • Upgrade of Biometric Voter Registration System (e-roll).	More secured e-roll, Vote-caster, and Portal systems enforcing Confidentiality, Integrity and Availability. Effective planning of election.	Jul 2023	Jul 2024			
	7.1.1.2 System uptime and Reliable Real-Time Synchronization	Reliable Real-Time Synchronization of remote registration fieldwork data to central Electoral Database	On going	On going	On going	On going	On going
	7.1.1.3 Efficient engagement with stakeholders on the Availability of electoral services anywhere, anytime.	Implemented Portals and ICT solutions to deliver and relay election information to stakeholders. -telecom companies (Digicel, Vodafone) are on-board with OEC Operational Plan regarding telecommunication infrastructure for elections.	On going	On going	On going	On going	On going
	7.1.1.4 Credible Electoral Systems	Eliminates registration fraud (De-duplication) with biometric-enrolment.	On going	On going	On going	On going	On going

		-Redundant, secured and encrypted web services.					
7.1.2 Adopt a risk-based approach for EMS & EIS.	Risk Management Process for EMS & EIS.	Risk Identification, Impact and Control Assessments in place.	Jun 2024				
		Cyber-attack Prevention Measures in place.		Jun 2025			
		Incident Response measures in place.		Jun 2025			
7.1.3 Review ICT Policy	Extend of staff compliance with ICT Policy	Review ICT Policy approved	Dec 2023				
7.1.4 Maintain ICT Asset Register	Register is complete and accurate	Up to date ICT Asset Register	On going	On going	On going	On going	On going

Strategic GOAL 8 To conduct electoral research, publish reports and develop policy to ensure the effective and efficient functioning of the Office

Responsibility: Lead Legal, Policy, Research investigation, Corporate Services, Support other Divisions

Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 8.1 To develop and monitor policy to ensure the effective and efficient functioning of the Office							
8.1.1 Develop and review internal policies including registration and electoral policies and protocol guidelines for polling officials	Number of policies developed	New policies approved	2 new policies	2 new policies	2 new policies	2 new policies	2 new policies
	Number of policies reviewed	Revised policies approved	Revise Employment Guideline manual	Revise 2 policies	Revise 2 policies	Revise 2 policies	Revise Employment Guideline manual
8.1.2 Monitor policy implementation	Extend of compliance with policy	Compliance with policies	On going	On going	On going	On going	On going
Strategic Objective 8.2 Initiate and carry out research on elections and referendums and publish findings							
8.2.1 Undertake studies and promote research on electoral democracy	Research paper endorsed by management	A study or research paper is published every financial year		Jul 2024	Jul 2025	Jul 2026	Jul 2027
Strategic Objective 8.3 To coordinate production of Official reports and its timely submission							
8.3.1 Coordinate production of OEC publications	Timely submission of - Annual Reports - OEC Quarterly Newsletter - Election Reports	- Annual Reports - OEC Quarterly Newsletter - Election Reports	Annually Quarterly	Annually Quarterly	Annually Quarterly	Annually Quarterly	Annually Quarterly
8.3.2 Monitor implementation of the Strategic Plan and Service Charter	Compliance with SP	M&E report approved			Aug 2025	Aug 2026	Aug 2027
8.3.3 Conduct midterm review of the Corporate Plan	- 50% of SP activities achieved	Review report approved				Aug 2026	

Strategic Goal 9 To provide a professional and enabling business environment to support our core business

Responsibility: Lead Corporate Services/Internal Audit & Investigation, Support other Divisions

Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 9.1 To strengthen records management							
9.1.1 Engage a consultant to review and develop a new records management classification system and policy in line with best practice	Efficiency and effective records management	New Records Management System in place and implemented Record Manual			Jul 2025		
9.1.2 Consultant to train Records staff and other supporting staff on the new RMS	Improvement in records management services	Training documented and completed		Jun 2025			
9.1.3 Effective RM Services	Compliance with RM Manual	Improve records management services	On going	On going	On going	On going	On going
Strategic Objective 9.2 To strengthen human resource management							

9.2.1 Develop and implement a HR Strategy to recruit, built and retain a competent workforce	Staff performance meet or exceed expectations	HR Strategy Approved	Jun 2024			HR Strategy Reviewed	
	Improved performance culture and recognition of outstanding performance	PMS implemented		Annually	Annually	Annually	Annually
	Timely recruitment process for all vacant positions	Qualify and competent workforce	On going	On going	On going	On going	On going
9.2.2 Develop, facilitate and coordinate training of staff	Professional development for all levels	Every employee receives a minimum of 60 hours training per year	On going	On going	On going	On going	On going
9.2.3 Promote and coordinate a safe working environment and a wellness program for all	Clean facility stimulates a conducive working environment	Safety policy approved	Dec 2024				
		Health & General Hygiene policy approved		Jun 2025			
		Wellness program approved	On going	On going	On going	On going	On going
Strategic Objective 9.3 To strengthen financial and asset management							
9.3.1 Prudent monitoring and control of the Office budget	Ongoing monitoring of budget spending	Quarterly reports on year-to-date spending endorsed by management	On going	On going	On going	On going	On going
	Reduce number of audit queries relating to non-compliance	Compliance with procurement policies and legislation	On going	On going	On going	On going	On going
9.3.2 Develop and implement Financial and Assets Management Policy	Financial and Assets Management policy in line with PFM Act 2001	Financial and Assets Management Manual approved		Jun 2025			
	Assets well maintained and looked after	Up to date Fixed Asset Register including Office furniture, ICT assets, IT software licenses, security cameras, building, vehicles etc			Jul 2025	Jul 2026	Jul 2027
	Effective procurement and payment process	- Suppliers paid on time - Quality support of core functions	On going	On going	On going	On going	On going
Strategic Objective 9.4 To strengthen Customer Services							
9.4.1 Develop and implement a Service Charter	Comply with service standards	Service Charter approved	Dec 2023				
9.4.2 Review Service Charter	Update/upgrade service standards	Review complete				Nov 2026	
9.4.3 Put in place mechanisms to monitor, cage and report on customer service	Feedback report is considered with appropriate action taken	Mechanism in place and feedback received.	Annual Survey	Annual Survey	Annual Survey	Annual Survey	Annual Survey
Strategic Goal 10 To enhance and protect OEC organizational values by providing risk-based audits and objective assurance, advice and insights							
Responsibility: Lead Internal Audit & Investigation, Support Other Divisions							
Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 10.1 Mitigate risk and ensure efficient and appropriate processes and internal control across OECs Key Operational and Finance Activities							
10.1.1 Conduct Risk Assessment for OEC	High Risk Areas identified and prioritized	Risk Assessment Report completed	Mar 2023	Mar 2024	Mar 2025	Mar 2026	Mar 2027
10.1.2 Develop Internal Audit Annual Work Plans	Audit Focus identified and structured	Annual IA Work Plan completed	Mar 2023	Mar 2024	Mar 2025	Mar 2026	Mar 2027

10.1.3 Conduct High Risk Audits Assignments <ul style="list-style-type: none"> • Compliance Audit • Operational Audit • Financial Audit • IT Audit 	Management Remedial Action Plans Documented and Implemented	Audit Reports and Management Responses discussed and completed	On going	On going	On going	On going	On going
10.1.4 Conduct Cross Government Audits (Common areas)	Compliance with PFM (Internal Audit) Regulation 2020	Audit Report completed and submitted to Management, and Internal Audit Forum	Sep 2023, Apr 2024	Sep 2024, Apr 2025	Sep 2025, Apr 2026	Sep 2026, Apr 2027	Sep 2027, Apr 2028
10.1.5 Conduct Spot Checks and Ad-hoc Audits (By-elections)	Random checks and monitoring	Spot Check Report completed	On going	On going	On going	On going	On going
10.1.6 Develop internal database to keep track of Audit Reports Findings and Management Responses (For both Internal and External Audit Reports)	Management Responses and Remedial Actions delivered and sustained	Database in place for Audit Findings and Responses for Internal and External Audits Report on Follow up Audit	On going	On going	On going	On going	On going
10.1.7 Develop Fraud Control Plan and Framework	Staff awareness on prevention, detection and deterrence of fraud waste and abuse	Fraud control framework and policy in plan Continuous awareness program for staff	Apr 2024	Apr 2025		Apr 2027	Apr 2028
10.1.8 Conduct independent, objective and fair investigations delegated from EC (internal)	Timely investigation and report submitted to EC	Investigation complete report submit to EC	As required	As required	As required	As required	As required
10.1.9 Promote professional development and continuous education for auditors	Certified auditors	IAI staff capacity to professional certification like CPA, CFE, CIA, CISA etc. Continuous professional training	Annually	Annually	Annually	Annually	Annually

Strategic Goal 11 To provide effective leadership and prudent management that embrace best practice and good governance.

Responsibility: Lead EC, Support Other Divisions

Activities	Indicator	Output/Outcome	Timeline				
			23/24	24/25	25/26	26/27	27/28
Strategic Objective 11.1 Deliver high quality services to key stakeholders							
11.1.1 Provide policy advice to stakeholders	Advice in line with governing framework	External advice is documented	On going	On going	On going	On going	On going
		Internal policy is approved					
11.1.2 Implement COI recommendations approved by Parliament	New or amended legislation approved by Parliament	Legislation review completed			Dec 2025	Dec 2026	Dec 2027
11.1.3 Endorse reports for Parliament and/or Cabinet	Report in place & submitted	Report completed	Nov 2023	Nov 2024	Nov 2025	Nov 2026	Nov 2027
11.1.4 Efficient and effective secretarial support	Efficient and effective support	Timeliness	On going	On going	On going	On going	On going
Strategic Objective 11.2 Conduct and implement a structural and functions review for OEC							
11.2.1 Institutional strengthening	Improve efficiency of service delivery	Complete structural & salary review	Jun 2024				
	OEC services available in Savaii	Establish new Office in Savaii		Oct 2025			

SECTION 6 - ESTIMATE FUNDING PLAN

Estimated Funds from Government Budget					
STRATEGIC GOAL	FINANCIAL YEAR				
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Voters Registration					
SG1 To optimize voter registration opportunities to achieve an accurate, reliable, comprehensive and up to date national voters' roll	877,559	2,270,381	592,892	636,039	636,039
Electoral Operations & Returning					
SG2 To prepare, conduct, supervise free, fair and inclusive elections and referendums	90,958	98,091	8,613,828	109,349	109,439
SG3 To strengthen partnership with national and international stakeholders to ensure advancement of electoral systems and processes	130,782	219,296	125,666	246,708	246,708
SG4 To plan and implement strategies to increase awareness and educate civil society on democracy and electoral processes	196,916	1,093,982	202,656	233,698	233,698
Legal & Electoral Investigation					
SG5 To enhance and sustain the people of Samoa's trust and confidence in the electoral process.	316,538	378,455	250,284	204,864	204,864
SG6 To ensure the Office of the Electoral Commission acts within the parameters of the Constitution and governing laws.	108,269	114,228	115,142	102,432	102,432
Information & Communication Technology					
SG7 To develop, implement and maintain a robust and resilient ICT systems for election processes	1,683,593	582,699	585,690	565,690	565,690
Policy, Planning, Research & Reporting					
SG8 To conduct electoral research, publish reports and develop policy to ensure the effective and efficient functioning of the Office	-	-	-	233,457	233,457
Corporate Services					
SG9 To provide a professional and enabling business environment to support our core business	1,296,241	1,238,207	1,385,232	1,520,979	1,121,152
Internal Audit & Investigation					
SG10 To enhance and protect OEC organizational values by providing risk-based audits and objective assurance, advice and insights	89,824	91,205	91,838	107,358	107,358
Commissioners Office					
SG11 To provide effective leadership and prudent management that embrace best practice and good governance.	179,648	182,410	183,676	214,716	244,716
	4,266,735	4,577,613	12,146,904	4,175,290	3,805,553
Estimated Funds from Donors					
STRATEGIC OBJECTIVES	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Voters Registration					
SG1 To optimize voter registration opportunities to achieve an accurate, reliable comprehensive and up to date national voters' roll	579,500	1,691,341		-	-
Electoral Operations & Returning					
SG2 To prepare, conduct, supervise free, fair and inclusive elections and referendums	50,000	250,000			
SG4 To plan and implement strategies to increase awareness and educate civil society on democracy and electoral processes		30,000	20,000	20,000	20,000

Legal & Electoral Investigation					
SG5 To enhance and sustain the people of Samoa's trust and confidence in the electoral process.		50,000			
SG6 To ensure the Office of the Electoral Commission acts within the parameters of the Constitution and governing laws.	100,000				
Information & Communication Technology					
SG7 To develop, implement and maintain a robust and resilient ICT systems for election processes		20,000	20,000	20,000	
Corporate Services					
SG9 To provide a professional and enabling business environment to support our core business			30,000	20,000	30,000
Commissioners Office					
SG11 To provide effective leadership and prudent management that embrace best practice and good governance.				100,000	
	729,500	2,021,341	50,000	140,000	40,000
TOTAL ESTIMATE	4,996,235	6,598,954	12,196,904	4,315,290	3,845,553

SECTION 7 - MONITORING AND EVALUATION

The Monitoring and Evaluation (M&E) data and analysis will support management to improve program design, optimize resource allocation and refine planned activities. Outcomes monitoring will generate information on whether the implementation of the actions effectively supports the accomplishment of the Corporate Plan and strategic goals. It will track progress towards achieving the vision of the plan and inform how far the implemented actions have contributed to the success of our Corporate Plan.

All divisions will meet on a Quarterly basis to assess and review their divisional performance. Management Team will meet every Six months to conduct M&E of OECs implementation performance using the following template. This tool is used to ensure our strategic objectives is achieved within the allocated timeframe and resources. Each performance indicator has a baseline data that serves as a reference point for comparison if we have achieved our set target with evidence of improvement.

OEC M&E TEMPLATE				
FINANCIAL YEAR:				
INDICATOR	BASELINE	TARGET	ACTUAL	RESPONSIBLE

SECTION 8 - FUTURE OUTLOOK

After the 2026 General Election, OEC will undergo an institutional strengthening program. A restructure will focus on re-alignment of staff combining synergies to maximize utilization of resources adding value to the organization. Salaries of permanent staff will be reviewed based on performance, expertise, service and impact contribution using the newly approved OEC Salary Scale 2023. OEC will also review its Employment Guidelines that stipulate staff workings conditions, entitlements and benefits.