



**ELECTORAL  
COMMISSION**  
Papua New Guinea

# CORPORATE PLAN 2018-2022



# PAPUA NEW GUINEA ELECTORAL COMMISSION

## CORPORATE PLAN 2018-2022



### MISSION STATEMENT

To plan and conduct free, fair, transparent and democratic elections by providing quality electoral services in accordance with relevant laws and by providing greater voter education to enhance public and stakeholder participation and confidence in the electoral process.

### VISION STATEMENT

To be a vibrant, leading and credible Electoral Commission that has the ability to innovate and change to better deliver transparent, free, fair, safe and inclusive elections.

Copyright © 2018 by the Papua New Guinea Electoral Commission (PNGEC)  
All rights reserved. This report or any portion thereof may not be reproduced or used in any manner whatsoever without the express written permission of the PNGEC except for the use of brief quotations.  
Printed in Papua New Guinea

## Table of Contents

ACRONYMS	4
PRIME MINISTER’S STATEMENT	5
COMMISSIONER’S STATEMENT	6
ACKNOWLEDGEMENTS	7
EXECUTIVE SUMMARY	8
OVERVIEW OF THE PAPUA NEW GUINEA ELECTORAL COMMISSION	10
ORGANISATIONAL STRUCTURE	11
DEVELOPMENT OF THE CORPORATE PLAN 2018-2022	12
MISSION, VISION AND VALUES	14
OVERVIEW OF THE STRATEGIC PILLARS, STRATEGIC GOALS AND OBJECTIVES	15
1. LEGAL FRAMEWORK	15
2. ELECTION MANAGEMENT	16
3. VOTER ENROLMENT	17
4. VOTER AWARENESS AND CIVIC EDUCATION	18
5. GENDER EQUITY AND SOCIAL INCLUSION	19
6. RESTRUCTURING AND DECENTRALISATION	20
7. ORGANISATIONAL CAPACITY	21
8. FINANCIAL MANAGEMENT	22
RISKS AND CHALLENGES TO ELECTION DELIVERY	23
PLAN IMPLEMENTATION AND MONITORING AND EVALUATION	26
PNGEC REPORTING FRAMEWORK	27
SUPPORT TO THE BOUGAINVILLE REFERENDUM	28
INTERNATIONAL ELECTORAL PARTNERSHIPS	28
APPENDIX	29
STRATEGIC ACTION PLANS (SAPS)	30
STRATEGIC PILLAR 1: LEGAL FRAMEWORK	30
STRATEGIC PILLAR 2: ELECTION MANAGEMENT	35
STRATEGIC PILLAR 3: VOTER ENROLMENT	42
STRATEGIC PILLAR 4: VOTER AWARENESS AND CIVIC EDUCATION	45
STRATEGIC PILLAR 5: GENDER EQUITY AND SOCIAL INCLUSION	48
STRATEGIC PILLAR 6: RESTRUCTURING AND DECENTRALISATION	51
STRATEGIC PILLAR 7: ORGANISATIONAL CAPACITY	53
STRATEGIC PILLAR 8: FINANCIAL MANAGEMENT	59

## Acronyms

---

ACC	Australian Civilian Corps
ADF	Australian Defence Force
AEC	Australian Electoral Commission
AEM	Assistant Election Manager
DEC-CS	Deputy Electoral Commissioner for Corporate Services
DEC-EA	Deputy Electoral Commissioner for Election Administration
DFAT	(Australian) Department of Foreign Affairs and Trade
EM	Election Manager
GESI	Gender Equity and Social Inclusion
GoPNG	Government of Papua New Guinea
ICAB	Information and Community Awareness Branch
ICT	Information and Communication Technology
IDEC	Inter-Departmental Election Committee
IFES	International Foundation for Electoral Systems
IFMS	Integrated Financial Management System
LLG	Local-Level Government
LPV	Limited Preferential Voting
MFAT	(New Zealand) Ministry of Foreign Affairs and Trade
MOU	Memorandum of Understanding
NCD	National Capital District
PEO	Provincial Electoral Office
PLWD	People Living with Disabilities
PLWH	People Living with HIV/AIDS
PNG	Papua New Guinea
PNGEC	Papua New Guinea Electoral Commission
RO	Returning Officer
SMT	Senior Management Team
SPU	Strategic Planning Unit
TEW	Temporary Election Worker
TOT	Training-Of-Trainers

---

## Prime Minister's Statement

**Improving electoral processes and systems is an on-going goal for the development of the country's democratic practices. The Papua New Guinea Electoral Commission (PNGEC) is charged with the responsibility for delivering credible electoral services.**



The Electoral Commission is mandated under Section 126 of the Constitution of the Independent State of Papua New Guinea and guided by the Organic Law on National and Local-Level Government Elections to conduct National Parliamentary, Local-Level Government (LLG) and other elections as required by the electoral legal and regulatory framework.

Assessment of election outcomes from the 2017 National Parliamentary and 2013 LLG elections has identified the need for the Electoral Commission to develop fresh and innovative strategies for building on successes, while also addressing election issues and problems.

The process of electoral reform must be completed prior to the conduct of 2022 National Parliamentary Election so that the electoral process is seen to be fair and transparent, and electoral management is seen to be efficient and effective. I am confident that the launching of the Corporate Plan 2018-2022 will give the Electoral Commission a completely new direction in effectively administering democratic elections by ensuring the conduct of elections meet national and international practices and standards.

A 'whole of government' approach through the Inter-Departmental Election Committee (IDEC) is proving a useful method for coordinating government support to the conduct of elections, as seen during the 2012 and 2017 National Elections. The coordination role of the IDEC is commendable.

I also acknowledge and thank the PNGEC's international partners, namely technical advisers funded by the Australia Department of Foreign Affairs and Trade and the New Zealand Ministry of Foreign Affairs and Trade. Papua New Guinea is also grateful for the invaluable support of the Australian Defence Force for its logistical services to the PNGEC during the 2017 National Parliamentary Election. Furthermore, I commend all our partners for their professional inputs to this important five-year Corporate Plan for guiding future activities.

The Corporate Plan's strategic foundation and pillars emanate from PNGEC's focus to continually improve election management systems for Papua New Guinea, as noted in the "PNGEC Report to the Tenth National Parliament on the Conduct of the 2017 National Election". The Corporate Plan represents a sensible and realistic way forward for resolving on-going election issues, such as voter registration and identification, polling and counting, legal reform, electoral malpractice, fiscal management and other areas for improving election performance and accountability.

On behalf of the National Government and as the Minister responsible for Constitutional office and matters, I commend the Electoral Commission for this new Corporate Plan to improve the delivery of electoral services to our people during the 2018 LLG and 2022 National Elections and all elections in Papua New Guinea.

**HON. PETER O'NEILL, CMG, MP**

Prime Minister for Papua New Guinea

## Commissioner's Statement

As the Electoral Commissioner, I am pleased to introduce this five-year Corporate Plan for the Papua New Guinea Electoral Commission for January 2018 to December 2022. This innovative approach is comprehensive, recognises the importance of a long-term cycle for strategic planning and establishes new initiatives to improve the Commission's work in planning, preparing and delivering democratic elections to the people of Papua New Guinea. I am confident this new Corporate Plan will successfully take the Electoral Commission into the next five years.



From the outset, the Corporate Plan 2018-2022 encompasses major events within this five-year period, including legislative changes to the electoral framework, conduct of the Local-Level Government Elections, review of electoral boundaries, conduct of the 2022 National Election, organisational restructuring, and the use of technology to improve the electoral processes.

The Corporate Plan presents a clear, precise and concise roadmap for the PNGEC to improve its management of the electoral process from lessons identified from its conduct of the 2017 National Election and from recommendations made by observers to that election and internal post-election evaluations. The Plan results from many hours of work by PNGEC staff throughout the organisation and draws on their considerable experience and expertise to strengthen future performance.

For the first time, the Corporate Plan establishes eight Strategic Goals for the PNGEC for the next five years to address challenges identified in the following Strategic Pillars:

- Legal Framework
- Election Management
- Voter Enrolment
- Voter Awareness and Civic Education
- Gender Equity and Social Inclusion
- Restructuring and Decentralisation
- Organisational Capacity
- Financial Management

A handwritten signature in blue ink, appearing to read 'Patilias Gamato'.

**PATILIAS GAMATO, ML**  
Electoral Commissioner

The PNGEC will achieve its Strategic Goals by implementing detailed Strategic Action Plans and will publicly report on its progress toward its goals on an annual basis in continuation of its commitment to transparency and accountability to the people of Papua New Guinea.

The Corporate Plan is consistent with the Government of Papua New Guinea's planning framework. By working to strengthen the management of the electoral processes, the Corporate Plan also contributes toward Vision 2050 and other associated development plans.

The PNGEC's international partners, namely advisers from the International Foundation for Electoral Systems, Australian Electoral Commission, New Zealand Electoral Commission and Papua New Guinea Governance Facility are hereby acknowledged for their professional guidance and contributions to the goals, objectives and actions contained in the Corporate Plan.

As an independent Constitutional institution, the PNGEC is not subject to direction or control by any person or authority and has the mandate to provide national and Local-Level Government electoral services as proscribed by the legal framework. The Electoral Commission calls upon the Government of Papua New Guinea, national and provincial stakeholders and international strategic partners to support this mandate by continuing to fund and support the PNGEC's long-term institutional development and professionalisation.

The Electoral Commission is eager to see improvements in the conduct of elections in Papua New Guinea and, with the 2022 National Election only a few years away, the Commission is already working to implement this Corporate Plan.

## Acknowledgements

**The Papua New Guinea Electoral Commission (PNGEC) acknowledges that the Corporate Plan 2018-2022 was developed with the leadership of the Electoral Commissioner and Deputy Commissioners and the tireless efforts of the management and staff. Together, they committed a substantial amount of time, energy and ideas into making strategic planning successful.**

Firstly, the PNGEC thanks all the members of the Strategic Working Groups (SWGs) and the respective Team Leaders for the direction and resources they committed to this process. The members of the SWGs included staff from PNGEC Headquarters; Provincial Election Managers; Assistant Election Managers; and invited guests from the Papua New Guinea Governance Facility (PGF), Young Women's Christian Association and Caritas PNG.

The SWG Team Leaders deserve special acknowledgment for their contributions and leadership:

- **Legal Framework:** Acting Director Policy Development Kila Vaname;
- **Election Management:** Director Election Operations Margaret Vagi;
- **Voter Enrolment:** Director Information and Communication Technology Isaiah Aire;
- **Voter Awareness and Civic Education:** Acting Director Information and Community Awareness Alice Lupalau Guguna;
- **Gender Equity and Social Inclusion:** Information and Communications Technology Support Officer Trevor Mallen;
- **Restructuring and Decentralisation:** Regional Operations Manager Thomas Teine;
- **Organisational Capacity:** Acting Training Manager Bale Kavanamur; and
- **Financial Management:** Acting Director Financial Management Naiamo Bouauka.

Secondly, the PNGEC would like to thank its international development partners, especially the International Foundation for Electoral Systems (IFES) for supporting the process and providing strategic planning advisers and officers. Susan Palmer-Wetherald, Vic Butler, Alison Dyer, Robert David Irish and Wilhemina Beki all played key roles in guiding and mentoring the PNGEC staff.

Additionally, the PNGEC is grateful for the support of Australia's Department of Foreign Assistance and Trade (DFAT) for providing assistance, through IFES, for the development of the Corporate Plan.

The PNGEC also thanks the Australian Electoral Commission (AEC), PGF and the New Zealand Electoral Commission (NZEC) in contributing technical assistance and guidance when the PNGEC held its strategic planning sessions.

Finally, the PNGEC would like to thank its Strategic Planning Core Team comprising Kila Vaname (Team Leader), Alice Lupalau Guguna, Bale Kavanamur and Trevor Mallen, among others from the Commission's Strategic Planning Unit (SPU).

The Core Team led the design and facilitation of the strategic planning process and worked to ensure the critical participation of PNGEC staff, spending many hours in addition to their other full-time responsibilities to ensure that this process resulted in a meaningful and transformative Corporate Plan. Their tremendous efforts and commitment to this process and to the Electoral Commission are commendable.

The development of the PNGEC's Corporate Plan 2018-2022 was an unprecedented team effort and could not have been accomplished without everyone making this a successful strategic planning exercise.



Members of the Corporate Planning Core Team. From left to right; Mr. Kavanamur Bale, Ms. Alice Lapalau Guguna, Ms. Kila Vaname and Mr. Trevor Mallen

## Executive Summary

**The Papua New Guinea Electoral Commission (PNGEC) developed its Corporate Plan to enhance its capacity to deliver high-quality electoral services during the fiscal years 2018-2022. The Corporate Plan is intended to support the PNGEC to improve performance during its mandated duties by drawing on the experience of the 2017 National Election and past electoral events.**

For the first time, the PNGEC took a strategic planning approach to develop its Corporate Plan. This approach was useful in promoting stronger coordination, collaboration and interactive relationships between and among branches of the PNGEC and with its Provincial Electoral Offices and external stakeholders.

Beginning in October 2017, the multi-step strategic planning process involved senior management, headquarters and provincial staff. Consultations with external stakeholders were also held to develop a Corporate Plan that addresses the multiple challenges that were identified to strengthen the PNGEC's organisational capacity to manage credible electoral processes. Nearly half of the PNGEC's staff was involved in preparing this new Corporate Plan, contributing to the Electoral Commission's commitment to its successful implementation.

The Corporate Plan 2018-2022 presents detailed action plans to achieve the PNGEC's eight Strategic Goals for each of its Strategic Pillars, as follows:

- **Legal Framework:** To improve and support the Constitutional, legal and regulatory framework to enhance the authority of the PNGEC to administer and inform stakeholders on democratic elections according to national and international standards;
- **Election Management:** To improve the quality of election administration and better manage the delivery of election operations in a highly professional and effective manner to enhance stakeholder confidence and participation;
- **Voter Enrolment:** To increase the accuracy and inclusiveness of the electoral roll for the 2022 National Election;
- **Voter Awareness and Civic Education:** To strengthen informed electoral participation of all Papua New Guineans;
- **Gender Equity and Social Inclusion:** To institutionalise gender equity and social inclusion through policy and procedural reform and implementation in all electoral processes;
- **Restructuring and Decentralisation:** To modernise the PNGEC organisational structure and decentralise administrative and operational functions to better deliver quality electoral services;

- **Organisational Capacity:** To ensure the human resources are properly recruited, trained, informed, equipped, evaluated and rewarded, and understand the risks of delivering professional electoral services to all stakeholders throughout Papua New Guinea; and
- **Financial Management:** To implement a Financial Management framework that is reliable, accountable and transparent and ensures the timely allocation of resources for the efficient delivery of electoral services.

The Corporate Plan includes the PNGEC's new Mission, Vision and Values, which are reflected in the Strategic Goals, objectives and actions contained within eight Strategic Action Plans (SAPs). The contents of the Corporate Plan were derived from a comprehensive review of external election reports and internal PNGEC evaluations to identify issues from the 2017 National Election. The five-year SAPs were produced by corresponding Strategic Working Groups (SWG), comprised of diverse PNGEC Headquarters staff, Provincial Election Managers and Assistants, international technical advisers and external stakeholders. While the Strategic Goals provide the ideal outcomes, the objectives are specific, measurable, achievable, relevant and time-bound to support the PNGEC's implementation of the Plan over the five-year period. The PNGEC will measure and report on the achievement of each objective by reporting on the key performance indicators contained in the SAPs. The PNGEC has established eight corresponding Strategic Implementation Plans (SIPs) to direct and manage implementation and measure activities with performance indicators to report progress on the Corporate Plan on an annual basis.

Performance of the PNGEC on the progress of the Corporate Plan, as guided by the SAPs and SIPs and monitored through its evaluation framework, will be demonstrated in the Annual Management Report as required by Parliament.

## Executive Summary

For the PNGEC to progress on its Corporate Plan, sufficient and adequate financial, material and personnel resources are required from management and staff, national government, provincial administrations, external stakeholders, civil society and international partners. A well-resourced and trained PNGEC will enable implementation of its plans with a highly-skilled workforce.

The PNGEC is developing its institutional and organisational capacity by identifying and learning from its experience, including both successes and mistakes, as represented by election petitions, to improve its performance. The Corporate Plan represents an innovative approach that will guide the PNGEC toward better electoral service delivery. The PNGEC will rely on the ‘whole of government’ and “whole of society” approach for the needed support from government and stakeholders to execute its plan. Elections are everybody’s business, hence collaboration between PNGEC and electoral stakeholders is paramount to the success of elections in Papua New Guinea.



Eastern Highlands Polling Day, June 2017 National Election



NCD Ballot Boxes, July 2017 National Election



Samarai Murua Recount, May 2018

## Overview of the Papua New Guinea Electoral Commission

**The Constitution of the Independent State of Papua New Guinea established the PNGEC as an independent Constitutional institution in 1975. Section 126 of the Constitution provides that “Elections to the Parliament shall be conducted, in accordance with an Organic Law, by an Electoral Commission”.**

Sections 105, 106 and 187C of the Constitution also provide for the Electoral Commission to conduct general elections, by-elections and Local-Level Government elections, respectively. The PNGEC serves the people of Papua New Guinea to ensure that Section 50 of the Constitution guaranteeing the right to vote and stand for public office is well served. The Organic Law on National and Local-Level Government Elections and Electoral Law (National Elections) Regulation are the principal legislation that regulate the Constitutional functions, appointment, responsibilities, authorities and procedures of the PNGEC. Other statutes that also affect its role and functions are in the Organic Law on Provincial Government and Local-Level Government and regulations in the Organic Law on the Integrity of Political Parties and Candidates, the Industrial Organisations Act, Organic Law on Constitutional Office Holders, Motu Koita Assembly Act and the National Capital District Act.

The PNGEC Electoral Commissioner also serves as Chair of the Boundaries Commission. The Boundaries Commission is empowered by the Constitution Section 125 to review the boundaries of the provincial and open electorates and to write a report with recommendations to the Parliament to decide on the number of electorates and thus the number of seats in Parliament.

### Structure of the Papua New Guinea Electoral Commission

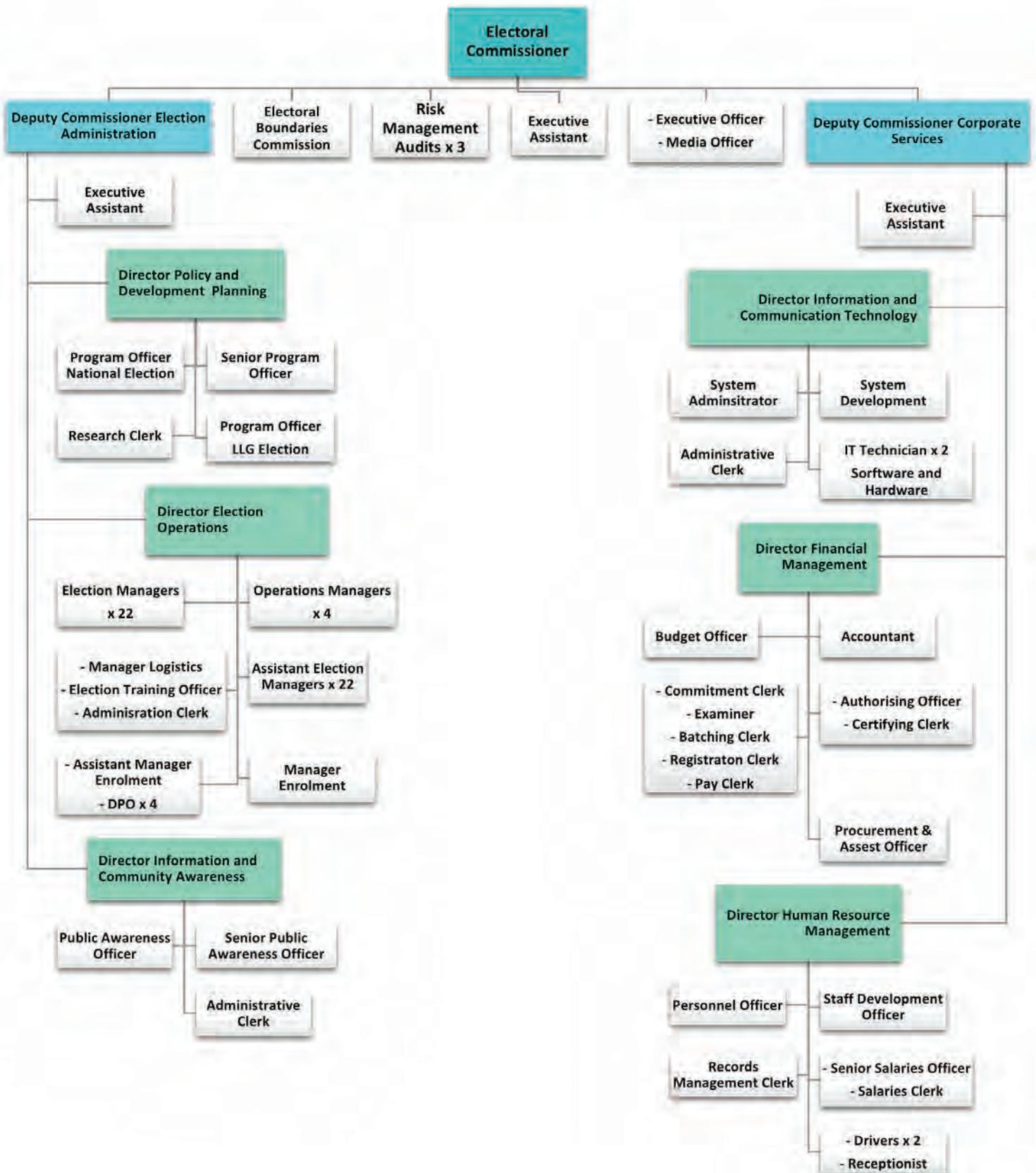
The Commission is headed by an Electoral Commissioner who oversees the operations of the organisation and maintains dialogue with external stakeholders for fair delivery of elections. He supervises the functions of risk management and audit and reporting to Parliament.

The Electoral Commissioner is assisted by two Deputy Electoral Commissioners who are responsible for Corporate Services and Election Administration within the organisation.

The Deputy for Corporate Services oversees the management of three functional branches: Information and Communication Technology (ICT), Financial Management and Human Resource Management. These branches ensure the organisation is equipped and supported to conduct electoral events. The Deputy for Election Administration oversees the management of three functional branches: Election Operations, Policy Development and Information and Community Awareness. These branches are responsible for coordinating the management of support and provision of electoral services and awareness materials to conduct elections. Daily management of each branch is provided by a director with support from section managers and staff.

The Department of Personnel Management’s approved structure for the PNGEC contains 104 positions, with 44 of these assigned for the Provincial Election Managers and Assistant Election Managers. There are 60 full-time positions in the PNGEC Headquarters in Port Moresby. Casual staff and temporary election workers supplement services during elections at the headquarters and provincial offices.

# Organisational Structure



## Development of the Corporate Plan 2018-2022

**The PNGEC has established Corporate Plans to direct its operations since 2005. The new Corporate Plan will be its third five-year plan, and its fourth overall Corporate Plan.**

The new Corporate Plan will cover the period from January 2018 to December 2022, corresponding with the parliamentary electoral cycle. The PNGEC decided to take a more inclusive and formal approach towards the development of this new Corporate Plan through a multi-step strategic planning process initiated following the 2017 National Election. Previous processes were considered inadequate due to the insufficient participation by PNGEC personnel, which resulted in a lack of ownership of the plans and a lack of alignment between the organisation's Strategic Goals and its administration and operations.

By engaging in strategic planning to develop the Corporate Plan 2018-2022 the Electoral Commission followed a disciplined process to define its strategy, examining its present situation, determining its desired future, and identifying a five-year plan of action to achieve its goals. In October 2017, following agreement to begin developing the new Corporate Plan, the PNGEC embarked on this multi-step strategic planning process as follows:

### **Step 1: Planned the Strategic Planning Process:**

October 2017 Directive by the Electoral Commissioner to launch the strategic planning process; subsequent establishment of the Strategic Planning Team, including Core Team and development of the Strategic Planning Master Plan;

### **Step 2: Defined the Strategic Foundations:**

Consultations with the Electoral Commission's senior management team at the first strategic planning workshop in October 2017 to develop a new mission and vision and a set of values (its strategic foundations) to support the delivery of improved electoral services;

### **Step 3: Conducted the Organisational Assessment and SWOT Analyses:**

Four regional PNGEC post-election evaluation workshops held from October-November 2017 to survey participants and identify key issues affecting the previous election and to assess the Electoral Commission's internal strengths and weaknesses and external opportunities and threats (SWOT). Also, review of key internal and external reports by the Strategic Planning Team as part of the organisational assessment;

### **Step 4: Identified the PNGEC's Strategic Pillars:**

Consultations with the Electoral Commission's senior management team, at a second strategic planning workshop in November 2017 to identify the Strategic Pillars – key strategic areas critical to fulfilling the PNGEC's mandate, mission, values and core services. Eight Strategic Pillars identified: Legal Framework, Election Management, Voter Enrolment, Voter Awareness and Civic Education, Gender Equity and Social Inclusion, Restructuring and Decentralisation, Organisational Capacity and Financial Management;

### **Step 5: Engaged Key Stakeholders in the Strategic Planning Process:**

Convened the PNGEC's External Stakeholders Dialogue in November 2017, with approximately 65 participants from a broad spectrum of government entities, civil society organisations, faith-based groups and international diplomatic missions to review the conduct of the 2017 National Election and plan for future elections; and

### **Step 6: Strategised by Setting Strategic Goals, Measurable Objectives, Responsibilities and Timelines:**

Convening of eight Strategic Working Groups (SWGs), corresponding to the Strategic Pillars with designated Team Leaders who led the development of Strategic Goals, objectives and actions in five-year Strategic Action Plans (SAPs). SWGs met in February and March 2018. Participants in the SWGs included PNGEC staff from the headquarters and provinces and representatives of the Papua New Guinea Governance Facility, Young Women's Christian Association and Caritas PNG.

By the end of the SWG consultations, the PNGEC had conducted approximately 25 days of workshops involving 54 different PNGEC management and staff or approximately 47 per cent of the current staff roster of 116. Among the participants, 17 contributed to multiple SWGs, while approximately 40 per cent were women and 25 per cent were from the Provincial Electoral Offices.

<sup>1</sup>The PNGEC's previous Corporate Plans are as follows: 1) Corporate Plan 2005-2007; 2) Corporate Plan 2008-2012; and 3) Corporate Plan 2013-2017.

## Development of the Corporate Plan 2018-2022

The SWG process was a professional development and capacity building exercise beyond the production of the Corporate Plan itself. In post-workshop evaluation surveys, 90 per cent of PNGEC participants strongly agreed they had developed new skills by attending and 88 per cent strongly agreed that they will use these skills in the work.

The Electoral Commission envisions strategic planning as a cycle, which is not concluded with the establishment of the Strategic Action Plans and the Corporate Plan 2018-2022, but rather one that continues through the implementation of the Corporate Plan and ends only with the beginning of the development of the next five-year Corporate Plan. The final two steps of this strategic planning cycle are:

### **Step 7: Deploying Strategies from Branch to Individual Level:**

Formulating annual Strategic Implementation Plans and Annual Branch Plans to guide Corporate Plan implementation on an annual basis, and individual work plans for PNGEC personnel.

### **Step 8: Executing and Monitoring the PNGEC's Strategy:**

Implementing the Corporate Plan and developing and operationalising a Performance Monitoring and

Evaluation system to track, report on and promote achievement of the Corporate Plan. The PNGEC's innovative approach to strategic planning has resulted in a Corporate Plan for 2018-2022 which establishes realistic Strategic Goals and objectives and a clear strategy for achieving them and strategically allocates human, financial and other resources. The strategic planning process has had numerous organisational benefits for the Electoral Commission, including promoting internal communication, enabling the management for results, ensuring all at the Commission work toward a common purpose and, through its inclusivity, fostering staff ownership of the Corporate Plan. Nearly half of the PNGEC participated in the Corporate Plan development, ensuring that the Plan is relevant to the challenges faced by the Commission and fostering staff commitment to its implementation.

Additionally, by involving external stakeholders in the planning process, the PNGEC incorporated their perspectives and strengthened the transparency of its strategic planning. The PNGEC is prepared to implement its Corporate Plan during the conduct of supplemental electoral events and Local Level Government elections, while monitoring and evaluating its progress to continually improve on performance leading to the 2022 National Election.



Gender Equity and Social Inclusion Strategic Working Group, February 2018

## Mission, Vision and Values

### MISSION STATEMENT

To plan and conduct free, fair, transparent and democratic elections by providing quality electoral services in accordance with relevant laws and by providing greater voter education to enhance public and stakeholder participation and confidence in the electoral process.

### VISION STATEMENT

To be a vibrant, leading and credible Electoral Commission that has the ability to innovate and change to better deliver transparent, free, fair, safe and inclusive elections.

### VALUES

#### Integrity:

- We strive to exercise autonomy in all our functions with quality and fair judgment, free from external influence and in accordance with relevant laws.

#### Professionalism:

- We are competent, knowledgeable, skilful and ethical personnel who strive to produce innovative and quality work.

#### Dedication and Commitment:

- We are dedicated and committed to providing quality, effective and efficient services throughout the electoral process.

#### Credibility:

- We strive to ensure that we operate transparently and with accountability, so that we have the confidence of the people we are mandated to serve.

#### Team Work:

- We commit to a working environment for all PNGEC staff that is conducive and promotes team work at all levels.

#### Equal Participation:

- We strive to advocate with other stakeholders and promote equity to value the participation of people living with disabilities and other marginalised persons, and to mainstream gender in all electoral services and within our organisation.

#### Collaboration:

- We build a positive work environment through support and good working relationships, and we are attentive to our external partnerships, which support PNG whole of government cooperation.

#### Customer-Focused:

- We strive to understand our clients' needs, honour our commitments, build long-term relationships and foster effective communication.

## Overview of the Strategic Pillars, Strategic Goals and Objectives

In preparing the Corporate Plan 2018-2022, the Papua New Guinea Electoral Commission identified eight Strategic Pillars – key strategic areas that are critical to fulfilling the organisation’s mandate, mission, vision, values and core services. The eight Strategic Pillars are as follows:

1. Legal Framework,
2. Election Management,
3. Voter Enrolment,
4. Voter Awareness and Civic Education,
5. Gender Equity and Social Inclusion,
6. Restructuring and Decentralisation,
7. Organisational Capacity and
8. Financial Management.

The mission, vision and values form the foundation upon which the Strategic Pillars support the PNGEC’s overall strategy. The PNGEC has developed Strategic Goals and shorter-term objectives to address the issues within the Pillars and will implement Strategic Action Plans to achieve these strategic aims (see Appendix for the Strategic Action Plans).

### 1. LEGAL FRAMEWORK

There is a clear need to improve the legal framework that guides the conduct of elections in Papua New Guinea and to rectify the legal gaps and ambiguities in the electoral law and regulations. The primary electoral legal framework includes the Constitution of the Independent State of Papua New Guinea, the Organic Law on National and Local Level Government Elections, the Organic Law on the Integrity of Political Parties and Candidates, and other election-related laws and regulations. The PNGEC’s post-election evaluation, including the review of the reports of the observers to the

2017 National Election, identified legal reform priorities to strengthen Papua New Guinea’s electoral framework and the credibility of its electoral process. The key findings include enhancement or expansion of the authorities and functions of the PNGEC in administering and conducting the election; changes in the structure of the Commission; separation of the National and LLG elections, and other issues.

The Legal Framework Pillar’s Strategic Goal advocates for improving and strengthening election laws and regulations to address critical areas of the PNGEC’s work and respond to a challenging and changing election environment. In consultation with internal and external stakeholders, the PNGEC will recommend amendments to the Constitution, electoral laws and regulations, and internally implement legal changes through policy and procedural reform and training of its personnel. The PNGEC will also strengthen its technical capacity and its outreach to political stakeholders on legal issues.



**PNGEC and Central Province signing Memorandum of Understanding for mutual support during the 2018 LLG elections, May 2018**

LEGAL FRAMEWORK	
<b>Strategic Goal 1</b>	<b>To improve and support the Constitutional, legal and regulatory framework to enhance the authority of the PNGEC to administer and inform stakeholders on democratic elections according to national and international standards</b>
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1.1 Support the strengthening of the Constitutional framework to facilitate the implementation of laws and regulations for conducting democratic electoral processes by June 2020</li> <li>1.2 Promote the strengthening of the electoral legal framework through amendments to laws and regulations to make them more comprehensive by addressing gaps and ambiguities in the PNGEC’s authority and functions for conducting democratic elections by December 2020</li> <li>1.3 Strengthen PNGEC policies for administering and conducting democratic elections through improved processes, procedures, manuals and forms by December 2019</li> <li>1.4 Strengthen the capacity of the PNGEC to review and interpret the electoral legal framework to support electoral processes, resolve any stakeholder disputes and manage the response to election petitions by December 2019</li> <li>1.5 Strengthen the capacity of the PNGEC to inform relevant stakeholders on current and amended electoral processes to support improved understanding, participation, inclusion and accountability of the electoral legal framework by December 2020</li> </ol>

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 2. ELECTION MANAGEMENT

The Strategic Pillar on Election Management covers one of the most important phases in the electoral cycle of a democratic nation. The duty of the Electoral Commission is to conduct periodic, free elections at the interval of once every five years.

The Electoral Commission assessed evaluation reports and feedback from internal and external stakeholders and other information sources when developing this pillar. The Strategic Goal, objectives and actions relating to training, logistics, polling, counting and results management addressed the challenges identified and incorporated the recommendations made.

The Commission's aim is to ensure that best electoral practices and standards are maintained for effective and efficient election service delivery and improving processes and procedures in accordance with election reforms. The decentralisation of functions either administratively or financially to Provincial Electoral Offices is also appropriate to improve electoral management. The Commission will capture and apply lessons learned from the Local Level Government elections and other future elections as the Commission prepares for the 2022 National Election.

ELECTION MANAGEMENT	
<b>Strategic Goal 2</b>	<b>To improve the quality of election administration and better manage the delivery of election operations in a highly professional and effective manner to enhance stakeholder confidence and participation</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>2.1 Strengthen the conduct of polling operations by improving inclusive and accessible electoral scheduling and participation in a secure environment for the national, Local Level Government, industrial or other electoral events by 2022</li> <li>2.2 Improve accuracy and enhance transparency of counting operations and results management system by standardising and modernising the implementation processes and procedures for national, Local Level Government, industrial or other electoral events by 2022</li> <li>2.3 Strengthen and improve preparation and delivery of quality training to electoral officials and temporary election workers (TEWs) for national, Local Level Government, industrial or other electoral events by 2022</li> <li>2.4 Improve logistical planning and implementation through timely procurement and delivery and effective tracking of materials in advance of national, Local Level Government, industrial or other electoral events by 2022</li> <li>2.5 Strengthen support and cooperation with government and security agencies and other stakeholders to increase coordination for implementing efficient, peaceful and successful election operations between 2018 and 2022</li> <li>2.6 Improve employment systems for electoral officials and temporary election workers (TEWs) at the provincial and district levels to strengthen recruitment, payment and performance evaluation processes by June 2021</li> </ul>



Counting in Eastern Highlands, June 2017 National Election

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 3. VOTER ENROLMENT

Voter enrolment is the cornerstone of the electoral participation, establishing the eligibility of citizens to cast their votes. The legitimacy of the electoral process can be challenged when there are claims and accusations about the accuracy and integrity of the electoral roll.

Having evaluated voter enrolment for the 2017 National Election, the PNGEC established strategic remedies to assist in mitigating the voter enrolment issues with the Strategic Goal being to increase the inclusiveness and accuracy of the electoral roll.

The Voter Enrolment Strategic Action Plan sets a Strategic Goal and provides strategic objectives and actions for enhancing inclusiveness and accuracy of the electoral roll, supported by strengthening the coordination of actors engaged in voter registration and compliance to Commission directives, ensuring decentralised activities are fully operationalised in the provinces and establishing an enrolment system for electoral roll updates and strengthened display and verification, among other strategies.

VOTER ENROLMENT	
<b>Strategic Goal 3</b>	<b>To increase the accuracy and inclusiveness of the electoral roll for the 2022 National Election</b>
<b>Objectives</b>	<p>3.1 Continuously improve the accuracy and inclusiveness of the electoral roll through innovative methods for voter enrolment, data processing and correction and roll display and verification by December 2021</p> <p>3.2 Strengthen and improve the communication of and compliance with Voter Enrolment processes, procedures and directives to PNGEC electoral officials and appropriate external stakeholders by December 2019</p> <p>3.3 Improve and support the capacity of Provincial Electoral Offices to process, verify, secure and transmit electoral data to PNGEC Headquarters by December 2019</p> <p>3.4 Strengthen the voter registration system at the national office by improving data security measures, enhancing quality control procedures and better managing electoral roll production and distribution to the Provincial Electoral Offices by December 2020</p>



Electoral Roll Update Exercise, August 2016

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 4. VOTER AWARENESS AND CIVIC EDUCATION

The Voter Awareness and Civic Education Strategic Pillar concerns voter education and outreach programs to inform and educate PNG citizens about electoral processes and procedures and their electoral rights to vote and stand for public office. Following the 2017 National Election, the PNGEC identified and highlighted areas that require improvement in the conduct of voter awareness and civic education and in its communication with partners and stakeholders.

A highlighted need is for continuous and more inclusive voter education to increase public outreach and share information on the electoral process to enhance the transparency of PNGEC operations. Effective voter awareness and civic education can assist the voter in knowing how to cast their ballot on Election Day.

Moving forward, the Electoral Commission's objectives and actions address the shortcomings identified and provide innovative strategies to better inform all citizens to effectively participate in the electoral process. The Commission will utilise research, monitor and evaluate its voter education outreach to enhance its effectiveness and strengthen public communication through convening information-sharing events with the media and other stakeholders.

The Electoral Commission will also initiate the integration of electoral education into civic education conducted by other partners and institutions to encourage greater electoral participation, particularly of women, youth and other marginalised citizens.

VOTER AWARENESS AND CIVIC EDUCATION	
<b>Strategic Goal 4</b>	<b>To strengthen the informed electoral participation of all Papua New Guineans</b>
<b>Objectives</b>	<p>4.1 Promote informed participation of all voters by implementing a comprehensive and continuous voter education program, based on research and the use of monitoring and evaluation to increase effectiveness of outreach for the 2022 National Election and other electoral events</p> <p>4.2 Increase electoral knowledge through civic education programs and institutional curriculum undertaken by key partners and government agencies by 2020</p> <p>4.3 Improve communication through regular information sharing with the media, stakeholders and public by using traditional print/audio-visual methods and social media platforms to expand public outreach and transparency during local, national and other electoral events by 2022</p>



Voter Awareness Campaign, June 2017 National Election

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 5. GENDER EQUITY AND SOCIAL INCLUSION

Gender Equity and Social inclusion (GESI) in Papua New Guinea elections has been an on-going issue since the nation's first elections. Papua New Guineans experience certain barriers to their participation in the electoral process, such as harassment and intimidation of female voters and candidates, polling places and voting procedures that are inaccessible to voters with disabilities, and gender inequity within society. For the first time, the PNGEC has included a Strategic Goal focused solely on GESI in its Corporate Plan so that it may attempt to address and mitigate the issues hindering electoral participation and the democratic development of the country.

The PNGEC is committed to GESI within the organisation, and to ensuring GESI in its management of the electoral process. The PNGEC will address equity of women and the inclusion of women, youths, persons with disabilities and other marginalised groups who may experience discrimination based on their economic status, education, caste, clan, descent, ethnic background, HIV or other health status, migrant status, religion, sexual orientation and social status or identity. By being inclusive, the PNGEC is ensuring that socially excluded individuals have equal conditions for realising their electoral right to vote, choosing their leaders and for realising their potential to contribute and benefit from national, political, economic, social and cultural development.

GENDER EQUITY AND SOCIAL INCLUSION	
<b>Strategic Goal 5</b>	<b>To institutionalise gender equity and social inclusion through policy and procedural reform and implementation in all electoral processes</b>
<b>Objectives</b>	<p>5.1 Enhance the knowledge and skills of all electoral workers on GESI-related issues by identifying and conducting relevant organisational capacity development by December 2022</p> <p>5.2 Expand special arrangements for women, youths, people living with disabilities (PLWD), people living with HIV/AIDS (PLWH) and other marginalised groups to increase the safety and accessibility of voting by June 2021</p> <p>5.3 Review and promote reform of the electoral laws and regulations, and revise the PNGEC's GESI policy to increase participation of women, youths, PLWD, PLWH and other marginalised groups in all electoral processes by December 2021</p> <p>5.4 Collaborate with stakeholders to deliver effective voter and civic education programs that inform the public on GESI-related topics and issues involving women, youths, PLWD, PLWH and other marginalised groups by June 2022</p>



Inclusive polling in Eastern Highlands, June 2017 National Election

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 6. RESTRUCTURING AND DECENTRALISATION

Restructuring and Decentralisation are essential components of the PNGEC's broader long-term management plans aimed at revamping its functions and operations at its headquarters and 22 Provincial Electoral Offices. Over the years, the PNGEC has been challenged when conducting the national and Local Level Government elections by the centralisation of operations at the headquarters level and inadequate human resources and organisational capacity in critical areas at both headquarters and the provincial offices. Those challenges have prompted a major organisational restructuring and further decentralisation of certain functions to the provincial level to empower those responsible for exercising electoral authorities and activities, and better allocate human and other necessary resources.

The PNGEC management will align core roles and responsibilities in view of the Commission's new Strategic Goals, modernising the organisation's structure, including its staffing plan, to ensure that it can manage the increasingly complex and technology-based demands of electoral management. Capable and qualified personnel would be required to deliver expected outputs, and the proposed structure increases human resources in training, provincial offices and in other areas to build the technical and operational capacity. Decentralisation would transfer some decision-making authorities and assign accountability and responsibility further down the organisational structure, to the branches and provincial offices, enhancing administrative and operational efficiency. The approaches to restructuring and decentralisation are expected to transform the PNGEC's administration and operations over time to develop a more vibrant election management body.

RESTRUCTURING AND DECENTRALISATION	
<b>Strategic Goal 6</b>	<b>To modernise the PNGEC organisational structure and decentralise administrative and operational functions to better deliver quality electoral services</b>
<b>Objectives</b>	<p>6.1 Develop a revised PNGEC organisational structure and ensure progressive implementation to reflect the needs of the Electoral Commission in advance of the 2022 National Election</p> <p>6.2 Improve Provincial Electoral Office functions by increasing staff capacity and equipping all offices with physical and technical infrastructure to support the new organisational structure by 2021</p> <p>6.3 Identify the roles, responsibilities, and activities that could be decentralised to the Provincial Electoral Offices to improve the delivery of electoral services by 2021</p>



PNGEC 6th National Workshop, September 2017, Manus Province

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 7. ORGANISATIONAL CAPACITY

The Strategic Goal for this Strategic Pillar seeks to strengthen the ability and competency of PNGEC management to achieve its Corporate Plan by 2022 through development of its human resources and organisational capacity. The PNGEC can improve its performance through a mix of sound management, strong governance and persistent dedication to assessing and achieving results. Following the 2017 National Election, the Electoral Commission identified its organisational gaps and rigorously deliberated on lessons identified. The strategic actions emanate from the key priority areas that were identified, and focus on building and maintaining staff skills, competencies and abilities; strengthening physical and technological infrastructure; and improving administrative policies and procedures.

Strategies relating to human resources include all areas of staff management: staff development through professional and technical training, performance management, recruitment and salary and benefits. Enhancing the PNGEC's training capacity will not only serve the needs of PNGEC staff but will also strengthen delivery of training for the temporary election workers who are engaged during each election cycle.

The needs involving information and communication technology (ICT) are also addressed, such as up-skilling current staff, recruitment of highly-qualified staff and improving and maintaining technical infrastructure.

The mobilisation of information resources will increase ICT capacity at headquarters and the Provincial Electoral Offices. Innovation and adapting to evolving changes in technology are emphasised and prioritised. Strategies to invigorate existing internal communication platforms/channels and information-sharing methods will support achievement of the Strategic Goal.

The PNGEC will utilise a new risk management framework to safeguard the Commission's administrative functions and the integrity of election operations. Finally, a new monitoring and evaluation system will be developed for continuous tracking and facilitation of improved capacity to achieve the Corporate Plan.



Organisational Capacity Strategic Working Group, March 2018

ORGANISATIONAL CAPACITY	
<b>Strategic Goal 7</b>	<b>To ensure the human resources of the PNGEC are properly recruited, trained, informed, equipped, evaluated and rewarded, and understand the risks of delivering dedicated professional electoral services to all stakeholders throughout Papua New Guinea</b>
<b>Objectives</b>	<p>7.1 Strengthen human resource management system to improve staff conditions of service, recruitment, performance, and accountability by January 2022</p> <p>7.2 Review and strengthen the comprehensive staff development and succession plans to improve technical and professional job skills, leadership capabilities and staff productivity by January 2021</p> <p>7.3 Strengthen the capacity of PNGEC to deliver technical and professional training to all staff by June 2021</p> <p>7.4 Strengthen internal communication systems and procedures within and between headquarters and provincial offices to increase information sharing, facilitate proper record retention/archiving and support good working practice by December 2020</p> <p>7.5 Increase the information and communication technology (ICT) capability and modernise technological systems to deliver and support all required technical services to PNGEC headquarters and provincial offices by December 2020</p> <p>7.6 Develop the capacity to assess organisational risks to improve the internal and external responses by management to those risks by December 2021</p> <p>7.7 Develop a standardised planning and reporting methodology and monitoring and evaluation tools to track progress on the implementation of the strategic goals, objectives and actions in the Corporate Plan 2018-2022 by June 2019</p>

## Overview of the Strategic Pillars, Strategic Goals and Objectives

### 8. FINANCIAL MANAGEMENT

The Financial Management Strategic Pillar is not the exclusive domain of the Electoral Commission's senior financial officers and their teams – it is everyone's business. The associated Strategic Goal adopts the challenge of improving the PNGEC financial systems. The objectives and actions promote areas of accountability and transparency and provide the information and tools required to key officers who are responsible for making strategic and operational control decisions as to how PNGEC resources can be best utilised to deliver effective and efficient electoral services.

The Strategic Action Plan (SAP) for this Strategic Pillar focuses on management, information, advice, controls, accountability, organisation and processes to provide

assurances to the PNGEC about the performance of fiscal management practices, systems and services. The SAP also seeks to consider recent and proposed reviews to relevant laws and regulations to enable effective strategic planning and ensure that critical information can be disseminated to all relevant staff who rely on these laws and regulations to perform their responsibilities as expected by the PNGEC and the Government of PNG. This will involve providing appropriate training and informative materials to ensure legal and fiscal compliance as one of the key targets set in the SAP.

FINANCIAL MANAGEMENT	
<b>Strategic Goal 8</b>	<b>To implement a Financial Management framework that is reliable, accountable and transparent and ensures the timely allocation of resources for the efficient delivery of electoral services</b>
<b>Objectives</b>	<p>8.1 Strengthen the current budget and reporting systems to ensure all processes satisfy the Electoral Commission's operational requirements and are in accordance with Public Finance Management Act (PFMA) and specific financial instructions by the end of 2020 to promote timely release of GoPNG funds</p> <p>8.2 Implement a Financial Management System in PNGEC that facilitates all necessary processes and operations and aligns people, systems and policies to maximise productivity and efficiency in financial performance in all Branches by December 2020</p> <p>8.3 Ensure compliance with the relevant financial laws and regulations by conducting regular internal audits and reporting to the Audit Committee and implementing the resulting recommendations to strengthen the Financial Management System to obtain an Unqualified Audit Report from the Auditor General by 2020</p>



Financial Management Strategic Working Group, February 2018

## Risks and Challenges to Election Delivery

The PNGEC is an independent Constitutional institution charged with conducting National Parliamentary elections, LLG elections and other electoral events in compliance with the electoral legal framework. In carrying out this mandate, the PNGEC is often confronted with administrative and operational challenges that include a host of socio-political, financial, security, legal, logistical, technological and other general risks.

The manifestation of these internal and external risks holds the potential to complicate the ability of the PNGEC to deliver credible and timely electoral events. The Corporate Plan 2018-2022 acknowledges these possible threats and weaknesses with an approach for developing a stronger capacity to identify and mitigate for risks related to planning, implementing and accounting for elections in Papua New Guinea.

### Administrative Risks and Challenges

The PNGEC recognises multiple internal administrative risks to implementing the Corporate Plan and to its ability to fulfil its electoral management mandate. Internal risks include, but are not limited to, the lack of professional and technical capacity, reactive instead of proactive management, insufficient physical and technological infrastructure and inadequate project management systems. The Corporate Plan establishes strategies to mitigate these risks but requires sustained leadership from senior management to drive the critically needed changes and hold all within the organisation accountable for the Corporate Plan's implementation.

The administrative challenges involve the management and implementation of several internal functions. These key areas include electoral administration, electoral commission reorganisation, electoral support and resources, provincial electoral decentralisation, technological modernisation and electoral legal framework review and reform. Lessons derived from previous and recent electoral experiences identified risks associated with these functions, and the PNGEC Report to the Tenth National Parliament on the Conduct of the 2017 National Election contained proposed actions for preventing, mitigating or resolving them:

- **Electoral Administration:** Strengthen the independence, neutrality, impartiality and efficiency of the PNGEC from the current single commissioner to a board of three commissioners to share responsibility, increase accountability, diversify perspectives and align with international electoral management practices.
- **Electoral Commission Reorganisation:** Assess the PNGEC's internal systems and structures to modernise the organisational chart and staff deployments at the PNGEC Headquarters and Provincial Electoral

Offices. The PNGEC requires a more effective structure to attract and retain talented administrative and operational staff using merit-based policies to continue its institutional capacity development for higher-quality electoral services.

- **Electoral Support and Resources:** Determine by law or regulation a permanent Inter-Departmental Election Committee (IDEC) to embrace the 'whole-of-government' approach to support the PNGEC's coordination, planning, organisation and funding for electoral events, chaired by the Chief Secretary to Government.
- **Provincial Electoral Decentralisation:** Examine the concept for Provincial Administration Heads to be given the responsibility to organise and conduct elections for LLGs within their respective provinces but with policy, technical and procedural guidance and supervision from the PNGEC.
- **Technological Modernisation:** Support an ICT modernisation program within the PNGEC to assess current infrastructure and replace systems with more advanced hardware and software and create an integrated platform for database and word-processing systems.
- **Electoral Legal Framework Review and Reform:** Conduct a comprehensive review of the electoral law and regulation to amend the legal framework in line with national and international comparative practices. The current framework requires clarification for technical and procedural gaps and inefficiencies. Reform efforts must be an inclusive process, including inputs from electoral stakeholders.

### Operational Risks and Challenges

External factors also impact the PNGEC's ability to mitigate its internal risks, achieve its Corporate Plan and deliver credible elections. Key external risks include lack of timely disbursement of necessary funding from GoPNG, insufficient support from government agencies for PNGEC requested reforms and initiatives, lack of political will for electoral legal reform, stakeholder influence on

## Risks and Challenges to Election Delivery - continued

the PNGEC and its officers, threats to electoral security, logistical challenges due to the nation's terrain and infrastructure and other issues.

The PNGEC will work to address these risks through engagement with the government and key external stakeholders with financing, legal reform, electoral security and other issues; expanding public outreach to gain support for electoral reform and electoral processes; and strengthening its internal systems and procedures to improve accountability and transparency.

The operational challenges involve the management and implementation of several external functions. Those key areas include electoral boundaries review, electoral roll development, polling technology, voter identification, electoral staffing, political party engagement and electoral inclusivity. A series of national and regional post-election evaluations and a first ever national stakeholder dialogue contributed to the identification and analysis of relevant challenges and associated risks.

The PNGEC report to Parliament also captured these issues and proposed actions to improve future elections:

- **Electoral Boundaries Review:** Conduct a fresh boundary delimitation exercise, as some electorates have recorded substantial population growth since 1977. Review the Constitution to determine the ideal size of Parliament, remove Parliamentary veto powers over electorate creation and legislate population growth as an automatic trigger to adjust boundaries of electorates for future Parliaments.
- **Electoral Roll Development:** Support and fund a public inspection, display and verification of the 2017 electoral roll at the provincial, LLG and ward levels. Examine the roll and enable any new enrolments and deletions of deceased, duplicate, ghost (non-existent), or any underaged voters, as well as confirm voters who transfer in or out of an electorate prior. Implement the LLG/ward proclamations and amend the electoral roll to create new ward electoral rolls as required by law.
- **Voter Identification:** Support increased efforts to provide voter identification or proof of voter registration. The lack of identification of a person or voter, particularly in urban and densely populated rural electorates, during phases of enrolment and voting has been problematic due to the inability to prove identity and prevent multiple registration.

- **Electoral Staffing:** Continue to develop software to manage permanent and temporary election workers so that by 2022 all polling and counting TEWs, as well as internal PNGEC Headquarters and provincial staff (full-time and casuals) are recruited, selected, managed, evaluated and paid through bank accounts by a system that provides stronger accountability features.
- **Polling Technology:** Assess options for replacing the current electoral roll database system and polling and counting methods with a more advanced and modern election management system. New methods could include operational planning tools, biometric voter identification systems and technological solutions for ballot casting and results tabulation to increase the integrity and efficiency of elections.
- **Political Party Engagement:** Conduct greater engagement with political parties and candidates to educate them on the electoral cycle process, with attention to the roles, responsibilities and obligations of scrutineers. Develop a code of conduct for a set of standard electoral ethics that all candidates and scrutineers would be obliged to sign to encourage and enforce electoral integrity and good behaviour.
- **Electoral Inclusivity:** Develop a comprehensive voter education campaign and promote civic education targeting women as candidates and voters. Develop programs with civil society organisations to provide electoral information in support of how women could campaign and run for office, so they are represented in the 2022 Parliament. Promote greater electoral participation by women, youths and persons living with disabilities and illnesses.

### Risk Management Assessment and Plan

Responding to the risks and challenges associated with delivering electoral services requires development of a risk management framework for analysis and a comprehensive plan to prevent, mitigate or resolve them during the conduct of elections. The PNGEC's goal for the Organisational Capacity strategic pillar for improving human resources includes the need for staff to "understand the risks of delivering dedicated professional electoral services to all stakeholders throughout Papua New Guinea".

## Risks and Challenges to Election Delivery - continued

The PNGEC developed Strategic Objective 7.6 and a set of related actions to support a stronger capacity to assess organisational risks and improve the internal and external responses to risk by management and staff.

The PNGEC will seek to develop risk analysis tools and conduct a comprehensive risk assessment to identify the risks that could threaten internal administration and external management of electoral processes. Prior to the 2022 National Election, the PNGEC will establish an official risk management plan with a framework of strategies and contingencies for safeguarding staff, assets, administrative and financial functions and the integrity of

its election operations.

The PNGEC requires substantial political and financial support from the government and external stakeholders and commitment to organisational change and increased accountability on the part of its management and staff to counter the many risks and challenges associated with its work.

The PNGEC decided to address the many risks it faces by proposing an ambitious, challenging and relevant Corporate Plan 2018-2022 to identify achievable strategies for resolving the very real challenges the country faces in continuing to strengthen its electoral process and its democracy.



ADF Sensitive Materials drop, June 2017 National Election



Voter Awareness Campaign Launch, March 2017



Eastern Highlands Counting Centre, June 2017 National Election

## Plan Implementation and Monitoring and Evaluation

**The PNGEC's Corporate Plan 2018-2022 is designed to serve as an overall framework for performance management to strengthen electoral administration and service delivery and foster accountability internally, within the Commission, and externally, to the people of Papua New Guinea.**

The Corporate Plan provides clear direction to the PNGEC by detailing the specific actions necessary to achieve the five-year Strategic Goals and shorter-term objectives and to measure progress during the plan's implementation. The Electoral Commission will develop and utilise a new monitoring and evaluation framework to further strengthen the accountability and transparency of its electoral management by reporting annually on the plan's achievements.

The new Corporate Plan, unlike the three previous Corporate Plans, contains five-year Strategic Action Plans (SAPs) for each of the Strategic Pillars, which detail the steps to be taken by the PNGEC's six functional branches to work collaboratively and in coordination to achieve the objectives and make progress towards the Strategic Goals. The SAPs are supported by eight Strategic Implementation Plans (SIPs) that are developed on an annual basis and detail the activities to be undertaken for that year. By establishing the five-year SAPs and the annual SIPs, the PNGEC has linked its overarching Corporate Plan to its annual branch-level planning. The Commission's branches then develop their Annual Branch Plans from the SIPs, which focus Branch operations for each year. PNGEC personnel will then implement these branch plans, based on their Individual Work Plans, which reflect their position's job descriptions.

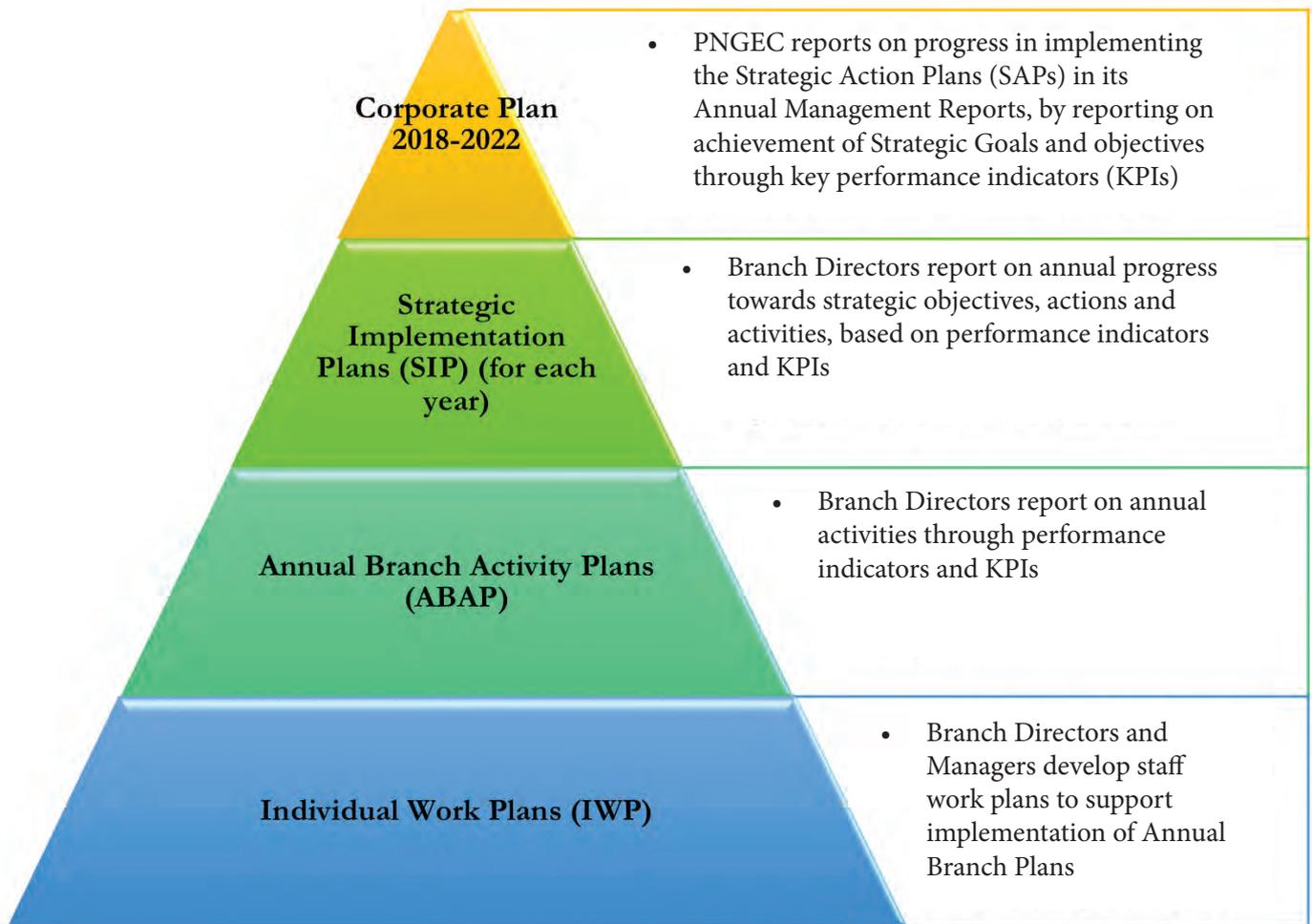
The PNGEC developed key performance indicators to monitor and evaluate whether the Strategic Goals and objectives of the Corporate Plan are being achieved. Through an examination of data collected for each of the key performance indicators in each SAP, continual monitoring of progress can enable actions to be adjusted as necessary to reach the Strategic Goals and objectives. In addition, the lower-level performance indicators in each SIP and Annual Branch Plan will also be monitored and data collected during implementation of those subsidiary plans.

Finally, staff appraisal data can also be used to assess performance, which strengthens accountability, fosters teamwork and optimises staff skills and experience to achieve the Corporate Plan.

The iterative process of measuring performance, annually and over time, allows the PNGEC to measure progress on objectives, report on its pursuit of the Corporate Plan's overarching goals and determine if its stated mission is being achieved.

The PNGEC will conduct periodic evaluations to determine the impact of initiatives, utilising this analytical framework to build on successes and address challenges. For example, the foundation of the Corporate Plan was developed following internal and external evaluations that were conducted after the 2017 National Election to identify lessons and apply them to the ideas for moving the PNGEC forward. The Commission will use the Annual Management Report, as required by Parliament, to report publicly and transparently on the implementation of the Corporate Plan. Effective monitoring and evaluation is a critical factor in achieving the Corporate Plan.

The Commission will be putting in place a new Performance Monitoring and Evaluation system by mid-2019, as stipulated in the SAP for Strategic Goal 7 on Organisational Capacity. A dedicated monitoring and evaluation unit is also planned, and thus the PNGEC will take a phased approach towards establishing the new system. A fully operational system is anticipated by 2020 to enable more detailed public reporting in advance of the 2022 National Election. The innovative approach towards strategic planning requires a robust monitoring and evaluation system to measure whether the goals and objectives of the Corporate Plan are being reached.



## Support to the Bougainville Referendum

**The heads of the Government of Papua New Guinea (GoPNG) and the Autonomous Region of Bougainville have proposed that a referendum in Bougainville take place by June 2019 under the terms of the 2001 peace accord.**

The referendum is to be managed by an independent body, the Bougainville Referendum Commission (BRC), which is to be composed of a seven-member board comprised of the Electoral Commissioner of the PNGEC, the Electoral Commissioner of the Office of the Bougainville Electoral Commissioner (OBEC), two members nominated by the GoPNG, two members nominated by the Autonomous Bougainville Government (ABG) and an international chairperson to be agreed upon by both governments. Pending the appointment of the full BRC, a transitional committee composed of four members will begin preparations for the referendum.

The BRC Transitional Committee (BRC-TC) is co-chaired by the PNGEC and OBEC electoral commissioners and includes the chief secretaries of the two governments. The PNGEC and OBEC will support the work of the BRC-TC until the full BRC is in place and functioning. Assistance will be provided thereafter as requested by the BRC.

## International Electoral Partnerships

The PNGEC has benefited from on-going support by international technical assistance providers during 2016-17 electoral planning and implementation and in the preparation of the Corporate Plan 2018-2022. The presence of international advisers is welcomed as they provide comparative experience; technical recommendations; capacity development training; and specialised expertise in policy development, strategic and operational planning, database management, voter and civic education, fiscal management and logistical preparations, among other areas.

The PNGEC's traditional international partners include the Australian Electoral Commission (AEC), Australian Civilian Corps (ACC) and New Zealand Electoral Commission (NZEC). The International Foundation for Electoral Systems (IFES) and Papua New Guinea Governance Facility (PGF) have provided additional support. The PNGEC is grateful for the funding provided to these partners from the Australian Department of Foreign Affairs and Trade (DFAT) and New Zealand Ministry of Foreign Affairs and Trade (MFAT).

The Australian Defence Force (ADF) is also acknowledged for its air assets that enabled the timely delivery of essential electoral materials to the provinces. The Government of the Peoples' Republic of China is also acknowledged for its essential donations of 133 vehicles to the PNGEC and national security forces, comprised of the Royal Papua New Guinea Constabulary, Papua New Guinea Defence Force and Correctional Services, during the 2017 National Election.

As the PNGEC prepares to implement the Corporate Plan in 2018, additional international technical assistance is requested from DFAT and MFAT, and an open call is issued for contributions by other interested partners. During the period following the 2017 elections, the European Union, Commonwealth of Nations and embassies of Japan and the United States of America discussed the potential for future electoral support. Potential assistance areas include electoral administration, electoral legal framework reform, human resources management, procurement and logistics, database and archival management and other electoral assistance areas. The PNGEC is committed to improving its capacity to deliver high-quality elections with local knowledge and international experience.



**PNG Electoral Commission Executive Management with Technical Advisors attending the External Stakeholders Dialogue, November 2017**

## Appendix

### Strategic Action Plans (SAPS)

- Strategic Pillar 1: Legal Framework
- Strategic Pillar 2: Election Management
- Strategic Pillar 3: Voter Enrolment
- Strategic Pillar 4: Voter Awareness and Civic Education
- Strategic Pillar 5: Gender Equity and Social Inclusion
- Strategic Pillar 6: Restructuring and Decentralisation
- Strategic Pillar 7: Organisational Capacity
- Strategic Pillar 8: Financial Management

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 1: LEGAL FRAMEWORK

STRATEGIC GOAL 1: To improve and support the Constitutional, legal and regulatory framework to enhance the authority of the PNGEC to administer and inform stakeholders on democratic elections according to national and international standards		
#	Objectives	Key Performance Indicators
1.1	Support the strengthening of the Constitutional framework to facilitate the implementation of laws and regulations for conducting democratic electoral processes by June 2020	<p>1.1.1 Number of proposed amendments to the Constitution submitted to the National Executive Council and Parliament</p> <p>1.1.2 Number of the proposed Constitutional amendments that meet international standards (assessment by independent review)</p> <p>1.1.3 Percent of PNGEC staff and electoral officials trained on the new laws and regulations (data disaggregated by gender, position, location)</p>
1.2	Promote the strengthening of the electoral legal framework through amendments to laws and regulations to make them more comprehensive by addressing gaps and ambiguities in the PNGEC's authority and functions for conducting democratic elections by December 2020	<p>1.2.1 Number of amendments to the electoral laws and regulations drafted and submitted to the National Executive Council and Parliament</p> <p>1.2.2 Number of proposed legal and regulatory amendments that meet national and international standards (assessed by independent review)</p>
1.3	Strengthen PNGEC policies for administering and conducting democratic elections through improved processes, procedures, manuals and forms by December 2019	<p>1.3.1 Number of new and improved policies and procedures</p> <p>1.3.2 Degree of internal policies strengthened through improved processes, procedures, manuals and forms</p>
1.4	Strengthen the capacity of the PNGEC to review and interpret the electoral legal framework to support electoral processes, resolve any stakeholder disputes and manage the response to election petitions by December 2019	<p>1.4.1 Percent of PNGEC staff receiving training on electoral legal framework who demonstrate increased knowledge of training topics</p> <p>1.4.2 Percent of PNGEC staff receiving training on electoral dispute resolution who demonstrate increased knowledge of training topics</p> <p>1.4.3 Degree of change in the types of election petition allegations to demonstrate better electoral performance</p>
1.5	Strengthen the capacity of the PNGEC to inform relevant stakeholders on current and amended electoral processes to support improved understanding, participation, inclusion and accountability of the electoral legal framework by December 2020	<p>1.5.1 Percent of surveyed stakeholders who are knowledgeable about the changes to the electoral framework</p> <p>1.5.2 Percent of PNGEC staff receiving training on stakeholder communications and engagement who demonstrate increased knowledge of training topics</p>

## Strategic Action Plans (SAPs)

OBJECTIVE 1.1: Support the strengthening of the Constitutional framework to facilitate the implementation of laws and regulations for conducting democratic electoral processes by June 2020							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
1.1.1	Support the comprehensive and inclusive review of Constitutional provisions that impact on the conduct and administration of elections and develop a policy paper that recommends Constitutional amendments	Policy	X	X			
1.1.2	Draft proposed amendments to the Constitution and electoral laws that include changes in the procedure for approving the recommendations of the Boundaries Commission, the allocation of reserved parliamentary seats for women and other changes that may result from the review	Policy + Office of the Commissioner	X	X			
1.1.3	Conduct internal staff and external stakeholder consultations and improve draft amendments based on the results of the consultations	Executive + Policy	X	X			
1.1.4	Submit to the National Executive Council and Parliament the proposed changes to the Constitution	Policy+ Office of the Commissioner	X	X	X		

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 1.2:</b> <b>Promote the strengthening of the electoral legal framework through amendments to laws and regulations to make them more comprehensive by addressing gaps and ambiguities in the PNGEC's authority and functions for conducting democratic elections by December 2020.</b>						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021 2022
1.2.1	Consider previous lessons learned workshops and studies and support the conduct of a comprehensive assessment of the electoral laws and regulations to identify specific amendments necessary to reform the legal framework in line with international standards, comparative experience and practices	Executive + Policy	X	X		
1.2.2	Develop proposed changes in the electoral legal framework that will include but are not limited to amendments already identified by the PNGEC: <ol style="list-style-type: none"> <li>Enhancement or expansion of the authorities and functions of the PNGEC in administering and conducting the elections to allow it to make changes to the processes, procedures, forms and to issue binding Codes of Conduct without needing approval of the Parliament;</li> <li>Changes in the structure of the Commission to allow for the appointment of a Chair and two commissioners;</li> <li>Separation of the national and LLG elections;</li> <li>Delegation of the conduct of LLG elections to the provincial governments and district service administrations;</li> <li>Institutionalisation in the law of the "Whole-of-Government-Approach" via the IDEC and PESC to ensure the provision of timely and adequate support to the PNGEC when organising elections both at the national and local-levels;</li> <li>Enhancement of accountability and efficiency of post-election dispute resolution by discouraging frivolous and baseless petitions through increased filing fees and limiting the period within which to resolve a petition to 12 months after its filing in the court;</li> <li>Enhance the accountability of the nomination process and ensure PNGEC's efficiency in administering the elections by increasing the nomination fees;</li> <li>Empowerment of the election managers to act as electoral roll registrar in their respective provinces;</li> <li>Improvement of the process on ward proclamation by prohibiting changes to ward boundaries one year before the elections</li> </ol>					
1.2.3	Draft proposed changes to the electoral laws in consultation with the Senior Management Team to ensure PNGEC independence and define regulatory authorities and functions	Policy + Office of the Commissioner + Operations	X	X		
1.2.4	Conduct internal staff and external stakeholder consultations and improve draft amendments based on the results of the consultations	Policy + Office of the Commissioner	X	X	X	
1.2.5	Submit to the National Executive Council and Parliament the proposed changes to the Constitution	Policy+ Office of the Commissioner	X	X	X	
1.2.6	Review the current electoral system and provide options for electoral systems relevant for Papua New Guinea	Executive + Policy	X	X	X	

## Strategic Action Plans (SAPs)

OBJECTIVE 1.3: Strengthen PNGEC policies for administering and conducting democratic elections through improved processes, procedures, manuals and forms by December 2019						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021 2022
1.3.1	Engage technical advice to help PNGEC exercise its expanded regulatory authorities for conducting elections through amendments to the electoral laws and regulations	Policy + Office of the Commissioner	X	X	X	X
1.3.2	Compile, review and categorise according to the stages of electoral process all issues and challenges that arose in past elections due to gaps or ambiguities in the regulations, procedures and forms	Policy + Operations	X	X		
1.3.3	Develop and implement a binding Code of Conduct to regulate the conduct of candidates, scrutineers and supporters during the campaign, polling day, counting and post-election periods pursuant to its expanded regulatory authorities	Policy + Operations	X	X		
1.3.4	Develop new or improved regulations, policies and procedures on voting process to address gaps in current regulations and make polling more inclusive, convenient and accountable	Policy + Operations	X	X	X	X
1.3.5	Develop and Compile Manual of Operations consisting of regulations, policies, procedures, manuals and forms covering electoral processes	Operations + Policy	X	X	X	X
1.3.6	Develop Training Manual for staff to understand and implement the Manual of Operations	Operations + Policy	X	X		

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 1.4:</b> Strengthen the capacity of the PNGEC to review and interpret the electoral legal framework to support electoral processes, resolve any stakeholder disputes and manage the re-sponse to election petitions by December 2019							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
1.4.1	Conduct training on electoral laws and regulations to increase ability to understand electoral processes	Executive, Policy, Operations + ICT	X	X			
1.4.2	Conduct training on electoral dispute resolution to increase ability to understand legal processes and election petitions	Executive + Policy	X	X			
1.4.3	Strengthen electoral dispute resolution database and ability to analyze that data by PNGEC staff	Policy, Operations + ICT	X	X			
1.4.4	Establish internal legal counsel to provide guidance on electoral legal framework and court-related processes	Executive + Policy	X	X	X		

<b>OBJECTIVE 1.5:</b> Strengthen the capacity of the PNGEC to inform relevant stakeholders on current and amended electoral processes to support improved understanding, participation, inclusion and accountability of the electoral legal framework by December 2020.							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
1.5.1	Conduct training on stakeholder communications and engagement to increase ability to explain electoral and legal processes	Executive, Policy + ICAB	X	X	X		
1.5.2	Develop change management strategy to enable the PNGEC to implement any expanded authorities more effectively and to gain the support of external stakeholders	Executive + Policy	X	X	X		
1.5.3	Conduct educational events for stakeholders on the electoral legal framework to support participation, inclusion and accountability during electoral processes	Executive, Policy + ICAB	X	X	X	X	X

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 2: ELECTION MANAGEMENT

STRATEGIC GOAL 2: To improve the quality of election administration and better manage the delivery of election operations in a highly professional and effective manner to enhance stakeholder confidence and participation															
#	Objectives														
2.1	Strengthen the conduct of polling operations by improving inclusive and accessible electoral scheduling and participation in a secure environment for the national, Local-Level Government, industrial or other electoral events by 2022														
	<table border="1"> <thead> <tr> <th>#</th> <th>Key Performance Indicators</th> </tr> </thead> <tbody> <tr> <td>2.1.1</td> <td>Degree to which PNGEC's post-election evaluation reports show improvement in polling operations</td> </tr> <tr> <td>2.1.2</td> <td>Degree to which observer and media reports show improvement in polling operations</td> </tr> <tr> <td>2.1.3</td> <td>Percentage data on voter turnout (against registered voters, disaggregated by type of voter (e.g., postal, sex and geographical area))</td> </tr> <tr> <td>2.1.4</td> <td>Percent of surveyed voters who report favourably on PNGEC's polling operations</td> </tr> <tr> <td>2.1.5</td> <td>Number of polling-related issues petitions submitted, reviewed and assessed for each election, and disposition of petitions tracked</td> </tr> <tr> <td>2.1.6</td> <td>Number and type of industrial elections conducted and evaluated for performance</td> </tr> </tbody> </table>	#	Key Performance Indicators	2.1.1	Degree to which PNGEC's post-election evaluation reports show improvement in polling operations	2.1.2	Degree to which observer and media reports show improvement in polling operations	2.1.3	Percentage data on voter turnout (against registered voters, disaggregated by type of voter (e.g., postal, sex and geographical area))	2.1.4	Percent of surveyed voters who report favourably on PNGEC's polling operations	2.1.5	Number of polling-related issues petitions submitted, reviewed and assessed for each election, and disposition of petitions tracked	2.1.6	Number and type of industrial elections conducted and evaluated for performance
#	Key Performance Indicators														
2.1.1	Degree to which PNGEC's post-election evaluation reports show improvement in polling operations														
2.1.2	Degree to which observer and media reports show improvement in polling operations														
2.1.3	Percentage data on voter turnout (against registered voters, disaggregated by type of voter (e.g., postal, sex and geographical area))														
2.1.4	Percent of surveyed voters who report favourably on PNGEC's polling operations														
2.1.5	Number of polling-related issues petitions submitted, reviewed and assessed for each election, and disposition of petitions tracked														
2.1.6	Number and type of industrial elections conducted and evaluated for performance														
2.2	Improve accuracy and enhance transparency of counting operations and results management system by standardising and modernising the implementation processes and procedures for national, Local-Level Government, industrial or other electoral events by 2022														
	<table border="1"> <tbody> <tr> <td>2.2.1</td> <td>Degree to which PNGEC's post-election evaluation reports show improvement in counting operations and results management system</td> </tr> <tr> <td>2.2.2</td> <td>Degree to which observer and media reports show improvement in counting operations and result management</td> </tr> <tr> <td>2.2.3</td> <td>Percent of surveyed voters who reports favourably on PNGEC's counting and results management</td> </tr> <tr> <td>2.2.4</td> <td>Number of counting-related issues petitions submitted, reviewed and assessed for each election, and disposition of petitions tracked</td> </tr> </tbody> </table>	2.2.1	Degree to which PNGEC's post-election evaluation reports show improvement in counting operations and results management system	2.2.2	Degree to which observer and media reports show improvement in counting operations and result management	2.2.3	Percent of surveyed voters who reports favourably on PNGEC's counting and results management	2.2.4	Number of counting-related issues petitions submitted, reviewed and assessed for each election, and disposition of petitions tracked						
2.2.1	Degree to which PNGEC's post-election evaluation reports show improvement in counting operations and results management system														
2.2.2	Degree to which observer and media reports show improvement in counting operations and result management														
2.2.3	Percent of surveyed voters who reports favourably on PNGEC's counting and results management														
2.2.4	Number of counting-related issues petitions submitted, reviewed and assessed for each election, and disposition of petitions tracked														
2.3	Strengthen and improve preparation and delivery of quality training to electoral officials and temporary election workers (TEWs) for national, Local-Level Government, industrial or other electoral events by 2022														
	<table border="1"> <tbody> <tr> <td>2.3.1</td> <td>Degree to which PNGEC's post-election evaluation reports show improvement in training operations</td> </tr> <tr> <td>2.3.2</td> <td>Percent of electoral officials and TEWs trained for the local-level and National Elections (data disaggregated by gender, position, and location)</td> </tr> <tr> <td>2.3.3</td> <td>Percent of TEWs trained who demonstrate increased knowledge of training topics</td> </tr> </tbody> </table>	2.3.1	Degree to which PNGEC's post-election evaluation reports show improvement in training operations	2.3.2	Percent of electoral officials and TEWs trained for the local-level and National Elections (data disaggregated by gender, position, and location)	2.3.3	Percent of TEWs trained who demonstrate increased knowledge of training topics								
2.3.1	Degree to which PNGEC's post-election evaluation reports show improvement in training operations														
2.3.2	Percent of electoral officials and TEWs trained for the local-level and National Elections (data disaggregated by gender, position, and location)														
2.3.3	Percent of TEWs trained who demonstrate increased knowledge of training topics														

## Strategic Action Plans (SAPs)

STRATEGIC GOAL 2: To improve the quality of election administration and better manage the delivery of election operations in a highly professional and effective manner to enhance stakeholder confidence and participation		
#	Objectives	Key Performance Indicators
2.4	Improve logistical planning and implementation through timely procurement and delivery and effective tracking of materials in advance of national, Local-Level Government, industrial or other electoral events by 2022	2.4.1 Degree to which PNGEC's post-election evaluation reports show improvement in logistics
		2.4.2 Degree to which observer and media reports show improvement in logistics
		2.4.3 Percent of materials delivered as stipulated by National Logistics Implementation Plan
2.5	Strengthen support and cooperation with government and security agencies and other stakeholders to increase coordination for implementing efficient, peaceful and successful election operations between 2018 and 2022	2.5.1 Percent of recommendations implemented from external stakeholder consultations conducted before and after electoral events at national and provincial levels
		2.5.2 Degree of implementation of Security Plan
2.6	Improve employment systems for electoral officials and temporary election workers (TEWs) at the provincial and district levels to strengthen recruitment, payment and performance evaluation processes by June 2021	2.6.1 Percent of electoral officials and TEW applications processed, and agreements and codes of conduct signed
		2.6.2 Percent of TEWs paid by bank transfer (disaggregated by gender, position and location)
		2.6.3 Percent of electoral officials and TEWs evaluated for performance (disaggregated by gender, position and location)

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 2.1:</b> Strengthen the conduct of polling operations by improving inclusive and accessible electoral scheduling and participation in a secure environment for the national, Local-Level Government, industrial or other electoral events by 2022							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
2.1.1	Develop and implement a consultative mechanism for improving communication, exchanging timely information, and promoting greater understanding and cooperation with the IPCC, political parties and candidates at national and sub-national levels	Executive + Policy + Operations	X	X	X	X	X
2.1.2	Convene the Boundaries Commission to conduct a boundary delimitation exercise to delimit electoral boundaries in line with the Constitution, electoral law and other legal instruments and international best practices, and report to Parliament	Executive + Policy + Operations	X	X			
2.1.3	Publicise and implement revised electoral boundaries for 2022 National Election	Policy + Operations + ICAB			X	X	X
2.1.4	Develop a regular and standardised polling schedule that identifies the polling and counting places where elections will be conducted, and results declared in the provinces	Operations + PEOs	X				X
2.1.5	Form an inter-branch Committee to initiate a feasibility study of electoral technology for voting to identify suitable systems for the conduct of polling	Policy + Operations + ICT	X	X			
2.1.6	Trial identified polling and other systems as possible for by-elections	Policy + Operations + ICT	X	X	X		
2.1.7	Implement identified and tested technological solutions for the 2022 National Election	Operations + ICT				X	X
2.1.8	Develop national and provincial operational implementation plans and budgets for the conduct of the 2022 National Election, recounts and any by-elections	Operations	X	X	X	X	X

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 2.1:</b> Strengthen the conduct of polling operations by improving inclusive and accessible electoral scheduling and participation in a secure environment for the national, Local-Level Government, industrial or other electoral events by 2022							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
2.1.9	Improve the management of the candidate nomination process and strengthen the procedures to enhance transparency, accountability and customer service	Operations + Policy + ICT	X	X	X	X	X
2.1.10	Consult with Ministry of Foreign Affairs, security agencies, educational institutions, other relevant government bodies and key stakeholders to determine the process for implementing postal/absentee voting	Policy		X	X	X	X
2.1.11	Conduct 2018 Local-Level Government, any by-elections, and 2022 National Elections (including when possible absentee/postal voting), according to the current electoral laws	Operations	X	X	X	X	X
2.1.12	Review, revise and develop standardised polling processes and procedures in line with international best practices	Operations + Policy		X			
2.1.13	Facilitate the conduct of industrial and other elections as required	Operations	X	X	X	X	X
2.1.14	Ensure polling places are accessible to voters, including persons with special needs, and in line with ward boundaries, in consultation with the provincial administrations and communities, and continuously update and make available to the public the location of polling places	Operations	X	X	X	X	X

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 2.2:</b> Improve accuracy and enhance transparency of counting operations and results management system by standardising and modernising the implementation processes and procedures for national, Local-Level Government, industrial or other electoral events by 2022						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021 2022
2.2.1	Review, revise and develop standardised counting and results transmission policies, processes and procedures in line with international best practice	Operations + Policy		X		
2.2.2	Review and update all polling, counting and results forms	Operations + Policy			X	
2.2.3	Review and adopt appropriate technology to support revised counting and results transmission processes	Operations + ICT		X	X	X
2.2.4	Utilise by-elections and other opportunities to pilot/test revised counting and results management systems as appropriate	Operations		X	X	X

<b>OBJECTIVE 2.3:</b> Strengthen and improve preparation and delivery of quality training to electoral officials and temporary election workers (TEWs) for national, Local-Level Government, industrial or other electoral events by 2022						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021 2022
2.3.1	Review training cascade best practice to inform revised approach to training all enrolment and election workers	Operations	X	X		X
2.3.2	Review and revise new National Cascade Training Plan including materials development (to reflect current electoral procedures) and delivery strategy	Operations	X			X
2.3.3	Implement National Cascade Training plan to effectively deliver election worker training by June 2018 in time for LLG elections and by 2022 for National Election	Operations	X			X
2.3.4	Timely conduct of election training for all election activities	Operations	X	X	X	X
2.3.5	Develop handbook for EMs and ROs to manage nomination, polling, counting and results transmission to ensure control, order, transparency and speed	Operations/Policy and ICT	X	X	X	X
2.3.6	Develop training manuals, handbooks, guidelines, simulation exercises, materials, presentations and checklists to ensure all Polling and Counting staff are properly trained and prepared ahead of any election	Operations	X	X	X	X
2.3.7	Monitor implementation of cascade training and prepare provincial training reports after each stage to ensure compliance and quality assurance	Operations/ PEOs	X	X	X	X

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 2.4:</b> Improve logistical planning and implementation through timely procurement and delivery and effective tracking of materials in advance of national, Local-Level Government, industrial or other electoral events by 2022							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
2.4.1	Review, strengthen and implement the systems and processes established for the National Logistics Implementation Plan (NLIP) by 2020 in preparation for the 2022 National Election	Operations	X	X	X	X	X
2.4.2	Strengthen the communication and flow of information between internal and external stakeholders to better coordinate logistical arrangements in advance of 2022 National Election	Operations	X	X	X	X	X
2.4.3	Identify the logistical requirements for electoral events well in advance to ensure appropriate quality standards and specifications and timely procurement	Operations + Finance	X	X	X	X	X
2.4.4	Implement NLIP to deliver needed materials and resources to HQ and provincial offices in a timely manner and monitor delivery timeliness, quality and reporting	Operations	X	X	X	X	X

<b>OBJECTIVE 2.5:</b> Strengthen support and cooperation with government and security agencies and other stakeholders to increase coordination for implementing efficient, peaceful and successful election operations between 2018 and 2022							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
2.5.1	Conduct internal and external evaluations with stakeholders at the national and provincial levels after every election	Operations	X	X	X	X	X
2.5.2	Review the current membership composition of IDEC and PESC and include other relevant stakeholders	Executive + Policy + Operations/PEOs		X	X		
2.5.3	Conduct a needs assessment at the provincial and district levels to identify financial, logistical, material and staff resources required to conduct elections 18 months before the issue of writs	Operations		X	X		
2.5.4	Engage with ward-level community leaders to request the diverse types of support needed to conduct elections in their communities	Operations	X	X	X	X	X
2.5.5	Establish a joint security coordination committee with security agencies to conduct risk analysis and develop a joint security plan to promote a safe electoral environment not later than 12 months prior to the election	Operations		X	X	X	
2.5.6	Liaise with the security agencies to support the implementation of the security plan	Operations				X	X
2.5.7	Support ABG in the conduct of the Bougainville Referendum	Operations	X	X			

## Strategic Action Plans (SAPs)

OBJECTIVE 2.6: Improve employment systems for electoral officials and temporary election workers (TEWs) at the provincial and district levels to strengthen recruitment, payment and performance evaluation processes by June 2021							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
2.6.1	Review and revise temporary election worker application for employment criteria, qualifications, personal information and banking information	HRM	X	X	X	X	
2.6.2	Deploy temporary election worker system to track provincial and district recruitment, payments, and performance evaluations	HRM + Operations	X	X	X	X	
2.6.3	Enforce the use of bank transfers to pay all provincial and district electoral officials and temporary election workers	Operations	X	X	X	X	
2.6.4	Develop merit-based system for recruiting returning officers, assistant returning officers, presiding officers and assistance presiding officers	HRM + Operations	X	X	X	X	

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 3: VOTER ENROLMENT

STRATEGIC GOAL 3: To increase the accuracy and inclusiveness of the electoral roll for the 2022 National Election			
#	Objectives	#	Key Performance Indicators
3.1	Continuously improve the accuracy and inclusiveness of the electoral roll through innovative methods for voter enrolment, data processing and correction and roll display and verification by December 2021	3.1.1	Percent of registered voters against eligible voters for the 2022 election (disaggregated by sex, age and geographical area) as compared to 2017 election
		3.1.2	Degree to which external electoral roll audits demonstrate accuracy of the electoral roll
		3.1.3	Number and type of quality assurance measures utilised for data collection,
		3.1.4	Degree to which PNGEC's post-election evaluation reports show improvement in the electoral roll and voter enrolment
		3.1.5	Degree to which observer and media reports show improvement in the electoral roll and voter enrolment
		3.1.6	Percent of surveyed voters who report favourably on voter registration
3.2	Strengthen and improve the communication of and compliance with Voter Enrolment processes, procedures and directives to PNGEC electoral officials and appropriate external stakeholders by December 2019	3.2.1	Degree to which PNGEC staff and relevant stakeholders comply with voter enrolment procedures and instructions
3.3	Improve and support the capacity of Provincial Electoral Offices to process, verify, secure and transmit electoral data to PNGEC Headquarters by December 2019	3.3.1	Percent of Provincial Electoral Offices meeting requirements regarding the processing and management of electoral data
3.4	Strengthen the voter registration system at the National office by improving data security measures, enhancing quality control procedures and better managing electoral roll production and distribution to the Provincial Electoral Offices by December 2020	3.4.1	Number and type of data security, integrity and tracking mechanisms established and utilised (public reporting might be limited for security reasons)

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 3.1:</b> Continuously improve the accuracy and inclusiveness of the electoral roll through innovative methods for voter enrolment, data processing and correction and roll display and verification by December 2021							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
3.1.1	Conduct sampling survey to establish baseline for voter population and accuracy of current voter roll and report on present situation with recommendations	Policy + Operations	X				
3.1.2	Review and revise voter enrolment and quality assurance processes and procedures to improve accuracy and inclusiveness by end of 2020	Policy + Operations ICT	X	X			
3.1.3	Establish ongoing data-sharing partnerships for data verification with relevant government agencies by 2020, ensuring there is consistency and compatibility	Policy, Operations + ICT		X	X		
3.1.4	Research and advise on the use of other methods of identity-based voter enrolment by 2020	Policy, Operations + ICT	X	X	X		
3.1.5	Research, adapt and customise innovative solutions for voter roll preparation and storage suitable to PNG context by 2021	ICT + Operations		X	X	X	
3.1.6	Develop policies and procedures for continuous voter enrolment by end of 2021	Policy + Operations				X	

<b>OBJECTIVE 3.2:</b> Strengthen and improve the communication of and compliance with Voter Enrolment processes, procedures and directives to PNGEC electoral officials and appropriate external stakeholders by December 2019							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
3.2.1	Review and implement an effective internal communication protocol to support voter enrolment processes by the end of 2018	Operations	X				
3.2.2	Strengthen PNGEC HQ and provinces communications with relevant stakeholders to ensure effective roll update for 2022 election	Operations		X	X	X	

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 3.3:</b> Improve and support the capacity of Provincial Electoral Offices to process, verify, secure and transmit electoral data to PNGEC Headquarters by December 2019							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
3.3.1	Review current circumstances of all provincial offices and develop plan to improve provincial office capacity (office space, power, staff etc.) to deliver voter roll operations	Policy + Operations	X	X			
3.3.2	Review and clarify processes and procedures for electoral roll activities in provincial offices	Operations + ICT		X	X		
3.3.3	Provide ongoing headquarters support to provinces for the electoral roll decentralisation	Operations + ICT	X	X	X	X	X
3.3.4	Research, identify, pilot and introduce innovative operational processes, procedures and techniques for periodic electoral roll reconciliation, verification and update suitable to PNG context by end of 2019	Operations + ICT	X	X			
3.3.5	Research and implement methodology for continuous display of the electoral roll	Policy, Operations + ICT	X	X	X	X	X
3.3.6	Ensure continuous display of ward roll on-line for public access in preparation for 2018 LLG Election and onwards	ICAB + Operations					

<b>OBJECTIVE 3.4:</b> Strengthen the voter registration system at the national office by improving data security measures, enhancing quality control procedures and better managing electoral roll production and distribution to the Provincial Electoral Offices by December 2020							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
3.4.1	Review existing enrolment system to ensure there are data security, integrity and tracking mechanisms in place by 2019	Policy+ Operations ICT	X	X			
3.4.2	Form a Working Group to identify specific enrolment issues (missing names, duplicates and deceased) for improvement by mid-2019	Policy + Operations	X	X			
3.4.3	Enhance/revise the system to resolve the identified issues by end of 2019	ICT + Operations	X	X			
3.4.4	Develop technical, user and training documentation for the revised system by end of 2020	Operations + ICT	X	X			
3.4.5	Deliver training to data centre staff of PNGEC on revised system and procedures by 2020	Operations + ICT	X	X			
3.4.6	Pilot the system in the field, followed by full roll out across all provinces by end of 2020	Operations		X	X		
3.4.7	Monitor and evaluate the effectiveness of the revised system from roll-out to end of 2022	Policy, Operations + ICT			X	X	X

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 4: VOTER AWARENESS AND CIVIC EDUCATION

STRATEGIC GOAL 4: To strengthen the informed electoral participation of all Papua New Guineans	
#	Objectives
4.1	Promote informed participation of all voters by implementing a comprehensive and continuous voter education program, based on research and the use of monitoring and evaluation to increase effectiveness of outreach for the 2022 National Election and other electoral events
4.2	Increase electoral knowledge through civic education programs and institutional curriculum undertaken by key partners and government agencies by 2020
4.3	Improve communication through regular information sharing with the media, stakeholders and public by using traditional print/audio-visual methods and social media platforms to expand public outreach and transparency during local, national and other electoral events by 2022
#	Key Performance Indicators
4.1.1	Number of voter education programs implemented, and number of provinces, districts and LLGs reached
4.1.2	Percent of surveyed voters who report increase in electoral knowledge because of voter education programs
4.2.1	Number of civic education programs implemented, and provinces and districts reached with electoral activities
4.2.2	Number of civic education programs implemented at educational institutions that include PNGEC-supplied electoral information
4.2.3	Percent of students participating in civic education programs surveyed who demonstrate increased knowledge of civic education topics
4.3.1	Number of print, radio or television advertisements placed (disaggregated by language, type)
4.3.2	Number of people reached through PNGEC radio, television and news-paper outreach (disaggregated by geographical area, etc.)
4.3.3	Number of billboards, posters, booklets or other informational materials printed and distributed (disaggregated by language, type, geographical area)
4.3.4	Number of people reached through PNGEC social media platforms (e.g., page views, likes, etc. and disaggregated by sex, age, etc.)
4.3.5	Number and types of media and platforms used for public communications
4.3.6	Number of information-sharing events conducted with stakeholder groups (e.g., political parties, civil society organisations, faith-based organisations, etc.) (disaggregated by province and district)
4.3.7	Number of people reached through information-sharing events with stakeholder groups (disaggregated by type, geographical area)

## Strategic Action Plans (SAPs)

OBJECTIVE 4.1: Promote informed participation of all voters by implementing a comprehensive and continuous voter education program, based on research and the use of monitoring and evaluation to increase effectiveness of outreach for the 2022 National Election and other electoral events							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
4.1.1	Conduct inclusive voter education in collaboration with key stakeholders, including the media, for all voters, including women, youth and other marginalised groups	ICAB + Operations	X				
4.1.2	Conduct outreach to youth in secondary schools and higher learning institutions to provide information on the electoral process leading up to the 2018 local government elections	ICAB + Operations + Policy	X				
4.1.3	Develop a comprehensive Voter Education Strategy and budget to guide the work of the EC, in consultation with voter education partners and other stakeholders, reviewed and updated on an annual basis	ICAB + Operations + GESI Focal Point	X	X	X	X	X
4.1.4	Conduct continuous and inclusive voter education in collaboration with key stakeholders, including the media, for all voters, including women, youth and other marginalised groups, according to the Voter Education Strategy	ICAB + Operations + GESI Focal Point	X	X	X	X	X
4.1.5	Recruit and train qualified staff to serve as Voter Awareness and Public Outreach Officers in all 22 provinces	Human Resources + ICAB			X	X	X
4.1.6	Evaluate voter education programs with key voter education partners and other stakeholders	ICAB + Operations	X	X	X	X	X
4.1.7	Establish and maintain a Consultative Committee of key voter education partners and other stakeholders to promote collaboration and coordination in the design and delivery of voter education programs	ICAB + Operations + Policy		X	X	X	X
4.1.8	Utilise research to identify information needs of voters, including those of women, youth and other marginalised groups	ICAB + Operations		X	X	X	X
4.1.9	Conduct baseline mapping of existing and potential voter education partners, including geographical area of coverage and access to women, youth and other marginalised groups, and establish and manage a database to facilitate collaboration	ICAB + ICT + Operations		X	X	X	X
4.1.10	Establish and utilise a monitoring and reporting mechanism to ensure effective voter education programs	ICAB + Operations		X	x	X	X
4.1.11	Hold workshops for media, civil society organisations and other stakeholders on the electoral process, including regulations and procedures	ICAB + Policy + Operations		X	X	X	X
4.1.12	Collaborate with the Integrity of Political Parties and Candidates Commission (IPPPCC) to conduct briefings for political parties on the electoral process	ICAB + Operations + Policy		X	X	X	X
4.1.13	Develop and produce voter education material for candidates and scrutineers for electoral events	ICAB + Operations + Policy		X	X	X	X

## Strategic Action Plans (SAPs)

**OBJECTIVE 4.2:**  
Increase electoral knowledge through civic education programs and institutional curriculum undertaken by key partners and government agencies by 2020

#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
4.2.1	Engage with Department of Education to determine approaches for integrating electoral education in the educational system	ICAB	X	X			
4.2.2	Conduct research on civil society organisations and others that are undertaking civic education programs for women, youth and marginalised groups in PNG to determine their target audiences and types of programming with a view to identifying potential opportunities for integration of electoral education	ICAB		X			
4.2.3	Develop a Civic Education Strategy and budget by December 2020 to guide the work of the EC, in consultation with voter/civic education partners and other stakeholders, reviewed and updated on an annual basis	ICAB		X	X	X	X
4.2.4	Implement the Civic Education Strategy, in collaboration with identified partners, ensuring that the programs are pre-tested prior to delivery, and monitored and evaluated to determine effectiveness	ICAB				X	X

**OBJECTIVE 4.3:**  
Improve communication through regular information sharing with the media, stakeholders and public by using traditional print/audio-visual methods and social media platforms to expand public outreach and transparency during local, national and other electoral events by 2022

#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
4.3.1	Develop a revised Information Resource Centre Scope of Operations to enhance information-sharing to the media, educational institutions and others	ICAB	X				
4.3.2	Review and improve the PNGEC's public communication strategy, policies and guidelines to ensure the effective and efficiency of public communication, and the clarification of the roles and responsibilities within the PNGEC	ICAB + Operations + Executive		X	X	X	
4.3.3	Continuous implementation for the PNGEC's public communication strategy, including, but not limited to, the regular updating of website content, outreach through social media and the Information Resource Centre, conduct of press conferences and other outreach to the public; review of strategy on annual basis	ICAB + Operations + ICT		X	X	X	X
4.3.4	Establish a Media Centre and ensure that it is fully operational no later than one month before the 2022 National Election to provide timely access to information to the media and others	ICAB + ICT					X

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 5: GENDER EQUITY AND SOCIAL INCLUSION

STRATEGIC GOAL 5: To institutionalise gender equity and social inclusion through policy and procedural reform and implementation in all electoral processes			
#	Objectives	#	Key Performance Indicators
5.1	Enhance the knowledge and skills of all electoral workers on GESI-related issues by identifying and conducting relevant organisational capacity development by December 2022	5.1.1	Percent of staff and temporary election workers (TEWs) trained on GESI-related issues (data disaggregated by gender, position, location)
		5.1.2	Percent of staff and TEWs who demonstrate increased knowledge of GESI training topics (disaggregated by gender, position, and location)
5.2	Expand special arrangements for women, youths people living with disabilities (PLWD), people living with HIV/AIDS (PLWH) and other marginalised groups to increase the safety and accessibility of voting by June 2021	5.2.1	Number of policies in place for women, youths, PLWD, PLWH and other marginalised groups to vote safely and secretly
5.3	Review and promote reform of the electoral laws and regulations, and revise the PNGEC's GESI policy to increase participation of women, youths, PLWD, PLWH and other marginalised groups in all electoral processes by December 2021	5.3.1	Percent of women elected in local and National Elections (disaggregated by position, geographical area)
		5.3.2	Percent of registered youth against eligible youth (18-35 years)
		5.3.3	Number of electoral laws, amendments, regulations and policies in place that target higher levels of electoral participation of women, PLWD, PLWHs and others
		5.3.4	Percent of female staff and temporary election workers (disaggregated by position and geographical location)
5.4	Collaborate with stakeholders to deliver effective voter and civic education programs that inform the public on GESI-related topics and issues involving women, youths, PLWD, PLWH and other marginalised groups by June 2022	5.4.1	Number of collaborative events involving GESI-related topics and issues conducted with stakeholder groups (e.g., political parties, civil society organisations, faith-based organisations, etc.) (disaggregated by province and district)
		5.4.2	Number of voter and civic education programs delivered by stakeholders with PNGEC-supplied GESI information

## Strategic Action Plans (SAPs)

**OBJECTIVE 5.1:9** Enhance the knowledge and skills of all electoral workers on GESI-related issues by identifying and conducting relevant organisational capacity development by December 2022

#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
5.1.1	Identify and recruit qualified GESI Focal Point staff to coordinate all GESI policies and functions	HR		X			
5.1.2	Review and amend the current PNGEC recruitment policy and processes to be GESI compliant	HR + Policy			X		
5.1.3	Conduct PNGEC organisational staff appraisal on GESI knowledge and skills	HR + GESI Officer		X			
5.1.4	Review, amend, and/or develop PNGEC training materials to ensure GESI themes are captured in all electoral procedures and processes	Operations + HR + GESI Officer			X		
5.1.5	Identify GESI training programs offered by external partners for engagement by PNGEC	Operations + HR + ICAB + GESI Officer		X			

### OBJECTIVE 5.2:

Expand special arrangements for women, youths, PLWD, PLWH and other marginalised groups to increase the safety and accessibility of voting by June 2021

#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
5.2.1	Improve polling place queuing regulations and procedures to allow for inclusive polling operations	Policy + Operations + HR				X	
5.2.2	Conduct feasibility study into mobile registration and polling for marginalised voters	Operations + Policy			X		
5.2.3	Adopt a Violence Against Women in Elections (VAWIE) framework for the 2022 National Election	Policy + Operations + GESI Officer + ICAB				X	
5.2.4	Develop and Implement pilot program for adopting technology or other mechanisms to enable visually impaired voters to cast their ballot independently and secretly	Operations + ICT + Policy + HR + ICAB + GESI Officer			X		

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 5.3:</b> Review and promote reform of the electoral laws and regulations, and revise the PNGEC's GESI policy to increase participation of women, youths, PLWD, PLWH and other marginalised groups in all electoral processes by December 2021							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
5.3.1	Consult widely with relevant stakeholders to review and amend electoral laws, regulations, and the GESI Policy to increase participation of women, youths, PLWD, PLWH and other marginalised groups in all electoral processes	Policy + HR + GESI Officer + Operations				X	
5.3.2	Review and amend the PNGEC's GESI Policy to be in line with the Corporate Plan and relevant national legislation and policies	Policy, HR + GESI Officer + Operations			X		
5.3.3	Mainstream the amended electoral laws and regulations and implement the GESI Policy within the organisation	SMT + Operations + ICAB			X		

<b>OBJECTIVE 5.4:</b> Collaborate with stakeholders to deliver effective voter and civic education programs that inform the public on GESI-related topics and issues involving women, youths, PLWD, PLWH and other marginalised groups by June 2022							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
5.4.1	Conduct social mapping on external stakeholder programs targeting GESI (women, youths PLWD, PLWH and other marginalised groups)	ICAB + Operations + Policy		X			
5.4.2	Develop civic and voter education programs with a GESI focus inclusive of women, youths, PLWD, PLWH and other marginalised groups	ICAB + GESI Officer + Operations			X		
5.4.3	Promote greater electoral participation by advocating through educational programs on GESI (women, youths, PLWD, PLWH and other marginalised groups)	ICAB + GESI Officer + Operations				X	X

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 6: RESTRUCTURING AND DECENTRALISATION

<b>STRATEGIC GOAL 6: To modernise the PNGEC organisational structure and decentralise administrative and operational functions to better deliver quality electoral services</b>		
#	Objectives	Key Performance Indicators
6.1	Develop a revised PNGEC organisational structure and ensure progressive implementation to reflect the needs of the Electoral Commission in advance of the 2022 National Election	6.1.1 Degree to which the Restructuring Plan is implemented
6.2	Improve Provincial Electoral Office functions by increasing staff capacity and equipping all offices with physical and technical infrastructure to support the new organisational structure by 2021	6.2.1 Degree to which the Provincial Electoral Office staffing plan is implemented
		6.2.2 Percent of Provincial Electoral Office staff trained in managerial and other professional skills (data disaggregated by gender, position, location)
		6.2.3 Percent of Provincial Electoral Office staff trained who demonstrate increased knowledge of training topics
6.2.4 Degree to which the Provincial Electoral Office infrastructure plan is implemented		
6.3	Identify the roles, responsibilities, and activities that could be decentralised to the Provincial Electoral Offices to improve the delivery of electoral services by 2021	6.3.1 Degree to which the decentralisation plan is implemented

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 6.1:</b> Develop a revised the PNGEC organisational structure and ensure implementation is progressively improved to reflect the needs of the Electoral Commission in advance of the 2022 National Election							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
6.1.1	Establish a corporate structure working group to review gaps in PNGEC organisational positions and develop a revised structure to support leadership, management, administrative and operational improvements by December 2018	SMT + HR	X				
6.1.2	1. Present PNGEC restructuring proposal to government stakeholders and receive approval and funding to implement incremental changes at the national and provincial levels by February 2019	SMT + HR	X	X			
6.1.3	Establish a Restructuring Plan and ensure the organisational structure is progressively implemented according to the plan by the end of 2022	SMT + HR		X	X	X	X

<b>OBJECTIVE 6.2:</b> Improve Provincial Electoral Office functions by increasing staff capacity and equipping all offices with physical and technical infrastructure to support the new organisational structure by 2021							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
6.2.1	Assess and identify staffing and infrastructure and staffing needs of the Provincial Electoral Offices and prepare an implementation plan to PNGEC management by the end of 2019	SMT + HR	X	X			
6.2.2	Procure suitable physical locations for offices and warehouses and provide sufficient technical equipment for computing and communication services in support of electoral activities by the end of 2020	SMT + Policy + Operations/PEOs		X	X		
6.2.3	Establish clear roles and responsibilities of Provincial Electoral Office staff and provide managerial skills and operational capabilities to conduct elections by the end of 2020	HR, Operations + Training	X	X	X		

<b>OBJECTIVE 6.3:</b> Identify the roles, responsibilities, and activities that could be decentralised to the Provincial Electoral Offices to improve the delivery of electoral services by 2021							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
6.3.1	Establish Functions Review Working Group to assess and identify roles, responsibilities, and activities that could be decentralised to Provincial Electoral Offices by the end of 2019	SMT + PEOs	X	X			
6.3.2	Improve National Electoral Office ability to monitor and supervise Provincial Electoral Office performance and accountability by the end of 2020	SMT + Operations	X	X	X		
6.3.3	Progressively decentralise administrative and operational roles and responsibilities to Provincial Electoral Offices by the end of 2021	SMT + PEOs			X	X	
6.3.4	Strengthen and improve the financial delegation of authority to approve claims by the Provincial Election Manager under Section 32 of the Financial Management Act before 2021	SMT + Finance		X	X	X	
6.3.5	Review and report on performance of decentralised functions by Provincial Electoral Offices from 2019 until the end of 2022	SMT					X

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 7: ORGANISATIONAL CAPACITY

<b>STRATEGIC GOAL 7:</b> <b>To ensure the human resources are properly recruited, trained, informed, equipped, evaluated and rewarded, and understand the risks of delivering professional electoral services to all stakeholders throughout Papua New Guinea</b>		
#	Objectives	Key Performance Indicators
7.1	Strengthen human resource management system to improve staff conditions of service, recruitment, performance, and accountability by January 2022	7.1.1 Number of new and improved human resource management system-related policies and procedures
		7.1.2 Degree to which the Staff Management Plan is implemented
		7.1.3 Degree to which the Human Resource Policy is compliant with Public Service General Orders (4th ed.)
		7.1.4 Degree to which the Human Resource Policy is implemented
		7.1.5 Degree to which the Recruitment Policy is implemented
7.2	Review and strengthen the comprehensive staff development and succession plans to improve technical and professional job skills, leadership capabilities and staff productivity by January 2021	7.2.1 Degree to which Staff Development Plan is implemented
		7.2.2 Degree to which Succession Plan is implemented
		7.2.3 Percent of staff receiving professional and technical skills training (data disaggregated by gender, position, type of training received, location, etc.)
7.3	Strengthen the capacity of PNGEC to deliver technical and professional training to all staff by June 2021	7.2.4 Percent of staff receiving training who demonstrate increased knowledge of training topics
		7.3.1 Percent of trainers capable of conducting internal training events (disaggregated by gender, position, location, training skills level achieved)
7.4	Strengthen internal communication systems and procedures within and between headquarters and provincial offices to increase information sharing, facilitate proper record retention/ archiving and support good working practice by December 2020	7.3.2 Number of internal training events on electoral or technical topics delivered (data disaggregated by type of training received and location)
		7.4.1 Number of new and improved internal communication policies and procedures
		7.4.2 Degree to which the Communication Policy is implemented
		7.4.3 Number of new and improved internal document retention and archiving policies and procedures

## Strategic Action Plans (SAPs)

<b>STRATEGIC GOAL 7: To ensure the human resources are properly recruited, trained, informed, equipped, evaluated and rewarded, and understand the risks of delivering professional electoral services to all stakeholders throughout Papua New Guinea</b>			
<b>#</b>	<b>Objectives</b>	<b>#</b>	<b>Key Performance Indicators</b>
7.5	Increase the information and communication technology (ICT) capability and modernise technological systems to deliver and support all required technical services to PNGEC headquarters and provincial offices by December 2020	7.5.1 7.5.2	Number of new and improved ICT policies and procedures Degree to which ICT Services Plan is implemented
7.6	Develop the capacity to assess organisational risks to improve the internal and external responses by management to those risks by December 2021	7.6.1 7.6.2	Number of new and improved risk management measures Degree to which Risk Management Plan is implemented
7.7	Develop a standardised planning and reporting methodology and monitoring and evaluation tools to track progress on the implementation of the strategic goals, objectives and actions in the Corporate Plan by June 2019	7.7.1 7.7.2	Number of new and improved monitoring, evaluation and reporting tools Degree to which the Performance Monitoring and Evaluation Plan is implemented

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 7.1:</b> Strengthen human resource management system to improve staff conditions of service, recruitment, performance, and accountability by January 2022							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
7.1.1	Undertake review of the current establishment and temporary staffing structure to improve efficiency by submitting recommendations to the Department of Personnel Management by end 2018	Executive + HR Branch Directors	X				
7.1.2	Final submission from PNGEC Executive to the Secretary of the Department of Personnel Management by November 2018	Executive	X				
7.1.3	Development of a Staffing Plan to progressively implement the approved recommendations by March 2020	Policy + HR		X	X		
7.1.4	Continue to implement Staffing Plan to ensure full implementation by 2022	Policy + HR				X	X
7.1.5	Ensure every current PNGEC staff signs updated Code of Conduct as part of the Standard Service Agreement (SSA) by July 2018, and all new permanent and temporary recruits as engaged	HR	X	X	X	X	X
7.1.6	Develop PNGEC HR policy in compliance with revised Public Service General Orders (4th ed.) to address issues of staff welfare for approval by SMT by 2019	HR + SMT		X			
7.1.7	Implement the approved HR policy to address the issues related to staff welfare by 2020	HR			X		
7.1.8	Ensure the conduct of and action on periodic staff appraisals at all levels every 6 months	HR + Branch Directors	X	X	X	X	X
7.1.9	Review and identify areas for ongoing improvement of recruitment systems and procedures (TEW system, In-house Manual of Procedures) by December 2018	HR + Operations+ Finance	X				
7.1.10	Develop recommendations to improve recruitment systems and procedures by December 2018	HR	X				
7.1.11	Conduct appropriately coordinated training for staff involved in recruitment (e.g., how to use the system, how to use merit principles) by December 2019	HR + Operations		X			

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 7.2:</b> Review and strengthen the comprehensive staff development and succession plans to improve technical and professional job skills, leadership capabilities and staff productivity by January 2021						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021
7.2.1	Undertake a training needs analysis of all staff of PNGEC by the end of 2019	HR + Branch Directors		X		
7.2.2	Identify priority areas for skills and technical training	HR + Training Section		X	X	
7.2.3	Develop training plan and identify appropriate courses/units/solutions and materials for all staff based on identified needs related to technical (election-related) and professional skills training (communications, project management, leadership, etc.)	HR + Branch Directors		X		
7.2.4	Implement an Electoral Commission-wide program of training to respond to identified training needs	Training Division		X	X	X
7.2.5	Institutionalise continuous staff development by implementing an improved staff development program and a merit-based career path	HR + Training Section		X	X	X
7.2.6	Prepare and submit annual training report that includes all internal and external training events conducted and attended with names and titles of all trainers and participants	HR + Training Section	X	X	X	X

<b>OBJECTIVE 7.3:</b> Strengthen the capacity of PNGEC to deliver technical and professional training to all staff by June 2021						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021
7.3.1	Identify the staffing level necessary to provide the quality and volume of training required to support the activities of PNGEC	HR + Branch Directors	X			
7.3.2	Recruit qualified and experience training staff to fill training positions as identified within the PNGEC HQ and provincial level	HR + Branch Directors	X	X		
7.3.3	Ensure that adequate PNGEC in-house training facilities and equipment are available to train staff of PNGEC and Temporary Election Workers	HR + Training Division		X		
7.3.4	Review and update existing training materials as appropriate to meet identified skills gaps and needs	Training Division + Branch Directors	X	X	X	X
7.3.5	Plan and deliver training to support the election activities and day-to-day needs of PNGEC	Training Division	X	X	X	X
7.3.6	Develop and implement a succession plan for PNGEC staff retrenchment	HR + Training	X	X	X	X

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 7.4:</b> Strengthen internal communication systems and procedures within and between headquarters and provincial offices to increase information sharing, facilitate proper record retention/archiving and support good working practice by December 2020							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
7.4.1	Form working group to review current communications practices and make recommendations to standardise communications protocols and practice across the organisation	Policy + ICT	X				
7.4.2	SMT to consider and approve revised communications protocols	SMT	X				
7.4.3	All Branches and Provincial Offices to implement revised protocols	Policy + Branch Directors		X			
7.4.4	Review and further revise system prior to 2022 elections	Policy			X	X	
7.4.5	Develop and implement plans and systems to capture and maintain Organisational retention and archiving of all records	HR + ICT + Ops			X		

<b>OBJECTIVE 7.5:</b> Increase the information and communication technology (ICT) capability and modernise technological systems to deliver and support all required technical services to PNGEC headquarters and provincial offices by December 2020							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
7.5.1	Audit/review current ICT systems, infrastructure, program and skills to provide a base-line study for future improvement of ICT services	ICT +Branch Directors	X	X			
7.5.2	Develop and Standardise ICT Services Plan to upgrade and integrate ICT services	ICT + Branch Directors	X	X			
7.5.3	Advise HR on appointment of additional staff and training of existing staff to ensure full range of skills available to support ICT services	ICT + HR + Training Division	X	X			
7.5.4	Progressively implement the services plan to ensure integrated ICT tools available to all staff and offices of PNGEC	ICT		X	X	X	
7.5.5	Plan and implement an appropriate off-site back-up/disaster recovery process for data security	HR + ICT	X	X			
7.5.6	Establish internal Support Desk to address technical issues with software, hardware and other computing infrastructure at the national and provincial levels	ICT	X	X			

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 7.6:</b> Develop the capacity to assess organisational risks to improve the internal and external responses by management to those risks by December 2021						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021
7.6.1	Develop a risk assessment tool(s) suitable for the Electoral Commission	Policy + SMT + Internal Audit	X			
7.6.2	Conduct a risk assessment to determine the risks with regards to the Electoral Commission's internal administration and management of the electoral process	Policy + SMT + Internal Audit		X		
7.6.3	Establish and utilise a risk management framework to prepare a Risk Management Plan that safeguards the Electoral Commission's staff, assets, administrative and financial functions, and the integrity of its election operations	SMT + Finance + Internal Audit		X	X	X

<b>OBJECTIVE 7.7:</b> Develop a standardised planning and reporting methodology and monitoring and evaluation tools to track progress on the implementation of the strategic goals, objectives and actions in the 2018-22 Corporate Plan by June 2019						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021
7.7.1	Develop and implement standardised planning procedures across all branches of PNGEC to effectively plan for future activities and create appropriate tools by mid-2018	SMT	X			
7.7.2	Monitor and evaluate all PNGEC corporate plan activities by establishing a monitoring and evaluation team by the end of 2018	SMT	X			
7.7.3	Develop and utilise reporting a monitoring and evaluation system across PNGEC by mid-2019	SMT + Branch Directors	X	X		
7.7.4	Develop a set of reporting tools to simplify and make consistent the different types of regular reporting, such as for incidents, finances, status and operations	SPU	X	X		

## Strategic Action Plans (SAPs)

### STRATEGIC PILLAR 8: FINANCIAL MANAGEMENT

<b>STRATEGIC GOAL 8:</b> To implement a Financial Management framework that is reliable, accountable and transparent and ensures the timely allocation of resources for the efficient delivery of electoral services		<b>Key Performance Indicators</b>
<b>#</b>	<b>Objectives</b>	<b>#</b>
8.1	Strengthen the current budget and reporting systems to ensure all processes satisfy the Electoral Commission's operational requirements and are in accordance with Public Finance Management Act (PFMA) and specific financial instructions by the end of 2020 to promote timely release of GoPNG funds	<p>8.1.1 Percent of Branch, Budget and Monthly Cash-Flow Reports to submitted on time PNGEC Financial Management</p> <p>8.1.2 Percent of PNGEC staff trained on budgeting processes and requirements (data disaggregated by gender, position, location)</p> <p>8.1.3 Percent of PNGEC staff receiving training who demonstrate increased knowledge of training topics</p> <p>8.1.4 Percent of complete and timely financial reports submitted by the PNGEC's provincial offices and by Branches</p> <p>8.1.5 Percent of PNGEC' Financial Reports to Departments of Finance and Treasury and others submitted on time as required</p>
8.2	Implement a Financial Management System in PNGEC that facilitates all necessary processes and operations and aligns people, systems and policies to maximize productivity and efficiency in financial performance in all Branches by December 2020	<p>8.2.1 Degree to which the Finance Branch Job Descriptions and Organization Structure are updated to reflect the Integrated Financial Management System (IFMS) processes</p> <p>8.2.2 Number of new and improved Financial Management policies and procedures documented</p> <p>8.2.3 Degree to which the Financial Management Branch Procedure Manual is implemented</p> <p>8.2.4 Percent of PNGEC staff trained on Financial Management related topics (data disaggregated by gender, position, location)</p> <p>8.2.5 Percent of PNGEC staff receiving training who demonstrate increased knowledge of training topics</p>
8.3	Ensure compliance with the relevant financial laws and regulations by conducting regular internal audits and reporting to the Audit Committee and implementing the resulting recommendations to strengthen the Financial Management System to obtain an Unqualified Audit Report from the Auditor General by 2020	<p>8.3.1 Percent of PNGEC staff trained on PFMA (data disaggregated by gender, position, location)</p> <p>8.3.2 Percent of PNGEC staff trained on PFMA who demonstrate increased knowledge of training topics</p> <p>8.3.3 Percent of internal audits completed within agreed timeframe</p> <p>8.3.4 Degree to which Audit Opinions from Auditor General are improved</p> <p>8.3.5 Degree to which the Audit Committee reports are submitted, and Action Items implemented on time</p>

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 8.1:</b> <b>Strengthen the current budget and reporting systems to ensure all processes satisfy the PNGEC's operational requirements and are in accordance with Public Finance Management Act (PFMA) and specific financial instructions by the end of 2020 to promote timely release of GoPNG funds</b>							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
8.1.1	Encourage increased transparency and frequency of financial reporting by Provincial Administrations to the Provincial Election Steering Committees (PESCs) and by district administrations to the District Election Steering Committees (DESCs) as to their financial support for elections to facilitate and coordinate Electoral Commission budgeting and resource management	Policy + Finance	X				
8.1.2	Conduct training for senior managers, including Election Managers, Assistant Election Managers, and Operations Managers, on budgeting processes and requirements, including on basic bookkeeping	Finance + HR	X				
8.1.3	Evaluate the current budgeting and reporting systems and processes in headquarters and provinces, through internal and external consultations, to make recommendations for improvements	Finance + Operations		X			
8.1.4	Align the budgeting and planning cycles by preparing, reviewing and finalising budgets, through inclusive internal consultations, against the Annual Branch Plans and operation implementation plans to ensure the submission of an accurate and realistic PNGEC budget to Department of Treasury by 31 August, on an annual basis	Finance + Executive	X	X	X	X	X
8.1.5	Institute monthly management and financial reports from all provinces to Operations and all Branches to the executive	Executive + Finance + Operations (Branches)	X	X	X	X	X
8.1.6	Ensure the timely submission of required financial reports to Departments of Finance and of Treasury as prescribed, and submission of the financial component for other reports required to other stakeholders	Finance	X	X	X	X	X

## Strategic Action Plans (SAPs)

<b>OBJECTIVE 8.2:</b> Implement a Financial Management System in PNGEC that facilitates all necessary processes and operations and aligns people, systems and policies to maximise productivity and efficiency in financial performance in all Branches by December 2020						
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021 2022
8.2.1	Department of Finance to conduct refresher training on the current Financial Management System, including IFMS for Finance Branch staff, provincial officers, and selected senior staff	Finance	X			
8.2.2	Review and strengthen the procurement policy and procedures, including the charter for the Procurement Committee, to ensure the transparency and compliance of the procurement process, value for money and quality assurance of materials and equipment	Finance	X			
8.2.3	Evaluate the current financial system and processes in headquarters and provinces, including but not limited to procurement, TEWs, and service providers, through internal and external consultations, to determine the redundancies, gaps and inefficiencies and make recommendations for improvements	Finance		X		
8.2.4	Develop an Implementation Plan, including budget, to address issues identified by the evaluation of the financial system, in consultation with key PNGEC staff in headquarters and in provinces, and external stakeholders such as Departments of Finance and Treasury, and obtain agreement of the Senior Management Team (SMT)	Finance		X		
8.2.5	Obtain required funding and other resources, including technical and other support, for the Implementation Plan	Finance + Executive		X	X	
8.2.6	Establish a Financial Management System Steering Committee, chaired by the Finance Director, of key headquarters and provincial staff, to manage, monitor and conduct periodic evaluations of the Implementation Plan	Finance			X	
8.2.7	Execute the Implementation Plan, ensuring that the changes are communicated to all staff, and that staff are trained on any new processes and procedures introduced to ensure its effective implementation	Finance			X	
8.2.8	Monitor and evaluate the progress of the Plan's implementation, with reports submitted to the Financial Management System Steering Committee as required by the monitoring and evaluation framework	Finance			X	

## Strategic Action Plans (SAPs)

OBJECTIVE 8.3: Ensure compliance with the relevant financial laws and regulations by conducting regular internal audits and reporting to the Audit Committee and implementing the resulting recommendations to strengthen the Financial Management System to obtain an Unqualified Audit Report from the Auditor General by 2020							
#	Strategic Actions	Lead Branch +	2018	2019	2020	2021	2022
8.3.1	Establish a plan and schedule to ensure that Branches are up-to-date with the reporting requirements from the Audit Committee	Internal Audit + All Branches	X	X	X	X	X
8.3.2	Submission of timely and complete financial reports, submitted on a quarterly basis, to the Audit Committee	Internal Audit	X	X	X	X	X
8.3.3	Conduct training on Revised PFMA to PNGEC Headquarters and Provincial Electoral Office	Finance + Internal Audit		X			
8.3.4	Coordinate with SMT and Auditor General to carry out audits at headquarters and provincial offices as required by the Audit Act and PFMA	Internal Audit + Finance	X	X	X	X	X
8.3.5	Review action items resulting from the quarterly Audit Committee meetings, transmit them to the Branches in a timely manner, and ensure their full implementation within the due dates	Internal Audit	X	X	X	X	X
8.3.6	Develop and implement a plan to address the issues identified in the Management Letter from the Auditor-General, in consultation with Branches, in a timely manner	Internal Audit + Finance	X	X	X	X	X



PAPUA NEW GUINEA ELECTORAL COMMISSION  
**CORPORATE PLAN 2018-2022**



**ELECTORAL  
COMMISSION**  
Papua New Guinea