

Strategic Plan 2024 - 2027

Fijian Elections Office
My Election, My Fiji

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Strategic Plan 2024 - 2027

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Abbreviations

Act - Electoral Act 2014

Constitution - Constitution of the Republic of Fiji 2013

CSO - Civil Society Organisation

EC - Electoral Commission

EMB - Election Management Body

FEO - Fijian Elections Office

NGO - Non-Government Organisation

SoE - Supervisor of Elections

SPT - Strategic Planning Team



Message from the Acting Supervisor of Elections

As the current head of the Fijian Elections Office ["**FEO**"], it is my distinct pleasure to introduce the FEO's Strategic Plan for the period 2024-2027. This document represents the culmination of extensive collaboration, dedicated effort, and a shared commitment to furthering the cause of democratic governance in our beloved nation.

The FEO has over the years made significant strides in enhancing the credibility and efficiency of electoral processes. However, we recognise that the journey towards perfection is a continuous one, and we remain firm in our dedication to improving electoral services.

As such, the 2024-2027 Strategic Plan serves as a roadmap that will guide the FEO endeavours over the coming years. It is a comprehensive framework that outlines key objectives, strategies, and actions to ensure that every vote is counted and every election is conducted with the utmost integrity.

Our strategic priorities encompass a broad spectrum of initiatives, including the modernisation of electoral processes, the promotion of voter engagement and the enhancement of stakeholder collaboration. We are committed to fostering an environment where inclusivity and diversity are respected, and where Fijians can exercise their right to vote with confidence, pride and without fear.

The success of this plan will rely on the collective efforts of our dedicated team with the support of our stakeholders including the active engagement of voters. Together, we will work to achieve the goals outlined in this Strategic Plan and ensure that the FEO continues to be a beacon of democratic excellence in the Pacific region.

I would like to express my gratitude to the entire FEO team for their unwavering commitment and tireless efforts in developing this plan, and to our stakeholders for their trust and confidence in our work.

As we embark on this journey, I invite all Fijians to join us in shaping the future of our democracy. Together, we will uphold the values that define our great nation, and together, we will build a stronger, more inclusive Fiji for generations to come.

Vinaka vakalevu and thank you for your continued support.

Ana Mataiciwa (Ms.)

ACTING SUPERVISOR OF ELECTIONS

Introduction

Elections play a critical role in any democracy. It is the largest logistical exercise that any country conducts. It is imperative that proper planning is undertaken to deliver successful outcomes. Developing a Strategic Plan is a fundamental step for an Election Management Body ["EMB"] to map its commitments and objectives during an electoral cycle.

The FEO conducted its first General Election under the Constitution of the Republic of Fiji, 2013 ["Constitution"] on 17 September 2014. After the first General Election, the FEO embarked on the journey to develop its first Strategic Plan for the period 2015-2019. The second Strategic Plan for the period 2020-2023 was developed after the 2018 General Election and it comes to an end this year.

As such, the strategic planning process for the 2024-2027 Strategic Plan commenced in May this year. This Strategic Plan builds on our past successes, addresses contemporary perspectives, and provides a vision of the future that ensures a continued thriving democracy for all Fijians. This is the foundation for the organisation's larger planning environment. Together with other plans, the Strategic Plan guides our work as it is an important tool to assist the FEO in making decisions, planning projects and aligning work with commitments to stakeholders.

This Strategic Plan has been enriched with input and lessons learnt from previous activities including the past three (3) General Elections, observer reports and other key recommendations from internal and external stakeholders. The past two (2) Strategic Plans allowed the organisation to design extensive plans for the 2018 and 2022 General Elections respectively. This Strategic Plan envisions to achieve the same outcome.

Fijian Elections Office

The FEO was established in 2014 as an independent EMB, responsible for conducting elections in Fiji. Since its inception, the FEO has conducted three (3) General Elections and a number of Trade Union Elections. It has also implemented two (2) Strategic Plans for the periods 2015-2019 and 2020-2023.

The FEO is headed by the Supervisor of Elections ["SoE"] and is responsible for:

- Administering the registration and regulates the conduct, funding and disclosures of Political Parties;
- Administering the registration of voters and maintaining the Register of Voters;
- Administering the registration of election candidates;
- Implementing voter information and educational initiatives;
- Conducting election of members of Parliament and such other elections as prescribed under section 154 of the Electoral Act 2014 ["Act"], including the conduct of voting, counting, and tabulating of election results;
- Overseeing compliance with campaign rules and reporting requirements; and
- Performing other functions in accordance with any written law.

In ensuring that the FEO effectively performs its duties and functions as required by law, the Parliament allocates to the FEO an annual grant in the National Budget. The Act empowers the SoE to determine all matters relating to the employment of staff at the FEO including the authority to appoint, remove and take disciplinary action. The FEO has three (3) directorates, responsible for delivering their specific functions to meet the overall objectives of the organisation. These are the Executive, Operation and Corporate Services directorates. They are headed by the SoE, Director Operations and Director Corporate Services respectively.

The Executive Directorate oversees legal and compliance, internal audit, communications, international relations and research. The Operations Directorate is generally responsible for the implementation of election plans, maintaining an accurate and current National Register of Voters, delivery of effective electoral services and management of election results. This Directorate also deals with voter registration and polling venues, divisional offices and industrial elections.

To ensure the operational mandate of the FEO is delivered effectively, the Corporate Services Directorate provides support services. This Directorate looks after the human resources, finance, procurement and asset management, training and development and information communication technology. During the election period, the organisation structure is developed to meet the specific needs of the organisation. This includes the hiring of additional staff over the election period. For the 2022 General Election, 7,577 Election Officials were engaged.

The FEO will use this Strategic Plan to map its journey in the conduct of the upcoming Local Government Elections and the next General Election.

Electoral Commission

The Electoral Commission ["EC"] is an independent authority established under section 75(2) of the Constitution. It has the responsibility of formulating policies and overseeing the conduct of elections in accordance with the law. It consists of six (6) members and a Chairperson who are appointed for a term of three (3) years. Under the Act, the SoE is the Secretary to the EC.

The FEO works closely with the EC in ensuring that its policies and procedures comply with the electoral legal framework. At the conclusion of every General Election, the EC and the FEO are required to submit a joint report to the President and Parliament.

Fijian Electoral System

In conducting the General Election to appoint Members of Parliament in Fiji, the electoral system used is multi-member open list system of proportional representation. Under this, each voter has one vote, with each vote being of equal value, in a single national electoral roll comprising all the registered voters.

To vote in the General Election a person must be a registered voter. Voters are registered to vote at a Polling Venue located close to their place of residence. To register to vote, a person must be a Fiji citizen and be at least 18 years of age at the time of registration.

To contest the General Election, a person may be nominated by a Political Party or can contest as an Independent Candidate. The criteria for qualification of candidates is outlined in the Constitution which requires a person;

- to be a citizen of Fiji;
- to not hold dual citizenship of any other country;
- must be registered as a voter;
- is ordinarily resident in Fiji for at least two (2) years immediately before being nominated;
- must not be an undischarged bankrupt;
- must not be a member of the EC any time during the four (4) years immediately before being nominated;
- must not be subjected to a sentence of imprisonment when nominated, has not at any time during the 8 years immediately before being nominated been convicted of any offence under any law for which the maximum penalty is a term of imprisonment of 12 months or more and;
- has not been found guilty of any offence under a law relating to elections, registration of political parties or registration of voters, including any offence mentioned in the Act.

A Political Party which is nominating candidates, can only nominate according to the number of seats in Parliament. In 2014, the number of seats was 50, and following a review by the EC in 2017, this increased to 51 for the 2018 General Election. It was further increased to 55 for the 2022 General Election.

In Fiji, voters can either circle or tick or cross the number of the candidate they wish to vote for. There are three (3) methods of voting, and they are Pre-Poll, Postal and Election Day voting. On Election Day, Polling Stations open at 7.30am and close at 6.00pm. After the close of polls on Election Day, Ballot Papers are counted at the Polling Stations. For Pre-Poll and Postal Voting, Ballot Papers are counted at the National Count Centre.

The FEO is responsible for preparing the Final National Results Tally and submitting it to the EC for allocation of seats. The seat allocation is done using the D'hondt formula. Political Parties and Independent Candidates must meet the 5% threshold to qualify for a seat in Parliament. The EC is responsible for publishing the outcome of the General Election and returning the Writ to the President.





MISSION

We deliver electoral services that have the trust and confidence of our stakeholders.

VISION

Excellence in the conduct of elections that strengthens democracy in Fiji.

Guiding Principles

Guided by our mission and in realising our vision, we commit to uphold the following Guiding Principles:

INNOVATION AND CREATIVITY

We create innovative solutions to meet the needs of our stakeholders within the confines of our legal mandate.

INDEPENDENCE

We operate independently in accordance with the rule of law.

COLLABORATION

We are committed to strengthening relationships with our stakeholders to promote greater electoral participation and trust on election integrity.

IMPARTIALITY

We are non-partisan and committed to neutral and fair conduct

INTEGRITY

ACCESSIBILITY

We strive to strengthen electoral processes to foster inclusiveness and equal participation for all eligible voters to exercise their right to vote.



We are mandated to carry out our responsibilities in accordance with the rule of law and upholding high levels of ethical standards.

ACCOUNTABILITY

We take ownership and responsibility of our actions and decisions.

GOOD GOVERNANCE

We implement and uphold good governance practices to ensure transparency and adherence to the rule of law.

PROFESSIONALISM

We strive to ensure service excellence to all our stakeholders.

Strategic Pillars and Goals



Overview of the 2020-2023 Strategic Plan

The FEO has implemented two (2) Strategic Plans since 2014 and each time, achieved over 80% of the strategic milestones. For the 2020-2023 Strategic Plan, the FEO has achieved 84% of its strategic milestones. The achievement rate is set to increase by the end of 2023 once scheduled strategic milestones for 2023 are completed.

The strategic milestones completion rate is provided below:

YEARS	STRATEGIC MILESTONES ACHIEVED
2020	100%
2021	90%
2022	86%
2023	60% (ongoing)
Overall Achieved (4 years)	84% (ongoing)

Strategic Planning Process

Planning Strategy

To initiate this process, an Induction Workshop on Developing Strategic Plan was conducted by Mr. Antonio Spinelli (Senior Advisor, Electoral Processes for International Institute of Democracy and Electoral Assistance) for senior staff of the FEO. The workshop was held from 09 to 12 May 2023.

The Management appointed a Strategic Planning Team ["SPT"] on 16 May 2023 to spearhead the development of the Strategic Plan. The SPT comprised of members from all the FEO Directorates and a representative from the EC Secretariat.

In line with international best practices and governance for EMBs, the FEO decided to use "A Practical Guide for Election Management Bodies to Conduct a Strategic Planning Exercise" authored by Mr. Antonio Spinelli as a reference. This resource was contextualised to suit the ground realities and the environment in which the FEO operates.

The FEO in its Strategic Planning exercise, adopted a four (4) year planning cycle to coincide with the electoral cycle. This approach is similar to the past two (2) Strategic Plans. Having the Strategic Plan coincide with the electoral cycle allows for efficient and effective planning for the upcoming Local Government. Elections and the next General Election.

In order to develop the Strategic Plan successfully, the SPT developed a master plan which outlined the key activities and timelines. The master plan was submitted to Management and was approved on 19 May 2023.

It was agreed that the 2024-2027 Strategic Plan will not contain specific activities for each Measurable Objective. The activities will be developed annually, in line with the Measurable Objectives and will be captured in an Annual Operational Plan. This will ensure that the activities are planned properly and in accordance with the resources available for a particular year at the time of implementing a specific Measurable Objective.

Developing the Strategic Plan

During the initial meetings of the SPT, discussions were held to decide the approach that needs to be adopted to develop the Strategic Plan. Factors such as deadline for completion of Strategic Plan, available resources and current projects were considered when deciding the approach. After careful deliberation, it was determined that the Strategic Plan would be developed in four (4) phases, each phase having its own outcomes.

The four (4) phases of the Strategic Plan is provided below:

PHASE	OUTCOMES
1. Inception Phase	Master PlanOrganisational Appraisal- FEO Staff Survey
2. Development Phase	 Organisational Appraisal- SWOT Analysis Foundations Document (Mission, Vision and Guiding Principles) Strategic Pillars Strategic Goals Draft Strategic Plan
3. Consultation Phase	Stakeholder Consultation Report
4. Strategy into Action Phase	Strategic ActionsMeasurable ObjectivesFinal Strategic Plan 2024-2027

1. Inception Phase

An internal survey with the FEO staff was conducted which formed part of the organisational appraisal. A series of information sessions were also conducted to raise awareness among staff to ensure they were better informed when contributing towards developing the foundations document.

The following information sessions were conducted:

- Voter Turnout Trends: 24 May 2023;
- Gender and Elections: 25 May 2023;
- Legal Challenges: 01 June 2023;
- Update on Local Government Elections: 01 June 2023;
- 2022 General Election Multinational Observer Group Recommendations: 02 June 2023;
- Outcomes of Post 2022 General Election Media Consultation: 02 June 2023; and
- Budgetary Allocations (Election and Non-Election Years): 05 June 2023.

2. Development Phase

For this phase of the process, a comprehensive four (4) day Developing Foundations Document Workshop was conducted from 06 to 09 June 2023.

The objectives of the workshop were to:

- Develop a draft Mission and Vision Statement;
- Develop draft Guiding Principles;
- Identify organisational strengths, weaknesses, opportunities and threats;
- Identify strategic issues facing FEO; and
- Develop strategic pillars and goals for the 2024-2027 Strategic Plan.

At the end of the Workshop, the SPT deliberated on the outcomes and submitted the draft Mission Statement, Vision Statement, Guiding Principles, Organisational SWOT, Strategic Pillars and Goals to Management for their consideration and approval. After approval, a draft Strategic Plan containing the Foundations Document, Strategic Pillars and Goals was developed.





3. Consultation Phase

A series of consultations were conducted with internal and external stakeholders to gather feedback on the draft Strategic Plan. There was a need to have targeted consultations with identified stakeholders as well as generic consultations that were open to the public. The methodologies used were face to face consultations and a survey was conducted. Face to face consultations enabled the FEO to have direct discussions with identified stakeholders to gather feedback. The survey on the other hand was used to reach voters and the wider public for their contribution towards the draft Strategic Plan.

a) Survey

An online survey was conducted by the FEO starting from 05 July 2023. This survey was promoted on the FEO's digital platforms to allow greater participation and feedback from the public. Provisions were also made for tablets containing the survey to be placed at the Voter Services Centres so that members of the public could participate. The survey was open for three (3) weeks and the feedback received was valuable in compiling this Strategic Plan.

b) Face to Face Consultations

Face to face consultations were conducted with our key stakeholders from 05 to 11 July 2023. Key stakeholders were invited by the FEO to be part of these consultations.

The schedule for the consultations were as follows:

Date	Time	Stakeholder Group
Wednesday 5 July	8.30am	CSO
Wednesday 5 July	8.30am	Media Organisations
Thursday 6 July	8.30am	Government Ministries
Thursday 6 July	8.30am	Statutory Authorities
Friday 7 July	8.30am	Political Parties
Tuesday 11 July	8.30am	Development Partners

Presentations were conducted by Management during the consultations. Invited stakeholders were provided with a copy of the draft Strategic Plan and a round table discussion was conducted. The outcomes of these discussions were used to conceptualise various projects for the next four (4) years.

4. Strategy into Action Phase

After the consultations, a Stakeholder Consultation Report was developed and submitted to Management. In this phase, staff were required to develop Strategic Actions and Measurable Objectives.

An information session was conducted on 31 July 2023 to enable staff to develop Strategic Actions. Staff developed their Strategic Actions under different Strategic Goals and submitted it to the SPT. These Strategic Actions were vetted by the SPT then submitted to Management for approval.

Then on 18 August 2023 another information session was conducted for developing Measurable Objectives. In this session, the rules and criteria for developing Measurable Objectives were conveyed to the staff. Following this, Measurable Objectives were developed at departmental level.

It was essential to assess the merits of each Measurable Objective and make a determination as to whether they were specific, measurable, attainable, realistic and time-bound. As a result, a two (2) day Workshop on Developing Measurable Objectives was conducted on 25 and 28 August 2023.

In this Workshop, staff were encouraged to identify areas that were not covered by initial Measurable Objectives and more time was allocated to some departments to revise and resubmit or develop additional Measurable Objectives.

The Measurable Objectives were then submitted to the SPT, vetted and consolidated for Management approval. The Measurable Objectives were approved on 25 September 2023.

Staff expertise and experience: We have experience of conducting three (3) General Elections. • Planning based on electoral cycle.

- Use of digital platform for delivery of electoral services.
- Electronic voting infrastructure available for conducting Industrial Elections.
- Voter Education curriculum in secondary schools.
- Collaboration with development partners and donor agencies to secure funding and technical expertise.
- Strong regional and international network on electoral capacity building.
- Collaboration with relevant stakeholders through Memorandum of **Understanding and Terms** of Reference.

- Retention of technical staff over electoral cycles.
- Unavailability of suitable office space and warehouse during election.
- High staff turnover during election period.
- Lack of specialised training providers in the field of elections.
- Shorter lifespan of electoral items leading to wastages.

Increase network and collaboration with other EMBs.

- Engage with international and development partners for funding, capacity building and technical expertise.
- Engage CSOs to strengthen voter and civic education initiatives.
- Conduct external audit of internal processes and systems.
- Provide electoral trainings to external stakeholders to increase electoral literacy.
- Implement election curriculum in educational institutions.
- Encourage staff affiliation with professional institutions to strengthen overall organisational capacity.
- Establish Fijian Electoral Education Centre.

Budget constraints in non-election years affects cycle-based planning.

- Misinformation and disinformation.
- Low quality of election materials and the delayed delivery by vendors.
- Civil unrest and political instability.
- Sabotage of processes and systems.
- Force majeure.

Our Stakeholders

The FEO works with various stakeholders to deliver its mandate. The stakeholders are categorised as follows:

- Fijian Citizens;
- Political Parties and Candidates:
- Parliament of Fiji;
- Government Agencies;
- International and Development Partners;
- Media;
- Advocacy Groups (CSOs, NGOs, faith-based organisations and etc);
- Multinational Observer Group;
- Vendors; and
- Professional Skill Institutions.

Implementation and Monitoring Strategy

Proper implementation of this Strategic Plan is critical to ensure organisational success. To deploy the Strategic Plan effectively, Annual Operational Plans will be developed which will contain specific activities for achieving each Measurable Objective. These activities will be tagged to individual staff to ensure that scheduled activities are completed on time.

A Building Resources in Democracy, Governance and Elections (BRIDGE) Module on Operational Planning will be conducted for staff to support the development of the first Annual Operational Plan. In addition, a template for the Annual Operational Plan will be designed and shared with all staff. Management will ensure that sufficient resources are allocated to respective departments to achieve set Measurable Objectives.

A Strategic Plan Progress Review exercise will be conducted on a quarterly basis to monitor the achievement of Measurable Objectives. Using the findings from this review, a Strategic Planning Progress Report will be developed and submitted to the SoE. These Reports will be used to identify the strategic milestone achievements for each year.

Risk Analysis and Mitigation

The FEO has an established risk management process in place to respond to ongoing and new risks including those that are associated with the implementation of this Strategic Plan. During the strategic planning process, a Risk Management Training was conducted on 08 August 2023, to allow staff to identify and respond to potential risks.

Additionally, project planning at the FEO is done using a risk-based approach and a thorough risk analysis is conducted before deploying any project. This includes identifying mitigation strategies to minimise risk impact. Tools such as a Risk Register are generally used to monitor risks during election period.

For the implementation of this Strategic Plan, the following potential risks were identified:

1 01 1110		gic Plan, the following potential risks were identified:
NO.	OUTCOMES	MITIGATION
1.	Lack of adequate funding	 Explore opportunities to secure funds from international and development partners for projects. Streamline operational processes to decrease cost for elections.
2.	Misinformation and Disinformation	 Ensure accurate and timely communication of electoral information. Establish fact checking and verification avenues. Increase voter awareness. Establish a robust media monitoring framework. Develop long term voter education initiatives.
3.	Negative public perception	 Clear and timely communication relating to key electoral events and processes. Enhance Complaints Management Framework. Increase stakeholder involvement in electoral processes including providing opportunities to witness key electoral events and making electoral information available and accessible. Conduct voter awareness and education programs.
4.	Cyber attacks	 Enhance cyber security management. Increase staff awareness on cyber security. Develop an Incident Response Plan. Encrypt sensitive data.

		 Continue collaboration with security agencies through the Election Security Advisory Group ("ESAG").
5.	Civil unrest	 Engage with Political Parties, CSOs and other stakeholders to foster dialogue and promote peaceful electoral participation.
		 Develop Crisis Management and Contingency plans.
6.	Force Majeure	Develop contingency plans for projects.Establish a Business Continuity Plan.
7.	Loss of skilled staff	 Improve staff welfare and security. Create career progression and growth opportunities for staff.

Strategic Milestones

The FEO has identified the following outcomes as strategic milestones for the period 2024-2027:

2024

- 1. Local Government Elections conducted.
- 2. Fijian Electoral Education Centre reestablished.
- 3. Business Continuity Plan implemented.
- 4. School Election Toolkit implemented.
- 5. Digitalisation of Internal Corporate Processes.
- 6. Local Government Elections Report published.
- 7. Post 2022 General Election Survey completed.

2025

- 1. Post Local Government Elections Review completed.
- 2. Primary School Election Program implemented.
- 3. Digitalisation of Accreditation processes completed.
- 4. Electronic Voter Registration webbased system implemented.
- 5. Staffing structure for General Election 2026-2027 finalised.
- 6. General Election 2026-2027 Calendar finalised.

2026

- 1. Cascade Voter Education program for CSOs implemented.
- 2. External Audit of Results
 Management System completed.
- 3. External Audit of Election
 Management System completed.
- 4. Know Your Election Campaign completed.
- 5. 2026-2027 General Election completed.
- 6. SoE's General Election Report published.

2027

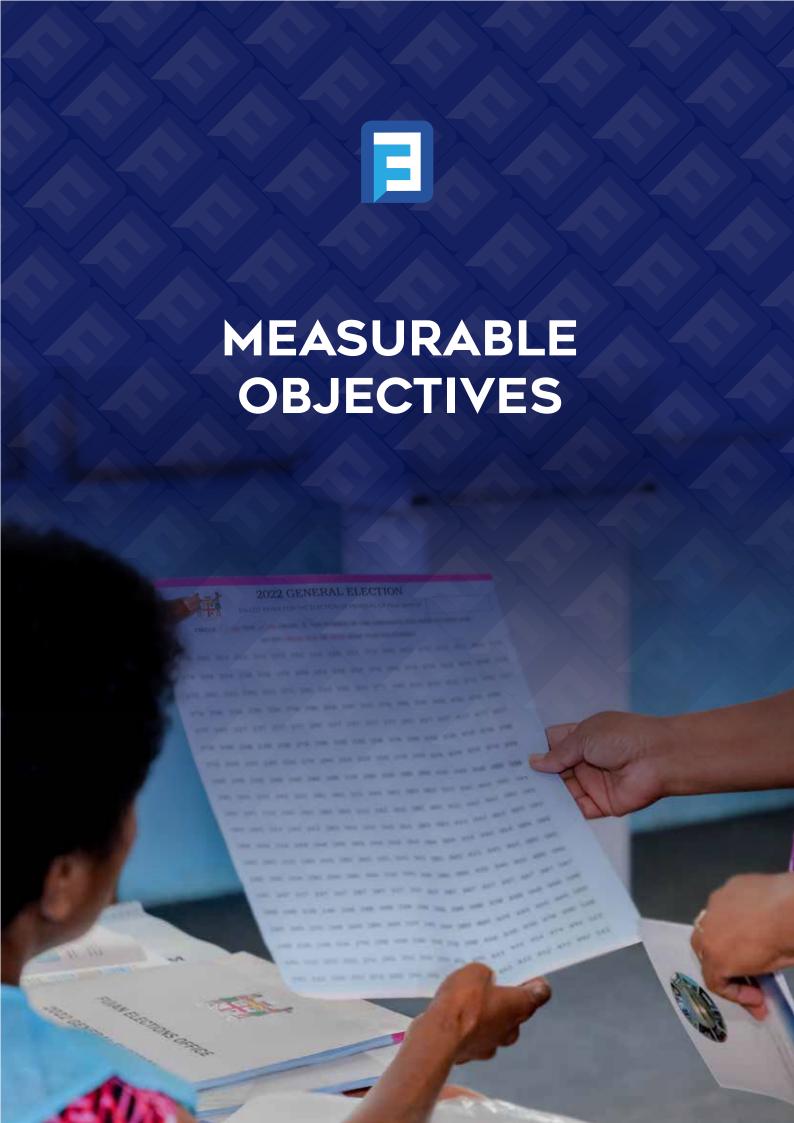
- 1. SoE and EC Joint Report published.
- 2. Post General Election Review completed.
- 3. Local Government Elections 2028 Plan finalised.
- 4. Strategic Plan 2028-2031 developed and launched.

Conclusion

In conclusion, the 2024-2027 Strategic Plan for the FEO stands as a comprehensive blueprint designed to fulfil our core mission: earning the trust and confidence of our valued stakeholders in the conduct of elections. This plan embodies our unwavering dedication to continuous improvement, innovation, and the principles of inclusivity within the electoral process.

Moving forward, our steadfast commitment to upholding the fundamental tenets of democracy, nurturing civic engagement, and preserving the trust of our citizens in our electoral processes is paramount. Collectively, the FEO fully comprehends that our success is not solely determined by the efficiency of our procedures but also by the collective strength and active involvement of all Fijians.

With this plan as our guide, we look forward to the challenges and opportunities that lie ahead, reaffirming our promise to deliver credible and exemplary electoral services. Let us work together, adapt, and overcome, as we embark on this new journey towards a more vibrant and participatory democracy for Fiji.



Pillar 1 Legal Framework

Upholding the legal framework in delivering elections

Strategic	Measurable	i		Person(s)	2024	4		6	2025			20	2026			2027	7	
Action(s)	Objectives	Directorate	Department	ble	Q1 Q2 0	<u>0</u> 3 0	Q4 Q1	1 Q2	2 03	04	0	02	03	04	01	02	03 (Q4
	1.1.1 Amended Policies and Procedures implemented	Executive	Legal & Compliance	Manager Legal and Project Owners														
	1.1.2 New internal Policies and Procedures implemented	Executive	Legal & Compliance	Manager Legal and Project Owners														
1.1 Develop and amend Policies and Procedures	1.1.3 Local Government Elections Policies and Procedures approved	Executive	Legal & Compliance	Manager Legal and Project Owners														
	1.1.4 General Election Operation Policies and Procedures approved	Executive	Legal & Compliance	Manager Legal and Project Owners														
1.2 Strengthen Complaints	1.2.1 Complaints Management Framework review completed	Executive	Executive Support	Administrative Secretary														
Management Framework	1.2.2 Reviewed Complaints Management System implemented	Executive	Executive Support	Administrative Secretary														

Strategic	Measurable			Person(s)	2024	4		2025			2026	9		2	2027	
Action(s)	Objectives	Directorate	Department	Responsible	Q1 Q2 C	Q3 Q4	0.1	Q2 Q3	3 Q4	Q1	02	Q3 C	Q4 Q1	1 02	03	Q 4
	1.3.1 Local Government Elections Operation Manuals finalised	Executive	Legal & Compliance	Manager Legal and Project Owners												
1.3 Develop Manuals, Handbooks and Journals	1.3.2 Local Government Elections Handbooks finalised	Executive	Legal & Compliance	Manager Legal												
	1.3.3 General Election Operation Journals and Manuals finalised	Executive	Legal & Compliance	Manager Legal and Project Owners												
	1.3.4 General Election Handbooks finalised	Executive	Legal & Compliance	Manager Legal												
1.4 Strengthen Political	1.4.1 Annually, one (1) capacity development program implemented	Executive	Legal & Compliance	Political Parties Engagement Coordinator												
Parties compliance	1.4.2 Ouarterly, one (1) Political Parties Meeting conducted	Executive	Legal & Compliance	Political Parties Engagement Coordinator												
1.5 Review of Elections	1.5.1 Annual Trade Union Elections review completed	Operations	Industrial Elections	Manager Industrial Elections												

Pillar 2 ELECTORAL OPERATIONS

Efficient delivery of elections in line with electoral best practices

Strategic	Measurable			Person(s)		2024	_		20	2025			2026	9			2027	
Action(s)	Objectives	Directorate	Deparment	Responsible	01	02 0	O3 Q4	t Q1	02	03	04	01	02 (03 0	04	0	02 03	3 Q4
2.1 Implement	2.1.1 Annual Trade Union Elections schedule published	Operations	Industrial Elections	Manager Industrial Elections														
Irade Union Elections Plan	2.1.2 Trade Union and other approved elections completed	Operations	Industrial Elections	Manager Industrial Elections														
	2.2.1 Pre-Writ Plan approved	Operations	Executive Management	Director Operations														
2.2 Conduct	2.2.2 Local Government Elections budget submitted	Corporate	Finance	Financial Controller														
Government	2.2.3 Polling Venues finalised	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue														
	2.2.4 Voter registration plan approved	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue														

Strategic	Measurable	i		Person(s)	2	2024			2025	ın			2026			20	2027	
Action(s)	Objectives	Directorate	Department	ple	Q1 Q2	03	04	2	02 0	<u>03</u> C	Q4 Q1	1 02	2 03	90	ā	07	03	Q 4
	2.2.5 Communi- cations Plan implemented	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
	2.2.6 Awareness Plan implemented	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
	2.2.7 Election Officials Recruitment Plan finalised	Corporate	Human Resources	Manager Human Resources														
	2.2.8 Procurement Plan approved	Corporate	Procurement	Manager Procurement and Asset Management														
2.2 Conduct Local Government Elections	2.2.9 Fleet Management Plan approved	Corporate	Procurement	Manager Procurement and Asset Management														
	2.2.10 Logistics Plan approved	Corporate	Procurement	Manager Procurement and Asset Management														
	2.2.11 Warehouse Plan approved	Corporate	Procurement	Manager Procurement and Asset Management														
	2.2.12 ICTPlan approved	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure														
	2.2.13 Operational Training plan finalised	Corporate	Training and Development Unit	Training and Development Coordinator														

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IONS OFFICE	

Strategic	Measurable				Percon(c)	8	2024			2025			2026	9:			2027	
Action(s)	Objectives	ives	Directorate	Department	ble	Q1 Q2	03	04	01	Q2 Q3	3 Q4	2	02	03 0	Q4 Q1	1 02	2 03	. Q4
	2.2.14	Operational Training Packages finalised	Corporate	Training and Development Unit	Training and Development Coordinator													
	2.2.15	Writ Plan approved	Operations	Executive Management	Director Operations													
2.2 Conduct	2.2.16	Voter registration completed	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue													
Local Government Elections	2.2.17	Training of Trainers completed	Corporate	Training and Development Unit	Training and Development Coordinator													
	2.2.18	Election Officials training completed	Corporate	Training and Development Unit	Training and Development Coordinator													
	2.2.19	Election Officials contracting completed	Corporate	Human Resources	Manager Human Resources													
	2.3.1	Pre-Writ Plan approved	Operations	Executive Management	Director Operations													
2.3 Conduct	2.3.2	Election Mode staff structure approved	Corporate	Human Resources	Manager Human Resources													
General	2.3.3	General Election budget submitted	Corporate	Finance	Financial Controller													

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Strategic	Measurable	rable			Person(s)		2024		2025	25			2026			2027	2
Action(s)	Objectives	ives	Directorate	Department	ble	Q1 Q2	2 Q3 Q4	<u>a</u>	02	03	Q4 C	Q1 Q2	2 Q3	9	۵	02	O3 Q4
	2.3.4	Internal Audit Framework implement- ed	Executive	Internal Audit	Internal Auditor												
	2.3.5	Communi- cations Plan implement- ed	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator												
	2.3.6	Awareness Plan imple- mented	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator												
2.3 Conduct	2.3.7	Election Mode Recruitment Plan finalised	Corporate	Human Resources	Manager Human Resources												
	2.3.8	Election Officials Recruitment Plan approved	Corporate	Human Resources	Manager Human Resources												
	2.3.9	Procurement Plan approved	Corporate	Procurement	Manager Procurement and Asset Management												
	2.3.10	Fleet Man- agement Plan ap- proved	Corporate	Procurement	Manager Procurement and Asset Management												
	2.3.11	Logistics Plan approved	Corporate	Procurement	Manager Procurement and Asset Management												

Strategic Action(s)	≧ •≦	ble	Directorate	Department	Person(s) Responsible	20 01 02	2024 2 Q3	0.4	5	2025 Q2 Q	m	0	Q 4 O.	0 0	20 Q1 Q2	2026 Q1 Q2 Q3	20 Q1 Q2	2026 Q1 Q2 Q3 Q4
	2.3.12 V	Warehouse Plan approved	Corporate	Procurement	Manager Procurement and Asset Management													
	2.3.13 ICT Plan approve	ICT Plan approved	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure													
	2.3.14 (Operational Training plan finalised	Corporate	Training and Development Unit	Training and Development Coordinator													
2.3 Conduct General Election	2.3.15	Operational Training Packages finalised	Corporate	Training and Development Unit	Training and Development Coordinator													
	2.3.16	Training of Trainers completed	Corporate	Training and Development Unit	Training and Development Coordinator													
	2.3.17	90 Days Writ Plan approved	Operations	Executive Management	Director Operations													
	2.3.18 E	Election Officials training completed	Corporate	Training and Development Unit	Training and Development Coordinator													
	2.3.19 E	Election Officials contracting completed	Corporate	Human Resources	Manager Human Resources													

Strategic	Measurable	ole	Directorate Department	Department	Person(s)		2024	-		2025	12			2026			2027	27	
Action(s)	Objectives	Se			Responsible	0	Q2 Q3	3 04	Q	02	03	04	0 0	Q2 Q3	3 04	Q	02	03	04
2.4 Provide capacity development programs for Electoral Commissioners	2.4.1	Annually, two (2) training or capacity development programs completed	Executive	Executive Management	Supervisor of Elections														
2.5 Secure fundings for election projects from international and development partners	2.5.1	Annually, one (1) donor funding secured	Executive	Executive Management	Supervisor of Elections														
2.6 Develop General Election Voter Registration and Polling Venue Plan	2.6.1 F. tr	Four (4) Year Voter Regis- tration Plan implement- ed	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue														

Strategic	Measurable			Person(s)	2024	4		2025	IQ.		2	2026			2027	
Action(s)	Objectives	Directorate	Department	ple	Q1 Q2 (Q3 Q4	D3	02	Q3 Q4	4 Q1	1 02	83	04	۵	Q2 C	O3 Q4
	2.6.2 Provisional Polling Venue List published	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue												
2.6 Develop General	2.6.3 Polling Venue List finalised	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue												
Election Voter Registration and Polling Venue Plan	2.6.4 Provisional Voter List published	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue												
	2.6.5 List of Voters removed from the National Register of Voters published	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue												
2.7 Conduct research and publish election literature	2.7.1 Annually, two(2) articles published	Executive	Legal & Compliance	Research Officer												
2.8 Develop accessible and inclusive electoral processes	2.8.1 Implement EDAWG's four (4) year work plan	Operations	Executive Management	Director Operations												
2.9 Strengthen electoral security processes	2.9.1 Implement ESAG's Operational Plan	Operations	Executive Management	Director Operations												

Pillar 3 INSTITUTIONAL STRENGTHENING

Strengthen FEO's organizational and human resources capacity

Strategic	Measurable			Person(s)	2(2024			2025			2026	56			2027	
Action(s)	Objectives	Directorate	Department	Responsible	Q1 Q2	03	04 0	Q1 Q2	2 03	04	0.1	02	03 (04	Ω Ω	02 03	3 Q4
3.1 Strengthen Human Resources	3.1.1 Staff welfare initiatives identified	Corporate	Human Resources	Manager Human Resources													
Framework	3.1.2 Core staff structure approved	Corporate	Human Resources	Manager Human Resources													
3.2 Strengthen Risk Management Framework	3.2.1 Risk Management Framework review completed		Executive Management	Directors													
	3.2.2 Revised Risk Management Framework implemented		Executive Management	Directors													
3.3 Submit Organisational budget to Ministry of Finance	3.3.1 Annual Organisational budget submitted	Corporate	Finance	Financial Controller													
3.4 Develop Non-Election Procurement, Asset Man-	3.4.1 Procurement Plan approved	Corporate	Procurement	Manager Procurement and Asset Management													
agement, Fleet and Warehouse Plan	3.4.2 Asset Management Plan approved	Corporate	Procurement	Manager Procurement and Asset Management													

Strategic	Measurable			Person(s)	9	2024		2025	10		2	2026			2027	_
Action(s)	Objectives	Directorate	Directorate Department	ple	Q1 Q2	Q3 Q4	2	02 0	Q3 Q4	4 Q1	02	03	04	2	02	O3 O4
3.4 Develop Non-Election Procurement, Asset Man-	3.4.3 Fleet Management Plan approved	Corporate	Procurement	Manager Procurement and Asset Management												
agement, Fleet and Warehouse Plan	3.4.4 Warehouse Plan approved	Corporate	Procurement	Manager Procurement and Asset Management												
3.5 Develop Non-Election ICT Plan	3.5.1 ICT Plan approved	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure												
3.6 Develop	3.6.1 Annual Operational Plan approved		Executive Man- agement	Directors												
Annual Operational Plans	3.6.2 Monthly monitoring of Annual Operational Plan completed		Executive Management	Directors												
3.7 Develop and implement a Business Continuity Plan	3.7.1 Business Continuity Plan approved		Executive Management	Directors												
3.8 Deliver internal training and capacity development programs	3.8.1 Four (4) Year Learning Needs Assessment for FEO roles completed	Corporate	Training and Development Unit	Training and Development Coordinator												

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Strategic	Measurable	ırable	·		Person(s)	.4	2024			2025			2026			2027	2	
Action(s)	Objectives	tives	Directorate	Department	ble	Q1 Q2	2 03	04	Q1 Q2	2 03	04	Q1 C	02 03	3 Q4	01	02 (Q3 Q4	4
3.8 Deliver internal training and	3.8.2	Four (4) Year FEO Training and Development Plan implemented	Corporate	Training and Development Unit	Training and Development Coordinator													
capacity development programs	3.8.3	Ouarterly, two (2) trainings or capacity development programs delivered	Corporate	Training and Development Unit	Training and Development Coordinator													
3.9 Provide external professional	3.9.1	Annually, two(2) external training or capacity development opportunities provided	Corporate	Training and Development Unit	Training and Development Coordinator													
training and capacity development opportunities	3.9.2	One (1) Senior Leadership training or capacity development program program	Corporate	Training and Development Unit	Training and Development Coordinator													
3.10 Re-establish the Fijian Electoral Education Centre	3.10.1	Scoping for Fijan Electoral Education Centre finalised	Corporate	Training and Development Unit	Training and Development Coordinator													

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Strategic	Measurable			Person(s)		2024	4		7	2025			2026	56			2027
Action(s)	Objectives	Directorate	Department	Responsible	01	02 (Q3 Q4	4 Q1	1 02	03	Q4	01	Q2	03	04	۵	02 03
3.10 Re-establish the Fijian Electoral Education Centre	3.10.2 Fijian Electoral Education Centre branding approved	Corporate	Training and Development Unit	Training and Development Coordinator													
	3.10.3 Fijian Electoral Education Centre re- established	Corporate	Training and Development Unit	Training and Development Coordinator													
2.11 Property	3.11.1 Monthly reconciliations completed	Corporate	Finance	Financial Controller													
Sin repare Financial Statements and Recon- ciliations	3.11.2 Annual Financial Statements approved	Corporate	Finance	Financial Controller													
	3.11.3 Monthly expenditure statement circulated	Corporate	Finance	Financial Controller													
3.12 Develop and implement Corporate Social Responsibility Plan	3.12.1 Corporate Social Responsibility Plan finalised		Executive Management	Directors													
3.13 Monitor Strategic Plan 2024- 2027	3.13.1 Quarterly monitoring of Strategic Plan 2024-2027 completed	Executive	Internal Audit	Internal Auditor													

Strategic	Measurable			Person(s)		2024	_		N	2025			20	2026			2027	2	
Action(s)	Objectives	Directorate	Directorate Department	Responsible	10 0	Q2 C	03 0	Q4 Q1	1 02	. O3	04	2	02	03	04	2	02	03	Q4
3.13 Monitor Strategic Plan 2024- 2027	3.13.2 Review of Strategic Plan 2024-2027 completed		Executive Management	Directors															
3.14 Develop Strategic Plan for 2028-2031	3.14.1 Strategic Plan for 2028-2031 published		Executive Management	Directors															
3.15 Implement Internal Audit plan for non-	3.15.1 Internal Audit plan implemented	Executive	Internal Audit	Internal Auditor															
election years	3.15.2 Annually, 75% Executive of planned audits completed	Executive	Internal Audit	Internal Auditor															

Pillar 4 stakeholder engagement

Foster greater stakeholder engagement and collaboration to increase voter participation

Strategic	Measurable	i		Person(s)		2024			2025	25			2026				2027	
Action(s)	Objectives	Directorate	Directorate Department	ple	Q1 C	Q2 Q3	Q4	Q1	02	03	04	0 10	Q2 Q	Q3 Q4	24 Q1	1 02	2 Q3	3 Q4
	4.1.1 Post 2022 General Election Survey completed	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
4.1 Finalise and implement	4.1.2 Pre 2026- 2027 General Election Survey completed	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
Communica- tions, Public Relations and Awareness Plan	4.1.3 Ongoing Com- munications Plan approved	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
	4.1.4 Public Relations Plan approved	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
	4.1.5 Ongoing Awareness Plan approved	Executive	Communica- tions and Public Relations	Public Relations and Engagement Coordinator														
4.2 Deliver voter and civic education programs	4.2.1 Second Edition of Introduction to Elections Module implemented	Corporate	Training and Development Unit	Training and Development Coordinator														

Pillar 5 **Technology**

Adopt innovative technological solutions to enhance the delivery of electoral services

Strategic	Measurable			Person(s)	2024		20	2025		20	2026			2027	
Action(s)	Objectives	Directorate	Department	Responsible Q1	1 02 03	Q4 Q1	1 02	03	Q4 Q1	1 02	03	04	Q1 Q	Q2 Q3	3 Q4
	5.1.1 Training Management System implemented	Corporate	Training and Development Unit	Training and Development Coordinator											
	5.1.2 Existing Business Systems review completed	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure											
5.1 Develop, enhance and	5.1.3 Digitalisation of internal corporate processes completed	Corporate	Management	Director Corporate Services											
upgrade FEO Business Systems	5.1.4 Digitalisation of Accreditation processes completed	Executive	Legal & Compliance	Manager Legal											
	5.1.5 Electronic Voter Registration web based system implemented	Operations	Electronic Voter Registration	Manager Voter Registration and Polling Venue											
	5.1.6 External audit of Results Management Information System completed	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure											

Strategic	Measurable	i		Person(s)		2024	4			2025			50	2026			2027	72	
Action(s)	Objectives	Directorate	Directorate Department	Responsible	2	Q1 Q2 Q3 Q4 Q3 Q4 Q3 Q4 Q3 Q4 Q3 Q4 Q4<	23 C	24 O	1 02	g	04	0	02	03	04	2	02	03	Q4
	5.1.7 External audit of Election Management System completed	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure															
5.2 Upgrade ICT Infrastructure	5.2.1 Server Environment Upgrade completed	Corporate	Information Communica- tion Technol- ogy	Manager ICT Infrastructure															



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