



ECB

STRATEGIC ROADMAP

2026-2036

Launched on National Voters' Day
15 September 2026



“It is crucial that we continue to strengthen our democratic system to ensure our institutions can uphold our security and sovereignty. This will enable us to address the challenges and opportunities arising from the GMC and facilitate smooth convergence. Our ultimate goal is a democracy rooted in meritocracy, where the most capable and experienced individuals lead the nation.”

-His Majesty The King's Royal Address to the Nation on the 117th National Day

Foreword

Twenty years is a fitting time to look back with clarity, and chart the course ahead with even greater resolve. Ten years is long enough to be bold, and short enough to demand discipline. The *ECB Strategic Roadmap 2026–36* dwells in the space between the two, the effort of an institution seeking to grow into the full extent of its mandate, and disciplined enough to keep it realistic, practical, albeit ambitious. Guided by His Majesty The King’s vision of a democracy rooted in meritocracy, it charts a decade-long direction ahead.

Article 24 of the Constitution charges the Commission with direction and control over free and fair elections to Parliament, Local Governments, and National Referendums, a mandate as much strategic as operational. This Roadmap is that responsibility being given life and shaped through consultations with electoral officials across the Head Office and Dzongkhag Election Offices, facilitated by the Office of Cabinet Affairs and Strategic Coordination (OCASC).

At the heart of this Roadmap is the conviction that democracy is only as strong as its citizens, its leaders, and its institutions, reflected in the three strategic priorities: Voter Responsibility and Participation; Candidate and Party Competence and Accountability; and Institutional Excellence, Integrity and Good Governance. These commit the Commission to deepen participation and enable informed choice; to foster an environment where capable and responsible leaders emerge and are elected as accountable representatives; and to strengthen its own institutional capacity to deliver free, fair, accessible and credible elections.

Achieving these aspirations will demand more than the Commission’s own resolve. It will require the continued support of the Royal Government in securing the resources this decade-long undertaking demands, and the sustained partnership of our citizens and stakeholders. This is in service of a pledge far older than this Roadmap: the pledge with which the Constitution itself begins, to secure the blessings of liberty, to ensure justice and tranquillity and to enhance the unity, happiness and well-being of the people for all time.

May this Roadmap guide our collective efforts towards a democracy where citizens participate with knowledge and responsibility, leaders arise on merit and serve with accountability, and the electoral processes continue to uphold the trust and confidence of the Bhutanese people.

Deki Pema

Chief Election Commissioner

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Executive Summary

The Strategic Roadmap of the Election Commission of Bhutan 2026–2036 sets out the Commission’s long-term direction for strengthening electoral democracy and electoral processes in Bhutan. Guided by the Royal Address of His Majesty The King during the 117th National Day, the Roadmap advances the aspiration of a meritocratic democracy rooted in trust, inclusivity, integrity, transparency, accountability, innovation and informed citizen participation.

The Roadmap responds to persistent and emerging electoral challenges, including uneven voter turnout, low participation among young voters, the under-representation of women in elective positions, barriers affecting persons with disabilities and other voter groups, candidate preparedness, digital connectivity and cybersecurity risks, and the growing influence of misinformation, disinformation and Artificial Intelligence on the electoral environment.

Building on the ECB’s constitutional responsibility to conduct free and fair elections, the Roadmap gives greater attention to the wider conditions that shape electoral participation and outcomes. It positions the ECB as an agile and future-ready institution that uses technology, evidence and strategic partnerships to strengthen voter participation, candidate and political party accountability, election readiness and electoral service delivery.

The Roadmap is organized around three interconnected strategic priorities, supported by seven objectives and 13 focus areas.

1. Voter Responsibility and Participation

This priority seeks to ensure that citizens can participate in elections confidently, responsibly and on an informed basis. It focuses on continuous civic and voter education, accessible electoral systems and infrastructure, fair and transparent electoral boundaries, and inclusive voter participation.

The Roadmap places particular emphasis on addressing barriers affecting youth, women, persons with disabilities, senior citizens and other underrepresented voter groups. It also seeks to maintain an accurate and current Electoral Roll and improve access to electoral services and information regardless of geography, disability, age or other circumstances.

2. Candidate and Party Competence and Accountability

This priority seeks to promote capable and prepared candidates and political parties while strengthening integrity, transparency and accountability in electoral participation. It focuses on improving voters' access to reliable candidate, political party and manifesto information; strengthening candidate competency and electoral readiness; promoting sustained political party engagement and dialogue; and enhancing accountability in political financing, campaign funding and electoral pledges.

These measures are intended to enable voters to assess candidates and political parties on merit while preserving their right to choose their representatives. They also seek to strengthen the preparedness, transparency and accountability of candidates and political parties throughout the electoral process.

3. Institutional Excellence, Integrity and Good Governance

This priority seeks to build a capable, independent and future-ready Election Commission that can manage elections efficiently, transparently and with integrity. It focuses on institutional governance and responsive electoral regulatory frameworks, workforce capacity, election readiness and organizational efficiency, digital adoption and system modernization, and electoral communication and information integrity.

Through this priority, the ECB will strengthen its preparedness to conduct elections, modernize and secure electoral systems, develop a competent and adaptable workforce, and ensure that citizens receive accurate and timely electoral information and results.

Implementation, Monitoring and Evaluation

Implementation will be phased across the short term (2026–2028), medium term (2029–2032) and long term (2033–2036). The Roadmap's priorities and interventions will be incorporated into the ECB's Five Year Plans and translated into annual deliverables, performance targets, timelines, responsibilities and resource requirements. These will be further reflected in the work plans and performance agreements of responsible divisions, sections, offices and officials.

Progress will be assessed using the success measures established under the Roadmap. Implementation will be monitored quarterly, reviewed at mid-year and assessed annually. A mid-term evaluation will be conducted in 2031 to review progress and determine whether any targets, timelines, interventions or resource priorities require adjustment. A terminal evaluation will be undertaken in 2036 to assess overall achievement and inform the ECB's succeeding strategic framework

By 2036, the Roadmap envisages citizens who are better informed and able to participate more meaningfully in elections; more accessible and inclusive electoral systems and services; better-prepared and more transparent candidates and political parties; and a capable, trusted and future-ready Election Commission. Together, these results will contribute to credible electoral outcomes, sustained public confidence and a stronger meritocratic democracy in Bhutan.

CHAPTER 1

INTRODUCTION

The Strategic Roadmap of the Election Commission of Bhutan 2026–2036 sets out the Commission’s long-term direction for strengthening electoral democracy and electoral processes in Bhutan. It advances the aspiration of a meritocratic democracy and provides a framework to guide the ECB’s priorities and institutional development over the next decade.

Grounded in trust, inclusivity, integrity, transparency, accountability and innovation, the Roadmap seeks to promote informed and inclusive electoral participation while enabling the Commission to respond proactively to Bhutan’s evolving electoral needs, challenges and opportunities.

The Roadmap is anchored in three strategic priorities: Voter Responsibility and Participation; Candidate and Party Competence and Accountability; and Institutional Excellence, Integrity and Good Governance. Together, these priorities seek to strengthen informed and inclusive participation, support merit-based electoral choice and accountability, and enhance the ECB’s governance, institutional capacity, election readiness and service delivery.

1.1. Institutional Overview of the Election Commission of Bhutan

The Election Commission of Bhutan was established through a historic Royal Decree issued by His Majesty the Fourth Druk Gyalpo Jigme Singye Wangchuck on 31 December 2005. The Royal Decree also appointed the first Chief Election Commissioner and paved the way for the ECB to formally open its head office on 16 January 2006. Its independence, composition and mandate were subsequently enshrined under Article 24 of the Constitution of the Kingdom of Bhutan, 2008. As the 2026–2036 Strategic Roadmap commences, the ECB marks 20 years of service as Bhutan’s independent electoral management body.

The ECB is responsible for the preparation, maintenance and periodic updating of Electoral Rolls; the determination of election schedules; and the supervision, direction, control and conduct of elections to Parliament and Local Governments, as well as National Referendums, in a free and fair manner. The Commission is also responsible for the delimitation of parliamentary and Local Government constituencies.

Beyond election periods, the Commission is engaged in conducting continuous civic and voter education, electoral policy and regulatory review, adoption of electoral technology, capacity development of electoral officials, and collaboration with national and international electoral stakeholders. The Commission is supported by the ECB Secretariat and electoral offices in all 20 Dzongkhags

The Commission comprises a Chief Election Commissioner and two Election Commissioners. At the commencement of this Roadmap, the Fourth Election Commission, appointed on 28 October 2025, comprises Chief Election Commissioner Deki Pema and Election Commissioners Jigme Thinlye Namgyal and Sonam Pelden Thaye. Their five-year tenure will continue until 27 October 2030.

1.2. Purpose of the Roadmap

The Roadmap articulates the ECB's long-term goal and establishes the strategic framework through which it will be pursued. It serves three related purposes:

1.2.1. Provide Strategic Direction

The Roadmap provides a common long-term direction for the ECB in fulfilling its constitutional mandate and pursuing its electoral and institutional priorities from 2026 to 2036. It also guides the Commission's response to emerging electoral needs, challenges and opportunities.

1.2.2. Define Strategic Priorities and Interventions

The Roadmap sets out three strategic priorities, seven objectives and 13 focus areas, together with the interventions and envisaged outcomes through which they will be pursued. These provide a coherent framework for strengthening voter responsibility and participation, candidate and political party competence and accountability, and institutional excellence, integrity and good governance.

1.2.3. Guide Implementation and Accountability

The Roadmap provides the basis for translating the ECB's long-term priorities into Five Year Plans, annual deliverables, performance targets and resource priorities. It also establishes success measures and monitoring arrangements to track progress, strengthen institutional accountability and support timely adjustments during implementation

CHAPTER 2

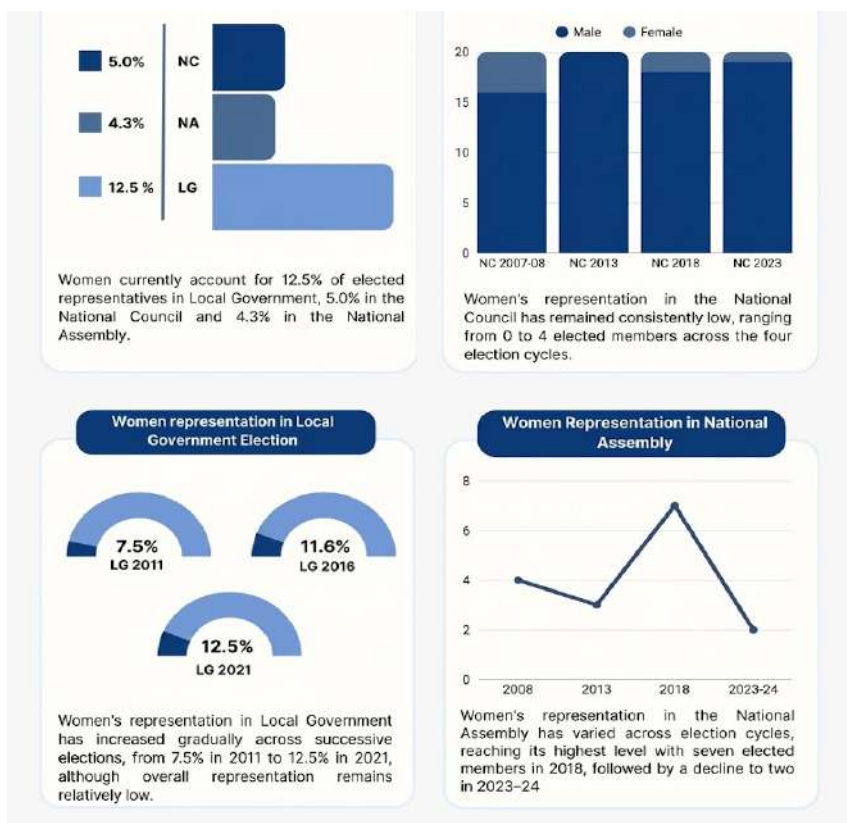
ISSUES AND CHALLENGES

The Roadmap responds to a number of persistent and emerging challenges affecting electoral participation, representation and service delivery in Bhutan. The following issues have informed the strategic priorities, objectives and interventions set out in the subsequent chapters.

2.1. Issues and Challenges

2.1.1. Low Representation of Women in Elective Positions

Women remain underrepresented in elective positions despite an increase in their participation as candidates. In Local Government elections, the number of women candidates increased from 209 in 2011 to 531 in 2021, while the number elected rose from 113 to 188. At the parliamentary level, women's representation has remained low and has fluctuated across successive National Assembly and National Council elections.



These trends show that increased candidacy has not yet resulted in proportionate representation. The ECB therefore needs to better understand the barriers affecting women as voters and candidates and take appropriate measures within its mandate to promote more inclusive electoral participation. This issue is addressed through the Roadmap's focus on inclusive voter participation, candidate inclusiveness and barriers to candidacy and representation.

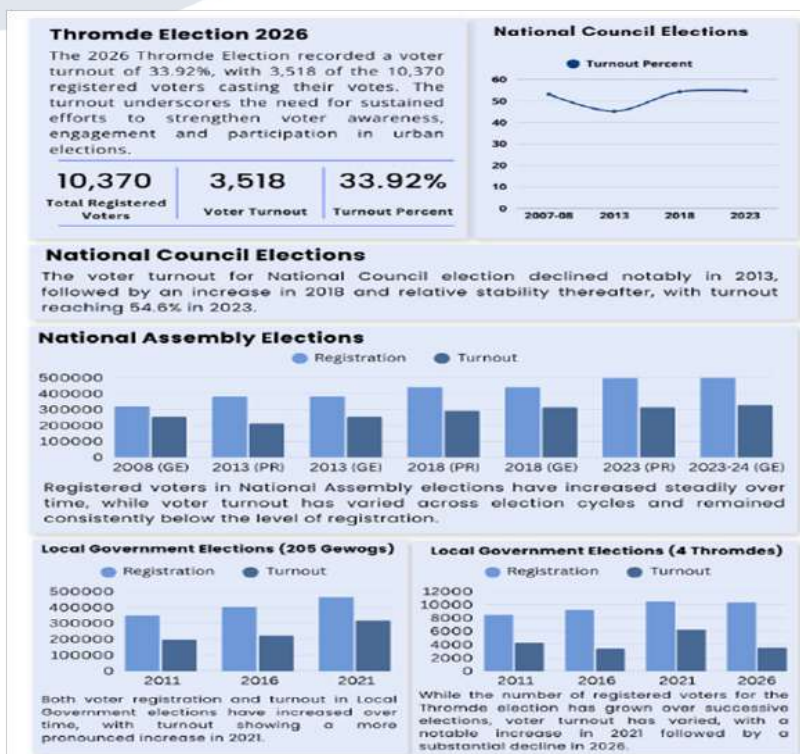
2.1.2. Low Youth Participation in Electoral Processes

Voter turnout among youth aged 18–24 stood at 17.17 per cent in the 2023 National Council Election and 33.12 per cent in the 2023–2024 National Assembly Election. Although turnout was higher in the National Assembly Election, a substantial proportion of eligible young voters did not participate in either election.

These figures point to the need for a clearer understanding of the factors affecting youth participation. They also reinforce the importance of continuous civic and voter education, accessible electoral information and sustained engagement with young people throughout the electoral cycle.

2.1.3 Voter Turnout and Electoral Disengagement

Voter turnout in Bhutan has varied across election types and electoral cycles. In the National Council elections, turnout declined in 2013 before recovering in 2018 and remaining relatively stable at 54.6 per cent in 2023. More recently, the 2026 Thromde Election recorded a turnout of 33.92 per cent, with only 3,518 of the 10,370 registered voters casting their votes. Trends in National Assembly and Local Government elections also show that increases in the number of registered voters have not always been accompanied by proportionate increases in turnout.



Lower turnout may reflect electoral disengagement but it may also result from barriers relating to mobility, accessibility, availability of electoral information or perceptions about the relevance of an election. The ECB therefore needs to better understand the reasons for non-participation and respond through continuous civic and voter education, accessible electoral services and targeted measures for voter groups experiencing participation gaps.

2.1.4 Digital Infrastructure Connectivity and Cybersecurity

Digital technologies have improved the reach and efficiency of electoral services, but uneven internet connectivity remains a constraint, particularly in remote and geographically difficult areas. This can affect access to digital electoral services and the timely exchange of information between the ECB Secretariat and field offices.

As electoral processes become more technology dependent, the ECB must also manage risks relating to cyberattacks, data breaches, system disruption and the protection of electoral and personal data. Since nationwide connectivity is beyond the ECB's direct control, electoral systems must be designed with adequate security, resilience, business-continuity arrangements and alternatives for areas with limited connectivity.

2.1.5 AI Misinformation and Disinformation

Artificial Intelligence and the growing use of digital and social media have made it easier to create and circulate false, misleading or manipulated electoral content. Such content can make it difficult for voters to identify reliable information and may affect informed electoral choice, electoral integrity and public confidence.

The ECB will need stronger arrangements to anticipate, monitor and respond to risks in the electoral information environment. This includes timely communication from the ECB as an authoritative source, public awareness, monitoring and response mechanisms, and appropriate guidance on the responsible use of AI and social media in electoral administration.

2.1.6 Data and Accessibility Barriers Affecting Persons with Disabilities

The absence of comprehensive and consistently disaggregated data on persons with disabilities constrains the ECB's ability to assess their electoral participation and specific accessibility needs. Gaps in identification, classification and electoral data also make it difficult to design and monitor targeted measures.

Physical accessibility remains another concern because many public facilities used as polling stations were not originally designed to accommodate voters with disabilities. Improved data, accessibility assessments and appropriate physical, informational and procedural arrangements are therefore required to make electoral participation more accessible and equitable.

2.1.7 Candidate Competency and Readiness for Elective Office

The responsibilities of elected representatives are becoming increasingly complex and require candidates who are prepared to respond to changing social, economic, technological and governance needs. Formal eligibility alone may not adequately demonstrate whether aspiring candidates possess the functional knowledge, skills and readiness required to assume the responsibilities of elective office.

The revision of the Functional Literacy and Possession of Skills Test (FLT) for Local Government candidates 2026 and 2027 is an important step in addressing this need. Continued attention to candidate competency, electoral readiness and access to candidate information will help voters make informed and merit-based electoral choices.

CHAPTER 3

STRATEGIC ROADMAP FRAMEWORK

LONG-TERM GOAL

By 2036, achieve a meritocratic democracy rooted in trust, inclusivity, integrity, transparency, accountability, innovation and informed citizen participation.

STRATEGIC PRIORITY 1

VOTER RESPONSIBILITY AND PARTICIPATION

OBJECTIVE 1.1

Strengthen civic and voter education and communication to promote informed and responsible participation throughout the electoral cycle.

OBJECTIVE 1.2

Enhance inclusive and accessible electoral participation by improving accessibility and addressing barriers affecting underrepresented voter groups.

FOCUS AREAS

- 1.1.1 Civic Education and Communication
- 1.2.1 Accessible Electoral Systems and Infrastructure
- 1.2.2 Electoral Boundaries and Representation
- 1.2.3 Inclusive Voter Participation

STRATEGIC PRIORITY 2

CANDIDATE AND PARTY COMPETENCE AND ACCOUNTABILITY

OBJECTIVE 2.1

Promote merit-based electoral choice by strengthening candidate competency and improving access to candidate, party and manifesto information.

OBJECTIVE 2.2

Strengthen electoral integrity and accountability through integrity standards, transparent political financing and accountability for electoral pledges.

FOCUS AREAS

- 2.1.1 Candidate and Party Manifesto Information and Disclosure
- 2.1.2 Candidate Competency and Electoral Readiness
- 2.1.3 Political Party Engagement and Dialogue
- 2.2.1 Electoral Accountability and Transparency

STRATEGIC PRIORITY 2

INSTITUTIONAL EXCELLENCE, INTEGRITY AND GOOD GOVERNANCE

OBJECTIVE 3.1

Strengthen institutional governance and enabling electoral regulatory frameworks.

OBJECTIVE 3.2

Build a competent, professional and future-ready workforce through learning, workforce development and partnerships.

OBJECTIVE 3.3

Modernize electoral systems and operations to improve efficiency, transparency and service delivery.

FOCUS AREAS

- 3.1.1 Institutional Governance and Regulatory Frameworks
- 3.2.1 Capacity Development and Workforce Management
- 3.3.1 Election Readiness, Delivery and Organisational Efficiency
- 3.3.2 Digital Adoption and System Modernisation
- 3.3.3 Electoral Communication and Information Integrity

INTERVENTIONS

35 interventions define the timeframes, lead responsibilities and collaboration required to translate the framework into Five Year Plans and Annual Plans.

EXPECTED OUTCOME BY 2036

Informed citizens participating meaningfully • accessible and inclusive electoral systems and services • competent and accountable candidates and political parties • a trusted and future-ready Election Commission

3.1 Goal of the Roadmap

By 2036, achieve a meritocratic democracy rooted in trust, inclusivity, integrity, transparency, accountability, innovation and informed citizen participation.

The long-term goal envisions a democratic system in which every eligible citizen is empowered to participate meaningfully and make informed electoral choices, and where capable, credible and responsible candidates emerge through free and fair elections. It also seeks to uphold the highest standards of electoral integrity and accountability and ensure that electoral outcomes reflect both the collective will and informed judgement of the people.

Achieving this goal requires the ECB to respond proactively to evolving electoral needs and practices. The Roadmap therefore positions the Commission as an agile and future-ready institution that uses innovation, technology, evidence and strategic partnerships to strengthen an informed electorate and deliver accessible, secure and responsive electoral services. Through this direction, the ECB will continue to safeguard electoral integrity while contributing to Bhutan's aspiration for a meritocratic democracy and stronger democratic outcomes for present and future generations.

3.2 Overview of the Strategic Roadmap Framework

The Strategic Roadmap Framework translates the Election Commission of Bhutan's long-term direction into three interconnected strategic priorities - Voter Responsibility and Participation, Candidate and Party Competency and Accountability and Institutional Excellence, Integrity and Good Governance. These priorities form the core pillars for advancing a meritocratic democracy in Bhutan. Each strategic priority is guided by its own objectives, embodies respective focus areas and interventions and will contribute to the realization of their envisaged outcomes.

The strategic priorities identify the three broad pillars of change, the objectives define the results to be advanced under each priority, the focus areas organize related fields of action and the interventions provide the strategic measures through which the intended results will be pursued. The three strategic

priorities are broken down into seven objectives, thirteen focus areas and thirty-five interventions. Together, these elements connect informed citizen participation, capable and accountable political leadership, and institutional excellence with a practical direction for implementation from 2026 through 2036.

Strategic priorities	Objectives	Focus areas	Interventions
3	7	13	35

3.3 Strategic Priorities

3.3.1 Strategic Priority 1 Voter Responsibility and Participation

This Strategic Priority seeks to ensure that citizens can participate in elections confidently, responsibly and on an informed basis. It comprises two objectives, four focus areas and eleven interventions. Together, these aim to strengthen continuous civic and voter education and clear electoral communication, while making electoral systems and services more inclusive and accessible. They also seek to address the physical, technological, procedural and representational barriers affecting women, youth, persons with disabilities, senior citizens and other under-represented voter groups.

Meaningful electoral participation requires more than the legal right to vote. Citizens must also be able to access electoral services and reliable information, understand electoral processes, distinguish fact from myth and make informed choices. Broad and informed participation enables election outcomes to better reflect the will of the people and strengthens public confidence in Bhutan’s democratic process.

Recent electoral data, however, indicate participation gaps among some voter groups. Voter turnout among youth aged 18–24 stood at 17.17% in the 2023 National Council Election and 33.12% in the 2023–24 National Assembly Election. These patterns reinforce the need for sustained civic and voter

education, accessible electoral services and targeted measures that respond to the diverse circumstances and needs of voters.

Strategic priority 1	Objectives	Focus areas	Interventions
	2	4	11

Objective 1.1 Strengthen Civic and Voter Education and Communication to Promote Informed and Responsible Participation Throughout the Electoral Cycle

This objective seeks to strengthen citizens' understanding of democracy, electoral rights and responsibilities, and electoral processes through continuous learning and clear, reliable communication. It emphasizes sustained public engagement, lifelong democracy education, partnerships with relevant institutions and stakeholders, and evidence-based assessment of civic education initiatives. Together, these efforts aim to enable citizens to make informed electoral choices and participate responsibly throughout the electoral cycle.

Focus Area 1.1.1: Civic Education and Communication

This focus area recognizes that informed and responsible electoral participation requires continuous learning and engagement beyond election periods. It seeks to expand civic education across the country, including targeted programmes for the five key population groups, and to promote lifelong democracy learning through age-appropriate, behaviour-oriented and digital approaches. Partnerships with schools, Democracy Clubs, civil society organizations and the media will help extend the reach and effectiveness of these efforts. Regular civic literacy surveys and assessments will also provide evidence to measure progress and guide future improvements.

Objective 1.2 Enhance Inclusive and Accessible Electoral Participation by Improving Accessibility and Addressing Barriers and Participation Gaps Affecting Underrepresented Voter Groups

This objective seeks to ensure that electoral systems, services and processes are accessible to all eligible citizens. It focuses on improving physical, digital and informational accessibility, exploring alternative voting solutions, ensuring equitable electoral representation, and addressing barriers affecting underrepresented voter groups. Together, these efforts aim to enable all eligible citizens to register, access electoral services and participate meaningfully in elections.

Focus Area 1.2.1: Accessible Electoral Systems and Infrastructure

This focus area seeks to make electoral information, services and polling arrangements more accessible to persons with disabilities and voters with diverse needs. It includes developing an Electoral Accessibility Framework, improving physical and digital polling infrastructure, and providing accessible and mobile-friendly voter-information services. It also provides for exploring and piloting accessible remote and digital voting solutions to reduce barriers to participation.

Focus Area 1.2.2: Electoral Boundaries and Representation

This focus area seeks to ensure that electoral constituencies provide fair, equitable and transparent democratic representation. It focuses on undertaking the nationwide delimitation of electoral constituencies in 2027 to review and determine constituency boundaries in accordance with changing demographic and representational requirements.

Focus Area 1.2.3: Inclusive Voter Participation

This focus area seeks to identify and address barriers to voter registration and electoral participation, particularly those affecting women, youth, persons with disabilities, senior citizens and other underrepresented groups. It also emphasizes maintaining an accurate, complete and current Electoral Roll through comprehensive and regular updates, thereby enabling eligible citizens to register and participate effectively in elections.

Expected Outcomes

This Strategic Priority focuses on promoting informed, responsible, inclusive and accessible citizen participation in elections. The outcomes below reflect the results expected from implementing the objectives and interventions under each focus area, corresponding to the focus area.

Focus Area	Expected Outcome
1.1.1 Civic Education and Communication	Citizens have improved knowledge of democracy, electoral rights and responsibilities, and electoral processes, enabling informed and responsible participation throughout the electoral cycle.
1.2.1 Accessible Electoral Systems and Infrastructure	Electoral systems, services, information and infrastructure are more accessible, enabling equitable participation regardless of geography, disability, age or other circumstances.
1.2.2 Electoral Boundaries and Representation	Electoral constituency boundaries support fair, equitable and transparent democratic representation.
1.2.3 Inclusive Voter Participation	Barriers to voter registration and electoral participation are reduced, the Electoral Roll remains accurate and current, and participation among youth, women, persons with disabilities, senior citizens and other underrepresented groups is sustained or improved.

3.3.2 Strategic Priority 2 Candidate and Party Competence and Accountability

This Strategic Priority seeks to promote capable and prepared candidates and political parties while strengthening integrity, transparency and accountability in electoral participation. It comprises two objectives, four focus areas and eight interventions. Together, these aim to improve voters' access to candidate, party and manifesto information; strengthen candidate competency and electoral readiness; promote political party engagement and dialogue; and enhance accountability in political financing, campaign funding and the delivery of electoral pledges.

The existing electoral framework provides a foundation for promoting candidate competence and integrity through educational, work-experience and integrity requirements. In addition to holding a formal university degree, candidates contesting National Council elections are required to have a minimum of ten years of work experience, while candidates contesting National Assembly elections are required to have a minimum of five years of work experience. For aspiring Local Government candidates, the Functional Literacy and Possession of Skills Test has been enhanced to strengthen their competency and preparedness. Integrity vetting further complements these requirements by supporting the credibility of candidates seeking elective office.

The calibre and preparedness of candidates have a direct bearing on the quality of elected leadership and public confidence in democratic governance. By improving access to reliable candidate, party and manifesto information, the Commission seeks to enable voters to assess their electoral choices on merit. At the same time, greater transparency in political financing and stronger accountability for electoral pledges reinforce the expectation that candidates and political parties participate responsibly and remain answerable for their electoral commitments.

Strategic priority 2	Objectives	Focus areas	Interventions
	2	4	8

Objective 2.1 Promote Merit-Based Electoral Choice by Strengthening Candidate Competency and Eligibility Requirements and Improving Access to Candidate, Party and Manifesto Information

This objective seeks to enable voters to make informed and merit-based electoral choices by improving access to reliable information about candidates, political parties and their manifestos. It also focuses on strengthening the competency and preparedness of candidates, addressing barriers to candidacy faced by underrepresented groups, and supporting political parties through institutional development, dialogue and capacity-building. Together, these efforts aim to enhance the quality, inclusiveness and credibility of electoral participation.

Focus Area 2.1.1: Candidate and Party Manifesto Information and Disclosure

This focus area seeks to provide voters with convenient access to reliable and relevant information about candidates, political parties and their manifestos. It focuses on developing an integrated Know-Your-Candidate (KYC) and Manifesto Disclosure Platform through which electoral information can be presented in a clear, accessible and organized manner. This will support greater transparency and enable voters to compare electoral choices and make informed decisions.

Focus Area 2.1.2: Candidate Competency and Electoral Readiness

This focus area seeks to strengthen the competency and preparedness of individuals participating in elections to elective offices. It focuses on designing a competency framework that establishes relevant standards for electoral participation while addressing barriers to candidacy faced by women, persons

with disabilities and other underrepresented groups. These efforts aim to promote capable and diverse participation without limiting the electorate's right to choose its representatives.

Focus Area 2.1.3: Political Party Engagement and Dialogue

This focus area seeks to strengthen the institutional capacity and electoral readiness of political parties and candidates. It promotes sustained political party engagement, institutional development and inter-party dialogue through the Bhutan Democracy Dialogue (BDD). It also supports pre-candidacy orientation and capacity-development programmes to help prospective candidates and political parties understand electoral requirements and participate more effectively in elections.

Objective 2.2 Strengthen Electoral Integrity and Accountability Through Adherence to Integrity Standards, Transparent Political Financing and Accountability for Delivery of Electoral Pledges

This objective seeks to strengthen public confidence in the electoral process by promoting integrity, transparency and accountability among candidates and political parties. It emphasizes greater transparency in political financing, improved quality and accountability of political party manifestos, and equitable allocation of State campaign funding. Together, these efforts aim to ensure that electoral competition is conducted fairly and that political parties remain accountable for their electoral commitments.

Focus Area 2.2.1: Electoral Accountability and Transparency

This focus area seeks to strengthen transparency and accountability in political financing, manifesto commitments and the allocation of public campaign funds. It focuses on enabling real-time disclosure of political contributions and returns, promoting quality political party manifestos, and strengthening accountability for the delivery of electoral pledges. It also provides for reviewing the Public Election Fund allocation and developing an Electoral Effort Index to support the equitable distribution of State campaign funding.

Expected Outcomes

This Strategic Priority focuses on strengthening the quality, transparency and inclusiveness of candidate and political party participation in elections. The outcomes below reflect the results expected from implementing the objectives and interventions under each focus area, corresponding to the focus area.

Focus Area	Expected Outcome
Candidate and Party Manifesto Information and Disclosure	Voters have enhanced access to reliable, timely and accessible information on candidates, political parties and their manifestos, enabling informed and merit-based electoral choices.
Candidate Competency and Electoral Readiness	Candidate competency, preparedness and inclusiveness are strengthened, enabling capable and diverse candidates to participate effectively while preserving voters' right to choose their representatives.
Political Party Engagement and Dialogue	Political parties and prospective candidates are better prepared for electoral participation through sustained engagement, institutional development, inter-party dialogue and pre-candidacy orientation.
Electoral Accountability and Transparency	Transparency and accountability among candidates and political parties are strengthened through improved manifesto disclosure, accountability for electoral pledges and equitable allocation of State campaign funding.

3.3.3 Strategic Priority 3 Institutional Excellence Integrity and Good Governance

This Strategic Priority seeks to build a capable, independent and future-ready Election Commission that can manage elections efficiently, transparently and with integrity. It comprises three objectives, five focus areas and sixteen interventions. Together, these aim to strengthen institutional governance and electoral regulatory frameworks, develop workforce capacity, improve election readiness and organizational efficiency, modernize electoral systems, and ensure accurate and timely electoral communication.

Institutional excellence provides the foundation for the other strategic priorities of the Roadmap. A competent workforce, sound governance, enabling legal and regulatory frameworks, and efficient, technology-enabled operations are essential for delivering accessible electoral services, promoting informed and inclusive participation, and maintaining public confidence in the electoral process. Without a strong institution, improvements in voter participation and candidate and party competence cannot be fully translated into stronger democratic outcomes.

Achieving institutional excellence requires continued investment in leadership, people, systems and innovation. By strengthening organizational capability, embracing digital transformation, improving operational efficiency and fostering a culture of integrity, accountability and continuous improvement, the Commission will be better positioned to use public resources responsibly and administer elections with professionalism, impartiality and the highest standards of electoral integrity.

Recent workforce developments reinforce the importance of sustained investment in institutional capacity. Between 2022 and 2026, the Commission recruited 42 personnel across professional, technical, administrative and support positions, alongside efforts to strengthen institutional capacity through the upgrading of in-house positions.

Strategic priority	Objectives	Focus areas	Interventions
3	3	5	16

Objective 3.1 Strengthen Institutional Governance and Enabling Electoral Regulatory Frameworks

This objective seeks to strengthen the institutional and regulatory foundations necessary for the effective and independent administration of elections. It emphasizes evidence-based electoral reform, periodic review of electoral legislation and regulations, and timely and consistent resolution of electoral disputes. Together, these efforts aim to ensure that the Commission remains responsive to emerging electoral needs while safeguarding its institutional independence and upholding the rule of law.

Focus Area 3.1.1: Institutional Governance and Regulatory Frameworks

This focus area seeks to strengthen the governance and regulatory foundations of the Commission. It promotes policy research and post-election reviews to inform improvements to electoral systems and supports the periodic review and updating of electoral legislation and regulations. It also seeks to enhance and automate electoral dispute resolution through standardized offence classification and case tracking, enabling disputes to be handled more consistently and promptly.

Objective 3.2 Build a Competent, Professional and Future-Ready Workforce Through Continuous Learning, Strategic Workforce Development and Partnerships

This objective seeks to ensure that the Commission has the institutional structure, systems and human resources required to fulfil its evolving mandate. It emphasizes periodic organizational development, continuous professional development and strategic deployment of personnel. It also promotes partnerships with regional and international institutions to strengthen institutional learning, knowledge exchange and professional expertise.

Focus Area 3.2.1: Capacity Development and Workforce Management

This focus area seeks to strengthen the Commission's organizational capacity and develop a competent, professional and adaptable workforce. It provides for organizational development reviews and improvements in human-resource, financial and administrative management. It also emphasizes skills-gap assessments, strategic deployment and professional development, supported by institutional and knowledge-sharing partnerships with regional and global institutions.

Objective 3.3 Modernize Electoral Systems and Operations to Improve Efficiency, Transparency and Service Delivery

This objective seeks to modernize the Commission's electoral systems, operational processes and public communication to improve institutional performance and service delivery. It emphasizes election readiness, organizational efficiency, digital modernization and effective communication of electoral information and results. Together, these efforts aim to strengthen the Commission's capacity to conduct elections efficiently, manage emerging risks and provide accurate, timely and accessible electoral services.

Focus Area 3.3.1: Election Readiness and Delivery and Organizational Efficiency

This focus area seeks to strengthen the Commission's readiness to conduct Parliamentary, Local Government, Thromde and by-elections in a timely and effective manner. It emphasizes systematic planning and preparedness, supported by an electoral risk management system to identify, assess and mitigate potential risks. It also seeks to improve institutional performance and operational efficiency through integrated performance management, feedback mechanisms and streamlined internal workflows.

Focus Area 3.3.2: Digital Adoption and System Modernisation

This focus area seeks to modernize electoral systems, processes and services through a phased approach to digital development. It covers the modernization and integration of key electoral systems, including BERMS, DRAMIG, results administration, Postal Ballot Registration and PwD Registration Systems. It also promotes data sharing coupled with privacy, cybersecurity and analytical capabilities, as well as an electoral AI governance framework to address emerging AI-related risks.

Focus Area 3.3.3: Electoral Communication and Information Integrity

This focus area seeks to ensure that electoral information and results are communicated accurately, promptly and responsibly. It emphasizes an integrated communication and information-integrity framework incorporating social-media monitoring and rapid response, alongside stronger systems for results management and communication. It also provides for an AI and Social Media Code of Conduct to guide the ethical and professional use of digital platforms.

Expected Outcomes

This Strategic Priority focuses on strengthening the Commission's governance, institutional capacity, election readiness, operational efficiency, digital systems and electoral communication. The outcomes below reflect the results expected from implementing the objectives and interventions under each focus area, corresponding to the focus area.

Focus Area	Expected Outcome
Institutional Governance and Regulatory Frameworks	The ECB has stronger institutional governance, independence and responsive electoral regulatory frameworks.
Capacity Development and Workforce Management	The ECB has a competent, motivated and adaptable workforce supported by continuous professional development.
Election Readiness, Delivery and Organisational Efficiency	The ECB is better prepared to conduct elections in a timely and effective manner through improved risk management and operational efficiency.
Digital Adoption and System Modernisation	The ECB has modernized, secure and integrated electoral systems supported by the responsible use of data and emerging technologies.
Electoral Communication and Information Integrity	Citizens have timely access to accurate and reliable electoral information and results, supported by effective monitoring and response.

CHAPTER 4

IMPLEMENTATION FRAMEWORK

Under this Chapter, the Roadmap provides a framework for translating its strategic direction into action by setting out the interventions that the Election Commission of Bhutan will pursue during the Roadmap period. The interventions are aligned to the strategic priorities, objectives and the focus areas and therefore provides a clear and coherent link between the Commission's long-term aspirations and the actions required to realize them.

For each intervention, the implementation framework identifies an indicative time frame, a lead division/department or unit, and the department/divisions, units are expected to collaborate in its delivery. The lead entity will take primary responsibility for the delivery of the interventions assigned including coordinating with the collaborating divisions.

The framework will guide the preparation of annual work plans, prioritization of activities, allocation of resources and coordination of responsibilities across the Commission. It will also provide a basis for reviewing implementation progress and making necessary adjustments in response to institutional priorities, emerging electoral needs and changes in the operating environment.

Strategic Priority 1: Voter Responsibility and Participation

Objective 1.1: Strengthen Civic and Voter Education and Communication to Promote Informed and Responsible Participation Throughout the Electoral Cycle

Focus Area 1.1.1: Civic Education and Communication

Sl. No.	Intervention	Time frame	Lead	Collaborating
1	Expand civic education outreach nationwide, with targeted programmes for the five key population groups	Short to Long-Term	CEED	DzEO
2	Institutionalize lifelong democracy learning through a national civic education curriculum, behaviour-oriented learning programmes and gamified digital learning approaches.	Medium to Long-Term	CEED	EOD, PPD
3	Build strategic partnerships (schools, Democracy Clubs, CSOs, media) for civic education.	Short to Long-Term	CEED	PPD
4	Establish civic literacy surveys and assessments to measure impact.	Short to Medium-Term	PPD	CEED, ITD

Objective 1.2: Enhance Inclusive and Accessible Electoral Participation by Improving Accessibility and Addressing Barriers and Participation Gaps Affecting Underrepresented Voter Groups

Focus Area 1.2.1: Accessible Electoral Systems and Infrastructure

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Develop a context-appropriate Electoral Accessibility Framework, including accessible voter education, information and electoral services.	Medium to Long-Term	PPD	EOD, ERDD, ITD, LCD
2	Improve physical and digital polling infrastructure for PwDs and voters with diverse needs.	Short-Term	EOD	ITD, ERDD, AFD, Dzongkhags
3	Explore and pilot accessible remote and digital voting solutions.	Long-Term	ITD	EOD
4	Establish accessible, mobile-friendly voter-information services, including FAQs, chatbots and help desks.	Medium-Term	ITD	CEED, EOD

Focus Area 1.2.2: Electoral Boundaries and Representation

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Undertake the 2027 nationwide delimitation of electoral constituencies to ensure fair, equitable and transparent democratic representation.	Short to Medium-Term	ERDD	

Focus Area 1.2.3: Inclusive Voter Participation

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Address barriers to voter registration and participation for women, youth, persons with disabilities, senior citizens and other underrepresented groups.	Short-Term	PPD	CEED, PPD
2	Strengthen the accuracy, completeness and currency of the Electoral Roll through comprehensive and regular updates.	Short-Term	ERDD	ITD, Dzongkhag Election Offices

Strategic Priority 2: Candidate and Party Competence and Accountability

Objective 2.1: Promote Merit-Based Electoral Choice by Strengthening Candidate Competency and Eligibility Requirements and Improving Access to Candidate, Party and Manifesto Information

Focus Area 2.1.1: Candidate and Party Manifesto Information and Disclosure

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Develop an integrated Know-Your-Candidate and Manifesto Disclosure Platform.	Short-Term	LCD	PEFD, ITD, CEED

Focus Area 2.1.2: Candidate Competency and Electoral Readiness

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Design a competency framework for participation in elections to elective offices.	Long-Term	EOD	LCD, PPD
2	Address barriers to candidacy for women, persons with disabilities and other under-represented groups.	Short-Term	CEED	PEFD, EOD, PPD

Focus Area 2.1.3: Political Party Engagement and Dialogue

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Advance political party engagement, institutional development and inter-party dialogue through the Bhutan Democracy Dialogue.	Short to Medium Term	PEFD	
2	Develop pre-candidacy orientation and capacity-development programmes to strengthen candidates' and political parties' readiness to participate in elections.	Short to Medium Term	PEFD	CEED, EOD

Objective 2.2: Strengthen Electoral Integrity and Accountability Through Adherence to Integrity Standards, Transparent Political Financing and Accountability for the Delivery of Electoral Pledges

Focus Area 2.2.1: Electoral Accountability and Transparency

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Strengthen political finance transparency through real-time disclosure of contributions and returns.	Short-Term	PEFD	ITD
2	Strengthen mechanisms to promote quality political party manifestos and accountability for the delivery of electoral pledges.	Long-Term	PEFD	LCD, EOD, PPD
3	Review the Public Election Fund allocation and develop an Electoral Effort Index for the equitable distribution of State campaign funding.	Short-Term	PEFD	EOD

Strategic Priority 3: Institutional Excellence, Integrity and Good Governance

Objective 3.1: Strengthen Institutional Governance and Enabling Electoral Regulatory Frameworks

Focus Area 3.1.1: Institutional Governance and Regulatory Frameworks

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Institutionalize policy research and post-election reviews to strengthen electoral systems and safeguard institutional independence.	Short to Medium-Term	PPD	LCD, EOD
2	Review and update electoral legislation and regulations periodically.	Short-Term	LCD	EOD, PPD
3	Enhance and automate electoral dispute resolution through standardized offence classification and case tracking to ensure the timely resolution of disputes.	Short-Term	LCD	ITD

Objective 3.2: Build a Competent, Professional and Future-Ready Workforce Through Continuous Learning, Strategic Workforce Development and Partnerships

Focus Area 3.2.1: Capacity Development and Workforce Management

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Conduct organizational development reviews and strengthen human resource, financial and administrative management.	Short-Term	HRD	PPD
2	Strengthen workforce capacity through skills gap assessments, deployment and professional development.	Short-Term	HRD	PPD
3	Build institutional and knowledge-sharing partnerships with regional and global institutions.	Short-Term	PPD	HRD

Objective 3.3: Modernize Electoral Systems and Operations to Improve Efficiency, Transparency and Service Delivery

Focus Area 3.3.1: Election Readiness, Delivery and Organisational Efficiency

The interventions under this focus area seek to ensure the Commission's readiness to conduct Parliamentary, Local Government, Thromde and by-elections in a timely and effective manner. They also provide for systematic electoral risk management and improvements in institutional performance, feedback mechanisms and internal workflows.

Focus Area 3.3.2: Digital Adoption and System Modernisation

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Develop and implement a phased digital roadmap to modernize and integrate electoral systems, processes and services, including BERMS, DRAMIG, results administration, Postal Ballot Registration and PwD Registration Systems.	Short-Term	ITD	EOD, ERDD, AFD, PEFD, PPD, CEED, LCD
2	Establish an integrated data management system for institutional memory, knowledge-sharing and decision-making.	Medium-Term	PPD	ITD, EOD, HRD
3	Strengthen data governance, quality, privacy, cybersecurity and analytical capabilities.	Short to Medium-Term	ITD	PPD
4	Develop an electoral AI governance framework to mitigate AI-related risks.	Short to Medium Term	ITD	LCD, PPD

Focus Area 3.3.3: Electoral Communication and Information Integrity

Sl. No.	Intervention	Time-frame	Lead	Collaborating
1	Develop an integrated communication and information-integrity framework, including social media monitoring and rapid response.	Short-Term	LCD	EOD
2	Strengthen results management and communication systems to ensure timely and accurate results.	Short-Term	EOD	ITD
3	Develop an AI and Social Media Code of Conduct to guide the ethical and professional use of digital platforms.	Short-Term	LCD	ITD

CHAPTER 5

SUCCESS MEASURES

The success measures provide a concise basis for assessing progress towards the results envisaged under the Strategic Roadmap. The indicators cover the key changes that the Election Commission of Bhutan seeks to achieve by 2036: informed and inclusive voter participation; competent and accountable candidates and political parties; and an institution that is capable, transparent, technology-enabled and ready to conduct elections efficiently.

They will be monitored using election data, administrative records, surveys and periodic reviews. Where reliable baseline information is not yet available, the baseline and an appropriate target will be established during the initial period of implementation. The measures will be reviewed periodically to ensure that they remain relevant to changes in the electoral environment and the Commission's mandate

5.1 Voter Responsibility and Participation

Sl. No.	Success indicator	Unit	Baseline	Target
1	Citizens reached through civic and voter education programmes and demonstrating improved electoral knowledge (CEP & VEP)	Number of voters	Programme reach: NCE 2023: 38,291 NAE 2024: 40,635 LGE: NA	Programme reach: LGE: 45,000 NCE: 48,291 NAE: 50,635
2	Electoral Accessibility Framework adopted and proportion of electoral services, information and polling facilities meeting approved accessibility standards.	Number	NA	Framework adopted and accessibility target set following baseline assessment
3	Nationwide delimitation of electoral constituencies completed in accordance with legal requirements.	Completed/ Not completed	NA	Completed
4	Voter turnout among youth, women and persons with disabilities, reported separately by election type.	%	Youth: 33.12% (NAE 2023-24) PwD: 96.04% (NAE 2023-24) Women: 51.59% (NAE 2023-24)	Youth: 60% PwD: 98% Women: 60%
5	Periodic Electoral Roll revision for accuracy, completeness and currency completed	Number	NA	Quarterly reviews/election cycle

5.2 Candidate and Party Competence and Accountability

Sl. No	Success indicator	Unit	Base-line	Target
1	Candidates and political parties whose required information and manifestos are published completely and on time through the disclosure platform.	%	NA	100% each applicable election cycle
2	Candidate competency assessment framework developed and implemented for applicable elections.	Number	NA	L G / N A / NC
3	Political parties and candidates complying with campaign-finance reporting and disclosure requirements.	%	100%	100% compliance annually
4	Electoral Effort Index for equitable allocation of State campaign funding developed and operationalized.	Date	NA	NCE: by 2028 NAE: by 2029
5	Political parties complying with approved manifesto disclosure and electoral pledge accountability requirements.	%	NA	100% each applicable reporting or election cycle

5.3 Institutional Excellence Integrity and Good Governance

Sl. No	Success indicator	Unit	Base-line	Target
1	Electoral complaints resolved within the applicable statutory timeframe.	%	NA	100% each election cycle
2	Competency and professional-development framework developed and ECB employees meeting defined requirements.	Number	NA	One framework developed; employee target to be set after baseline assessment
3	User satisfaction with electoral services.	%	NA	90% by 2036
4	Service Delivery Standards developed and published for priority electoral services.	Yes/No	NA	Completed
5	Critical election-readiness milestones completed accurately within approved timelines.	%	NA	100% each election cycle
6	Electoral processes digitalized.	Number	5	7 by 2036



CHAPTER 6

MONITORING & EVALUATION

6.1 Implementation

The Strategic Roadmap will guide the ECB's institutional development and the conduct of elections from 2026 to 2036. Its strategic priorities, objectives, focus areas and interventions will be incorporated into the Commission's Five Year Plans and translated into Annual Plans.

Each annual plan will identify the interventions to be pursued during the year by the ECB, expected deliverables, implementation timeline and resource requirements. These responsibilities will be reflected in the work plans and performance agreements of the concerned department and divisions and cascaded to individual work plans. Where implementation involves Dzongkhag Electoral Offices their respective responsibilities will also be specified.

Implementation will take account of the ECB's electoral calendar. Activities relating to election readiness, voter education, Electoral Roll management, candidate and party services, polling operations and results communication will be intensified during election periods. Institutional reforms, research, system development, capacity-building and regulatory reviews will continue between elections. This will allow the ECB to use the period between elections to address lessons identified during the preceding electoral cycle and prepare for the next.

6.2 Monitoring and Evaluation

Monitoring and evaluation will track the implementation of the Roadmap and assess progress towards the envisaged outcomes under its 13 focus areas. The success measures set out in this Roadmap, together with annual deliverables and targets, will form the basis for assessing progress. Responsible divisions will maintain relevant records and report on their assigned interventions. Dzongkhag Electoral Offices will provide field-level information where required.

The Policy and Planning Division (PPD) will be responsible for ensuring the implementation of the Monitoring and Evaluation Cycle. Progress will be tracked quarterly, reviewed at mid-year and assessed at the end of each year. Delays, emerging risks and corrective actions will be recorded and followed up with the responsible divisions and offices. Where a success measure does not yet have a baseline, it will be established during the initial implementation period or at the first relevant electoral event. Participation and accessibility data will be disaggregated by sex, age, disability, geographical location and other relevant characteristics where such information is available. A mid-term evaluation will be conducted in 2031 to assess progress, continued relevance and the need to revise targets, timelines, interventions or resource priorities. A terminal evaluation will be undertaken in 2036 to assess overall achievement and inform the ECB's succeeding strategic framework.

The Commission may also undertake focused reviews of areas such as Electoral Roll quality, electoral accessibility, candidate and political party participation, election readiness, digital systems, regulatory reforms and electoral communication. External technical support may be engaged where specialized expertise or independence is required.

Monitoring and Evaluation Cycle

Review	Frequency	Main Focus
Progress monitoring	Quarterly	Annual deliverables and course corrections
Mid-year review	Mid-year	Implementation progress and course corrections
Annual assessment	Annually	Annual targets and success measures and planning for Annual Plan for coming year
Mid-term evaluation	2031	Overall progress and necessary revisions
Terminal evaluation	2036	Achievement of outcomes and lessons for the next Roadmap

6.3 Reporting

Progress and evaluation reports shall be consolidated by the PPD and submitted through the Commission's internal governance structure, with strategic-level findings, including cross-divisional bottlenecks, significant underperformance, or reprioritization needs, escalated to the Commission's leadership for decision and direction. As an independent constitutional body, the Commission will manage its own reporting lines; where findings bear on matters of public accountability or national significance, they may be disclosed directly to the public.

6.4 Conclusion

The Strategic Roadmap provides the Election Commission of Bhutan with a common direction for the period 2026–2036. It brings together the Commission's constitutional mandate and its long-term priorities for strengthening voter responsibility and participation, candidate and political party competence and accountability, and institutional excellence, integrity and good governance.

The Roadmap is intended to remain responsive to Bhutan's evolving electoral environment. Its priorities and interventions will be translated into Five Year Plans and annual plans and reviewed against the success measures, and adjusted where necessary based on implementation experience, election findings and emerging electoral needs.

The success of the Roadmap will ultimately depend on sustained institutional ownership and coordinated implementation across the ECB Secretariat and Dzongkhag Electoral Offices, supported by constructive engagement with our stakeholders. Through this collective effort, the ECB will continue to safeguard free and fair elections, strengthen public confidence in the electoral process and contribute to Bhutan's aspiration for a meritocratic democracy.

ANNEXURE

1. Glossary (Dzongkha Terms)

Term / Dzongkha Term	Meaning / Definition
Chiwog	Sub-block
Demkhong	Electoral constituency
Dhamngoi Zomdu	Nomination Meeting
Druk Gyalpo	His Majesty the King
Dzongkhag	District
Gewog	Block
Thromde	Municipality

2. Acronyms & Abbreviations

Acronym	Full Name / Meaning
AFD	Administrative & Finance Division
AI	Artificial Intelligence
BDD	Bhutan Democracy Dialogue
BERMS	Bhutan Electoral Roll Management System
CEED	Civic & Electoral Education Division
CEP	Civic Education Programme
CSOs	Civil Society Organizations
CVEP	Civic & Voter Education Programme
DC	Democracy Clubs
DRAMIG	System for Management of Membership of Political Parties
DzEO	Dzongkhag Electoral Officer
ECB	Election Commission Bhutan
EOD	Election Operation Division
ERA	Election & Results Administration System
ERDD	Electoral Registration and Delimitation Division
FAQs	Frequently Asked Questions
FLT	Functional Literacy and Possession of Skills Test
HRD	Human Resource Division

ITD	Information Technology Division
KYC	Know Your Candidate
LCD	Legal and Communication Division
LGE	Local Government Election
NAE	National Assembly Election
NCE	National Council Election
PEFD	Public Election & Fund Division
PPD	Policy & Planning Division
PwDs	Persons with Disabilities

“Today, in the womb of a strong and peaceful monarchy, we have begun to nurture the hopes of a vibrant democracy. It is this endeavour that we must henceforth uphold as our greatest priority – the success of democracy. For in the success of democracy lies the consolidation of our nation’s achievements and the future happiness and wellbeing of Bhutan.”

-His Majesty Jigme Khesar Namgyel Wangchuck 17th December 2007