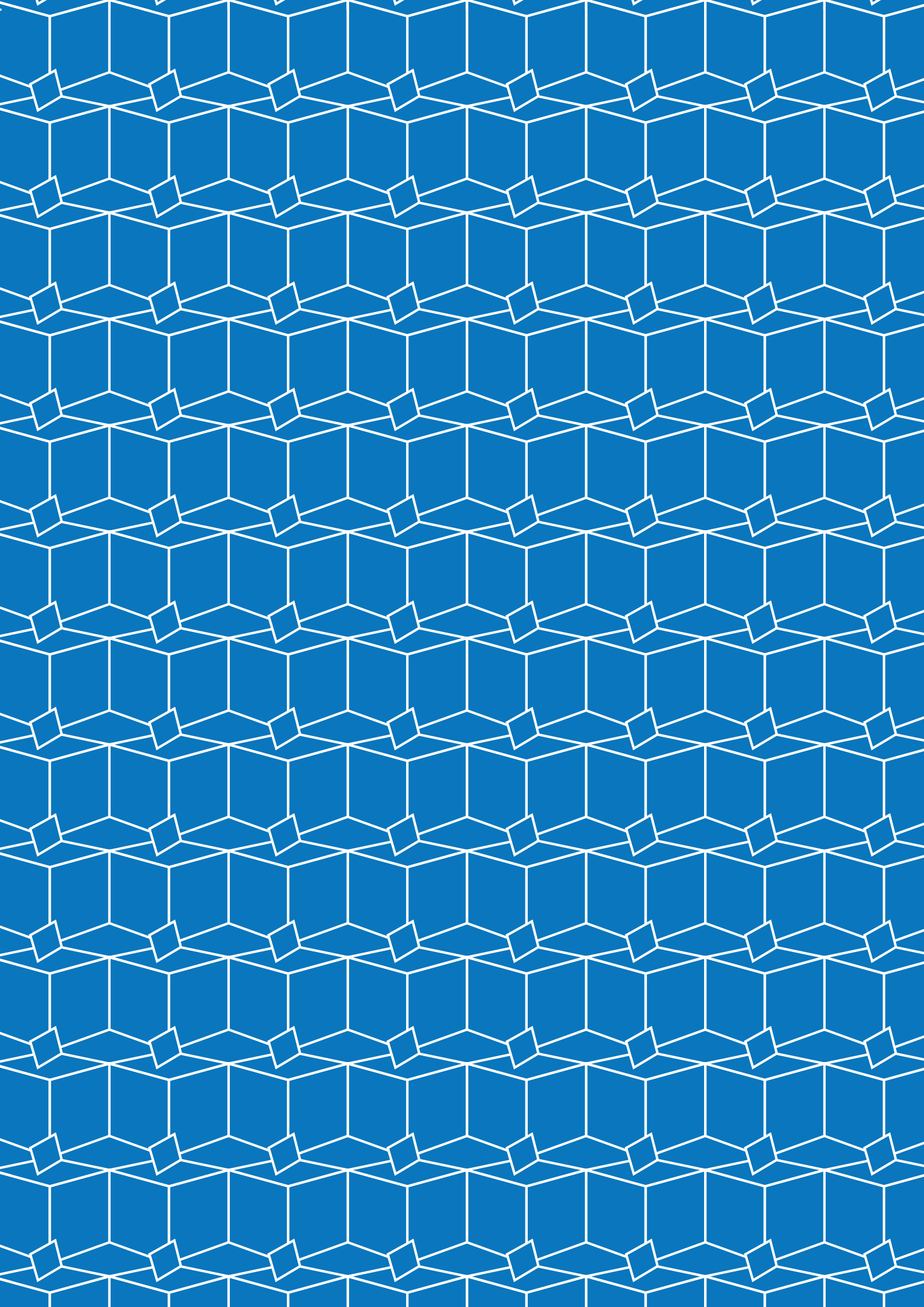
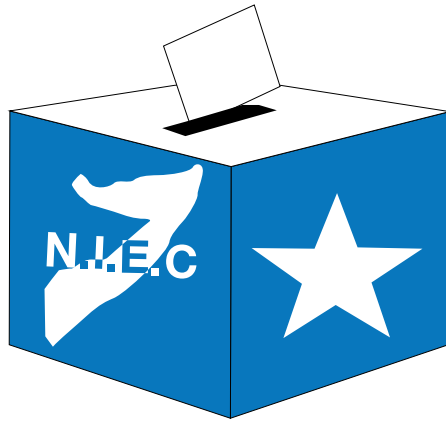


**National Independent Electoral Commission**

# **Strategic Plan 2017 – 2021**





**National Independent Electoral Commission**

# **Strategic Plan 2017 – 2021**

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Special thanks to Emeritus Chairman of the Independent Electoral and Boundaries Commission of Kenya, Ahmed Issack Hassan, and Strategic Planning Specialist, Brown Makotsi.

We could not have written this strategic plan without the contribution of all the above-listed individuals, partners and other experts, many of whom are not named here.

We are grateful to each one of you.



## ***MESSAGE FROM THE CHAIRPERSON***



*Dear Friends and Colleagues,*

I would like to take this opportunity to introduce the NIEC's five-year strategic plan. This document is the result of a lot of work by the Commission, its Secretariat and partners over the past number of months.

The strategic plan is the foundation upon which the NIEC will base its current and future work, and it is our road map to achieving "one-person, one-vote" in 2020. I would encourage you to take the time to review the plan in its entirety. This is also a living document, so there will inevitably be a need to make adjustment over the next few years as circumstances dictate.

Most importantly, however it is your guide to knowing how the NIEC intends to prioritize its work and the funding it receives to ensure that all eligible citizens can exercise their political rights in future elections.

The NIEC is here to serve the citizens of Somalia, so we look forward to engaging with everyone over the coming years as we move forward to "one-person, one-vote" in 2020.

*Sincerely,*

A handwritten signature in black ink, which appears to read 'Halima Ismail Ibrahim'. The signature is stylized and fluid.

***Halima Ismail Ibrahim***  
*Chairperson, National Independent Electoral Commission*



Halima Ismail Ibrahim  
Chairperson



Sayid Ali Sh. Mahamed  
Deputy Chairperson



Abdirahman Cisaan Dirir  
Commissioner



Khadija Osoble Ali  
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Mahamed Dahir Maxamud  
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Mahamed Hasan Taani  
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Mahamed Ahmed Nuur  
Commissioner



Said Hashi Warsame  
Commissioner



Hussein Abdi Adan  
Commissioner



Dahir Mire Jibril  
Secretary General

## ***MESSAGE FROM THE SECRETARY GENERAL***



Thank you for taking the time to review the NIEC's five-year strategic plan. You will find the document full of important programmatic information, which illustrates the level of effort that is required to support the entire electoral process leading to "one-person, one-vote" in 2020.

The NIEC Commissioners and Secretariat staff are committed to fulfilling their duties and responsibilities so that all eligible citizens are about to participate in future electoral events. The strategic plan also highlights the work that will need to be undertaken by many other institutions that have a role in the electoral process, including Federal Government of Somalia, Federal Member States, National Parliament, Political Parties as well as international partners.

NIEC is proud to be working alongside all stakeholders and partners to realize the goal of universal suffrage as mandated by the constitution and other statutes

If you have any questions about the strategic plan or our work in general please do not hesitate to contact us. You can also follow us on-line through our website **[www.niec.so](http://www.niec.so)** as well as on Twitter and Facebook.

*Sincerely,*

A handwritten signature in black ink, appearing to read 'Dahir Jibreel', with a stylized flourish at the end.

**Dahir Mirreh Jibreel, PhD**  
*Secretary-General*



## Acronyms

Civic and Voter Education -	<b>C&amp;VE</b>
Codes of Conduct -	<b>CoC</b>
Civil Society Organizations -	<b>CSOs</b>
Electoral Management Body -	<b>EMB</b>
Elections Operations Plan-	<b>EOP</b>
Federal Government of Somali-	<b>FGS</b>
Federal Member States -	<b>FMS</b>
Human Resources Management -	<b>HRM</b>
Information & Communications Technology -	<b>ICT</b>
Integrated Electoral Support Group -	<b>IESG</b>
International Non-Governmental Organization -	<b>INGO</b>
Monitoring and Evaluation -	<b>M&amp;E</b>
Ministry of Finance -	<b>MOF</b>
Ministry of Interior and Federal Affairs -	<b>MOIFA</b>
National Independent Electoral Commission -	<b>NIEC</b>
National Leadership Forum -	<b>NLF</b>
Out- Country Voting -	<b>OCV</b>
Performance Evaluation Report -	<b>PER</b>
Political Party Registration Law -	<b>PPRL</b>
Peace State-building Goal -	<b>PSG</b>
Result Transmission System -	<b>RTS</b>
Secretary General -	<b>SG</b>
Somalia National Development Plan -	<b>SNDP</b>
Voter Education -	<b>VE</b>
Voter Registration -	<b>VR</b>

## EXECUTIVE SUMMARY

### Introduction

The National Independent Electoral Commission (NIEC) was established under article 111G of the Provisional Constitution (2012) of the Federal Republic of Somalia. The Commission was established with mandate to oversee the management of all electoral processes in the country.

This Strategic Plan was prepared in line with the spirit of the Provisional Constitution which articulates the general principals of an electoral system that addresses the aspirations of the Somali people to have free, fair and credible elections. To this end, the National Leadership Forum of Somalia established the Goal, to achieve Universal Suffrage by 2020. In tandem with the foregoing, the NIEC law requires that the Commission administers the elections. Lastly, this Strategic Plan is developed within the context of the Somalia National Development Plan (SNDP) 2017 to 2019, which provides for a federal political and economic framework that empowers member states to deliver services and economic opportunities to the citizens of Somalia in a secure environment.

### External Environment Analysis

It is acknowledged that events in the external environment can significantly impact the implementation of this Strategic Plan. The initial hostility of the political climate has subsided somewhat and there is the political will to hold elections. The newly elected Members of Parliament (2016 process) appear to be positive and responsive to the Mission of the NIEC. Moreover, the Upper House representing the Member States is amenable to engagement. The important role played by Somalis in the diasporas, principally remittances to finance domestic investments, attests to the increasing faith they have in the rebirth of their country. Moreover, the increased representation of female, youth and minorities in Parliament is a reflection of growing tolerance and inclusivity in electoral processes in Somalia. The aspect of one language, one culture and one religion has the potential to nature the active participation of the Somali people in the electoral process and subsequently in nation building.

The economy of Somalia is just emerging from post-conflict environment, hence fragile. The country requires enormous infrastructural investments required to ignite economic growth. However, this imperative is not being realised fast enough due to resource limitations. The implementation of this

Strategic Plan is also heavily predicated on the Government availing the requisite budgetary resources which aspect is a key assumption under the Plan.

On the social dimension religious extremism dominates decision making. Moreover the country is divided along clan lines which aspect denies it of a homogenous nationhood. The society is also patriarchal in nature which aspect is likely to compromise the full realization of Universal Suffrage.

The high usage of technology particularly the telephone among the Somalis presents a huge opportunity and platform for electoral processes. There is wide-spread use of technology particularly among the youth who comprise an estimated 60 percent of the total population.

Regarding the legal environment, the existing framework needs strengthening to address the ambiguities and differences between the NIEC Law and the Provisional Constitution of the Federal Republic of Somalia.

The need to provide a robust legal framework to manage elections remains outstanding. Some work has already commenced in this area; and some related draft laws are currently under review leading to enactment. However, there still remains a substantial backlog in the legal framework requiring drafting and passage by Parliament. In the same vein, the concomitant regulatory framework will require developing.

### Strategic Issues in the Internal Environment

The Internal Environment presents various opportunities and challenges which must be considered during implementation. Although a Constitutional mandate has been established enabling the Commission to legitimately exist and operate,

There is also a need to establish the necessary administrative frameworks, regulations and policies for the internal functioning of the Commission. Weaknesses exist in the institutional capacity of the Commission due to staffing gaps and inadequate funding. Due to a narrow financial base, the Commission is unable to meet its recurrent and operational budgetary obligations.

The rationalization of the Commission's organization structure also requires undertaking to reflect the core functions. In line with this, there is a need to fully establish the Secretariat. The requisite policies, systems and guidelines necessary for effective operations of the Commission also need to be established. Lastly, the establishment of a performance management system is necessary in order to enhance the performance of staff.

The need to provide civic and voter education has been identified as an immediate area of investment by NIEC under this strategic plan. Equally important is the need to establish mechanisms for effective communication with both internal and external publics. The development of a comprehensive and robust curriculum that is expected to spearhead this initiative is, therefore, a priority activity. Also important is the need to identify and co-ordinate the activities of the various providers expected to play a role in the provision of civic and voter education. This aspect becomes more important considering that the youth who comprise a substantial proportion of the total population in Somalia do not have a thorough understanding and experience of democratic electoral processes.

The provision of civic and voter education is expected to aid voter registration which is the bedrock of the electoral processes proposed under this strategic plan. In this area the Commission has set for itself the strategic objective to register all eligible voters. This will require the identification and selection of the most viable approach in voter registration. It will also call for the establishment of linkages with other key stakeholders such as the Federal Government of Somalia, Federal Member States, Political Parties, Clan Associations and development partners.

The process of conducting elections will call for elaborate logistical arrangements on the ground including mapping and managing polling stations, availing quality polling materials and equipment on time, recruiting, training and deploying poll staff on time. The process of balloting, counting, verification and transmission of results also requires to be made smooth and efficient.

The management of complaints and disputes is also at the centre of this strategic plan and cannot be understated. Mechanisms for redress require to be established within the NIEC.

The Commission is currently operating from premises located at the Villa Somalia. This arrangement compromises the independence of the Commission and constrains access both by the NIEC personnel and stakeholders. This strategic plan is emphatic on the need to relocate the Commission's operations to its site in Mogadishu.

The Provisional Constitution provides for the financial independence of the NIEC. This calls for the Federal Government of Somalia to allocate adequate funds for its operations. It is imperative therefore to establish mechanisms for establishing the NIEC Fund.

The integration of ICT in the internal business processes of the Commission and in the electoral process is an imperative. The extent to which the technology can be integrated in NIEC calls for evaluative studies under this strategic plan. The need to optimize on the utilization of the existing technological capacity should form an integral component of the evaluation process.

### ***Implementation Plan***

The implementation of the NIEC strategic plan is based on the activities articulated in the Logical Framework Matrix. Most of the activities will be implemented within a 5-year timeframe starting 2017 to 2021. Due to the need to realize the Universal Suffrage Goal by 2020, priority has been placed on those activities that have a direct bearing on the realization of the Goal. In addition, those activities that seek to strengthen the structures, systems and capacities of the Commission have also been programmed as priority. Therefore, the Logical Framework Matrix will serve as the Commission's roadmap over the plan period.

### ***Monitoring and Reporting***

The Monitoring Plan provides a set of indicators deliberately selected to track performance. Monitoring reports will be prepared and presented at predetermined intervals based on information collected around the indicators. The Monitoring Plan has been designed in such a way that monitoring does not become a burden to and the main preoccupation of the NIEC staff.

# 1. INTRODUCTION

## Historical Background

- 1.1 Following several decades without nation-wide polls, Somalia's newly established National Independent Elections Commission (NIEC) has begun building an institutional foundation to prepare for future elections. Nine Commissioners, two of whom are women, were sworn in by Parliament on 22nd July, 2015, through a competitive recruitment process that began with the publication of advertisements in local newspapers.
- 1.2 Over three hundred individuals submitted their applications to the Ministry of Interior. Sorting and screening of the applicants was conducted by an independent committee not associated with the executive branches of government. A shortlist of 27 names was submitted to the Council of Ministers. The selection and nomination was done by the cabinet, which is the executive body responsible for this activity. Of the 20 names, 9 were retained and forwarded to Parliament, which approved and ratified them by moving a vote of confidence through a secret ballot.

## Mandate of the National Independent Electoral Commission

- 1.3 The Provisional Constitution of the Federal Republic of Somalia (of 2012), under Article 111G provides for the establishment of a National Independent Electoral Commission (NIEC). Under the Constitution the NIEC's mandate includes:
  1. The conduct of Presidential elections;
  2. The conduct of Federal Parliament elections;
  3. The continuous registration of voters and revision of the voter's roll;
  4. The registration of candidates for elections;
  5. The delimitation of constituencies and wards;
  6. The regulation of the political party system;
  7. The settlement of electoral disputes;
  8. The facilitation of the observation, monitoring and evaluation of elections;
  9. The regulation of money spent by an elected candidate or party in respect of any election;
  10. The development of an electoral code of conduct for its candidates and parties;
  11. The monitoring of compliance with legislation on nomination of candidates by parties; and
  12. Voter education.

- 1.4 The Constitutional provision is given expression by Article 14 of the NIEC Law of February 2015 which outlines the functions and powers of the NIEC as being:
  1. To organize, conduct and monitor elections at the district, regional and national level and referenda;
  2. Until political parties are established and electoral constituencies drawn, the Commission shall administer the districts and regional states elections in accordance with Law No. LR 116 and any other system that is assigned by the laws of the country;
  3. To register voters and constantly review the voters registry;
  4. To determine constituencies and polling centres as appropriate for the conduct of the elections;
  5. To regulate the activities of political parties, in accordance with the law on political parties and other laws of the country;
  6. To facilitate the monitoring and assessment of elections;
  7. To issue and implement regulations to guide candidates and political parties taking part in elections;
  8. To inspect and monitor that political parties adhere to regulations on nomination of candidates;
  9. To implement public awareness of voters;
  10. Registration of election candidates;
  11. To administer the election of the Federal Parliament;
  12. To administer the conduct of referenda;
  13. To monitor and facilitate elections-related activities;
  14. To resolve election-related disputes without prejudice to the role of the Judiciary of the Federal Republic of Somalia;
  15. To declare election results;
  16. To announce the duration of electoral campaigns, determine the deadline for elections and set the timetable for the organization and preparation of the elections in accordance with the Constitution and this law;
  17. To make regulations, procedures and directives guiding the electoral process;
  18. To open local offices in the country as appropriate and necessary for the conduct of the Commission's activities and duties;
  19. To hire staff necessary for the conduct of elections in accordance with the civil servants law;
  20. The Commission may suspend the work of anyone who is a member of the Commission or its staff who is found engaged in an act that harms the impartiality and fairness of the elections, and may refer the matter to judicial authorities;
  21. The resolution of disputes by the Commission shall be final except complaints on the right to vote, the right to take part in elections and the final results

- of the elections against which an appeal may be filed to the Constitutional Court;
22. To draft a code of conduct for candidates, political parties and the media;
  23. The Commission may take administrative decisions and appropriate measures on complaints related to the Commission's decisions, those of its staff or its designated representatives. If parties are not satisfied with the Commission's decisions, they may file an appeal to the relevant court within 14 days, and the court shall make a final ruling on the matter as soon as possible;
  24. To verify whether the elections procedures are followed and take appropriate measures accordingly and if needed may decide to repeat an election in a constituency and to nullify the results when it is proven that its outcome did not reflect the will of the voters;
  25. To impose fines or administrative sanctions on anyone who commits offences, except criminal offences, violation of law or of the Commission's regulations;
  26. The Commission may invalidate the candidacy or return the nomination list of anyone who violates this law or did not meet the criteria set out in this law from competing in the elections;
  27. To specify polling stations where voters will cast their vote;
  28. To design ballot papers and provide instructions as to how to mark them;
  29. To state the method for vote counting;
  30. To specify the locations where vote counting shall take place;
  31. To provide accreditation to independent election observers as well as media that shall observe the electoral process;
  32. The Commission may propose to the Federal Government the postponement of elections for a specific period, by providing the Federal Parliament with detailed justification within an appropriate timeframe;
  33. To carry out any other activity assigned to it by the Constitution and the law.

### **The Management Structure of the Commission**

- 1.5 The National Independent Electoral Commission (NIEC) comprises 9 Commissioners: Chairperson, Deputy Chairperson with the responsibility for policy direction on strategic oversight. They approve policies, regulations, codes of conduct and directives to the Secretariat. The day-to-day operations of the Commission is a responsibility of the Secretariat which is headed by the Secretary General (SG).
- 1.6 The Secretariat operates under the Secretary General, 4 Directorates: Voter Registration and Electoral Operations, Voter Education, Outreach and Partnership, Research, Legal and Public Affairs, various Managers and NIEC Coordinators in FMS.



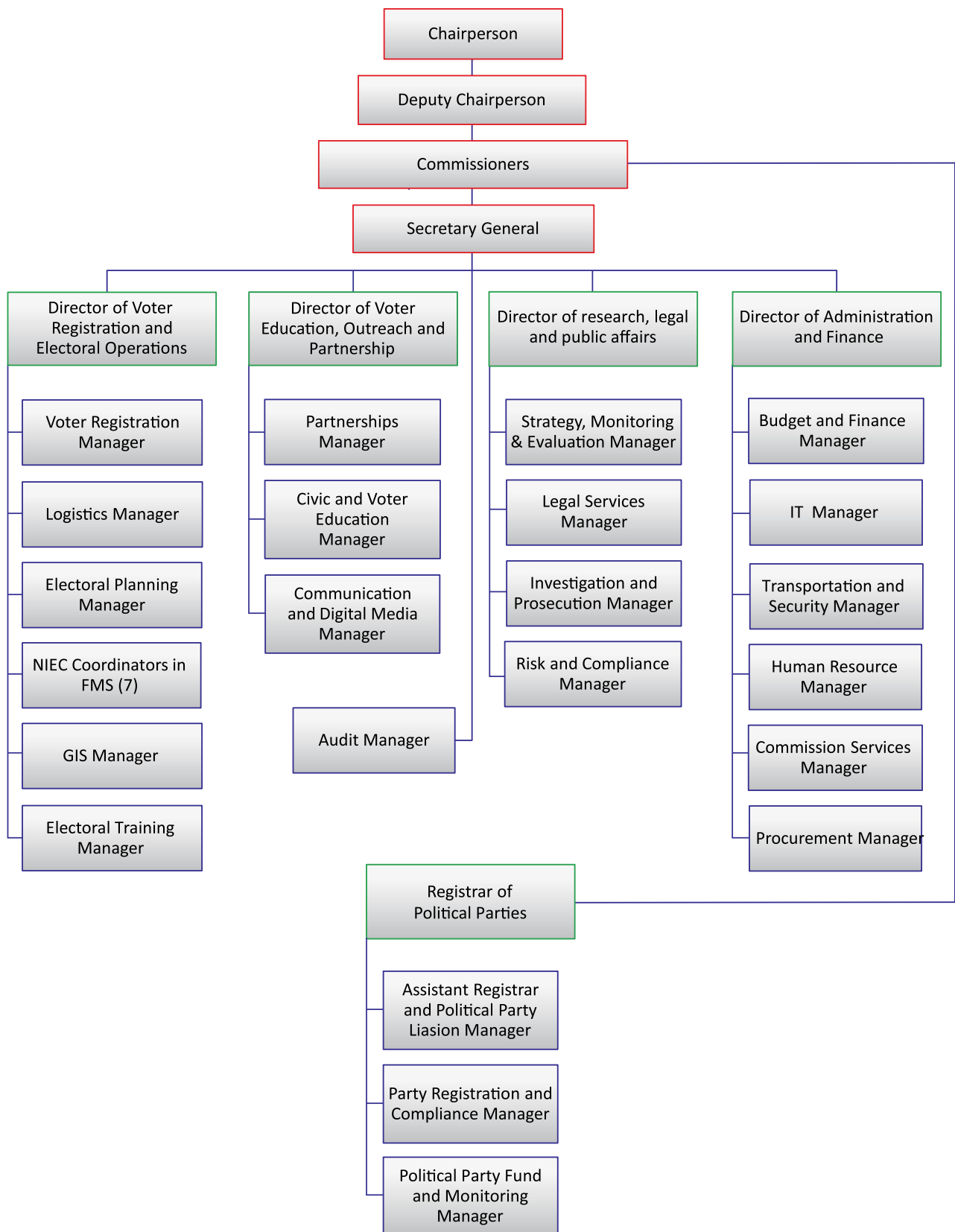


Fig. 1: National Independent Electoral Commission Organizational Structure

### Summary of NIEC Achievements

- 1.7 Since inception the NIEC has recorded a number of achievements resulting from the implementation of its institutional development work plan. The work plan set out to achieve various objectives as follows:
- i) Build the Capacities of the NIEC: In this area the Commission has made tremendous strides exposing the Commissioners and the Secretariat to benchmarking study tours in Tanzania, Zanzibar, Turkey, Jordan, United States of America, South Africa, Kenya and Ghana. Major lessons in electoral management have been learnt and networks established through the visits. In addition various institutional capacity building initiatives have been completed by the Commission.
  - ii) Participate in liaison with relevant institutions to complete the development of the electoral law, citizenship law, political party law and media law: Regarding this activity, the NIEC has made some strides liaising with players in the legal sector contributing to the drafting of the relevant statutes. It is envisaged that this exercise will be completed in time for the planned 2020 universal elections. An expert on Electoral Systems was retained to build the capacities of the NIEC.
  - iii) Identify a suitable site for the physical development of office accommodation for the NIEC: In regard to this activity, the NIEC has identified and secured suitable land for the construction of their offices. This is work-in-progress.
  - iv) Provide technical backstopping to the 2016 electoral process: The NLF decision deferred the participation of the NIEC in the process.
  - v) Undertake stakeholder liaison for the development of a Public Outreach and External Relations Plans: This is an on-going activity and structured engagement with stakeholders has been programmed under this strategic plan. However, preparatory activities in this area including development of management tools to map and continuously monitor and evaluate key stakeholders were developed and staff trained in their use.
  - vi) Develop a Communications Strategy: It is expected that a comprehensive communication strategy with internal and external publics will be completed under this strategic plan.
  - vii) Mount a stakeholder engagement for civic society, regional authorities, political associations and government agencies: Various engagements have been made with political associations, regional authorities and government agencies have been held. This is an on-going process and a structured calendar of engagements developed under this strategic plan.

### Rationale and Contextual Background for the Five-Year Strategic Plan

- 1.8 This strategic plan is informed by the Provisional Constitution of the Federal Republic of Somalia which articulates the general principles for an electoral

system for the country. Of specific relevance to this plan is the need for the Somali people to have free, fair and credible elections. The National Leadership Forum of Somalia has established a goal to achieve universal suffrage by 2020. Accordingly it will be the right of every adult citizen to register as a voter, vote by secret ballot and be a candidate for elective offices. The Constitution and the NIEC law require the Commission to administer the elections.

- 1.9 This strategic plan is also being developed within the context of the Somalia National Development Plan (2017-2019). The SNDP provides for the establishment of a secure environment that will facilitate more open politics and reconciliation in the Republic of Somalia. It also provides for a Federal political and economic framework that empowers member states to deliver services and economic opportunities to the citizens of Somalia in a secure environment.
- 1.10 The development of a strategic plan is best practice found in all progressive Electoral Management Bodies. The plan provides a strategic direction and programme of intervention by the Commission as it contains the strategies for intervention over the next five years. This is the first strategic plan since the establishment of the NIEC in 2015 and it is therefore, imperative that it establishes a clear roadmap guide its operations. This strategic plan also provides the strategies that will be implemented as the Commission walks the country towards the 2020 universal suffrage.
- 1.11 The Commission through the strategic plan will be able to have meaningful and structured engagement with stakeholders on the electoral processes.

### **The Structure of the Strategic Plan**

- 1.12 This strategic plan is arranged under six chapters. Chapter One is the Introduction and provides the historical background to the strategic plan. It also articulates the mandate of the Commission. The process and rationale for the strategic plan are also presented. Chapter Two presents the situational analysis of the internal and external operational environments of the NIEC. The third chapter presents the Vision, Mission, Goals, Values and Objectives which cumulatively define the strategic direction of the Commission. The chapter also contains the strategies selected for implementation. Chapter Four contains the Action Plan presented as a Logical Framework Matrix with the concomitant timeframes for implementation. It also presents the institutional framework for implementation. Chapter Five presents the Monitoring Framework while chapter six contains the Budget Summary.

## 2. SITUATION ANALYSIS

### Introduction

- 2.1 This chapter presents an analysis of the operational environment of the Commission. The analysis of the internal environment focuses on the strategic issues that relate to its operations; while the analysis of the external environment is an assessment of how the actions of stakeholders are likely to impact the operations of the Commission. It is also an assessment of the potential opportunities inherent in the external environment.

STRENGTHS	WEAKNESSES
THE INTERNAL ENVIRONMENT	
1.1 Management Capabilities	
<ul style="list-style-type: none"> <li>Constitutional mandate in place which enables the Commission to legitimately exist and operate; and which delineates the boundaries in terms of its roles and responsibilities. The fact that the Commission is at a nascent stage of being established it provides it with opportunity to set off on a clean slate without undue perceptions.</li> <li>Commissioners willing to operationalize their mandate while cognisant of the staffing gaps and a weak institutional capacity.</li> <li>Resilience of staff and their willingness to work under challenging circumstances including the fact that the existing are staff are thinly spread to handle the current heavy workload.</li> <li>The NIEC developed and implemented a 12-month work plan under which the Commission was able to complete some important capacity building milestones. This helped orientate them into their new roles and responsibilities. Under the work plan the Commission was able embark on a public outreach programme creating awareness on its functions and relevance in the electoral scene. Activities leading to the registration of political parties have also commenced under the work plan and will be rolled over into the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>The Secretariat is only recently established and a gap still exists in the staffing due to the lack of competitive terms of service characterised by low and unstable salaries which fail to attract competent staff in time. Therefore, the Commissioners are still involved in day-to-day operations to fill the gap in the Secretariat's roles and responsibilities. This resulted the Commissioners to lose focus on their oversight role thus, creating a vacuum at the policy-making level.</li> <li>The existing office of the Registrar of Political Parties is now functioning with lack of full capacity and necessary staff, reflecting the need for comprehensive and effective operationalising of the Registrar's office.</li> <li>The financial base of the NIEC is currently under-funded both by the FGS and donors. The dependency on the donor-funding is not sustainable and this aspect grossly undermines the independence of the Commission. Due to the lack of sufficient funding, the Commission cannot attract qualified and skilled employees.</li> </ul>

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ The NIEC has engaged some key stakeholders to initiate formal strategic planning development. The five-year strategic plan will culminate into a complete development programme for the Commission, while simultaneously providing for the envisaged 2020 one-person-one-vote elections.</li> <li>▪ Basic infrastructure such as the website and other social communication platforms are operational. However, the platforms require improvement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In as much as the work plan has been implemented some components such as the ICT strategy remain incomplete. As a result there is lack of institutional memory or systematic archiving of records.</li> <li>▪ Other aspects such as the mapping of stakeholders also require addressing.</li> </ul>
<b>1.2 Organisational Leadership</b>	
<ul style="list-style-type: none"> <li>▪ A governance framework is in place with the Chairperson and Deputy Chairperson elected by members of the Commission. The Commissioners have demonstrated leadership by conducting weekly meetings through which they deliberate on the issues affecting the institution. Furthermore internal rules and policies have been developed to guide the operations of the Commission.</li> <li>▪ Internal communication between the Commissioners and the Secretariat exist with regular meetings and consultations being held.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decision-making by the Commission is sometimes made through voting which practice has the potential to divide the Commission and stifle consensus in decision-making.</li> </ul>
<b>1.3 Human Resource Management</b>	
<ul style="list-style-type: none"> <li>▪ There has been a transparent recruitment process of staff normally advertised on public media.</li> <li>▪ The Commissioners and staff have been exposed to various capacity building programmes. It is however, anticipated that the staff will be exposed to structured skills-seeking capacity development initiatives under this 2017-2021 strategic plan. Prior to this the training of staff has been largely of a generic nature.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Due to the lack of senior management staff that has the necessary skills, educational qualifications and experiences, the capacity and functions of the Secretariat is greatly hampered.</li> </ul>

STRENGTHS	WEAKNESSES
<b>2.1 Current Programme</b>	
<ul style="list-style-type: none"> <li>Various programme activities are under implementation including editing and reviewing of electoral-related draft laws; long-term planning specifically the development of the 2017-2021 strategic plan; institutional capacity building of staff on organisational and electoral administration; establishing stakeholder relations at state and federal levels; establishing procedures for political party registration; and rolling out outreach programmes to stakeholders. In this regard Commissioners have convened meetings with Members of the newly elected (2016 process), Parliament. The NIEC is also engaged in the construction of its national offices.</li> </ul>	<ul style="list-style-type: none"> <li>The physical location of the NIEC offices in Villa Somalia, gives the perception that it is an extension of the Executive. Moreover due to security lockdowns, ready access to the Commission is restricted. Overall, the unpredictable security environment negatively impacts programme implementation.</li> </ul>
<b>2.2 Financial Capabilities</b>	
<ul style="list-style-type: none"> <li>There is a nominal budget available and the commitment of the Federal Government of Somalia is an indication of the inherent opportunity in the political arena. Already some proportion of the budget is available to the NIEC albeit from donor sources.</li> </ul>	<ul style="list-style-type: none"> <li>NIEC operations are severely constrained for lack of sufficient funds. Although the government has committed to financing operations and Parliament makes a pledge, the budget is mainly on paper with no actual funds released.</li> </ul>

STRENGTHS	WEAKNESSES
<b>THE EXTERNAL ENVIRONMENT</b>	
<b>3.1 The Political Environment</b>	
<ul style="list-style-type: none"> <li>Generally, the initial hostility of the political climate has somewhat subsided with the political will to hold elections being on a promising trend. The newly elected Members of Parliament (2016 process), seem to be positive and responsive to the Mission of the NIEC. Moreover, the Upper House representing the States is amenable to engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Despite the constitutional mandate that requires universal suffrage in 2020, there is absence of real political will and determination to push the realisation of this goal. That challenge is exacerbated by the lack of mature political parties and other stakeholders that were to own this electoral process.</li> <li>Relations between the Federal Government and the States are fragile and unpredictable. This therefore, constrains the progression of the NIEC agenda in government. Specific to the NIEC, gaps and contradictions in the legal framework still need addressing and harmonising with the Constitution. Lastly, cross-border disputes across Somalia remain unresolved.</li> </ul>
<b>4.1 Economic Issues</b>	
<ul style="list-style-type: none"> <li>The important role played by Somalis in the diasporas principally, remittances, to finance domestic investments is on the rise. This positive trend augurs well for an economic environment that is on the growth curve. Those investors, however, will in turn demand a stable and democratically elected leadership.</li> <li>The presence of the international community with the attendant support presents an opportunity for establishing a viable electoral process in Somalia.</li> </ul>	<ul style="list-style-type: none"> <li>The economy is emerging from post-conflict with enormous infrastructural needs. However, the economic potential of the country is not being harnessed fast enough to match the resource requirements. Considering that the livestock sector is a key component in the Somali economy, the livestock ban by Saudi Arabia has exacerbated the situation. Moreover, there is lack of political will to establish a system within which revenue for the public purse can be generated. Furthermore, corruption and drought divert aid and funds meant for programmes. Lastly, the impact of the new US government policy on the economy of Somalia is difficult to discern at the moment.</li> </ul>
<b>5.1 Socio-Cultural Issues</b>	
<ul style="list-style-type: none"> <li>The increased representation of female, youth, minorities in the new parliament presents an opportunity for tolerance and inclusivity in electoral processes in Somalia. This aspect which is further augmented by one language, one culture and one religion has the potential to nurture active participation in the electoral process and subsequently to nation-building.</li> </ul>	<ul style="list-style-type: none"> <li>The Somali society is patriarchal in nature and although female participation in Parliament is beginning to emerge, gender quota is not provided for in the constitution. Similarly, youth are also beginning to participate, they do not have a thorough understanding of democratic electoral processes.</li> </ul>



STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> <li>Cultural and traditional norms have influence on decision-making and has an impact on the society to contribute effectively to the development of the country.</li> </ul>
<b>6.1 Technological Issues</b>	
<ul style="list-style-type: none"> <li>The high usage of technology particularly the telephone among the Somalis presents an immense opportunity and platform for electoral processes. There is robust and effective communication countrywide coupled with widespread skills on the use of technology especially by the youth. Considering that the youth comprise an estimated 60% of the total population, the use of mobile phones and social media in this segment of the population represents a major opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>Whereas there is a widespread use of technology, there is lack of an integrated IT system and most of the mobile outlets are not compatible. In addition, they are mostly controlled by big private businesses which aspect will make it imperative for the NIEC to forge collaborative arrangements with many actors some of who may not be amenable to supporting electoral processes. This is more due to the fact that the IT industry in Somalia is not regulated.</li> </ul>
<b>7.1 Legal Issues</b>	
<ul style="list-style-type: none"> <li>The Provisional Constitution under Article 111G and the subsequent electoral laws provide for the requisite legal framework for conducting elections. The legal framework on its part is undergoing strengthening to address the inherent gaps ambiguities.</li> </ul>	<ul style="list-style-type: none"> <li>Differences and ambiguities exist between the Draft NIEC Law is finalised as it is and the Provisional Constitution. The contradiction of laws needs to be addressed well in advance to provide for a robust legal framework necessary for the delivery of elections. This process is entirely on the goodwill of the Federal and State governments including the National Leadership Forum as there is no Constitutional Court to address any constitutional disputes that may arise. Moreover, these structures operate in an environment in which there is lack of respect for the rule of law.</li> </ul>
<b>8.1 Environmental Issues</b>	
<ul style="list-style-type: none"> <li>The existence of Somali law enforcement agencies and their strengthening offers ample opportunity for the NIEC to implement its electoral activities in a secure environment.</li> </ul>	<ul style="list-style-type: none"> <li>Despite the fact that some law enforcement agencies have been established, security still remains a major challenge. The lack of road infrastructure coupled with natural and man-made disasters will undermine the smooth implementation of electoral activities.</li> </ul>



STRENGTHS	WEAKNESSES
<b>9.1 Government Policy</b>	
<ul style="list-style-type: none"> <li>▪ The Federal Government has listed the following priorities:                             <ul style="list-style-type: none"> <li>a. Security;</li> <li>b. Federalism;</li> <li>c. Constitutional referendum; and</li> <li>d. Free and fair elections.</li> </ul> </li> </ul> <p>This implies that the conduct of elections occupy a high footing in the national agenda that subsequently the allocation resources will respond to this National Development Plan.</p>	<ul style="list-style-type: none"> <li>▪ Whereas the priority plan of the Federal Government places elections high on its agenda, there are no legal provisions for both civic and voter registration. This gap poses a serious threat which could derail plans for the implementation of the electoral processes. Creating public awareness on the importance of elections in a country emerging out of conflict demands a substantial and lengthy investment. For a start, the mandate of the NIEC needs to be conspicuously posted as a key priority for the National Development Plan.</li> </ul>

## 3. THE STRATEGIC DIRECTION OF THE COMMISSION

### Introduction

- 3.1 This chapter presents the strategic direction of the NIEC as defined by its Vision, Mission and Goals. The chapter also contains set objectives to be realized to attain the Goal and Mission of the organization. The concomitant strategies for attaining each objective have also been articulated. Lastly, the Core Values that shapes the behaviour of members and staff in the Commission are also outlined.

### Vision, Mission and Core Values

- 3.2 In the Commission, we recognize the need to anchor our operations and behaviour on a predetermined set of principles and values. We are also aware that the implementation of our programme will be guided by our Vision, Mission and Core Values which are:

#### *Our Vision*

**“A credible and accountable electoral body which builds the trust and confidence of the Somali people in an electoral process that is inclusive and transparent”**

#### *Our Mission*

**“To conduct elections and referenda that promote and safeguard the democratic aspirations of the Somali people”**

#### *Our Core Values*

- 3.3 We are committed to creating an institutional culture that is based on the following core values:

**Integrity** - We shall deliver on our mandate free from undue influence.

**Transparency** - We shall conduct our affairs in an open and accountable manner.

**Inclusivity** - We shall provide equal opportunity to all stakeholders to participate in democratic electoral processes.

**Impartiality** - We shall serve all our stakeholders in a non-partisan manner without ill-will or bias.

**Respect for the rule of Law** - We shall conduct our affairs in accordance with the law.

### Overall Goal, Objectives and Strategies

3.4 The overall goal of this Strategic Plan is: Universal suffrage by 2020. In order to achieve this goal, the strategic imperatives outlined below must obtain. More importantly, the objectives set out below must be realized. A key success factor for the attainment of the objectives set out in this Strategic Plan is the need for continuity at the policy making level; and in the leadership of the Commission. This Strategic Plan has identified the following strategic imperatives and objectives to be implemented by the Commission.

#### Objective One:

***To provide for an enabling legal framework to conduct elections.***

In order to achieve the above objective, the following strategies will be employed: -

- (i) Developing coherent and comprehensive input to legislative framework;
- (ii) Lobbying key stakeholders on electoral legislative framework;
- (iii) Reviewing and regulating existing electoral laws;
- (iv) Establishing regulations, Codes of Conduct and adopting internal procedures;
- (v) Drafting other regulations as needed;
- (vi) Establishing regulations, codes of conduct, procedures and protocols for political party registration; and
- (vii) Establishing a dispute management framework.

#### Objective Two:

***To establish adequate institutional capacity for programme implementation.***

In order to achieve this objective, the following strategies will be employed:-

- (i) Developing and implementing the strategic plan;
- (ii) Building the capacities of staff;
- (iii) Developing and implementing policy frameworks to facilitate the Commission's work;
- (iv) Developing adequate information communication technology (ICT) capacity;
- (v) Institutionalising performance management systems;
- (vi) Rationalising the organization structure of the NIEC;
- (vii) Strengthening operational systems;
- (viii) Developing physical infrastructure for the NIEC;
- (ix) Creating linkages with other partners in election management; and
- (x) Developing an Elections Operations Plan (EOP) with milestones leading to the 2020 elections.

**Objective Three:*****To have an informed electorate aware of its rights and obligations.***

In order to achieve this objective, the following strategies will be employed: -

- (i) Developing and implementing a comprehensive voter education curriculum;
- (ii) Coordinating the provision of voter education;
- (iii) Employing social media platforms for outreach;
- (iv) Mobilising resources for voter education; and
- (v) Developing and implementing a monitoring system for voter education programs.

**Objective Four:*****To register all eligible voters.***

In order to achieve this objective, the following strategies will be employed: -

- (i) Evaluating and selecting option for Voter Registration (VR);
- (ii) Developing voter education outreach program for Voter Registration;
- (iii) Establishing linkages with population registration agencies, Federal Government of Somalia (FGS) Federal Member States (FMS) and other key stakeholders to identify and register voters;
- (iv) Establishing an integrated Voter Registration Operational Framework;
- (v) Participating effectively in the Electoral Security Committee to assure the security of the Voter Registration process; and
- (vi) Conducting periodic maintenance of the voter register.

**Objective Five:*****To regulate political parties, candidates and media to ensure a level playing field.***

In order to achieve this objective, the following strategies will be employed: -

- (i) Establishing the political party function within the NIEC;
- (ii) Ensuring legal framework to ensure national outlook of political parties;
- (iii) Securing federal funding for Political Party registration in line with Political Party law;
- (iv) Establishing a Political Party Advisory Committee;
- (v) Establishing polices for regulation of activities of political parties, including campaigns and finance; and
- (vi) Establishing mechanisms of compliance by political parties.

**Objective Six:**

***To deliver peaceful, credible, free and fair elections that reflect the will of the Somali people.***

In order for this objective to be achieved, the following strategies will be employed: -

- (i) Developing close coordination systems with security stakeholders;
- (ii) Engaging all stakeholders to obtain their cooperation and assure peaceful elections;
- (iii) Developing and initiating operational planning and implementation for electoral activities;
- (iv) Procuring high quality sensitive and non-sensitive materials and equipment;
- (v) Developing adequate technology for voting;
- (vi) Developing checks with the electoral system to ensure free and fair elections;
- (vii) Studying options for Out of Country Voting (OCV) and special needs;
- (viii) Establishing election results management systems that are efficient and reliable;
- (ix) Establishing systems and technologies that maximise transparency and access to results;
- (x) Establishing systems for mediation of electoral disputes; and
- (xi) Establishing mechanisms for liaison and coordination systems are in place with the court system for dispute resolution.

**Objective Seven:**

***To provide post-election evaluation on time.***

In order for this objective to be achieved, the following strategies will be employed:-

- (i) Institutionalizing correct archiving procedures;
- (ii) Reviewing the electoral legal framework against actual election to determine reforms needed;
- (iii) Establishing a Monitoring and Evaluation (M&E) framework for the conduct of elections; and
- (iv) Conducting research to inform decision making and subsequent planning.

## Analysis of Strategy

Objective	Strategy	Activities
<b>1. To provide for an enabling legal framework to conduct elections</b>	1.1 Developing a coherent and comprehensive input into the legislative framework.	<ul style="list-style-type: none"> <li>i) Review existing and proposed laws for electoral compatibility;</li> <li>ii) Develop a framework to identify gaps in existing legislation;</li> <li>iii) Map stakeholders to discuss legal gaps;</li> <li>iv) Mount workshops with political parties and other stakeholders for a unified input into the drafting of election laws for related regulations;</li> <li>v) Identify and document gaps in existing legislation;</li> <li>vi) Initiate by proposal draft legislation;</li> <li>vii) Lobby for parliament amendments as needed;</li> <li>viii) Track progress and frequently consult;</li> </ul>
	1.2 Lobbying key stakeholders on electoral legislative framework.	<ul style="list-style-type: none"> <li>i) Lobby to expeditiously complete the review of the provisional Constitution, Citizenship Law and other election Laws;</li> <li>ii) Coordinate with FGS and FMS on the electoral roadmap and key decision points;</li> <li>iii) Establish two levels of coordination – the PSG model only for elections and – consortium for CSO and INGOs working on elections – NIEC in the lead on these information sharing forum.</li> </ul>
	1.3 Reviewing and regulating existing electoral laws.	<ul style="list-style-type: none"> <li>i) Develop regulations for political party registration and monitoring political party activities including finance;</li> <li>ii) Analyse communication law draft for electoral implications;</li> <li>iii) Analyse media law electoral implications;</li> </ul>
	1.4 Drafting and adopting internal regulations and Codes of Conduct.	<ul style="list-style-type: none"> <li>i) Develop internal rules and procedures;</li> <li>ii) Review and adopt code of conduct and sign by all staff;</li> <li>iii) Convene stakeholder engagements to draft CoC.</li> </ul>
	1.5 Establishing regulations, codes of conduct, procedures & protocols for political party registration and other regulations as needed.	<ul style="list-style-type: none"> <li>i) Develop and adopt Party Finance regulations;</li> <li>ii) Develop and adopt Party registration regulations;</li> <li>iii) Draft and adopt the CoC for Parties;</li> <li>iv) Develop and adopt registration procedures and forms;</li> <li>v) Engage stakeholders (Political Parties etc.) on drafts before adoption.</li> </ul>
	1.6 Establishing dispute management frameworks.	<ul style="list-style-type: none"> <li>i) Engage with Appeal Courts to formalize coordination and communication;</li> <li>ii) Draft regulations on dispute resolution;</li> <li>iii) Establish a Dispute Management Committee;</li> <li>iv) Prepare and publish regulations for the Dispute Management Committee;</li> <li>v) Consult stakeholders on draft regulations;</li> <li>vi) Publish adopted final regulations.</li> </ul>

Objective	Strategy	Activities
<b>2. To establish adequate institutional capacity for programme implementation</b>	2.1 Developing and implementing the strategic plan.	i) Develop the NIEC Strategic Plan complete with Logical framework containing an implementation plan, monitoring plan and budgets; ii) Obtain stakeholder engagement and input into the strategic plan; iii) Hold workshops for staff on the implementation of the strategic plan; iv) Engage stakeholders and partners on the strategic plan; v) Monitor on a regular basis the implementation of the strategic plan.
	2.2 Institutionalizing performance management systems.	i) Develop Performance Plans for all staff; ii) Establish key performance indicators; iii) Conduct bi-annual work reviews between management and staff; iv) Conduct Annual Performance Appraisals.
	2.3 Developing a road map (Elections Operations Plan) with milestones leading to Universal Suffrage.	i) Determine key milestones for the NIEC Elections Operations Plan (EOP); ii) Develop timelines for each identified milestone; iii) Engage stakeholders across all sectors (including the Upper House, Federal Member States (FMS) and the International Community) on the EOP.
	2.4 Developing and implementing policy frameworks to facilitate the Commission's work.	i) Develop policies for all operational areas including the HR Policy, IT Policy, Financial Policy, Communication Policy, Partnership Policy etc.
	2.5 undertaken a Capacity Development and Needs Assessment (CDNA).	i) Develop TOR for consultants; ii) Engage the consultant's report; iii) Produce final report and discuss outcomes with the commission; iv) Establish logistics system as necessary; v) Establish service systems including those for asset management; vi) Develop infrastructure for field operations; vii) Develop a Procedure and Operations Manual for staff; viii) Conduct BRIDGE training for all staff.
	2.6 Rationalizing the organization structure of the NIEC.	i) Rationalize the existing organization structure in terms of staffing and functions; ii) Develop Job Specifications and Job Descriptions for core positions; iii) Recruit and deploy staff as required.
	2.7 Developing physical infrastructure for NIEC.	i) Build a perimeter wall around the NIEC allocated plot in Mogadishu; ii) Develop a master plan for the NIEC compound; iii) Obtain funding and undertake construction of physical office infrastructure as necessary; iv) Set up regional office requirements and secure accommodation for out-posted staff.
	2.8 Creating linkages with other partners in election management.	i) Regular information sharing with partner and stakeholders; ii) Deepen engagement with other EMBs around the world; iii) Work with AU to join EMB coordination group.
	2.9 Institutionalizing appropriate archiving procedures.	i) Setup NIEC wide protocols for all business processes & departments to retain institutional memory; ii) Develop system to ensure staff do not hold information when they leave; iii) Create a resource centre and intranet with access to all documents; iv) Establish protocols for access to documents; v) Identify a focal point for archiving and record management; vi) Develop an archiving system; vii) Maintain a record of all documents, and e-material.

Objective	Strategy	Activities
<b>3. To have an informed electorate aware of their rights and obligations</b>	3.1 Developing and implementing a comprehensive voter education curriculum.	<ul style="list-style-type: none"> <li>i) Develop a public outreach department within the NIEC and explore partnerships;</li> <li>ii) Workshops with CSOs to develop content on curriculum – needs and requirements;</li> <li>iii) Develop materials across many media/platforms and organizations including mock elections;</li> <li>iv) Incorporate CE in school curriculums;</li> <li>v) Regular meetings with CSOs and partners;</li> <li>vi) Establish MoUs with government agencies and partners to clarify roles and responsibilities;</li> <li>vii) Develop VE manuals;</li> <li>viii) Conduct ToT;</li> </ul>
	3.2 Coordinating the provision of voter education.	<ul style="list-style-type: none"> <li>i) Develop model for VE;</li> <li>ii) Identify trainers and NIEC outreach activities;</li> <li>iii) Convene VE forums;</li> <li>iv) Conduct VE campaigns through the Commission, CSO, media, traditional fora and social media.</li> </ul>
	3.3 Mobilizing resources for voter education.	<ul style="list-style-type: none"> <li>i) Present comprehensive plans to donors and FGS for funding;</li> <li>ii) Secure budget requirements for Voter education;</li> <li>iii) Engage partners for funding and printing of information;</li> <li>iv) Engage sister EMBs for exchange for technical assistance.</li> </ul>
	3.4 Developing and implement M&E systems for voter education programs.	<ul style="list-style-type: none"> <li>i) Build capacity of staff;</li> <li>ii) Develop a VE, M&amp;E plan;</li> <li>iii) Develop internal M&amp;E department;</li> <li>iv) Identify and recruit external M&amp;E service provider;</li> <li>v) Hire third party monitor to check work of VR teams and partners;</li> </ul>
	3.5 Employing social media platforms for outreach.	<ul style="list-style-type: none"> <li>i) Redevelop website to become the definitive source for all election material;</li> <li>ii) Examine and deploy SMS messaging systems for outreach;</li> <li>iii) Develop Social media and update schedule;</li> </ul>
	3.6 Gender Mainstreaming and Mobilization of Marginalized communities	<ul style="list-style-type: none"> <li>i) Development of Gender Mainstream and Marginalized Communities Plan;</li> <li>ii) Establishment of Gender Mainstream Marginalized Communities Unit in NIEC;</li> <li>iii) Provision of training on mainstreaming;</li> <li>iv) Capacity building for mainstreaming.</li> </ul>



Objective	Strategy	Activities
<b>4. To register all eligible voters</b>	4.1 Evaluating and selecting option for Voter Registration (VR) including eligibility and VR options for Diaspora.	i) Develop the TOR for the VR study; ii) Analyse existing approaches to voter registration (costs/timelines/effectiveness); iii) Engage with stakeholders on available options; iv) Develop regulations; v) Secure necessary resources; vi) Simulate the selected VR model; vii) Implement VR.
	4.2 Developing voter education outreach program for VR.	i) Develop materials across many media types/platforms and organizations including mock elections; ii) Identify NIEC outreach activities; iii) Engage all stakeholders; iv) Establish MoUs with government agencies and partners to clarify roles and responsibilities; v) Regular meetings with CSOs and partners;
	4.3 Establishing linkages with population registration agencies, Federal Government of Somalia (FGS), Federal Member States (FMS) and other key stakeholders to identify and register voters.	i) Establish coordination mechanism with all stakeholder ii) MOUs with Government agencies and INGOs to gather all relevant data and assistance
	4.4 Establishing an integrated VR operational framework.	i) Develop operational plan and budget; ii) Develop procedures and forms; iii) Develop logistical support systems; iv) Develop training and staff recruitment; v) Establish field operations including an operations centre; vi) Develop and launch IT support and back end data management.
	4.5 Participating effectively in the Electoral Security Committee to assure the security of the VR process.	i) Participate in the development of VR security plan with the security actors; ii) Ensure close coordination at the operational level after planning is complete; iii) Establish a VR operations centre with representatives from Security agencies.
	4.6 Conducting periodic maintenance of the voter register.	i) Ensure systems are in place to continually update and refine data; ii) Develop disaster recovery systems for data and storage protocols; iii) Decide on continuous/periodic registration & develop maintenance systems within that framework.

Objective	Strategy	Activities
<b>5. To regulate political parties, candidates and media to ensure a level playing field</b>	5.1 Establishing the political party function within the NIEC.	<ul style="list-style-type: none"> <li>i) Develop office for registration after determining requirements;</li> <li>ii) Recruit and train staff;</li> <li>iii) Procure materials as required;</li> <li>iv) Develop technical systems including a web portal for Parties and a database with access protocols and backup systems;</li> <li>v) Develop timeline for political parties to register;</li> <li>vi) Develop awareness campaign for parties.</li> </ul>
	5.2 Ensuring legal framework to ensure national outlook of political parties.	<ul style="list-style-type: none"> <li>i) Draft regulations which strictly enforce the need for national outlook and balance of communities;</li> <li>ii) Develop policy and procedures;</li> <li>iii) Develop guidelines for PPR function registration and regulation;</li> <li>iv) Develop systems for adjudicating complaints about membership exclusion;</li> <li>v) Review internal party constitutions and code of conduct to ensure national outlook.</li> </ul>
	5.3 Establish Political party Fund in to accordance of political party law.	<ul style="list-style-type: none"> <li>i) Develop comprehensive budget based on plan for establishment of office and process including engagement with parties and other stakeholders including parliament;</li> <li>ii) Submit funding request to FGS and donors;</li> <li>iii) Secure funding as allocated in the political party law;</li> <li>iv) Establish mechanisms for the management of the political party registration funds;</li> <li>v) Implement periodic auditing of political party fund.</li> </ul>
	5.4 Establishing a Political Party Advisory Committee.	<ul style="list-style-type: none"> <li>i) Draft protocols for the establishment of the committee through consultations with political parties;</li> <li>ii) Develop terms of reference of the PPAC;</li> <li>iii) Develop regulations on the Political Party Advisory Committee;</li> <li>iv) Identify members of the Political Party Advisory Committee;</li> <li>v) Formal launch of committee;</li> <li>vi) Regular and ad hoc meetings as required;</li> <li>vii) Develop a mechanism to liaise with political parties;</li> <li>viii) Maintain accurate record of all engagements.</li> </ul>
	5.5 Establishing policies for regulation of activities of political parties, including campaigns and finance.	<ul style="list-style-type: none"> <li>i) Regulate the establishment of political parties;</li> <li>ii) Develop Code of Conduct with concomitant enforcement mechanisms within the regulations;</li> <li>iii) Develop protocols for financial reporting;</li> <li>iv) Draft regulations for campaign period;</li> <li>v) Develop guidelines as appropriate.</li> </ul>
	5.6 Establishing mechanism of compliance by political parties.	<ul style="list-style-type: none"> <li>i) Hold consultative meetings with Political Parties to explain and ensure compliance;</li> <li>ii) Develop reporting tools (with Auditor General) for Political Parties to ensure compliance;</li> <li>iii) Develop protocols for independent financial audits of parties;</li> <li>iv) Develop a Code of Conduct for political parties;</li> <li>v) Convene political parties to commit to the CoC.</li> </ul>

Objective	Strategy	Activities
<b>6. To deliver peaceful credible, free and fair elections that reflect the will of the Somali people</b>	6.1 Developing close coordination systems with security stakeholders.	<ul style="list-style-type: none"> <li>i) Participate in the development of Voting Operation security plan with the security actors;</li> <li>ii) Ensure close coordination at the operational level after planning is complete;</li> <li>iii) Establish a Voting operations centre with representatives from Security agencies;</li> <li>iv) Work with security actors to develop a threat assessment program to determine if security can allow polling to be conducted;</li> <li>v) Develop training program for security forces;</li> <li>vi) Work with security forces to secure convoys and material safeguarding as well as polling centres;</li> <li>vii) Implement C.o.C. for civil servants and political office holders (and NIEC) outlining roles responsibilities and rights;</li> <li>viii) Develop a framework for engagement with law enforcement agencies;</li> <li>ix) Identify focal point within NIEC;</li> <li>x) Establish a coordination plan with security stakeholders – at State and Federal levels;</li> <li>xi) Develop a CoC on rules of engagement for security stakeholders.</li> </ul>
	6.2 Engaging all stakeholders to ensure 'buy-in' and peaceful elections.	<ul style="list-style-type: none"> <li>i) Launch wide stakeholder outreach program to inform all communities and actors about the process and develop buy-in;</li> <li>ii) Discuss with FMS and FGS on roles and responsibilities before the process and sign MoUs on this;</li> <li>iii) Develop outreach to CSOs &amp; religious leaders to explain the process and its importance;</li> <li>iv) Develop accreditation and training for candidate agents, media and observers;</li> <li>v) Develop a communication strategy for all stakeholders;</li> <li>vi) Prepare briefing packs for all stakeholders;</li> <li>vii) Convene regular consultations and engagements with stakeholders on programmes.</li> </ul>
	6.3 Developing and initiating operational planning and implementation for electoral activities.	<ul style="list-style-type: none"> <li>i) Polling centre allocation and agreement;</li> <li>ii) Operational plan development;</li> <li>iii) Logistical planning;</li> <li>iv) Finalize security coordination;</li> <li>v) Develop communication and reporting systems for elections including live web updates;</li> <li>vi) Ensure materials and printed sensitive materials controlled and in place as needed;</li> <li>vii) Plan and execute distribution and retrieval of materials (and staff);</li> <li>viii) Develop recruitment, training and payment processes for polling staff</li> <li>ix) Develop an operational plan;</li> <li>x) Conduct workshops with States on the operational plan;</li> <li>xi) Engage key stakeholders essential to the implementation of the operational plan;</li> <li>xii) Monitor and evaluate implementation of operational plan.</li> </ul>
	6.4 Procuring high quality sensitive and non-sensitive materials and equipment.	<ul style="list-style-type: none"> <li>i) Ensure materials are well specified to meet needs;</li> <li>ii) Ensure technical equipment if fit for purpose and context (dry dusty);</li> <li>iii) Focus on Somali procurement where possible;</li> <li>iv) Develop a procurement plan;</li> <li>v) Source/Secure funds for procuring election material and identify in-kind contributions;</li> <li>vi) Identify potential suppliers;</li> <li>vii) Ballots should be printed and other sensitive materials procured</li> <li>viii) Develop a tracking system of procured material;</li> <li>ix) Identify safe and secured warehouses for storing procured material.</li> </ul>

Objective	Strategy	Activities
<b>6. To deliver peaceful credible, free and fair elections that reflect the will of the Somali people</b>	6.5 Develop adequate technology for voting.	i) Conduct research on best practices for available technology for voting; ii) Identify and select adequate and suitable technology; iii) Ensure technology is simple, easy to use and resilient; iv) Ensure appropriate reporting systems are used; v) Develop complete understanding of GSM networks and polling centre coverage for reporting; vi) Source/secure funding. vii) Conduct a pilot exercise on the preferred technology;
	6.6 Develop checks with the electoral system to ensure free and fair elections.	i) Material transfer form; ii) Signatures on results from PP, candidate agent and observers; iii) Systems for complaint reporting at polling centre; iv) Ensure correct reporting of statistics and turnouts; v) Reporting schedules and automate upload of reports (live); vi) Develop a framework for elections risk management; vii) Identify software to support electoral system in place for free and fair elections.
	6.7 Studying options for Out of Country Voting (OCV) and special needs.	i) Examine options and other country approaches and examples; ii) Consult with political parties on findings; iii) Conduct research on OCV; iv) Regulate on OCV; v) Develop OCV options; vi) Identify suitable OCV model; vii) Develop OCV guidelines;
	6.8 Establishing election results management systems that are efficient and reliable.	i) Focused training of staff on results management in the field and data centre ii) Develop a calendar and transparent communication to all stakeholders; iii) Develop redundant systems of paper and electronic reporting; iv) Ensure and test systems at load before E-day; v) Identify technical solution for transmission of elections results; vi) Pilot election results system identified.
	6.9 Establishing systems and technologies that maximize transparency and access to results.	i) Develop reporting and automated results posting on website; ii) Develop system that creates audit trail on process and each station result; iii) Develop audit procedures including random sampling; iv) Develop an elections results system for real time election results on publish on website; v) Simulation of electoral technologies and procedures.
	6.10 Establishing systems for mediation of electoral disputes.	i) Establish an electoral dispute management framework; ii) Identify electoral dispute management panels/teams at state level; iii) Training on mediation procedures and roles (including candidate agents); iv) Put planning in place for handling disputes at the polling centre level through systems of mediation and responsibilities defined; v) Systems of mediation with political parties established as soon as possible; vi) Communicate to stakeholders and media about the mediation process; vii) Develop a software programme to record of disputes received and status (includes feedback to complainants) Identify electoral dispute management panels/teams at state level.
	6.11 Establishing mechanisms for liaison and coordination systems are in place with the court system for dispute resolution.	i) Establish a communication mechanism with court authorities; ii) Set up initial meetings with appeals courts to develop MoU on transfer of information and timelines for resolution of cases; iii) Complaint management system developed with web interface to allow speedier resolution and complainants to track their case; iv) Liaise with court authorities on outcome of electoral disputes.

Objective	Strategy	Activities
<b>7. Provide post-election evaluation on time</b>	7.1 Reviewing the electoral legal framework against actual election to determine reforms needed.	<ul style="list-style-type: none"> <li>i) Conduct workshop on lessons learned;</li> <li>ii) Identify and document legislative constraints identified during implementation;</li> <li>iii) Develop recommendations for legislative reforms;</li> <li>i) Engage authorities to support review of proposed legislative reforms.</li> </ul>
	7.2 Establishing a Monitoring & Evaluation (M&E) framework for the conduct of elections.	<ul style="list-style-type: none"> <li>i) Establish an M&amp;E and reporting department;</li> <li>ii) Develop a risk management matrix;</li> <li>iii) Conduct workshops with different groups to seek input on reform and areas of improvement;</li> <li>iv) Publish a final report on the process;</li> <li>v) Identify a third party to assess electoral operations and systems;</li> <li>iv) Review all observer mission reports and internal post-election assessment reports.</li> </ul>

## **4. THE IMPLEMENTATION PLAN**

- 4.1 This chapter presents the Action Plan for implementing the strategies articulated under the Strategic Plan. The Action Plan is presented as a Logical Framework Matrix that houses the Mission, Goal, Objectives (stated as Results), and the activities for implementation. The log-frame also contains the indicators for measuring implementation. It also contains the evidence that will be presented to authenticate implementation. Lastly, the assumptions considered critical to implementation are outlined in the matrix.
- 4.2 The Logical Framework Matrix captures in a summarized form, NIEC's programme of intervention over the 5-year period of the Plan. The framework presents the selected priorities for implementation within identified timeframes.

## The Logical Framework Matrix

Narrative Summary	Objectively Verifiable Indicators	Means Of Verification	Assumptions
<b>Mission:</b> <b>To conduct elections and referenda that promote and safeguard the democratic aspirations of the Somali people.</b>			
<b>Goal:</b> <b>Universal suffrage by 2020</b>	<ol style="list-style-type: none"> <li>1. A robust legal framework for the conduct of elections established by June 2018.</li> <li>2. 100% registration of eligible voters achieved by January 2020.</li> <li>3. Curriculum for Civic and Voter Education developed and implemented.</li> <li>4. Political Party and candidate nominations finalised by June 2020.</li> <li>5. Polling centres identified and electoral staff trained by August 2020.</li> <li>6. Political party agents, election observers accredited by August 2020.</li> <li>7. Essential and non-essential election materials procured and distributed by 1<sup>st</sup> September, 2020.</li> <li>8. Elections conducted by September 2020.</li> <li>9. The conduct of the general elections evaluated and key lessons learned by 2021.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Electoral Laws, Regulations and Codes of Conduct.</li> <li>2. The National Voter Register.</li> <li>3. The Civic and Voter Education; and curriculum support materials.</li> <li>4. NIEC published Political Party and candidate lists.</li> <li>5. NIEC published list of polling centres and reports of training of electoral staff.</li> <li>6. NIEC list of accredited political party agents and election observers.</li> <li>7. NIEC records of election materials distributed to polling centres.</li> <li>8. Declared and published NIEC election results.</li> <li>9. The Observer Mission and post-election reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Provisional Constitution of the Federal Republic of Somalia finalised and promulgated on time.</li> <li>2. Parliament will enact electoral laws on time.</li> <li>3. A conducive political environment with support from the Federal and State governments prevails.</li> <li>4. The resources required for elections will be available.</li> </ol>

Narrative Summary	Objectively Verifiable Indicators	Means Of Verification	Assumptions
<b>Result #1:</b> An enabling legal framework to conduct elections provided	1.1 All existing electoral laws and regulations reviewed by June 2017.	1.1 NIEC report containing gaps in the electoral legal framework.	
	1.2 Draft electoral laws submitted to Parliament for debate and enactment December 2017.	1.2 Draft electoral laws.	
	1.3 Electoral Regulations and Codes of Conduct for political parties, candidates, election observers and media developed by June 2019.	1.3 The NIEC Electoral Regulations and Codes of Conduct.	



Narrative summary	Objectively verifiable indicators	Means of verification	2017	2018	2019	2020	2021
			M A M J J A S O N D	J F M A M J J A S O N D	Q Q Q Q 1 2 3 4	Q Q Q Q 1 2 3 4	Q Q Q Q 1 2 3 4
ACTIVITIES:							
1.1 Review the existing laws.	1.1 Gaps in the existing laws identified and documented by June 2017.	1.1 The NIEC reports on existing laws.					
1.2 Draft proposed amendments to the electoral laws.	1.2 All proposed amendments to the electoral laws drafted by June 2017.	1.2 The NIEC draft Amendments to the electoral laws.					
1.3 Submit proposed draft amendments to the Ministry of Interior and Federal Affairs (MolFA) and Parliament	1.3 Final drafts of the proposed amendments finalised by MolFA and submitted to Parliament by July 2018.	1.3.1 The MolFA Draft legal proposals. 1.3.2 The Draft electoral law Bills.					
1.4 Sensitize stakeholders on electoral laws.	1.4 All stakeholders in the electoral process sensitized by December 2018.	1.4 The NIEC reports on programmes sensitizing stakeholders on the electoral laws.					
1.5 Draft electoral regulations and Codes of Conduct.	1.5.1 Electoral regulations covering all electoral laws developed and published by July 2018. 1.5.2 The Electoral Codes of Conduct for political parties, electoral candidates, election observers and the media developed and published by July 2018.	1.5.1 The NIEC Electoral Regulations. 1.5.2 The NIEC electoral Codes of Conduct.					
1.6 Establish the Electoral Dispute Resolution (EDRM) Committee	1.6 The EDRM Committee established and operational by December 2018.	1.6.1 The EDRM Committee list of members. 1.6.2 Minutes of the EDRM Committee meetings and resolutions adopted.					

Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions
<b>Result #2:</b> An adequate institutional capacity for programme implementation established.	2.1.1 An organizational structure developed and established by April 2017.	2.1.1 The NIEC organizational structure reflecting adequate and appropriate staffing.	2.1 Federal Government of Somalia (FGS) will avail the required resources for recruiting and retaining competent staff.
	2.1.2 Competent staff identified and recruited for critical functions by December 2017.	2.1.2 The NIEC records on staffing complement	
	2.2 The NIEC policies and systems for operations developed and established by July 2017.	2.2 The NIEC official documents on operational policies and systems.	
	2.3 The Information Technology (IT) infrastructure for operations installed and operational by June 2018.	2.3 The NIEC records reflecting an operational IT infrastructure.	
	2.4 The capacities of the Human Resource built (both NIEC Secretariat and temporary staff)	2.4 The NIEC capacity building reports.	
	2.5 The financial base of the NIEC expanded.	2.5 The NIEC financial records and reports.	
	2.6 The NIEC physical infrastructure developed by June 2019	2.6 The NIEC Title to the land, Bills of Quantities.	

# NATIONAL INDEPENDENT ELECTORAL COMMISSION

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Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions
<b>Result #3:</b> An informed electorate aware of its rights and obligations	3.1 Relevant curricula and curriculum support materials developed by December 2017.	3.1.1 The NIEC Curriculum for Civic and Voter Education.  3.1.2 The NIEC curriculum support materials.	3.1 Cooperation from relevant stakeholders in developing the curriculum
	3.2 The NIEC National Curriculum Implementation Plan developed and implemented by January 2018.	3.2 The NIEC Civic and Voter Education Implementation Plan.	3.2 Civic and voter education providers will collaborate with the NIEC.
	3.3 Civic and Voter Education providers identified nationally by June 2018.	1.3 The NIEC compendium on Civic and Voter Education providers.	
	3.4 The NIEC Training of Trainers conducted by mid-2018	1.4 The NIEC ToT training reports.	
	3.5 The capacities of implementing partners built by December 2018.	1.5 The NIEC reports on capacity building of implementing partners in Civic and Voter Education.	
	3.6 Civic and Voter Education delivered nationally by August 2020.	3.6 The NIEC monitoring reports on Civic and Voter Education.	
	3.7 Appropriate Media platforms identified for Civic and Voter Education by June 2018.	3.7 The NIEC compendium on Media platforms for Civic and Voter Education.	
	3.8 A monitoring framework for civic and voter education developed and implemented	3.8 The NIEC civic and voter education framework	

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Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions
<b>Result #4:</b> All eligible voters registered.	4.1 A viable option for voter registration in Somalia evaluated and selected by June 2018.	4.1 A voter registration model for Somalia.	4.1 The eligible voters in Somalia will turn up to register as voters.
	4.2 An outreach programme for voter registration developed and implemented by June 2018.	4.2 The NIEC monitoring report on the effectiveness of the voter registration outreach programme.	4.2 The FMS will collaborate with the NIEC to register voters.
	4.3 Linkages with population registration agencies and other key stakeholders such as the FGS and FMS established by December 2017.	4.3.1 The NIEC MOU with key stakeholders for voter registration.  4.3.2 The NIEC compendium on voter registration stakeholders.	
	4.4 An integrated voter registration framework established by July 2018.	4.4 The NIEC voter registration framework.	
	4.5 Conduct voter registration by January 2020.	4.5 The National Voter Register (NVR).	
	4.6 Periodic update and maintenance of the National Voter Register undertaken by March 2020.	4.6 An updated and accurate NVR.	

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Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions
<b>Result #5:</b> Political parties, candidates and media regulated.	5.1 A political party department within NIEC's organisation structure established by June 2017.	5.1 The NIEC organogram reflecting the political party Directorate.	
	5.2 An enabling legal framework to ensure national outlook of political parties established by June 2017.	5.2 The legal framework on Political Parties, candidates and media.	
	5.3 Funding for political parties in line with Political Party Law secured by June 2017.	5.3 NIEC financial records reflecting allocation of funds for political parties.	
	5.4 A political party Advisory Committee established and functional August 2017.	5.4 Records and Minutes of the Advisory Committee meetings.	
	5.5 Policies for the regulation of political parties established June 2017.	5.5 NIEC policy documents and regulations reflecting provisions for political party regulations.	
	5.6 Mechanisms for compliance by political parties established by October 2017.	5.6 Political party Codes of Conduct documents.	

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Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions
<b>Result #6:</b> Peaceful, free and fair elections reflecting the will of the Somali people delivered.	6.1 Coordination mechanisms with security stakeholders established.	6.1 Election security coordination manuals.	6.1 Political parties will actively conduct primaries in a free, fair and transparent process.
	6.2 An outreach programme for stakeholders to cultivate peaceful participation in elections implemented.	6.2.1 Manuals on the outreach programme for stakeholders on elections.  6.2.2 NIEC outreach support materials (Information, Education and Communication materials – IEC).	
	6.3 An Election Operations Plan (EOP) developed and implemented starting May 2017.	6.3 NIEC Election Operations Plan.	
	6.4 Sensitive and non-sensitive election materials and equipment procured.	6.4 The NIEC procurement records reflecting the acquisition of sensitive and non-sensitive election materials and equipment.	
	6.5 Appropriate technology to support voting and management of election results identified.	6.5 The NIEC records and minutes of Plenary reflecting the preferred technology to support voting and election results management.	
	6.6 Control systems to ensure free, fair and transparent elections established.	6.6 The NIEC Election Operations Plan.	
	6.7 Options for out-of-country voting explored.	6.7 The NIEC policy document on voting by Somali citizens in the diasporas.	
	6.8 Political party primaries to nominate candidates for elective posts facilitated by the NIEC.	6.8 The Political Party Lists containing nominated party candidates.	

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Narrative summary	Objectively verifiable indicators	Means of verification
<b>Result #7:</b> Post-election evaluation conducted.	7.1 A post-election evaluation study covering the entire Electoral Cycle undertaken by June 2018.	7.1 The NIEC post-election evaluation study report.
	7.2 Key lessons learnt from the post-election evaluation study used to inform subsequent planning in NIEC.	7.2 The NIEC new strategic plan reflecting lessons learnt from the post-election evaluation study.



Narrative summary	Objectively verifiable indicators	Means of verification	2017	2018	2019	2020	2021
			M A M J J A S O N D	J F M A M J J A S O N D	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
ACTIVITIES:							
7.1 Establish a monitoring and evaluation function within the NIEC.	7.1 A functional monitoring evaluation department established.	7.1 The NIEC organization structure.					
7.2 Develop TOR and commission a post-election evaluation study.	7.2 A post-election evaluation study covering all the key milestones in the EOP completed by June 2018.	7.2 The post-election evaluation study report.					
7.3 Employ the study findings from the post-election evaluation to inform decision making in NIEC.	7.3 Lessons learnt from the post-election study employed by January 2021.	7.3 The new NIEC strategic plan.					

## 5. THE MONITORING PLAN

### Introduction

This Strategic Plan presents the NIEC's programme of intervention over the next five years. It is envisaged that following its implementation, the Commission will be able to realize its Vision: to establish a credible and accountable electoral body which builds the trust and confidence of the Somali people in an electoral process that is inclusive and transparent. The goal of the programme is: Universal suffrage by 2020.

- 1.1 The Commission has identified key indicators with which to measure and monitor implementation of the activities and the attainment of results. Within this framework, the results will be measured in terms of enhanced participation of the Somali people in the electoral processes.
- 1.2 Under this strategic plan, performance monitoring will be an on-going process which will enable the Secretariat assess whether or not programme activities are making the expected contribution towards the intended results. In other words, it will provide the foundation for tracking performance. The Plan will also establish a means of providing critical information for decision makers to assist them steer the implementation of the programme. The Plan is, therefore, a management tool for systematically reviewing progress, trouble-shooting problems and issues during implementation.

### Reporting and Review

- 1.3 It is expected that the staff of the Commission will provide periodic monitoring reports both to the Commissioners and to other stakeholders as necessary. The reports will provide information on progress in implementation. Secretariat staff will also be expected to highlight major constraints to implementation. Where the interim results reflect the need to refocus the programme or review the selected strategies, the Commission will make corrective changes as appropriate.

### The Results Framework

- 1.4 The Monitoring Plan is designed to capture data and information on the activities implemented. The results of monitoring must be within the ability of the Commission to influence and manage. Where necessary in-depth studies and surveys will be mounted to obtain specific information to supplement what is obtained under the regular monitoring process.

- 1.5 Whereas monitoring is important to the attainment of the Commission's objectives it must not be misconstrued to be the actual implementation. Balance must therefore be struck between monitoring and implementation such that there is judicious allocation of time and resources between the two. Consequently, the Monitoring Plan should not become a burden for the implementers rather, an aid to implementation.

### **Responsibilities of the Secretariat Staff**

- 1.6 The Secretariat staff will be required to collect data and information for developing monitoring reports. To manage the data effectively requires the active involvement of all staff who will ensure that information on their respective sets of indicators is appropriately gathered, analysed and reports written.

### The Monitoring Plan Framework

Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result# 1: An enabling legal framework for elections established.</b>						
1. Electoral Dispute Management Committee (EDRM) Established	The EDRM established and operational plan	NIEC Law		1. Regulations  2. Terms of Reference	Commissioners	Personnel, operations and logistical support
2. Electoral regulations and Codes of Conduct drafted	1. Electoral regulations covering all electoral laws developed and drafted  2. The electoral CoC for political parties, candidates, observers and media drafted	NIEC regulations	100% laws and regulations completed	1. Drafted and completed laws and regulation documents  2. Code of conduct for political parties, media and observers	Legal	Personnel, operations and logistical support
3. Policies and operations manuals to guide staff	A policy and operations manual developed	Civil Servants Law	100% of staff have a copy of operational manual	1. Civil Servant Law  2. NIEC HR policy	Human Resources	Personnel, operations and logistical support

Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result# 2: An adequate institutional capacity for programme implementation established.</b>						
1. Job descriptions and specifications developed	Job descriptions and career progression paths for staff defined	Existing job descriptions	All job descriptions updated	1. New job descriptions	SG, HR	Personnel, operations and logistical support
2. Staff recruited	Competent staff recruited competitively	HR policy	100% needed staff hired through open and competitive process	1. HR policy manuals 2. No staff recruited	SG, HR	Personnel, operations and logistical support
3. Policies and operations manuals to guide staff.	A policy and operations manual developed	Civil Servants Law	100% of staff have a copy of operational manual	1. Civil Servant Law and NIEC HR policy	SG, HR	Personnel, operations and logistical support

Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result# 3: An informed electorate aware of their rights and obligations.</b>						
1. Develop C&VE manuals	C&VE manuals developed	Nil	100% C&VE manuals developed	1. No. of manuals developed	Public Outreach	
2. Conduct Civic & Voter Education ToT training	Civic and Voter Education trainers trained for all NIEC field and HQ staff	Nil	100% of NIEC & field staff trained	1. No. of field staff trained  2. No. of training sessions  3. No. of regions reached  4. No. of trainees  5. No. of implementing partners	Public Outreach	
3. Conduct C&VE media campaign	1. Civic & Voter Education media campaign conducted.  2. Proportion of media platforms used.	Nil	100% national coverage	1. No. Of broadcasts  2. Types of media platforms (print, TV, radio, social media)  3. Coverage areas.	Operations	

Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result# 4: A register of eligible voters.</b>						
1. Registering all eligible of voters.	% voter registered	Nil	80% of 6m eligible voters	# eligible voter registered	HR, Director of operations  PR voter registers Department	
2. Developing operational plan.	Operational plan developed	Nil	Print operational plan	Copy of operational plan	Legal and operations	
1. Train for voter register staff.	VR staff trained	Nil		1. # of TOTs  2. 100% of staff trained	Operations and HR	

Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result# 5: To regulate political parties, candidates and media to ensure at level playing field.</b>						
1. Develop policy and procedures	Policy and procedures developed.	Nil	100% of policy and procedure developed	Printed policy and procedures	Legal Department	
2. Develop code of conduct commitment enforcement mechanisms within the regulations	Code of conduct developed	Nil	100% developed	Signed Code of Conduct	Legal Department	
3. Develop awareness campaign	Campaign awareness Developed	Nil	100% of awareness campaign reached	1. Number of workshops, meetings and training  2. Number of attendees  3. Media coverage  4. Website update	Public outreach and operations Department	



Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result# 6: Peaceful, credible, free and fair election that reflect the will of the Somali people delivered.</b>						
1. Develop recruitment, training and payment process for polling staff.	100% of Recruitment, training and payment process for all polling staff is developed	Nil	50,000	1. Training and recruitment manuals  2. # ToT for polling staff  3. System used to process payment  4. # of staff trained	HR, Admin & Finance and Operations	
2. Establishing polling station.	100% of polling station established	Nil	10,666	1. 10,666 polling stations assessed  2. All essential needs covered  3. 100% election materials delivered	Operations	
3. Develop accreditation and training for candidate agents, media and observers.	100% candidate agents, media and observers were trained and accredited	Nil	25,000	1. Training and accredited manuals  2. # of candidate agents, Observers and Media trained	Operations	
4. Establish an electoral dispute management committees.	Electoral dispute management committees established	Nil	7 committees	1. Regulations manuals  2. Training manual  3. # of states represents	Commissioners	

Result/ activities	Indicators	Baseline data	Target	Information type	Responsible person	Resource requirement
<b>Result#7: Post-election evaluation provided</b>						
1. Engage authorities to support review of proposed legislative reforms	All legal gaps in legal laws where identified and reforms proposed	Nil	3 laws	1. Reports of lawyers and their suggestions  2. Comments of governmental authorities	Commissioners	
2. Publish a final report on the process	One combined final report published	Nil	3,000	1. Observer mission report  2. Media report  3. EDR report  4. Staff report  5. Commissioners report	Commissioners	

## BUDGET SUMMARY FOR THE FIVE YEAR STRATEGIC PLAN

Objectives	2017	2018	2019	2020	2021	Total
1. To provide for an enabling legal framework to conduct elections.	54,630	43,843	18,610	7,467	30,660	155,210
2. To establish adequate institutional capacity for programme implementation.	2,748,895	9,443,598	5,868,150	4,698,817	4,709,600	27,469,061
3. To have an informed electorate aware of their rights and obligations.	432,910	1,650,490	1,560,778	1,353,178	1,238,840	6,236,195
4. To register all eligible voters.	310,790	397,904	56,000,000	0	0	56,708,694
5. To regulate political parties, candidates and media to ensure a level playing field.	199,960	187,016	112,283	116,131	116,131	731,522
6. To deliver peaceful credible, free and fair elections that reflect the will of the Somali people	0	0	0	38,500,000	0	38,500,000
7. Provide post-election evaluation on time.	0	0	0	0	100,000	100,000
<b>Total Budget</b>	<b>3,747,185</b>	<b>11,722,852</b>	<b>63,559,821</b>	<b>44,675,592</b>	<b>6,195,232</b>	<b>129,900,682</b>

**Budget notes:**

The NIEC is conducting a voter registration study. Global average costs are typically \$10 per registrant (estimated 5.5 Million voters), although this will increase or decrease depending upon the system of registration that is chosen. Election costs are also difficult to determine before the electoral system is chosen and will depend on the situation in 2020. A global average cost per voter is \$7-8 - this figure is represented here and will be subject to change. Costs for voter registration and election voter education are contained in Objective 4 and 6.



