

2017-2021 STRATEGIC PLAN



**NATIONAL
INDEPENDENT
ELECTORAL
COMMISSION**

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MESSAGE FROM THE CHAIRPERSON

Dear Friends and Colleagues,

I would like to take this opportunity to present the NIEC's five-year strategic plan (2017-2021) that has been reviewed this year.

The Strategic Plan is the foundation upon which the National Independent Electoral Commission (NIEC) bases its current and future work. It is the NIEC's road map to achieving "one-person, one-vote" elections,

the country's first universal suffrage elections for the federal parliament in more than half a century.

This revised strategic plan is the result of the work of NIEC Commissioners, the Secretariat and partners over the past number of months. Taking into account the complex environment, the various uncertainties at the time this Strategic Plan was initially developed, and progress made to date, it was necessary to undertake an in-depth review of our road map to ensure that the NIEC remains on track and in sync with the environment it operates in. In line with our constitutional mandate, it is important to note that the Strategic Plan is a living document, so there will inevitably be a need to make adjustments over the next few years as circumstances dictate.

I would like to encourage you to take the time to familiarize yourselves with the plan in its entirety. Most importantly, 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 next two years which are critical as we move forward to conducting "one-person, one-vote" elections.

I would like to thank all stakeholders, the Federal Government of Somalia, the donor community, the UNDP/UNSOM Integrated Electoral Support Group (IESG), the BUILD project, all our other electoral assistance and implementing partners, and the East African Development Consultants for their technical expertise and funding in drafting this five-year strategic plan.

We could not have written this strategic plan without their contribution and are grateful to everyone supporting us with our mandate of leading Somalia to 'one person, one vote' elections in a transparent and credible manner accepted and supported by the people.

Sincerely

Halima Ismail Ibrahim
Chairperson



MESSAGE FROM THE SECRETARY GENERAL

Thank you for taking the time to review the updated NIEC's five-year strategic plan. You will find the document with important programmatic information, which illustrates the work 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 can 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 the Federal Government of Somalia, Federal Member States, National Parliament, Political Parties, Civil Society as well as international partners.

NIEC is proud to be working alongside all stakeholders and partners to realize the goal of universal suffrage elections 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 as well as on Twitter and Facebook.

Sincerely,

Abdirizak Bashir
Secretary General

ACRONYMS

BVR	-	Biometric Voter Registration
CDNA	-	Capacity Development Needs Assessment
COC	-	Codes of Conduct
CVE	-	Civic and Voter Education
EDRM	-	Electoral Dispute Resolution Mechanism
EMB	-	Electoral Management Body
ESTF	-	Electoral Security Task Force
FGS	-	Federal Government of Somali
FMS	-	Federal Member States
GIS	-	Geographic Information Systems
HRM	-	Human Resources Management
ICT	-	Information & Communications Technology
M&E	-	Monitoring and Evaluation
MOF	-	Ministry of Finance
MOIFAR	-	Ministry of Interior, Federal Affairs and Reconciliation
NIEC	-	National Independent Electoral Commission
NLF	-	National Leadership Forum
PER	-	Performance Evaluation Report
PPAC	-	Political Party Advisory Committee
NPPL	-	The National Political Parties Law
RTS	-	Result Transmission System
SG	-	Secretary General
SNDP	-	Somalia National Development Plan
VE	-	Voter Education
VR	-	Voter Registration

EXECUTIVE SUMMARY

Introduction

The National Independent Electoral Commission (NIEC) was established in 2015 under article 111G of the Provisional Constitution (2012) of the Federal Republic of Somalia as an independent constitutional entity. Further, Article 111G sub-section 2(b) stipulates that the mandate of the Commission includes the conduct of Federal Parliament elections.

This revised Strategic Plan was prepared in line with the spirit of the Provisional Constitution which articulates the general principles 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 federal 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 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 increased representation of women, youth and minorities in the 10th Parliament is a reflection of growing tolerance and inclusivity in Somalia. The aspect of one language, one culture and one religion have the potential to nurture the active participation of the Somali people in the electoral process and subsequently in nation building. The aspect of one language, one culture and one religion have the potential to nurture the active participation of the Somali people in the electoral process and subsequently in nation building.

The economy of Somalia is currently in a post-conflict environment and hence remains fragile. The country requires enormous infrastructural investments 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 providing budgetary support to the extent possible, which is a key assumption under this plan.

Consequently, political, economic and social dimensions remain a concern with the devastating impact of extremism on the population. Furthermore, the society is patriarchal in nature and this may likely compromise the full participation of women.

The high usage of technology particularly the mobile phone among the population presents both a challenge and an opportunity for electoral processes. A challenge because of the potential for spreading disinformation and an opportunity as there is widespread use of technology particularly among the youth who comprise an estimated 70 percent of the total population.

Regarding the legal environment, the existing framework needs strengthening to address the ambiguities 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; the draft electoral bill is under review by parliament as are the amendments to the political party law. The citizenship law requires review and adoption by parliament. In the same vein, the development of a sound regulatory framework is required.

Strategic Issues in the Somali Context

The internal environment presents various challenges and opportunities which must be considered for strategy implementation. Although a constitutional mandate has been established enabling the Electoral Commission to legitimately exist and operate, there is a need to enhance the necessary administrative frameworks, regulations and policies for the internal functioning of the Commission. Insufficient funding from both the government and international partners remains a challenge. Due to its narrow financial base, the Commission does not have sufficient budget to plan for electoral field operations.

The Commission's organizational structure requires streamlining to better reflect its core functions including the requirement to have a fully functioning Secretariat. The requisite policies, systems and guidelines necessary for effective operations of the Commission need to be strengthened. The establishment of a performance management system is necessary in order to measure and build an empowered and skilled workforce which contributes to the objectives of the Commission.

The need to provide 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 domestic and international stakeholders. A comprehensive and robust curriculum has been developed which is essential to spearhead voter education and has been a priority activity of the NIEC. Also important is the need to identify and coordinate the activities of the various partners expected to play a role in the provision of voter education across the country. 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 voter education is expected to aid voter registration which is the bedrock of the electoral processes proposed under this Strategic Plan. The

Commission has set for itself the strategic objective to register all eligible voters where possible in the country. This will require the identification and selection of the most viable approach to register voters. 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, Civic Society Organisations (CSOs), development partners, various security institutions and the electorate at large.

The process of conducting elections will call for extensive logistical arrangements on the ground including mapping and managing voter registration/polling stations, providing voter registration and polling materials and equipment, and training and deploying voter registration and polling staff on time. The transmission of results must be smooth and efficient.

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 the NIEC calls for evaluative studies under this Strategic Plan.

The management of complaints and disputes is also at the centre of this Strategic Plan and cannot be understated. The process should be clear, accessible and timely in the handling of disputes, issuing of decisions and implementing remedies. Effective systems for handling complaints will build public trust and confidence in the administrative or judicial body responsible for the complaints process. The NIEC is required to establish an effective system for the resolution of electoral disputes.

The Commission is currently operating from premises located at Villa Somalia. This arrangement can give rise to the perception that the independence of the Commission can be compromised 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 headquarters site

in Mogadishu as soon as the headquarters is built which will require financial support.

The Provisional Constitution provides for the financial independence of the NIEC. This calls for the Federal Government of Somalia to allocate adequate funds into the NIEC account for its operations.

Implementation Plan

The implementation of the NIEC Strategic Plan is based on the activities articulated in the Logical Framework Matrix. The activities are implemented within a 5-year timeframe starting from 2017 to 2021. Due to the need to realize universal suffrage elections by 2020, priority has been placed on those activities that have a direct bearing on the realization of this goal. In addition, those activities that seek to strengthen the structures, systems and capacities of the Commission have also been programmed as priorities. Therefore, the Logical Framework Matrix will serve as the Commission's roadmap over the planned period.

Monitoring, Evaluating and Reporting

The Monitoring Plan provides a set of indicators deliberately selected to track performance. The NIEC will prepare and present periodic reports which will be presented to parliament at predetermined intervals. 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.

CHAPTER ONE

1.0 INTRODUCTION

Historical Background

1.1 Following several decades without nation-wide polls, Somalia's newly established National Independent Elections Commission (NIEC) has been 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.

Mandate of the National Independent Electoral Commission

1.2 The Provisional Constitution of the Federal Republic of Somalia (2012), under Article 111G provides for the establishment of a National Independent Electoral Commission (NIEC). Under the Constitution, the NIEC's mandate includes:

- a) The conduct of Presidential elections;
- b) The conduct of Federal Parliament elections;
- c) The continuous registration of voters and revision of the voter's roll;
- d) The registration of candidates for elections;
- e) The delimitation of constituencies and wards;
- f) The regulation of the political party system;
- g) The settlement of electoral disputes;
- h) The facilitation of the observation, monitoring and evaluation of elections;
- i) The regulation of money spent by an elected candidate or party in respect of any election;
- j) The development of an electoral code of conduct for its candidates and parties;
- k) The monitoring of compliance with legislation on nomination of candidates by parties; and
- l) Voter education.

1.3 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:

1. To organize, conduct and monitor elections at the Federal Parliament elections and referenda;
2. Until political parties are officially registered, the Commission shall administer 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 update the voters' register;
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 servant 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.

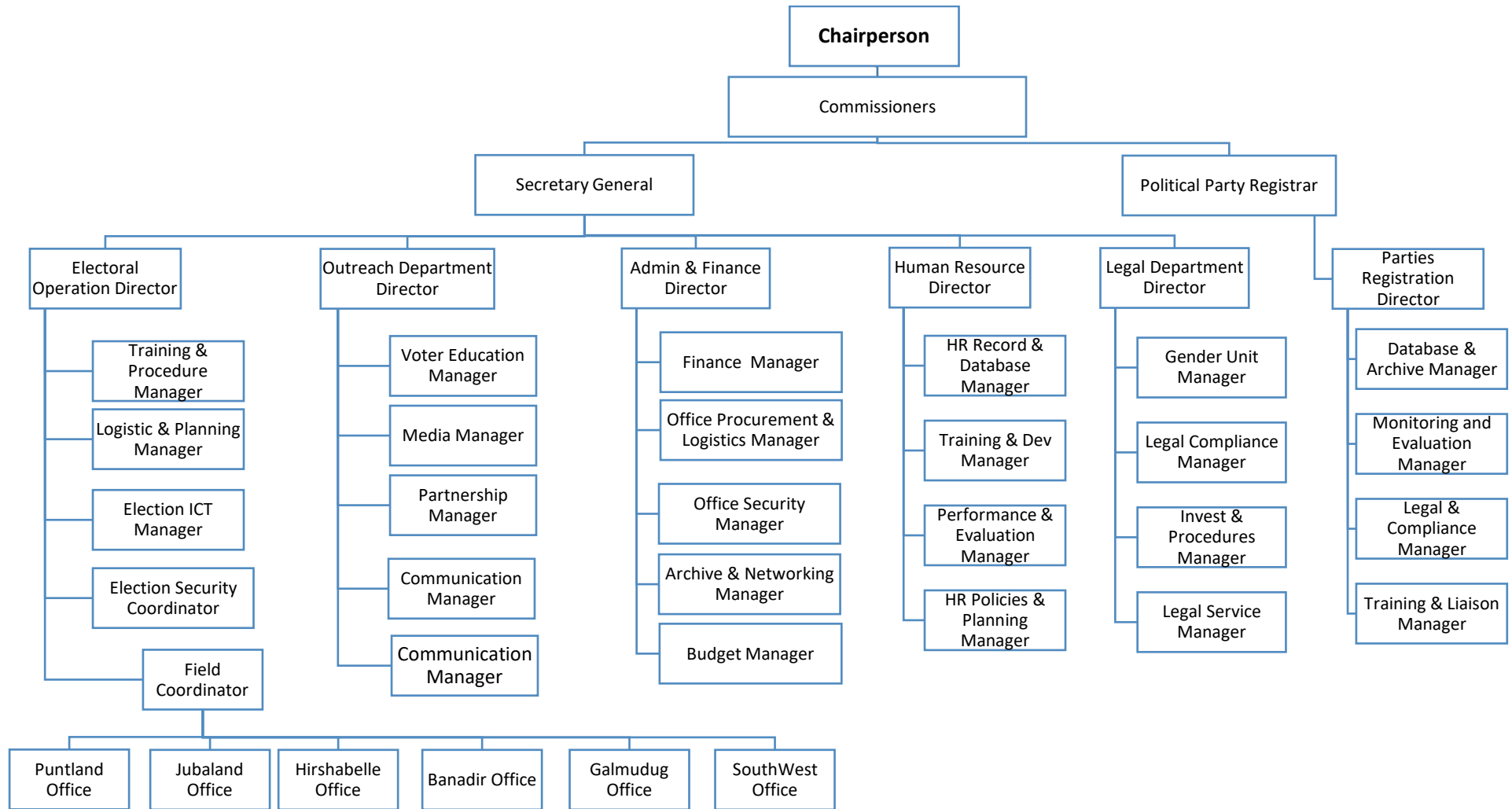
The Management Structure of the Commission

1.4 The National Independent Electoral Commission (NIEC) comprises a Chairperson, a Deputy Chairperson and 7 Commissioners with the responsibility for policy direction and strategic oversight. They approve policies, regulations, codes of conduct and directives to the Secretariat. The Commission is structured around three sub-committees, Legal and Outreach Committee; Electoral Operations and Finance and Human Resources Committees.

1.5 The day-to-day operations of the Commission is the responsibility of the Secretariat which is headed by the Secretary General (SG). The Secretariat operates under the Secretary General, Five Directorates each headed by a Director: Electoral Operations; Voter Education and Partnerships; Finance and Administration; Legal, Human Resources and Development. The NIEC has a permanent field office and staff in each of the five-member state capitals.

The Political Parties Registrar office reports directly to the Commission.

Fig. 1: National Independent Electoral Commission Organizational Structure



Summary of NIEC Achievements

1.6 Since inception in 2015 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 the following objectives:

- i) *Build the capacities of the NIEC:* In this area the Commission has made tremendous strides by exposing the Commissioners to benchmarking study tours in Tanzania, Turkey, Jordan, United States of America, South Africa, Kenya, Ghana, Lesotho, Tunis and Nigeria. 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. Commissioners have also been exposed to strengthening their capacity in Institutional Governance and Leadership essential to the functioning of the organisation.
- ii) The Secretariat have also had exposure in study tours including election observation visits in Tunisia, Rwanda and Nigeria and attended electoral administration courses in South Africa, Mexico and Kenya. Both Commissioners and the Secretariat have participated in electoral management courses to improve their knowledge in the field such as, Media and Elections, Voter Registration and Public Outreach. In addition, an expert on Electoral Systems was retained to build the capacity of the NIEC.
- iii) Commissioners and staff liaised with relevant institutions to complete the development of the draft electoral law, amendments to the political party law, and review of the Provisional Constitution. It is envisaged that the required legal framework will be completed in time for the planned 2020 universal elections.
- iv) Identify a suitable site for the physical development of office accommodation for the NIEC: the NIEC has identified and secured

suitable land for the construction of their offices, outside Villa Somalia. Phase I saw the outer perimeter and guard house constructed in 2016-2017, however funding is required to build Phase 2 which includes office building, media and training centres. The UNDP is providing funding to construct the data centre and warehouse. NIEC continues to reach out to FGS and international community to emphasize the importance and required support to establish an independent NIEC infrastructure.

- v) Based on the outcome of the 2016 electoral process, the NIEC conducts by-elections for the vacant seats according to the regulations arising out of that process.
- vi) Undertake stakeholder liaison for the development of Public Outreach and External Relations Plans: This is an on-going activity and structured engagement with stakeholders has been programmed in this Strategic Plan. 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.
- vii) Finalised the formulation of a Voter Education Curriculum and guideline following wide consultation with the stakeholders. The curriculum will contribute to the process towards the democratization of Somalia and will serve as a tool for empowering eligible Somali voters. The curriculum and the implementation policy also cater for the special needs of the marginalized and the disadvantaged groups in the Somali community.
- viii) Developed a voter education strategy for domestic audiences.
- ix) Launched stakeholder engagement activities for civil society, regional authorities, political associations and government agencies: Various engagements have been made with political associations, regional authorities and government agencies to date.

- x) The electoral law is drafted and is expected to be adopted by parliament by late 2019. Relevant election regulations and codes of conduct will be finalized when the electoral law is adopted.
- xi) Design and adopt a biometric registration model for conducting voter registration.
- xii) Identified the potential voter registration centres using GIS tools to map voter catchment areas across Somalia. The Commission has launched a field identification and verification exercise of potential Voter Registration centres in areas that are potentially securable around the country.
- xiii) Gained the support for NIEC's mandate from all FMS Presidents to conduct universal suffrage elections and established field offices in all FMS capitals by the first quarter of 2019.
- xiv) NIEC conducted wide consultations in and out of the country (Somali Diaspora) involving about 6,000 people in around 30 areas across Somalia and abroad. The consultations were conducted to determine Somali communities' views on the challenges and opportunities for the 2020 elections. The feedback generated from the consultees resulted in the publication of a report by NIEC reflecting the diverse views of the Somali people with regards to the electoral process.
- xv) Registration of political parties by the NIEC. NIEC is temporarily registering political parties and this marks a milestone in transition from the clan-based system into a multi-party-political system in more than 50 years.

Rationale and Contextual Background for the Five-Year Strategic Plan

1.7 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 government has established a goal to achieve universal suffrage elections 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.

1.8 This Strategic Plan is also being reviewed 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 to deliver services and economic opportunities to the citizens of Somalia in a secure environment.

1.9 The development of a Strategic Plan is a basic requirement for electoral management bodies to function effectively to maintain its own integrity and the credibility of the election. The plan provides strategic direction and a methodology for the Commission to implement it over the remaining period of the plan. The revised version of the Strategic Plan contains a validated strategic direction which offers a clearer roadmap to the NIEC as it prepares the country to the first post-conflict elections. The plan articulates the strategies that will be implemented over the next two years.

1.10 The Strategic Plan will enable the Commission to have meaningful and structured engagement with stakeholders on all aspects of the electoral processes and will contribute to building the credibility of this important institution.

The Structure of the Strategic Plan

1.11 The Strategic Plan is arranged under six chapters. Chapter One is the Introduction and provides the historical background to the Strategic Plan. It 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. This chapter also contains the strategies selected for implementation. Chapter Four contains the Action Plan presented as a Logical Framework Matrix with the concurrent timeframes for implementation. It also presents the institutional framework for implementation. Chapter Five presents the Monitoring Framework.

CHAPTER TWO

2.0 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.

THE INTERNAL ENVIRONMENT

STRENGTHS	WEAKNESSES
<p>1.1 Management Capabilities</p> <ul style="list-style-type: none"> ▪ 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 Commission has progressed in establishing itself with a clear vision. ▪ Commissioners willing to operationalize their mandate while cognisant of the challenges of a nascent institution. ▪ The Commissioners are less involved in day-to-day operations and are focusing on their oversight role of policy decision making. ▪ Resilience of staff and their willingness to work under challenging circumstances including the fact that existing staff 	<ul style="list-style-type: none"> ▪ The NIEC is currently underfunded. Increased government and donor support are required. ▪ The Secretariat has been established and staffing requirements should be reviewed in line with the operational plan. ▪ The existing office of the Registrar of Political Parties requires further strengthening through recruitment of additional staff and provision of training. • Some key sections, notably Training, Logistics and Operations remains underdeveloped and requires to be expanded to undertake field operations.

STRENGTHS	WEAKNESSES
<p>capacities are thinly spread to handle the increasing heavy workload.</p> <ul style="list-style-type: none"> ▪ The NIEC developed and is implementing a 5-year Strategic Plan under which the Commission has been able to complete some important capacity building milestones. Under the Plan the Commission embarked on a Public Outreach programme; the registration of political parties, completed the VR feasibility study and regularly engages stakeholders. It is envisaged that more of the activities articulated in the Strategic Plan will be implemented over the remaining phase of the Plan. ▪ The NIEC is actively engaging key stakeholders to support and share its vision and to participate in the implementation of the Strategic Plan. This engagement should culminate into joint implementation and monitoring of programme activities. It will also result in better coordination and pooling of resources for implementation. ▪ Basic infrastructure such as the website and other social communication platforms are operational. However, more work is required to upgrade and improve the platforms. 	<ul style="list-style-type: none"> ▪ A key area demanding urgent attention is to build national stakeholders' capacity on the electoral process. It is essential that stakeholders' capacities are strengthened so they can collaborate more effectively as partners.
1.2 Organisational Leadership	
<ul style="list-style-type: none"> ▪ The Commission is in the process of institutionalising corporate governance in its operations. An institutional governance framework has been developed to anchor this process. ▪ Institutional Governance Framework to be finalised and adopted by end Sept 2019. ▪ Internal policies and regulations to be completed and adopted by end Sept 2019. 	<ul style="list-style-type: none"> ▪ Decision-making by the Commission is sometimes through voting -- a practice that has the potential to divide the Commission and should only be used sparingly when consensus cannot be reached in decision-making. ▪ Internal communication between the Commissioners, between Secretariat and the Commissioners and within the Secretariat needs improvement.
1.3 Human Resource Management	
<ul style="list-style-type: none"> ▪ There has been a transparent recruitment process of staff, usually advertised on public media. 	<ul style="list-style-type: none"> ▪ Positive efforts are required to recruit women and members of marginalized communities to work in the NIEC.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ The Commissioners and staff have undertaken various capacity building programmes. It is expected that staff have improved skills sets through various capacity development initiatives identified in the 2017-2021 Strategic Plan. ▪ The Advisors currently serving in the NIEC bring with them experience and promote an environment conducive to learning and mentorship. 	<ul style="list-style-type: none"> ▪ Some of the training offered to staff is viewed as generic and non-skills enhancing, while others consider it relevant to their portfolios and related to their terms of reference. ▪ The role of the Advisors and their respective terms of reference is not clearly understood by the secretariat. This hinders the development of their ability to transfer skills and build capacity of the regular staff.
2.1 Current Programme	
<ul style="list-style-type: none"> ▪ Various programme activities are in various stages of implementation including: reviewing electoral draft law; institutional capacity building of staff on organisational and electoral administration; establishing stakeholder relations at state and federal levels, reviewing this Strategic Plan to enable the development of an Electoral Operations Plan and to map the milestones required for the 2020 universal suffrage election. ▪ In addition, the NIEC has developed Political Party regulations; provided requirements for the registration of political parties and embarked on a public outreach programme to provide guidance and support in this process. ▪ To expand its capacity, the Commission is implementing an outreach programme for voter education and subsequently voter registration. In this regard the Commission has increased meetings with the FGS, FMS, CSOs, marginalised groups and international development partners. 	<ul style="list-style-type: none"> ▪ The current location of the NIEC offices at Villa Somalia gives the perception that it is an extension of the Executive. ▪ Due to regular security lockdowns, easy access to the Commission is restricted. Overall, the unpredictable security environment negatively impacts programme implementation.
2.2 Financial Capabilities	
<ul style="list-style-type: none"> ▪ NIEC managed to obtain FGS and donor commitments for its 2019 operational budget. 	<ul style="list-style-type: none"> ▪ The NIEC's capacity to expend funds requires further strengthening. Although the government and international partners have pledged to finance operations, the funding is insufficient to plan for electoral operations in the field.

THE EXTERNAL ENVIRONMENT

3.1 The Political Environment

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ The relationship of the NIEC with FMS is strengthened through constant meetings on developments in the democratic process. As a result of this good relationship, the NIEC and FMS have an open-door policy to facilitate these crucial engagements. 	<ul style="list-style-type: none"> ▪ Gaps and contradictions in the legal framework still need to be harmonised with the Constitution and the draft electoral bill. ▪ The Somali people have not been reconciled post the civil war which has a negative impact on the peace process demonstrated by mistrust among communities. ▪ Internal cross-border disputes across Somalia remain unresolved.
4.1 Economic Issues	
<ul style="list-style-type: none"> ▪ The important role played by the diaspora principally, remittances to finance domestic investments is on the rise. Alongside this, there is increasing immigration of Somalis returning to their country which may augur well for a conducive economic environment. Potential investors, however, will in turn demand a secure, stable and democratically elected leadership. ▪ The presence of the international community who have demonstrated committed support presents an opportunity for establishing a viable electoral process in Somalia. 	<ul style="list-style-type: none"> ▪ The economy is emerging from conflict with enormous infrastructural needs. However, the economic potential of the country is not being harnessed fast enough to match the resource requirements.
5.1 Socio-Cultural Issues	
<ul style="list-style-type: none"> ▪ The increased representation of women, youth and marginalized groups 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. 	<ul style="list-style-type: none"> ▪ The Somali society is patriarchal in nature; and although women's participation in Parliament is beginning to emerge, gender quota is not provided for in the constitution. Similarly, although the youth and marginalized are beginning to participate in politics, their understanding of democratic electoral process requires to be further strengthened. ▪ Cultural and traditional norms have an influence on decision-making and an impact on the society to contribute effectively to the development of the country.
6.1 Technological Issues	
<ul style="list-style-type: none"> ▪ The high usage of technology particularly the mobile phone among the Somali population presents an immense 	<ul style="list-style-type: none"> ▪ While there is a widespread use of technology, there is lack of an integrated IT system, most of the

STRENGTHS	WEAKNESSES
<p>opportunity and platform for electoral processes. There is robust and effective communication countrywide coupled with widespread skills on the use of technology especially among the youth. Considering that the youth comprise an estimated 72% of the total population, the use of mobile phones and social media in this segment of the population represents a major opportunity.</p>	<p>mobile outlets are not compatible and there is a lack of regulation in the industry. In addition, large private business controls the industry and the NIEC will have to forge collaborative arrangements with many actors, some of who may not be amenable to supporting electoral processes.</p>
7.1 Legal Issues	
<ul style="list-style-type: none"> ▪ Article 111G of the Provisional Constitution and the subsequent electoral laws provide for the requisite legal framework for conducting elections. The legal framework is undergoing revisions to address the inherent gaps and ambiguities. 	<ul style="list-style-type: none"> ▪ Differences and ambiguities exist between the NIEC Law and the Provisional Constitution. The contradictions in laws need to be addressed and harmonised well in advance to provide for a robust legal framework necessary for the delivery of elections. This process is dependent on the goodwill of the Federal Government and the Parliament.
8.1 Security & Infrastructure Environment	
<ul style="list-style-type: none"> ▪ The existence of Somali law enforcement agencies offers an opportunity for the NIEC to implement its electoral activities where possible in a secure environment. ▪ The NIEC has engaged with the Office of the Prime Minister to establish an electoral security Task Force which will be the coordination mechanism to secure voter registration and elections. 	<ul style="list-style-type: none"> ▪ Despite the fact that some law enforcement agencies have been established, security still remains a major challenge. Inadequate infrastructure coupled with natural and man-made disasters may undermine the implementation of electoral activities. ▪ An electoral security Task Force must be established in the very near future in order to undertake timely planning and preparations to create a safe environment for the delivery of voter registration and elections.
9.1 Government Policy	
<ul style="list-style-type: none"> ▪ The Federal Government has listed the following priorities: <ul style="list-style-type: none"> i) Security; ii) Federalism; iii) Constitutional referendum; iv) Free and fair elections v) Economic transformation vi) Inclusive politics and vii) Judicial reform. <p>The conduct of elections, a component of Inclusive Politics, is of key importance</p>	<ul style="list-style-type: none"> ▪ Whereas the priority plan of the Federal Government places elections high on its agenda, the legal provisions are insufficient and require development. This gap could pose a serious threat which could derail plans for credible elections. 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

STRENGTHS	WEAKNESSES
and will require adequate resources to fund the implementation of elections.	highlighted as a key priority for the National Development Plan.

CHAPTER THREE

3.0 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 concurrent strategies for attaining each objective are also articulated. Lastly, the Core Values that shapes the behaviour of members and staff in the Commission are outlined.

Vision, Mission and Core Values

3.2 The Commission recognizes the need to anchor operations and behaviour on a predetermined set of principles and values. The implementation of the programme is guided by the Vision, Mission and Core Values which are:-

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”

Mission

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

Core Values

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

- Integrity* - *To deliver on the mandate free from undue influence.*
- Transparency* - *To conduct affairs in an open and accountable manner.*
- Inclusivity* - *To provide equal opportunity to all stakeholders to participate in democratic electoral processes.*

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

Respect for the Rule of Law - *To conduct affairs in accordance with the law.*

Overall Goal, Objectives and Strategies

3.4 The overall goal of this Strategic Plan is: Universal suffrage elections by 2020.

In order to achieve this goal, the strategic imperatives outlined below are critical. 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 attained by the Commission.

Objective One: To provide for an enabling legal framework to conduct elections.

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

- (i) Developing coherent and comprehensive inputs to the legislative framework;
- (ii) Lobbying key stakeholders on electoral legislative framework;
- (iii) Establishing regulations, codes of conduct, procedures and protocols for political party registration and other regulations as required;
- (iv) 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 applied:

- (i) Implementing the NIEC Strategic Plan;
- (ii) Institutionalizing performance management systems for staff;
- (iii) Establishing NIEC Field Offices;
- (iv) Developing a roadmap (Elections operations plan) with milestones leading to universal suffrage;

- (v) Developing and implementing a governance framework, and regulatory frameworks to facilitate the Commission's work;
- (vi) Conduct a capacity development and needs assessment of staff to deliver the NIEC mandate;
- (vii) Rationalising the organisational structure of the NIEC;
- (viii) Recruiting and training of temporary electoral staff;
- (ix) Developing physical infrastructure for the NIEC headquarters;
- (x) Creating linkages with other partners in election management;
- (xi) Institutionalising appropriate archiving procedures.

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

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

- (i) Developing and implementing a comprehensive voter education curriculum;
- (ii) Coordinating the provision of voter education with stakeholders;
- (iii) Mobilising resources for voter education;
- (iv) Developing and implementing the VE Operational Plan, and M&E systems for voter education programs;
- (v) Mainstreaming gender into programmes and mobilising of marginalised communities;
- (vi) Developing and implementing a monitoring system for voter education programs;
- (vii) Developing voter registration and voter education outreach programs;
- (viii) Employing social media platforms for public outreach;
- (ix) Developing a comprehensive plan for stakeholder and partners collaboration for the implementation of the Strategic Plan.

Objective Four: To register eligible voters.

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

- (i) Establishing an integrated voter registration operational framework;
- (ii) Conducting a mapping operation of voter registration sites which can be secured;

- (iii) Conducting voter registration;
- (iv) Conducting periodic maintenance of the voter register.

Objective Five: *Ensure a level playing field for political parties and candidates.*

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

- (i) Strengthening capacity within the Political Party Registrar office of the NIEC;
- (ii) Oversee implementation of requirements of the political party law to ensure national outlook of political parties;
- (iii) Securing federal finances for Political Party Fund 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;
- (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 applied:

- (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 procedures for voting;
- (vi) Determining options for persons with special needs and early voting (special votes);
- (vii) Establishing election results management system that are efficient and reliable;

- (viii) Establishing systems that maximise transparency and access to results;
- (ix) Establishing systems for mediation and resolution of electoral disputes.

Objective Seven: To provide post-election evaluation on time.

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

- (i) Institutionalizing appropriate archiving systems;
- (ii) Reviewing the electoral legal framework against actual election to determine reforms needed; and
- (iii) Conducting lessons learned exercise to inform decision making and subsequent planning for future electoral processes.

Analysis of Strategy

Objective	Strategy	Analysis of Strategy
<p>1. To provide for an enabling legal framework for the conduct of elections.</p>	<p>1.1 Providing coherent and comprehensive technical input into the legislative framework.</p>	<ul style="list-style-type: none"> i) Review existing and proposed laws for electoral operational compatibility; ii) Identify gaps and deficiencies in existing legislation; iii) Map stakeholders to discuss legal gaps; iv) Support workshops with political parties and other stakeholders to ensure unified and consistent approach when reviewing the legislative framework and drafting related regulations; v) Propose amendments to relevant legislation if required; vi) Establish two levels of coordination and information sharing fora, <ul style="list-style-type: none"> a) international community including implementers, co-chaired by NIEC and DSRSO UNSOM and b) for CSOs and national stakeholders, including political parties, on elections – chaired by the NIEC.
	<p>1.2 Lobbying key stakeholders on electoral legislative framework.</p>	<ul style="list-style-type: none"> i) Lobby to expeditiously complete the review of the Provisional Constitution, Political Party Law, Citizenship Law and the Electoral Law; ii) Coordinate with FGS, FMS and stakeholders on the electoral roadmap and key decision points.
	<p>1.3 Establishing regulations, codes of conduct, procedures and protocols for political party registration and other regulations as required.</p>	<ul style="list-style-type: none"> i) Draft regulations and policies enforcing the political party law ensuring reflection of national outlook in their composition; ii) Draft and adopt the CoC for Political Parties; iii) Develop and adopt Party Finance regulations.
	<p>1.4 Establishing dispute management framework.</p>	<ul style="list-style-type: none"> i) Engage with the relevant Courts to formalize coordination and communication; ii) Draft regulations on dispute resolution; iii) Establish a coordination or liaison committee for Political Parties;

Objective	Strategy	Analysis of Strategy
		iv) Prepare and publish regulations for the Dispute Management Committee; v) Consult stakeholders on draft regulations; vi) Publish adopted final regulations.
2 To establish adequate institutional capacity for programme implementation.	2.1 Implementing the NIEC Strategic Plan.	i) Review the NIEC Strategic Plan complete with Logical framework containing implementation plan, monitoring plan and budgets; ii) Conduct workshops for staff on the implementation of the Strategic Plan; iii) Monitor, evaluate and report on a regular basis the progress and implementation of the Strategic Plan.
	2.2 Institutionalizing performance management systems.	i) Develop key performance area and indicators to measure institutional performance; ii) Conduct annual appraisals for all staff.
	2.3 Establishing NIEC Field Offices.	i) Recruit NIEC Field Office Staff; ii) Hand Over by FMS of NIEC Field Office Premises (Offices Space and Warehouses); iii) Provide adequate office equipment, furniture and supplies for NIEC field offices.
	2.4 Developing a roadmap (Elections operations plan) with milestones leading to universal suffrage elections.	i) Determine key milestones for the NIEC Elections operations plan (EOP) and budget; ii) Develop timelines for each identified milestone; iii) Engage stakeholders across all sectors on the EOP; iv) Establish systems including those for asset management; v) Develop infrastructure for field operations; vi) Develop a Procedure and Operations Manual for staff.
	2.5 Developing and implementing policy frameworks to facilitate the Commission's work.	i) Develop and adopt policies for all internal operational areas including policies on HR, ICT, Finance, Communication, Partnership and Institutional Governance.

Objective	Strategy	Analysis of Strategy
	2.6 Conduct a capacity development and needs assessment of staff to deliver the NIEC mandate	i) Develop TOR based on needs assessment of staff; ii) Conduct BRIDGE training for staff.
	2.7 Rationalizing the organizational structure of the NIEC.	i) Review the existing organization structure in terms of staffing and functions; ii) Establish a Gender & Marginalized Communities Unit; iii) Develop job specifications and job descriptions for all positions; iv) Recruit, train and deploy staff as required.
	2.8 Recruiting and training of temporary electoral staff	i) Develop a recruitment plan for temporary staff; ii) Develop job specifications, roles and responsibilities for all temporary staff; iii) Develop a training plan for recruited temporary staff.
	2.9 Developing physical infrastructure for NIEC.	i) Obtain funding and undertake construction of NIEC headquarters physical office infrastructure; ii) Identify NIEC headquarters temporary premises (Warehouse, Media and Data Centre).
	2.10 Creating linkages with other partners in election management.	i) Regular information sharing with partner and stakeholders; ii) Deepen engagement with other EMB networks around the world.
	2.11 Institutionalizing appropriate archiving procedures.	i) Setup NIEC wide protocols for all business processes and departments to retain institutional memory; ii) Develop a system to ensure Commissioners and staff do not remove institutional information when they leave the NIEC; iii) Create a resource centre and intranet with access to all documents; iv) Establish protocols for access to documents; v) Develop an archiving system including e-material.
3 To have an informed electorate aware of their	3.1 Developing and implementing a comprehensive voter education curriculum and mobilise resources.	i) Strengthen the public outreach department within the NIEC and explore partnerships; ii) Conduct workshops with CSOs including marginalised groups to develop content on curriculum – needs and requirements;

Objective	Strategy	Analysis of Strategy
rights and obligations.		<ul style="list-style-type: none"> iii) Review content of curriculum with CSOs including marginalised groups as required. iv) Convene regular meetings with CSOs including marginalised groups and partners; v) Establish MoUs with partners to clarify roles and responsibilities; vi) Develop and present comprehensive plans to donors and the FGS for funding; vii) Develop VE manuals; viii) Conduct Training of Trainers; ix) Develop and implement voter education plan.
	3.2 Developing and implementing VE and Operational Plan and M&E systems for voter education programs.	<ul style="list-style-type: none"> i) Develop a VE and Outreach Operational Plan, M&E plan; ii) Develop VE outreach design support tools; iii) Identify and recruit third party M&E service provider.
	3.3 Gender mainstreaming and mobilization of marginalized groups.	<ul style="list-style-type: none"> i) Develop gender mainstreaming plan ii) Develop marginalized groups outreach plan; iii) Build capacity through training on gender mainstreaming; iv) Mobilise marginalized groups in all public outreach programmes.
4 To register all eligible voters.	4.1 Establishing an integrated BVR operational framework.	<ul style="list-style-type: none"> i) Develop a comprehensive operational plan and budget; ii) Develop procedures and manuals; iii) Recruit and train VR staff; iv) Establish information sharing structures with all other stakeholders. v) Participate in the development of voter registration operation security plan with the Somali Electoral Security Task Force; vi) Establish a voter registration operation centre in conjunction with the electoral security task force; vii) Work with the electoral security task force to develop a threat assessment program to determine if security can allow voter registration to be conducted; viii) Develop training program for security forces on roles and responsibilities for voter registration process.

Objective	Strategy	Analysis of Strategy
	4.2 Conducting VR operation mapping exercise.	i) Develop the site mapping and operational plan and budget; ii) Engage FGS and FMS on voter registration sites and sign MOU if applicable; iii) Conduct field consultations and briefings; iv) Conduct field data capture; v) Monitor and report on the mapping exercise; vi) Consolidate the voter registration centre list.
	4.3 Conducting Voter Registration.	i) Deploy the BVR material and personnel to registration centres; ii) Register voters; iii) Consolidate national provisional voters list.
	4.4 Conducting periodic updates of the voter register – post elections.	i) Ensure systems are in place to continually update and refine data; ii) Develop disaster recovery systems for data and storage protocols.
5 To regulate political parties and candidates to ensure a level playing field.	5.1 Strengthening the political party Registrar’s office within the NIEC.	i) Strengthen the office for political party registration after determining requirements; ii) Recruit and train core staff; iii) Develop technical systems including a web portal for Political Parties and a database with access protocols and backup systems.
	5.2 Securing federal funding for Political Parties in line with Political Party Law.	i) Secure funding as outlined in the political party law; ii) Establish mechanisms for the management of the political party funds; iii) Implement periodic auditing of the political party fund.
	5.3 Establishing a Political Party Advisory Committee.	i) Draft protocols for the establishment of the advisory committee through consultations with political parties; ii) Develop PPAC regulations; iii) Maintain accurate record of all engagements; iv) Develop an archiving system for records.



Objective	Strategy	Analysis of Strategy
<p>6 To deliver peaceful credible, free and fair elections that reflect the will of the Somali people.</p>	<p>6.1 Developing close coordination systems with security stakeholders.</p>	<ul style="list-style-type: none"> i) Participate in the development of voting operation security plan with the Somali Electoral Security Task Force; ii) Establish a voting operations centre in conjunction with key stakeholders; iii) Work with the electoral security task force to develop a threat assessment program to determine if security can allow polling to be conducted safely; iv) Develop training program for security forces on roles and responsibilities for electoral processes.
	<p>6.2 Developing and initiating operational planning and implementation for election day operations.</p>	<ul style="list-style-type: none"> i) Engage the FMS and FGS on polling sites; ii) Develop elections operations plan and budget; iii) Engage key stakeholders essential to the implementation of the electoral operational plan; iv) Coordinate logistics planning at FMS and FGS levels with the electoral security task force and stakeholders; v) Develop communications and reporting systems for elections (including live web updates if resources allow and operationally feasible); vi) Recruit and train polling staff; vii) Monitor and evaluate implementation of the electoral operations plan.
	<p>6.3 Determining options for persons with special needs.</p>	<ul style="list-style-type: none"> i) Develop voter registration and voting plan and include provisions for easier participation of persons with special needs.
	<p>6.4 Establishing election results management systems that are transparent, efficient and reliable.</p>	<ul style="list-style-type: none"> i) Conduct a pre-election results pilot to test functionality of the election results system; ii) Develop a process that facilitates audit trail on process and polling station results.
	<p>6.5 Establishing systems for mediation of electoral disputes.</p>	<ul style="list-style-type: none"> i) Establish an electoral dispute management framework; ii) Establish process for handling disputes at the polling centre level through systems of mediation; iii) Develop a software programme to record disputes and status; iv) Train electoral dispute resolution management staff;

Objective	Strategy	Analysis of Strategy
		v) Conduct training for political parties on procedures for electoral dispute resolution.
	6.6 Establishing liaison and coordination systems with the court system for dispute resolution.	i) Establish a communication mechanism with court authorities; ii) Develop a complaint management system with web interface to allow quick resolution and complainants to track their cases; iii) Liaise with court authorities on outcomes of electoral disputes.
7 Provide post-election evaluation	7.1 Reviewing the electoral legal framework to identify reforms required.	i) Conduct workshops on lessons learned; ii) Document legislative constraints identified and develop recommendations for reform; iii) Engage authorities to support review of proposed legislative reforms. iv) Publish a final report on electoral processes; v) Conduct research to inform decision-making and subsequent future planning.

CHAPTER FOUR

4.0 THE IMPLEMENTATION PLAN

4.1 This chapter presents the Action Plan for implementing the strategies articulated in the Strategic Plan. The Action Plan is presented as a Logical Framework Matrix that includes the Mission, Goal, Results and the activities for implementation. The log-frame contains the indicators for measuring implementation and the evidence that will be presented to validate implementation. 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 and presents the selected priorities for implementation within identified timeframes.

The Logical Framework Matrix

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Mission: To conduct elections and referenda that promote and safeguard the democratic aspirations of the Somali people.</p>	-	-	-
<p>Goal: Universal suffrage elections by 2020</p>	<ol style="list-style-type: none"> 1. A coherent legal framework for the conduct of elections established by Julye 2019. 2. Potential voter registration/polling sites identified and validated by Sept 2019. 3. Recruitment and training of VR staff by February 2020. 4. Registration of eligible voters achieved by June 2020. 5. Curriculum for Voter Education developed by September 2019. 6. Voter Education curriculum ongoing implementation through the electoral process. 7. Political Party and candidate nominations finalised by June 2020. 8. Electoral staff recruited and trained by September 2020. 9. Political party agents, election observers accredited by September 2020. 10. Essential and non-essential election materials procured and distributed by end September 2020. 11. Elections conducted by October 2020. 12. The conduct of the general elections evaluated, and key lessons learned by 2021. 	<ol style="list-style-type: none"> 1. The Electoral Laws, Regulations and Codes of Conduct. 2. NIEC compiles final list of voter registration/polling centres. 3. Reports on training of recruited electoral staff. 4. The national voters register. 5. Civic and Voter Education curriculum and support materials. 6. Voter education monitoring reports. 7. NIEC publishes officially registered Political Party and candidate lists. 8. HR and training records of recruited staff. 9. NIEC list of accredited political party agents and election observers. 10. NIEC records of election materials distributed to polling centres. 11. Declared and published NIEC election results. 12. Post-election evaluation reports. 	<ol style="list-style-type: none"> 1. Parliament will enact electoral laws on time in 2019, with the necessary revisions for the NIEC to be able to conduct elections in an efficient and cost-effective way. 2. A conducive political environment with support from the Federal and State governments prevails. 3. The resources required to conduct elections will be available on time.
<p>Result #1: An enabling legal framework to conduct elections provided.</p>	<ol style="list-style-type: none"> 1.1 All existing electoral laws and regulations reviewed by Dec 2019. 1.2 Amendments to electoral legal framework enacted by Dec 2019. 1.3 Adopt regulations and procedures for voter registration by December 2019. 1.4 The EDRM established and operational by December 2019. 	<ol style="list-style-type: none"> 1.1 NIEC identifies gaps in the electoral framework. 1.2 Revised electoral framework. 1.3 Regulations and procedures adopted. 1.4 NIEC documents reflecting the establishment and TORs of the Electoral Dispute Resolution Mechanisms (EDRM). 	

STRATEGIC PLAN 2017-2021

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Result #2: An adequate institutional capacity for programme implementation established.	2.1 The revised NIEC Strategic Plan 2017-2021 implemented.	2.1 Mid-Term and End-Term NIEC Strategic Plan documents.	
	2.2 NIEC organizational structure refined and aligned to operations by September 2019.	2.2.1 The NIEC organizational structure reflecting adequate and appropriate staffing. 2.2.2 The NIEC HR records on staffing.	1. Federal Government of Somalia (FGS) will provide the required resources for recruiting and retaining competent staff.
	2.3 The NIEC policies and systems for operations developed and established by November 2019.	2.3 NIEC official documents on operational policies and systems.	
	2.4 A performance management system established in NIEC by October 2019.	2.4 Annual staff performance appraisals and reports.	
	2.5 The capacity of the Human Resources built (both NIEC Secretariat and temporary staff).	2.5 The NIEC capacity building reports.	
	2.6 The Information Technology (IT) infrastructure for operations installed and operational by October r 2019.	2.6 The NIEC records reflecting an operational IT infrastructure.	
	2.7 FMS NIEC field offices established and functional by April 2019.	2.7 The NIEC organizational chart reflecting field offices. NIEC field office reports.	
	2.8 NIEC field office staff recruited and trained by July 2019	2.8 NIEC field office staff recruited and trained	
	2.9 The NIEC HQ physical infrastructure developed by March 2020.	2.9 The NIEC HQ offices constructed.	
	2.10 Partnerships with other stakeholders in election management established by December 2019.	2.10 The signed agreements reflecting Partnership between NIEC and key stakeholders.	
	2.11 Archiving procedures institutionalized by June 2019.	2.11 The NIEC archiving system is in place.	

CHAPTER FIVE

5.0 THE MONITORING PLAN

Introduction

5.1 This Strategic Plan presents the NIEC's programme of intervention between 2017-2021. 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 elections by 2020.***

5.2 The Commission has identified key indicators with which to measure and monitor implementation of the activities leading to the announcement of the election results. Within this framework, the results will be measured in terms of enhanced participation of the Somali people in the electoral process compared to the process adopted in 2016.

5.3 Under this Strategic Plan, performance monitoring will be an on-going process which will enable the Secretariat to assess if 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 adjust the implementation of the programme if required. The Plan is, therefore, a management tool for systematically reviewing progress, trouble-shooting problems and adjusting activities during implementation.

Reporting and Review

5.4 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

5.5 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.

5.6 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 but rather an aid to implementation.

Responsibilities of the Secretariat Staff

5.7 The Secretariat staff will be required to collect data and information for developing monitoring reports.

The Monitoring Plan & Framework

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #1: An enabling legal framework for elections established.						
1. Electoral regulations drafted.	1. Electoral regulations based on relevant laws developed and drafted.	NIEC regulations	Laws and regulations completed.	1. Drafted and completed regulations and procedures based on relevant laws.	SG, Legal	Personnel, operations and logistical support.
2. Electoral Dispute Resolution Mechanism (EDRM) Established by Dec 2019.	The EDRM established and operational plan in place.	NIEC Law	EDRM committees	1. Regulations 1. Terms of Reference	Commissioners, SG, Legal	Personnel, operations financial and logistical support.

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE DEPARTMENT/PERSON	RESOURCE REQUIREMENT
Result #2: An adequate institutional capacity for programme implementation established.						
1. Job descriptions and performance management systems developed.	Job descriptions and career progression paths for staff defined.	Existing job descriptions and performance management plans for all staff.	All job descriptions updated and performance management plans conducted annually.	Revised job descriptions and performance Management plans.	SG, HR	Human resources
2. Staff recruited	Competent staff and interns recruited competitively including marginalised groups and gender balanced.	HR recruitment policy in place.	Staff hired through open and competitive process.	1. HR policy manuals 2. No of staff and interns recruited.	SG, HR	Human resources, operations and logistical support.
3. Policies and HR operations manuals to guide staff.	A policy and operations manual developed.	Civil Servants Law.	All staff have a copy of HR operational manual.	Civil Servant Law and NIEC HR policy.	SG, HR	Human resources, operations and logistical support.

STRATEGIC PLAN 2017-2021

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #3: An informed electorate aware of their rights and obligations.						
1. Develop civic and voter education curriculum and manuals.	C&VE curriculum and manuals developed.	Nil	C&VE curriculum and manuals developed	Curriculum and no. of manuals developed	SG & Public Outreach	Human & financial resources
2. Establish coordination mechanism with stakeholders to provide civic & voter education	Partnerships established with stakeholders	Nil	CSO & stakeholder partnerships established.	1. MOUs signed with partners. 2. List of established partnerships.	SG & Public Outreach	Human & financial resources
3. Conduct Civic & Voter Education ToT training.	Civic and Voter Education trainers trained for NIEC HQ and field staff.	Nil	NIEC HQ & field staff trained.	1.No. of field staff trained 2. No. of training sessions 3. No. of regions reached 4. No. of implementing partners.	SG, Public Outreach & Training Department	Human & financial resources
4. Conduct C&VE media campaign.	1. Civic &Voter Education media & other types of campaigns conducted. 2. Proportion of media & other platforms used.	Nil	National coverage	1. No. Of broadcasts 2. Types of media platforms and other platforms (print, TV, radio, social media, drama, poetry and music) 3. Coverage areas.	SG, Public Outreach	Human & financial resources

STRATEGIC PLAN 2017-2021

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #4: An effective and efficient electoral Secretariat established.						
1. Conduct induction training.	Staff oriented on programme implementation.	All staff	All staff including field staff oriented.	1. No. of induction sessions 2. No. of staff inducted 3. Relevance of training	SG, Human Resources, Training	Human & financial resources.

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #5: A register of eligible voters.						
1. Developing & implementing a Voter operational plan.	Voter Operational plan developed and implemented.	Nil	Operational plan adopted & implemented.	1. Commission resolution adopting operational plan. 2. Progress reports.	SG, Electoral Operations	Human and financial resources.
2. Timely training of voter registration staff.	VR staff hired and trained	Nil	ToT staff trained.	1. TOTs reports 2. VR staff trained	SG, IT, Operations and HR	Human and financial resources.
3. Registering eligible voters.	Number of eligible voters registered	Nil	Eligible voters	Eligible voters registered.	Secretary General, Electoral Operations	Human and financial resources.

STRATEGIC PLAN 2017-2021

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #6: Peaceful, credible, free and fair elections that reflects the will of the Somali people delivered.						
1. Develop recruitment, training plan and payment process for temporary VR and polling staff.	Recruitment, training and payment process for all temporary VR and polling staff is developed in good time.	Nil	Temporary employees	<ol style="list-style-type: none"> 1. Transparent recruitment and training process. 2. # ToT for VR & polling staff. 3. System used to process payments. 4. # of temporary staff trained. 	SG, HR, Admin & Finance and Operations	Human & financial resources
2. Establishing VR and polling centres.	VR and polling centres established in a timely manner that are secured.	Nil	FMS	<ol style="list-style-type: none"> 1. Polling stations assessment reports. 2. Election materials delivered reports. 	SG, Electoral Operations, Security Task Force	Human & financial resources
2. Develop accreditation and training for candidate agents, media and observers.	No of candidate agents, media and observers trained and accredited to observe VR and election.	Nil	Political Parties, Media, CSOs, Observer groups.	<ol style="list-style-type: none"> 1. Training and manuals prepared. 2. Party agents accredited & trained, Observers and Media accredited & briefed. 	SG, Operations and Public Outreach	Human & financial resources
4. NIEC establishes electoral dispute management committee in the agreed location/s.	Electoral dispute management resolution mechanisms (EDRM) established.	Nil	EDRM committees in the agreed location/s.	<ol style="list-style-type: none"> 1. EDRM TORs 2. Regulations manuals 3. Training manual 	SG, Electoral Operations, Legal	Human & financial resources

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #7: Post-election evaluation provided.						
1. Engage authorities & stakeholders to support review of proposed legislative reforms.	All legal gaps in legal laws identified and reforms proposed	Nil	All stakeholders	Reports from stakeholders	Commissioners, SG, Electoral Operations & Legal	Human and financial resources
2. Publish a final report on the electoral process.	Final report published.	Nil	All stakeholders	1. Observer mission reports 2. Media reports 3. EDR reports 4. Staff reports 5. Commissioners report.	Commissioners, SG and Legal	Human and financial resources