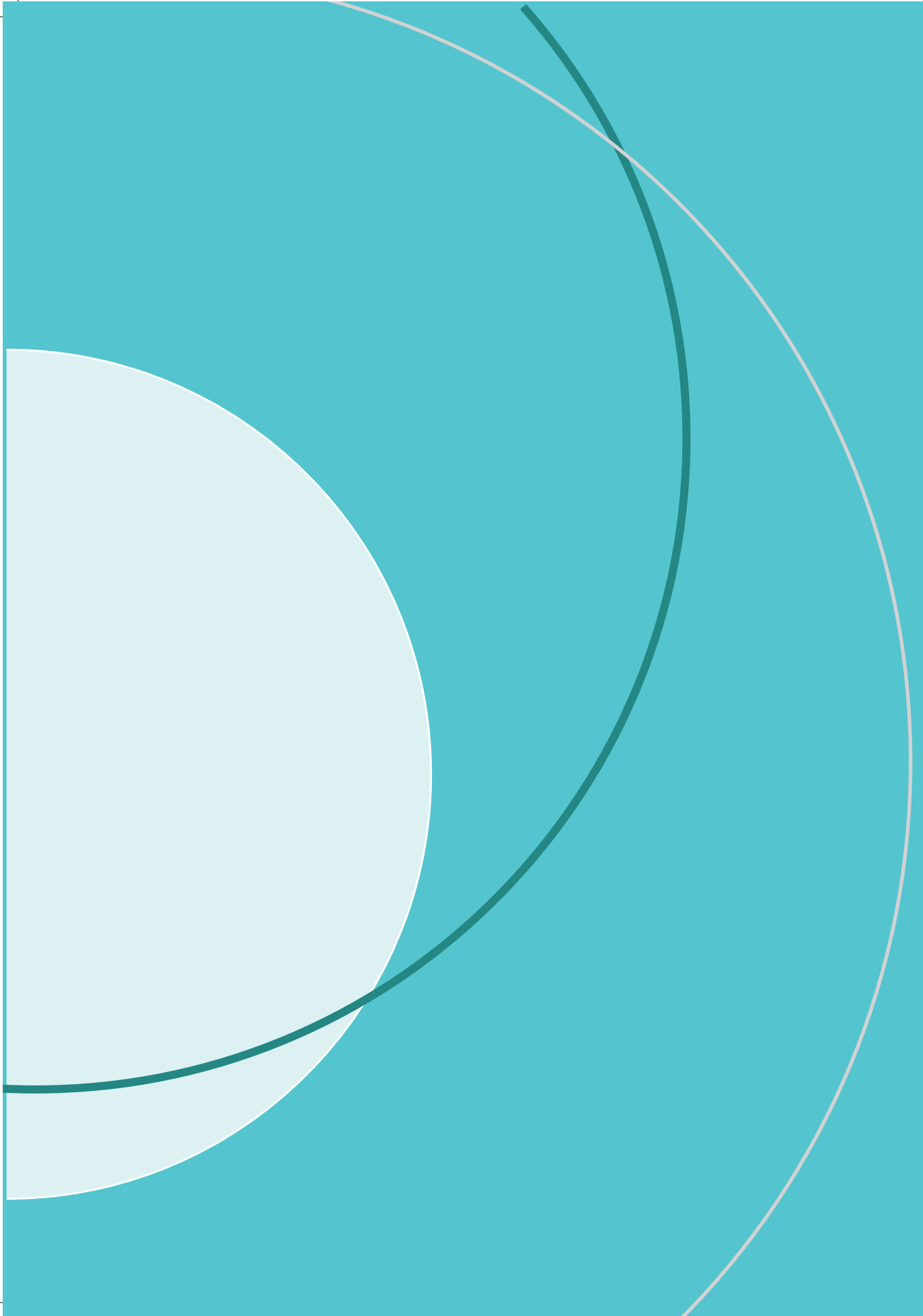


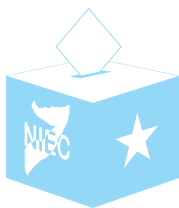
# 2022-2026 STRATEGIC PLAN



**NIEC**  
National Independent  
Electoral Commission



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**NIEC**  
**National Independent  
Electoral Commission**

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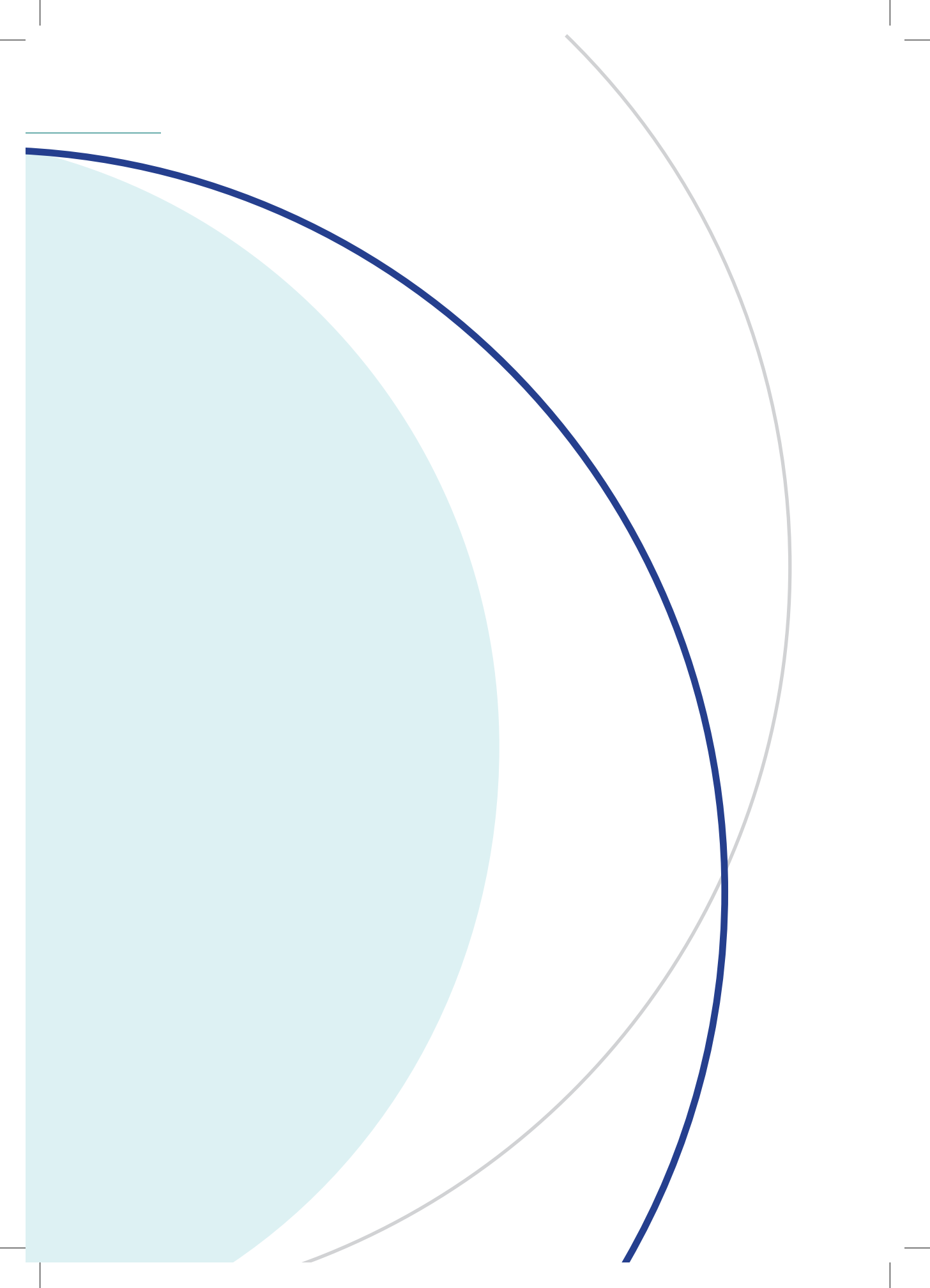
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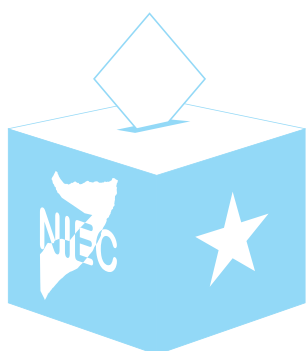
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# NIEC

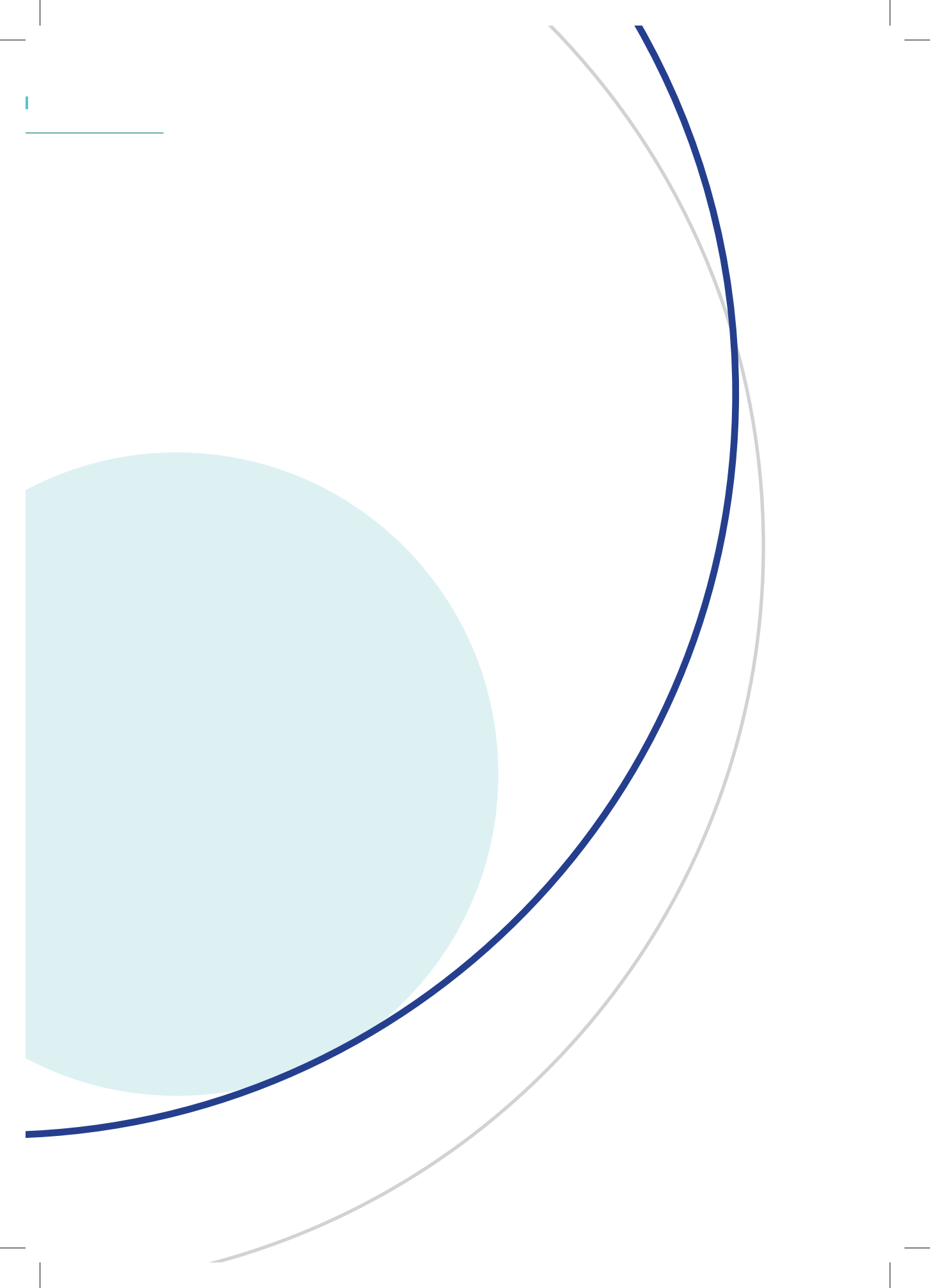
## National Independent Electoral Commission

## ACKNOWLEDGEMENTS

The National Independent Electoral Commission (NIEC) wishes to thank the Federal Government of Somalia, the Donor Community, the United Nations Integrated Electoral Support Group and implementing partners for their funding and technical expertise in drafting this five-year strategic plan.

Special acknowledgement goes to the teams of experts and specialists from IESG and NIEC. We could not have written this strategic plan without the contribution of all the institutions, partners and other experts listed above, many of whom are not named here.

We are grateful to each and every 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" elections in 2025/2026. 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 adjustments over the next few years as circumstances dictate.

Most important, 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.

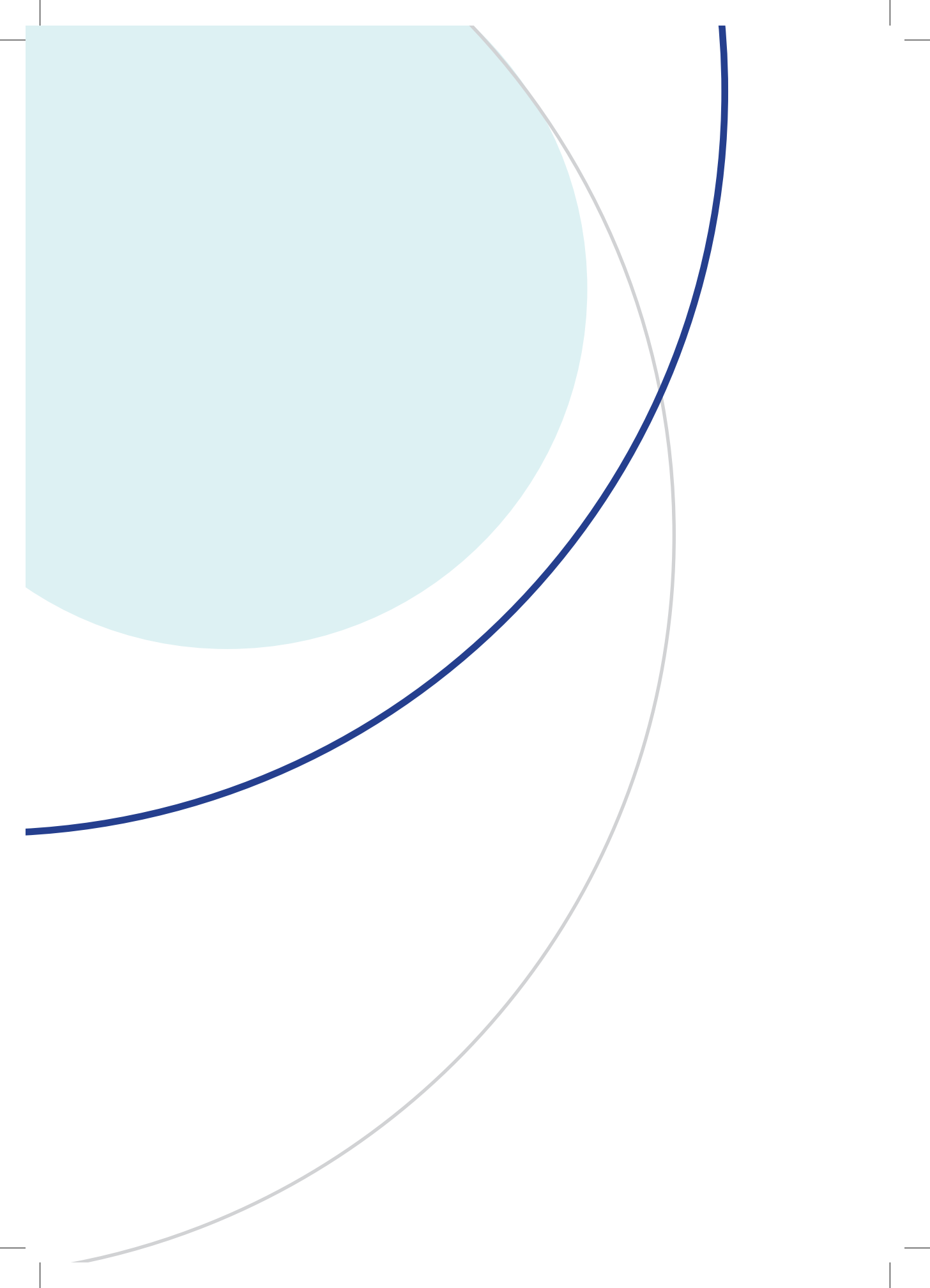
The NIEC is here to serve the citizens of Somalia, so we look forward to engaging with everyone over the coming years as we move forward to "one-person, one-vote" elections in 2025/2026.

Sincerely,

**Halima Ismail Ibrahim**

*Chairperson, National Independent Electoral Commission*

A handwritten signature in black ink, appearing to read 'Halima Ismail Ibrahim', with a stylized flourish at the end.





## 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" elections in 2025/2026.

The NIEC Commissioners and Secretariat staff are committed to fulfilling their duties and responsibilities so that all eligible citizens are able 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 the Federal Government of Somalia, Federal Member States, the Federal 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 online through our website [www.niec.so](http://www.niec.so), as well as on Twitter and Facebook.

Sincerely,

***Abdirizak Bashir Mohamed***  
*Secretary-General*

## List of Abbreviations

EDRM – Election Dispute Resolution Mechanism

FGS – Federal Government of Somalia

FMS – Federal Member States

ICT – Information and Communications Technology

IESG – Integrated Electoral Support Group

NIEC – National Independent Electoral Commission

OPPR – Office of the Political Party Registrar

M&E - Monitoring and Evaluation

VE - Voter Education

# EXECUTIVE SUMMARY

## Introduction

The National Independent Electoral Commission (NIEC), was established pursuant to article 111G of the Provisional Constitution of the Federal Republic of Somalia, 2012. It is the first electoral management body (EMB) the country has had since the 1960s. The NIEC is responsible for conducting and supervising elections and referenda in Somalia. It is supported by a Secretariat and a Political Parties Registration Office. The Secretariat is headed by the Secretary General, who is responsible for policy implementation and the overall management of the organization and is in turn supported by five functional departments.

The Office of the Registrar of Political Parties is responsible for registration, regulation, management and supervision of political parties. This second Strategic Plan of the NIEC was prepared in accordance with the spirit of the Provisional Constitution, which articulates the general principles of an electoral process that addresses the aspirations of the Somali people to free, fair and credible elections.

## External Environment Analysis

This new strategic plan provides NIEC with a clear roadmap to attain its mandate for the next five years in the conduct of one-person, one-vote elections in Somalia. The plan is based on the achievement of key electoral cycle milestones. It is acknowledged that events in the external environment can significantly impact the implementation of this strategic plan. These factors can be political, legal, social or economic in nature.

The implementation of this Strategic Plan is heavily predicated on the federal government's commitment to one-person, one-vote elections and its provision of the requisite budget, which is a key assumption under this plan. Consequently, political, economic and social dimensions remain a concern for the Commission, coupled with the devastating impact of the Covid19 pandemic, extremism and prolonged civil war on the population.

The high usage of technology and in particular 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 misinformation, and an opportunity as there is widespread use of technology, particularly among the youth who make up an estimated 70 per cent of the total population. Moreover, the existing legal framework needs strengthening to address gaps and ambiguities inherent in the electoral legal framework.

### **Strategic Issues in the Somali Context**

The assessment of the external and the internal environment gives the Commission potential areas of focus identified as strategic issues. The NIEC needs to focus on these critical issues, which include strengthening the electoral legal framework, governance and leadership, public outreach, capacity development, voter registration, political parties' registration, information and communications technology (ICT), and election dispute resolution.

#### ***a) Strengthening the electoral legal framework***

There is a need to enact amendments and new laws and regulations to strengthen the electoral legal framework for effective management and delivery of elections and addressing gaps and inconsistencies in the existing laws. These gaps and inconsistencies are affecting the implementation of electoral timelines, and both the electoral law and the political parties' law will have to be revised to ensure a uniform approach and coherent electoral process.

#### ***b) Governance & leadership***

Due emphasis has been placed on improving the Commission's governance for the sake of prudent resource utilization and enhanced programme delivery. This will include addressing issues of oversight and accountability. At the same time, policies and procedures guiding the business of the Commission are still at a nascent stage and must be reviewed for purposes of clarity and coherence in decision-making. Streamlining processes and procedures for effective decision-making and oversight by the NIEC's Board of Commissioners is paramount in the next electoral cycle.

#### ***c) Capacity development***

The NIEC must continuously improve the capacities of staff in relevant skill areas. While the NIEC has conducted staff capacity building programmes in election administration, there remain skill gaps that must be addressed.

#### ***d) Stakeholder engagement***

Another area requiring improvement is the engagement with stakeholders, especially the public, and educating them on their rights and responsibilities and enhancing their understanding of the electoral processes. There is a need to enhance both internal and external communication for improved programme implementation, corporate image and public trust in the Commission. The need to provide voter education (VE) has been identified as an immediate area of investment by the NIEC under this Strategic Plan. A comprehensive outreach curriculum has been developed which is essential to spearhead voter education and has been a priority activity for the Commission. Equally important is the need to identify and co-ordinate 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 represent a substantial proportion of the total population in Somalia do not possess a thorough understanding and experience of democratic electoral processes. The Commission has set for itself strategic objectives to register eligible voters in all accessible areas in the country. This exercise requires the identification and selection of the most viable approach to register voters in line with the electoral legal framework.

#### ***e) Voter registration***

Voter registration is the backbone of any electoral process, and it is incumbent upon the NIEC to prioritize it in the next cycle for the conduct of elections in Somalia. Identification of possible voter registration methods should be made in line with the electoral legal framework. The process of conducting elections needs extensive logistical arrangements on the ground, including mapping and managing voter registration and polling stations, conducting voter registration, polling materials, equipment, training and deploying voter registration and polling staff in a timely manner.

#### ***f) Political parties' registration***

The registration of political parties is another area that requires focus in the next phase. There is a need to enhance the capacity of the existing parties and formulate a comprehensive, easily accessible system for official registration of political parties. Political party registration is an important element in the electoral process, without which elections cannot be conducted. NIEC's goal is to put in place a comprehensive registration system for both temporary and official registration of political parties.

### ***g) ICT***

The integration of ICT in the internal business processes of the Commission and the electoral process is imperative. The extent to which the technology can be integrated in the NIEC calls for evaluative studies under this Strategic Plan.

### ***h) Election disputes settlement***

The management of complaints and electoral disputes is also at the centre of this Strategic Plan, and its importance cannot be understated. The process should be clear, accessible and timely in the handling of disputes, the issuing of decisions and the enforcement of remedies. Effective systems for handling complaints will build public trust and confidence in the Commission and the judicial bodies responsible for the complaints process.

### ***i) Implementation Plan***

The implementation of the NIEC Strategic Plan is based on the activities articulated in the logical framework matrix. The activities will be implemented within a five-year period starting in 2022 and ending in 2026.

Due to the need to achieve universal suffrage elections by 2025/6, priority has been placed on 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 and compass during the planned period.

### ***j) Monitoring, Evaluating and Reporting***

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



## 1.0 CHAPTER ONE

# INTRODUCTION

### Historical Background

The National Independent Electoral Commission is a constitutional body, which is mandated to organise elections at both national and regional levels in Somalia by ensuring that they are conducted in an integral, impartial and fair manner. More specifically, the NIEC performs a host of responsibilities associated with the conduct of presidential and parliamentary elections as well as regional elections. Both Federal and State-level authorities are constitutionally obligated to furnish all the support required by the NIEC to discharge its functions and mandate.

The NIEC is specifically responsible for the:

- a) Conduct of the presidential and parliamentary elections;
- b) Registration of voters;
- c) Delimitation of constituencies and wards;
- d) Regulation of electoral candidates' nominations;
- e) Settlement of electoral disputes;
- f) Registration of candidates for election;
- g) Voter education;
- h) Development and enforcement of a Code of Conduct for candidates and parties contesting elections;
- i) Facilitation of observation, monitoring and evaluation of elections.

The mandate of the Commission is also governed by other key pieces of legislation. These include the NIEC establishment law of 2015, which provides the legal framework for the organisation of the Commission; the Electoral law of 2020 which provides the legal framework for elections concerning the Federal Parliament; and the Political Parties Act of 2016, which governs the regulation of political parties and stipulates the requirements for their registration, membership and organisation.

Following several decades without nationwide polls, Somalia's NIEC has been building an institutional foundation to prepare the nation for fair and free elections.

Nine Commissioners, three of whom are women, were sworn in by the Federal Parliament of Somalia after a competitive and transparent recruitment process.

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

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

The day-to-day operations of the Commission are the responsibility of the Secretariat, which is headed by the Secretary General and the Office of the Political Party Registrar (OPPR) headed by the Registrar. The Secretariat operates under the Secretary General, and consists of five departments, each of which is headed by a director: Electoral Operations; Voter Education and Partnerships; Finance and Administration; Legal; and Human Resources. The OPPR has one department and reports directly to the Commission. The NIEC has a permanent field office and staff in each of the five federal member states and the Banadir region.

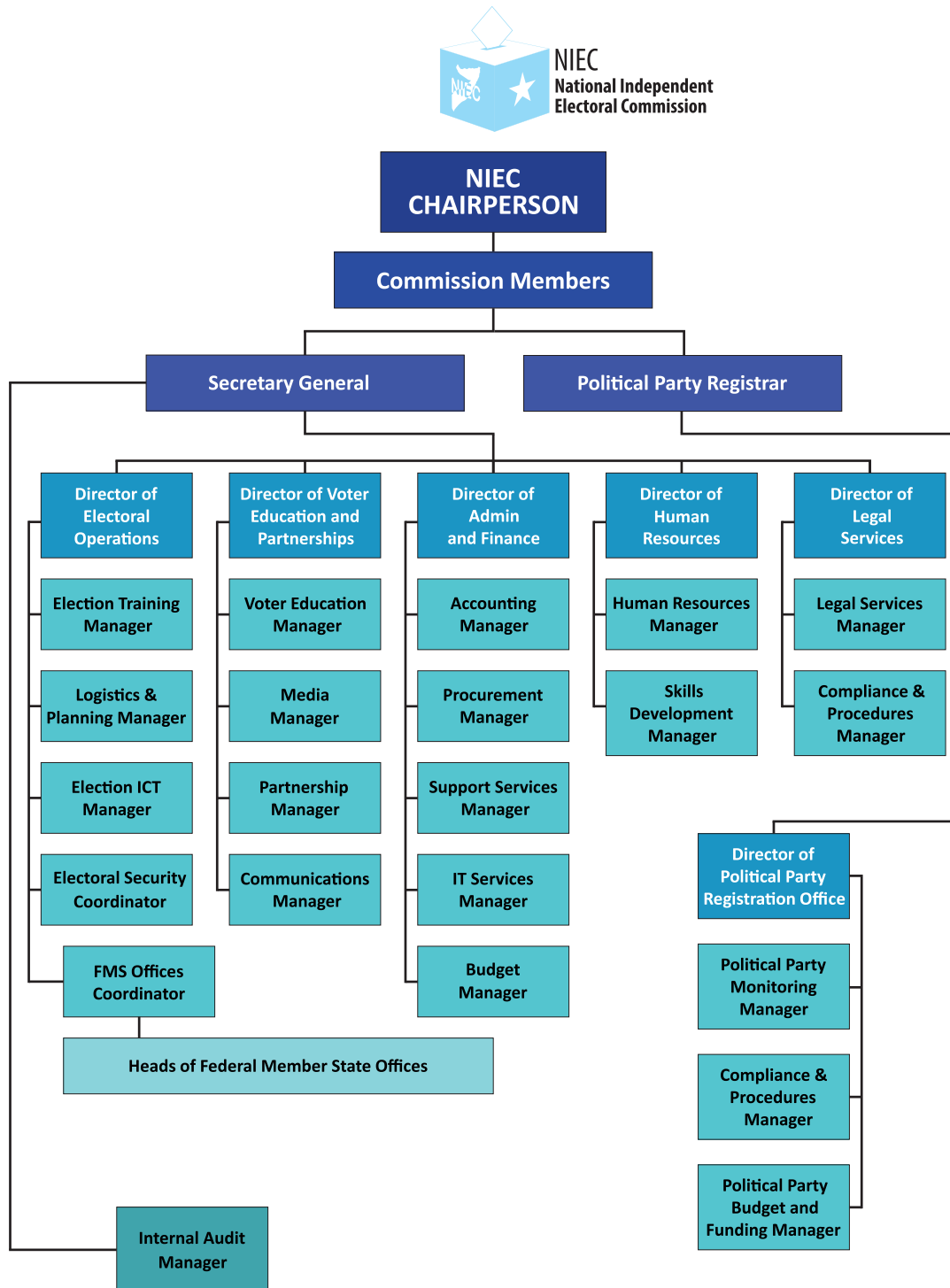


Fig. 1: National Independent Electoral Commission Organizational Structure

## 1.2 Summary of NIEC Achievements

Since its inception in 2015, the NIEC has recorded a number of achievements resulting from the implementation of its institutional development work plan. These can be summarized:

### *a) Building the capacities of the NIEC:*

In this area, the Commission has made tremendous strides through benchmarking study tours in several countries around the world. Major lessons in electoral management have been learned and networks established through these visits. In addition, various institutional capacity building initiatives have been completed by the Commission. Commissioners have also undertaken training to strengthen their institutional governance and leadership capacity that are essential to the organisation's functioning. Moreover, the Secretariat also had study tours including election observation visits in various countries.

### *b) Conducting of by-elections:*

Based on the outcome of the 2016 indirect electoral process, the NIEC conducted by-elections for vacant seats in the House of the People of the Federal Parliament, as stipulated by regulations of the House of the People.

### *c) Development of Voter Education Curriculum:*

Following wide consultations with stakeholders, a voter education curriculum was developed and adopted which will contribute to the democratization of Somalia and 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 Somali society. The Commission also developed a voter education strategy for domestic audiences.

### *d) Establishment of a Political Parties Office:*

The NIEC created a political parties office responsible for regulating and registering political parties which has completed over 100 temporary registrations of political parties. That represents a major milestone in Somalia's transition over the past 50 years from a clan-based power-sharing system to a modern political system centred on political parties.

### *e) Drafting and approval of regulations:*

An Electoral Law designed for the First Past the Post (FPTP election model) was passed by the Federal Parliament and signed by the Federal President.

The law has several gaps and contains provisions that make it difficult to implement; however, more than 70 per cent of the requisite election regulations and codes of conduct were subsequently drafted or approved by the NIEC.

***f) Identification of potential voter registration sites:***

The Commission has launched field exercises to identify possible voter registration centres in areas that are viable from a security standpoint around the country.

***g) Consultations with the public:***

The NIEC conducted public consultations in and out of the country that involved nearly 6,000 people living in about 30 cities and districts within Somalia and abroad. The consultations were conducted to determine Somali communities' views on the challenges and opportunities for elections. The feedback received from the participants resulted in the publication of a report by the NIEC reflecting the diverse views of the Somali people about the electoral process.

***h) Development of the First Strategic Plan:***

The Commission developed and implemented a strategic plan that served as its compass for its operations and guiding principles during 2017-2021.

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

The development of a Strategic Plan is a basic requirement for electoral management bodies to function effectively and deliver on their mandate, namely to maintain the integrity and credibility of elections. The plan provides strategic direction and a methodology for the Commission to implement it over the period of the plan. This second Strategic Plan contains a validated strategic direction which offers a clear roadmap to the NIEC as it prepares the country for its first post-conflict universal suffrage elections. The plan articulates strategies that will be implemented over the next five years.

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

## 1.4 The Structure of the Strategic Plan

In 2017, the National Independent Electoral Commission became one of the few public-sector institutions in Somalia to develop a strategic plan. The second strategic plan's initial impetus stems from the need to address gaps and challenges in the electoral cycle, and it is arranged under five 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 environment facing 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 concurrent timeframes for implementation. It also presents the institutional framework for implementation. The Fifth and final chapter stipulates the monitoring and evaluation framework.

## 2.0 CHAPTER TWO

# SITUATION ANALYSIS

### Introduction

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 assesses how the actions of stakeholders are likely to impact the operations of the Commission. It also assesses the potential opportunities inherent in the external environment.

STRENGTHS	WEAKNESSES
<b>2.1 The Internal Environment</b>	
<b>1.1 Governance &amp; Management Capability</b>	
<ul style="list-style-type: none"> <li>• Constitutional and legal mandate in place which enables the Commission to legitimately exist, operate and sets parameters in terms of its roles and responsibilities.</li> <li>• The Commission has progressed in establishing itself with a clear vision.</li> <li>• Commissioners operationalized their mandate in a challenging environment and NIEC's role as an able EMB is recognized in the country.</li> <li>• Commissioners' capacity has immensely improved through training programmes tailored to their specific needs and duties, and their decisions are usually made unanimously.</li> <li>• Gender representation among commissioners has improved from 22 percent to 33 percent, strengthening the integration of gender issues in the Commission.</li> <li>• The establishment of a functional Office of the Registrar of the Political Parties responsible for registering, regulating, coordinating and managing affairs of political parties.</li> <li>• The adoption of the business continuity plan enables the NIEC to deliver critical activities in a disaster situation.</li> </ul>	<ul style="list-style-type: none"> <li>• NIEC's mandate in the electoral legal framework falls short in clearly determining its roles and responsibilities and leaves ambiguities in key items. There are discrepancies, gaps and contradictions in the electoral legal framework which hamper the management's capabilities for delivering on its mandate. Lack of clear legal mandate impedes NIEC's role to effectively respond to all instances of political conflict and breaches of an electoral code of conduct.</li> <li>• The Commission operates in a heavily politicized environment and grapples with numerous politically motivated bottlenecks.</li> <li>• The Office of the Registrar of Political Parties requires further strengthening through provision of tailored training and lacks representatives in the Federal Member States.</li> <li>• Employees remain underdeveloped and need to be adequately trained to professionally deliver on the Commission's mandate.</li> <li>• A key area requiring urgent attention is to build national stakeholders' capacity on the electoral process. It is essential that stakeholders' capacities are strengthened to enable them to collaborate more effectively as partners with the Commission.</li> </ul>

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The NIEC developed and is implementing a five-year Strategic Plan under which the Commission has been able to achieve important electoral cycle milestones.</li> <li>• Under the Plan the Commission embarked on a range of programmes including recruitment, public outreach, capacity building, provisional registration of political parties, voter registration feasibility studies, and regular stakeholders' engagement.</li> <li>• The NIEC is actively engaging key stakeholders to support and share its vision and participate in the implementation of its Strategic Plan.</li> <li>• Basic ICT infrastructure such as website and social media platforms is operational.</li> </ul>	<ul style="list-style-type: none"> <li>• NIEC's institutional capacity building programmes need further strengthening to undertake their strategic objectives effectively and efficiently.</li> <li>• Absence of a dedicated election fund in the governmental budget hampered NIEC's ability. Increased and sustained government and donor support is required.</li> <li>• The NIEC's ability to deliver on a host of milestones as stipulated in its strategic plan faltered due to issues outside NIEC's control.</li> <li>• Some key stakeholders are not fully aware of their roles in collaborating with NIEC to realize one-person, one-vote elections in Somalia.</li> <li>• Capacity in the ICT sector is still limited and urgent attention is needed to counter misinformation and other cyber threats.</li> </ul>
<b>1.2 Organisational Leadership</b>	
<ul style="list-style-type: none"> <li>• The Commission is in the process of institutionalizing corporate governance and aligning its operations. An institutional governance framework has been developed to anchor this process.</li> <li>• Institutional Governance Framework and Internal policies and regulations finalized and adopted.</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps exist in corporate governance, and commissioners' decisions are sometimes made through informal means which needs streamlining, formalization and proper implementation.</li> <li>• Internal communication between the Commissioners, the Secretariat and the Registrar sometimes occurs through informal channels and needs improvement.</li> </ul>
<b>1.3 Human Resources</b>	
<ul style="list-style-type: none"> <li>• NIEC's recruitment process is transparent and advertised on publicly accessible platforms.</li> <li>• Members of the Commission and its employees have undertaken various capacity building programmes geared towards NIEC's mandate delivery.</li> <li>• Human Resources policies, terms of references for departments, sub-committees and employees have been developed and become operational.</li> <li>• Development of comprehensive capacity development programmes to enhance the Commission's capacity to conduct fair and free elections.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive efforts are required to recruit women, the disabled and members of the marginalized communities to work in the NIEC.</li> <li>• Some of the trainings offered are viewed as generic and non-skills enhancing and need to be tailored to the specific job description needs of every employee.</li> <li>• The alignment of terms of reference to the specific task and expectations of every employee is yet to be completed.</li> <li>• Implementation of the capacity development programmes is still in its initial stage and requires urgent attention.</li> </ul>



STRENGTHS	WEAKNESSES
<b>1.4 Current Programme</b>	
<ul style="list-style-type: none"> <li>• Various programme activities are in different stages of implementation including: reviewing electoral legal framework; institutional capacity building on electoral administration; establishment of stakeholder relations at state and federal levels; and development of an electoral operations plan for the 2025/2026 universal suffrage elections.</li> <li>• The NIEC will relocate to its new compound during 2022, which will help the institution overcome a widely held perception that it is an extension of the Executive Branch of the FGS.</li> <li>• To expand its capacity, the Commission is implementing outreach programmes for voter education and, subsequently, voter registration. In this regard the Commission has increased meetings with the FGS, FMSs, political parties, civil society organisations (CSOs), marginalized groups and international development partners.</li> </ul>	<ul style="list-style-type: none"> <li>• The current location of the NIEC offices at Villa Somalia gives the perception that it is an extension of the Executive Branch of the FGS.</li> <li>• Due to regular security lockdowns, easy access to the Commission is restricted. Overall, the unpredictable security environment negatively impacts programme implementation.</li> <li>• The NIEC's capacity to expend funds requires further strengthening. Although the government and international partners have pledged to finance activities, the funding is insufficient to plan for electoral operations in the field.</li> </ul>

STRENGTHS	WEAKNESSES
<b>2.2 The External Environment</b>	
<b>2.1 The Political Environment</b>	
<ul style="list-style-type: none"> <li>NIEC enjoys a working relationship with the FGS, FMS and the Federal Parliament and this relationship is strengthened through regular meetings on the democratic process development.</li> <li>Political stability in Somalia has been improving in the last decade, and the democratic aspirations of the people and their wish to exercise their constitutional rights to elect and be elected are on the rise.</li> </ul>	<ul style="list-style-type: none"> <li>Overlooking the NIEC's statutory role impacts mandate and undermines the achievement of NIEC objectives.</li> <li>Due to a limited understanding of NIEC's role, it is sometimes politicized and accusations are directed for political expediency. This is sometimes augmented by the gaps and contradictions in the electoral legal framework.</li> <li>The Somali people have not been reconciled adequately since the end of the civil war. This impacts negatively on the democratization process, as demonstrated by mistrust among communities and cross-border disputes across the country that remain unresolved.</li> <li>Politicians prefer the continuation of the clan based power sharing formula and resist universal suffrage, undermining NIEC's role in the process.</li> <li>The weak capacity of CSOs and political parties limits their role in supporting universal elections.</li> <li>There is a negative perception of the NIEC in the FMSs, and we need to strategize to counter it in the next phase.</li> </ul>
<b>2.2 Economic Issues</b>	
<ul style="list-style-type: none"> <li>Somalia's economic growth has been steadily on the rise in the last decade due to relative stability, peaceful transfers of power in the last three electoral cycles, and the return of rule of law. Coupled with the increasing repatriation of Somalis living abroad, this may augur for a conducive economic environment.</li> <li>The presence of the international community who have demonstrated committed 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 years of conflict with enormous infrastructural deficits.</li> <li>The economic potential of the country is not being harnessed fast enough to match the resource requirements, and potential investors will in turn demand a strong legal environment, political stability and democratically elected leadership.</li> <li>The Covid pandemic's impact has slowed down local economic activities.</li> </ul>

STRENGTHS	WEAKNESSES
<b>2.3 Socio-Cultural Issues</b>	
<ul style="list-style-type: none"> <li>• The steadily increasing representation of women, youth and marginalized groups in the Federal Parliament and other state institutions presents an opportunity for tolerance and inclusivity in electoral processes in Somalia.</li> <li>• This aspect has the potential to foster active participation and representation across all sectors of society in the electoral process and subsequently to a sustainable nation-building process.</li> <li>• NIEC collaboration with CSOs to mainstream comprehensive voter education curriculum and operational plans to support the NIEC agenda.</li> </ul>	<ul style="list-style-type: none"> <li>• Somali society is patriarchal in nature, and although women's participation in both parliament and other state institutions has been on the rise recently, no gender quotas are provided for in the Provisional Constitution.</li> <li>• Youth and marginalized communities' understanding of the electoral process needs to be further strengthened.</li> <li>• Cultural and traditional norms limit the participation of women for playing an important role and influencing the decision-making process.</li> <li>• The high illiteracy rates and mobile lifestyles of rural voters make it difficult for NIEC to engage and educate them on their civic duties and democratic rights and responsibilities</li> <li>• Historical legacy of corruption, clan-based power sharing formulae and the absence of effective mechanisms to counter corruption.</li> </ul>
<b>2.4 Technological Issues</b>	
<ul style="list-style-type: none"> <li>• There is robust and effective communication countrywide, and the high usage of technology, particularly the mobile phone among the Somali youth population, presents an opportunity and a platform for electoral processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity in the ICT sector is still limited, and urgent attention is needed to counter misinformation and other cyber threats.</li> <li>• While there is widespread use of technology, there is no integrated information technology (IT) system, and most of the mobile phone networks are not compatible. There is a lack of regulation of the industry.</li> <li>• Large private businesses control the industry, and the NIEC will have to forge collaborative arrangements with many actors, some of whom may not be amenable to supporting the electoral process.</li> </ul>
<b>2.5 Legal Issues</b>	
<ul style="list-style-type: none"> <li>• The electoral legal framework in Somalia provides for a favourable law that guarantees all eligible citizens the right to vote and gives them the right to join political parties of their choice.</li> </ul>	<ul style="list-style-type: none"> <li>• Differences, contradictions and ambiguities exist between the electoral legal frameworks. These contradictions in laws need to be addressed and harmonized well in advance to provide for a robust legal framework necessary for the delivery of elections.</li> </ul>

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The electoral legal framework also provides for an electoral dispute resolution mechanism (EDRM) and gives NIEC the powers to adjudicate on EDR issues.</li> <li>• NIEC needs to position itself as a lead electoral advisor in Somalia like other EMBs.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of understanding in the judiciary of NIEC's legislative mandate to adjudicate on disputes related to the electoral cycle needs urgent attention, and clear parameters should be established on their respective remits and boundaries.</li> <li>• Some policies cannot be drafted without the necessary legal framework.</li> <li>• Unresolved national political issues hinder delivery of the NIEC's constitutional mandate.</li> <li>• An incoherent and ambiguous legal framework impedes NIEC's ability to deliver on its roles and responsibilities.</li> </ul>
<b>2.6 Security Infrastructure</b>	
<ul style="list-style-type: none"> <li>• The existence of joint operations involving Somali law enforcement agencies offers an opportunity for the NIEC to implement its electoral activities where possible in a secure environment.</li> </ul>	<ul style="list-style-type: none"> <li>• While law enforcement agencies have been established, security still remains a major challenge.</li> <li>• Inadequate infrastructure coupled with natural and man-made disasters may undermine the implementation of electoral activities.</li> </ul>
<b>2.7 Government Policy</b>	
<ul style="list-style-type: none"> <li>• The Federal Government has committed itself to a universal suffrage election during the 2025/2026 electoral cycle through the Ninth National Development Plan. The conduct of elections is also a component of the Inclusive Political Roadmap.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate political will to conduct universal suffrage elections poses a serious threat to NIEC and could derail plans for holding credible elections in the next cycle.</li> </ul>

## 3.0 CHAPTER THREE

# THE STRATEGIC DIRECTION OF THE COMMISSION

### Introduction

This chapter presents the strategic direction of the NIEC as defined by its Vision, Mission and Core Values. The chapter also contains a set of objectives for attaining the Goal and Mission of the organisation.

The concurrent strategies for attaining each objective are also articulated. Lastly, the Core Values that shape the behaviour of members and staff in the Commission are also outlined. The strategic foundations of the second Strategic Plan 2022-2026 of the NIEC are built on vision and mission statements and goals, which are detailed below:

### 3.1 Vision

The vision of the NIEC is to deliver inclusive and credible elections the Somali people can trust.

### 3.2 Mission

We strive to hold free, fair and transparent elections that reflect the will of the people of Somalia in a democratic process.

### 3.3 Core Values

The guiding principles represent the drivers that guide and inform the NIEC's strategic choices. They are expressions of the institutional beliefs and values that make them an integral part of the Strategic Plan.

Together, they represent what the NIEC does and how it does, and they serve as its moral compass. Whenever the NIEC is faced with a dilemma or a difficult decision, the organisation is able to weigh its choices in the context of these Core Values and arrive at a clear decision.

In realizing its vision, the NIEC is committed to the following core values:

### **3.3.1. Independence**

As an independent, constitutional and quasi-judicial body, the NIEC acts impartially and in the absence of any undue influence from the government, political parties or other interest groups. This is a core value for any well functioning and credible Election Management Body.

### **3.3.2. Integrity and Accountability**

**3.3**

The legitimacy of any given electoral process and by extension Somalia's democratic system is based on the integrity of the National Independent Electoral Commission. There is, therefore, no margin for doubt, question or compromise in this respect for the NIEC. All policies, decisions and actions by the Commission must reflect the highest standards of integrity and honesty through an effective accountability mechanism.

### **3.3.3. Efficiency**

The NIEC ensures that the resources invested in the Commission's activities yield the greatest possible benefit for voters. NIEC ensures that human, financial and infrastructure resources are allocated in a way that delivers the highest value for money to the Somali electorate.

### **3.3.4. Transparency**

In the absence of transparency and a commitment to public access to information, the NIEC cannot achieve its vision of holding credible elections that are trusted by the electorate and accepted by political parties and all other stakeholders. The NIEC responds openly and candidly to requests for information under prevailing laws and does everything possible to ensure that relevant data and information are accessible to all citizens.

### **3.3.5. Inclusiveness**

The NIEC is an inclusive and equal opportunity organisation, ensuring a conducive, safe and gender-friendly work environment for all staff members including women, persons with disabilities, minorities and marginalized groups.

### **3.3.6. Impartiality**

The Commission makes no discrimination based on clan, ethnicity, language, gender, wealth or political opinions. It endeavours to realize the aspirations of the Somali people, guided solely by the legal framework and international election standards. In order to achieve this goal, the implementation of the strategic objectives outlined below is critical.

A key success ingredient for the attainment of the objectives set out in this Strategic Plan is the need for continuity at the policymaking level and within the leadership of the Commission. This Strategic Plan has identified the following strategic objectives to be attained by the Commission.





THE LOGICAL FRAMEWORK Matrix 1			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 1: To enhance transparency, integrity and accountability in the delivery of a credible election.</b>			
<b>Result #1</b> Transparent and credible election delivered.	1.1. Institutional governance and accountability framework for delivery of credible elections. 1.2 Systems and policies for institutional performance to deliver on mandate developed.	1.1. Record of Institutional Governance framework 1.2 Systems and record policies in place	1.1. Governance framework implemented and monitored. 1.2 Systems and policies monitored and reviewed.
<b>Result #2</b> Gender inclusion promoted at all levels of electoral operation.	2.1 The percentage of women participating in the electoral process	2.1 Gender strategy institutionalized	2.1 Minimum women representation of 30% in electoral legal framework 2.2 Partnerships established with stakeholders to achieve minimum women participation.
<b>Result #3</b> NIEC established as a one stop national hub for electoral knowledge and research	3.1 Institutional research and knowledge management resources established. 3.2 Informed and engaged FGS, FMSs and stakeholders for inclusive universal suffrage electoral process	3.1 A compendium of electoral administration information/resources.	3.1 Electoral administration information is systematically documented.
<b>Result #4</b> FMS electoral management bodies, collaboration structures and mechanisms established to promote electoral democracy	4.1 Support the establishment of new state EMBs 4.2 State electoral management bodies strengthened to manage transparent and credible election events	4.1. Strengthened State electoral management bodies	4.1 Cooperation and agreement of State-level electoral management bodies to collaborate with the NIEC to promote electoral democracy
<b>Result #5</b> Develop a master plan for obtaining stakeholder commitment on universal suffrage elections	5.1 Informed and engaged FGS, FMSs and stakeholders for inclusive universal suffrage electoral process	5.1 NIEC report on the master plan	5.1 There is committed political will for inclusive universal suffrage elections by FGS and FMSs.

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Objective 1:</b> To enhance transparency, integrity and accountability in the delivery of a credible election							
<b>Result #1</b> Strengthening institutional governance and accountability to manage credible elections	Review the Commission's Strategic Plan annually.						
	Review and align organisational structure and functions to the Strategic Plan to delivery of strategic objectives.						
	Institutionalize performance management to assess delivery of the institutional mandate						
	Monitor and evaluate the implementation of the Strategic Plan						
	Strengthen and sustain relations and collaboration for exchange of knowledge and expertise with regional organisations and EMBs.						
<b>Result #2</b> Ensure gender equality at all levels of electoral operation.	Institutionalise NIEC gender equality strategy to ensure minimum 30% women representation among political parties, candidates and election staff						
	Build the capacity of NIEC Gender Unit and gender focal points (GFPs).						

[illegible]

## THE LOGICAL FRAMEWORK Matrix 2

Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 2: To achieve an enabling electoral legal framework in line with the Constitution</b>			
<b>Result #1</b> Enabling regulatory framework for the conduct of universal suffrage elections	1.1 Coherent and comprehensive technical input provided in line with the constitution. 1.2 NIEC regulations, codes of conduct and procedures developed 1.3 Election dispute resolution mechanism established, operational and monitored.	1.1 Records of technical inputs. 1.2 Regulations, codes of conduct and procedures 1.3.1 Established and functional electoral dispute mechanism 1.3.2. Regulations and guidelines in place	1.1 NIEC's coherent and comprehensive technical input incorporated into legislative framework in line with the constitution. 1.2 Regulations, codes of conduct and procedures adopted, implemented and monitored. 1.3.1 NIEC is capacitated to adjudicate on electoral disputes 1.3.2 Establishment of authorized courts

[illegible]



THE LOGICAL FRAMEWORK Matrix 3			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 3: To establish adequate support systems and processes for programme implementation</b>			
<b>Result #1</b> Unqualified audit report for the period covered in the SP.	1.1 Financial resources managed efficiently	1.1 Unqualified audit report	1.1 Capacity to comply with financial directives
<b>Result #2</b> Assets of the organisation managed effectively	2.1 Record of assets managed effectively	2.1 Asset management policies and procedures in place	2.1 NIEC monitors implementation of policies
<b>Result #3</b> Provision of business processes to support the core business of NIEC	3.1 Periodic reports reviewed in achievement of strategic objectives	3.1 Periodic reports reviewed	3.1 NIEC will oversee and monitor performance
<b>Result #4</b> Organisational business operations established	4.1 Administrative framework to manage business operation in place	4.1 Business operation administrative framework	4.1 NIEC implementing and monitoring the framework

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Objective 3:</b> To enhance transparency, integrity and accountability in the delivery of a credible election							
<b>Result #1</b> Manage financial resources and appropriation of funds	Establish and monitor financial systems to ensure expenditure is on funded projects aligned with the organisation's Strategic Plan and approved business processes						
	Monitor expenditure of funds to ensure compliance with approved policies and procedures						
	Develop and implement policies for internal operations and business processes						
	Comply with statutory reporting requirements.						
<b>Result #2</b> Manage assets of the organisation	Develop asset acquisition and disposal procedures						
	Maintain accurate assets register						
	Conduct an inventory of organisation's assets and minimise losses						
<b>Result #3</b> Manage procurement processes and supply chain to support the core business of the organisation	Develop and implement procurement policies and procedures						
	Manage an accurate supplier/vendor database						
	Manage and update service level agreements						
	Establish and implement procurement plan						
<b>Result #4</b> Support organisational business operations	Develop administrative procedures on office maintenance and all amenities.						
	Provide support for NIEC travel and security arrangements.						



THE LOGICAL FRAMEWORK Matrix 4			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 4: To strength NIEC human resource capacity to achieve effective organisational performance</b>			
<b>Result #1</b> Enabled institution with the capacity to support the core business of the NIEC	1.1 Policies and systems for the recruitment and training of professional are in place and monitored  1.2 HR performance management mechanism developed and operationalized	1.1 NIEC periodic performance reports 1.2 Reports on periodic reviews conducted  1.2.1 Policies, guidelines and procedures updated 1.2.2 A record of performance appraisals conducted	1.1 NIEC develops and institutionalises policies and systems of functional performance appraisal systems  1.2 Same as above

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Objective 4:</b> To strengthen NIEC human resource capacity to achieve effective organisational performance							
<b>Result #1</b> Provide institutional capacity to support the core business of the NIEC	Develop and review recruitment guidelines for institutional and electoral operations.						
	Implement recruitment guidelines in line with the NIEC's human resource (HR) policy.						
	Develop job specifications and job descriptions for all positions.						
	Brief NIEC staff on HR policy and procedures.						
	Publish all policies on NIEC intranet for transparency and ease of access.						
	Manage staff placements, remuneration and benefits through proper implementation of human resource policies and procedures.						
	Monitor and evaluate HR policy implementation to inform aspects for review.						
	Review HR policy as informed by evaluation outcomes.						
	Conduct periodic performance assessment and individual development needs to identify skills and competency gaps across the organisation.						

[illegible]

### THE LOGICAL FRAMEWORK Matrix 5

Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 5: To optimize delivery of NIEC management through information technology</b>			
<b>Result #1:</b> Develop Data Security and Management	1.1 Enhanced functional application systems. 1.2 Comprehensive and integrated ICT solution for administering programmes. 1.3 Improved website and social media platforms	1.1 Fully operational application systems. 1.2 Administrative integrated ICT solution 1.3 Fully operational website and social media platforms	1.1 NIEC adopts, implements and monitors suitable ICT systems for effective programme implementation. 1.2 Same as above 1.3 NIEC effectively utilises website and social media platforms

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Objective 5:</b> To optimize delivery of NIEC management through information technology							
<b>Result #1</b> Develop Data security and Management	Install a standard-adhering ICT infrastructure (computer network...) that will enable effective implementation of other ICT services						
	Establish effective system configuration with capacity to uphold NIEC's ICT management						
	Establish protocols and procedures for all ICT-related systems across the organisation						
	Maintain and upgrade functional application systems						
	Develop an electronic archiving system for important documents.						
	Promote data sharing and safety by using in-house storage device.						
	Account for all the ICT assets and configurations within the institution and its services.						
	Implement system that helps preserve institutional memory.						
	Develop, document and maintain an effective systems continuity plan by regularly coordinating data backup and restoration.						

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Result #2</b> Establishing a comprehensive and integrated ICT solution for administering programmes	Manage the required standards for the data centre, server infrastructure, environment and security. Ensure documentation and compliance to ensure availability and reliability of systems.						
	Perform safe system upgrade by using test machines to ensure IT service availability and reliability.						
	Perform systems control, monitoring, evaluation, and analysis.						
	Modify and upgrade systems for efficiency in all ICT services.						
	Monitor security and safeguard NIEC systems and information assets						
<b>Result #3</b> Improving Website and Social Media Platforms	Oversee NIEC web and social media platforms for user friendliness and security.						
	Ensure continuous monitoring of social media, web blogs and job recruitment platforms.						
	Develop interactive web services to enable the Commission to share and exchange data with external stakeholders.						
	Publish, archive and retrieve multimedia resources on the Commission's activity.						

THE LOGICAL FRAMEWORK Matrix 6			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 6: To have an informed electorate aware of its rights and obligations</b>			
<b>Result #1</b> Participation of the electorate in election processes	1.1 Comprehensive Information, Education and Communication Plan developed, implemented and monitored 1.2 Public outreach material developed and disseminated to the public 1.3 Mechanisms for effective collaborative relationship with stakeholders established and maintained. 1.4 Implement and promote NIEC Gender Equality Strategy.	1.1 A record of information, education and communication plans 1.2 Perception surveys on electorate's understanding of electoral processes. 1.3.1 VE materials produced 1.3.2 Record the number of public outreach campaigns carried out 1.3.3 Records of minutes 1.4.1 Evidence of programmes for collaboration 1.4.2 Gender equality action plan developed, implemented and monitored	1.1 Collaboration on public outreach established with FGS Ministry of Information 1.2 FMS collaboration to carry out public outreach activities 1.3.1 Availability of funds 1.3.2 Same as above 1.3.3 NIEC engages and briefs partners on programmes for collaboration 1.4 NIEC capacitated to implement, monitor and review the Gender Equality Strategy.
<b>Result #2</b> Informed citizens and stakeholders on NIEC programmes and operations	2.1 Platforms for collaboration and information sharing with stakeholders established. 2.2 Media platforms to advance democracy education established 2.3 A visible and prominent NIEC media profile through programmes delivered	2.1 Records of minutes on information sharing meetings. 2.2 Documented media programmes 2.3 Publicised and documented events	2.1 Mutual understanding of the expectation of the collaboration 2.2.1 Mutual understanding of providing timely information to the media. 2.2.2 Mutual understanding on expectations of both NIEC and the media in providing electoral information. 2.3.1 NIEC capacitated to produce publications and informative programmes on its activities. 2.3.2 NIEC to establish partnership with stakeholders in all the FMSs and collaborate on strategic events to promote programmes.

[illegible]



RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Result #1</b> Participation of the electorate in election processes	Establish mechanisms for efficient VE interactive sessions facilitated by potential Voter Educators recruited from CSOs and university volunteers.						
	Promote and entrench electoral education in partnership with relevant education institutions, including arts and culture.						
	Empower target groups such as youth, women, people with disabilities, minorities, and internally displaced persons with democracy and voter education programmes to promote knowledge and participate fully in electoral processes						
	Consult with CSOs/organisations of persons with disabilities to identify suitable mechanisms to ensure their full participation in the electoral process.						
	Develop and implement gender mainstreaming plan						
<b>Result #2</b> Enhance citizens' and stakeholders' knowledge and understanding of NIEC programmes and operations	Develop and implement inclusive public outreach programmes for all traditionally marginalized groups.						
	Develop and implement a comprehensive public relations communications plan.						
	Establish platforms for engagement with public, partners and stakeholders (political parties, CSOs, Media, Government institutions) using local dialects nationwide						



THE LOGICAL FRAMEWORK Matrix 7			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 7: To register and regulate political parties and candidates to ensure a level playing field</b>			
<b>Result #1</b> Strengthen the capacity of the OPRR	1.1 Trainings conducted for OPRR staff	1.1 Training reports	1.1 Clear roles and responsibilities outlined with clear reporting lines.
<b>Result #2</b> Register and facilitate the participation of political parties in the electoral process in line with the electoral timelines	2.1 Political party regulations and procedures. 2.2 Systems and mechanisms in place for political parties to participate in electoral processes	2.1 Training manuals. 2.2 Reports on engagements with political parties	2.1 Enabling political parties law for participation in electoral processes.
<b>Result #3</b> Register eligible electoral candidates for electoral process	3.1 Criteria for electoral contestants to participate in electoral processes 3.2 Regulations and procedures for participation	3.1 Lists/register of eligible political parties and/or candidates 3.2 Record of regulations and procedures	3.1 Electoral laws and system provide for participation of political parties and/or candidates.

[illegible]

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Result #2</b> Register and facilitate the participation of political parties in the electoral process in line with the electoral timelines	Establish an ICT software for registration of political party members to ensure inclusivity and avoid multiple party membership.						
	Registration of political parties software developed						
<b>Result #3</b> Register eligible electoral candidates for electoral process.	Manage the disbursement of political party fund in accordance with the relevant laws and regulations.						
	Regulations for disbursement of political party fund.						
	Documented procedures for disbursement of funds.						
	Financial reports on political party funds disbursed						
	Audited records of political party funds.						
	Publish audited accounts of political parties in public domain.						
	Audited accounts published						
	Regulate the participation of political parties to provide a platform for consultation on electoral processes.						
	Regulations for liaison with political parties						
	Apprise political parties on procedures for electoral dispute resolution.						
	Minutes of meetings with political parties on EDRM						

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Result #3</b> Register eligible electoral candidates for electoral process.	Establish an effective coordination mechanism between electoral operations and the OPRR						
	Regulate the participation of political parties in establishing information sharing platform.						
	Regulations for participation of political parties on information sharing platforms.						
	Minutes of meetings with participating political parties						
	Contesting candidates/ political parties						
	Develop ICT software to facilitate the registration of participating contestants.						
	Maintain an accurate database of all electoral contestants and transfer to the NIEC within stipulated election timelines.						
	Accurate database of election contestants.						
	A record of election contestants published						

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
<b>Result #4</b> Monitor and Evaluate OPPR operations	Develop a monitoring work plan with guidelines and checklists.	Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
			A record of election contestants published.				
			Work plan developed.				
			Guidelines for monitoring work plan.				
	Review and assess OPPR operations and activities for improvement.		Periodic status update reports on implementation of work plan				
			Evaluation reports of operations.				
			Assessment findings of review of operations.				
			Work plan for implementation of recommendations for improvement				
	Report periodically on OPPR operations		Periodic operational reports				
	Conduct periodic briefings with political parties to review results of assessments of OPPR activities.		Minutes and records of assessment findings shared with political parties				

## THE LOGICAL FRAMEWORK Matrix 8

Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 8: To register all eligible voters</b>			
<b>Result #1</b> To develop effective, efficient and sustainable voter registration systems and processes	1.1 Integrated Biometric Voter Registration (BVR) operational framework in place 1.2 Voter registration conducted 1.3 Accessible voter registration centres established 1.4 Functional Data centre and systems established	1.1 Functional and institutionalized BVR framework 1.2.1 Voters list 1.2.2 Maps and lists of voter registration centres 1.3 Operational data centre	1.1.1 NIEC to secure sufficient funds for BVR 1.1.2 Political will to operationalize and implement BVR 1.3.1 Cooperation with FMSs to grant access to registration centres 1.3.2 Collaboration with law enforcement agencies 1.4 NIEC funding for necessary equipment to support electoral process.
<b>Result #2</b> A comprehensive logistics plan to support the delivery of credible voter registration operations	2.1 Logistics systems and infrastructure for VR operational plans and deployment implemented	2.1 Logistics plan infrastructure for VR operations	2.1 Logistics plan adopted, implemented and monitored.
<b>Result #3</b> Voter ID cards to eligible voters distributed	3.1 Systems and processes for effective delivery of voter IDs.	3.1 Number of ID cards distributed	3.1.1 NIEC capacity to manage voter ID distribution. 3.1.2 NIEC capacity to manage production of ID cards and avoid duplicate production of cards



[illegible]

RESULT	ACTIVITY	2021	2022	2023	2024	2025	2026
		Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4	Q 1 Q 2 Q 3 Q 4
<b>Result #1</b> To develop effective, efficient and sustainable voter registration systems and processes	Training of IT technicians on the data processing centre hardware and the registration kits.						
	Develop VR logistics deployment plan policies and procedures						
	Procurement of equipment to cater for voter registration.						
<b>Result #2</b> To provide effective logistics to support the delivery of credible voter registration operations	Monitoring system for distribution chain and retrieval of materials for all VR locations						
	Recruit and train logistics staff						
	Identify VR material's transportation services and methods						
	Establish secure VR material warehouses						
	Develop efficient logistics budget						
	Develop voter ID design and data capture software and hardware systems and printing						
<b>Result #3</b> To provide IDs to voters who fulfill the registration requirements in accordance with laws and regulations	Develop voter ID regulations, policies and procedures						
	Develop voter ID distribution operational plan						
	Collaborate with stakeholders and security agencies on the distribution plan						
	Conduct voter information campaign on voter ID collection						
	Develop voter ID logistics plan and budget						

THE LOGICAL FRAMEWORK Matrix 9			
Narrative summary	Objectively verifiable indicators (OVI)	Means of verification (MVI)	Assumptions
<b>Goal: To conduct universal suffrage by 2025/2026</b>			
<b>Objective 9: To deliver peaceful credible, free and fair elections that reflect the will of the Somali people</b>			
<b>Result #1</b> Peaceful and credible election delivered	1.1 Election operation plan developed and implemented 1.2 Election results announced	1.1 Election Operation plan 1.2 Seats allocated to victorious parties/ candidates	1.1 There will be consensus on the election model to implement the operation plan. 1.2 There will be coordination mechanism in place to implement the operation plan
<b>Result #2</b> A comprehensive logistics plan to support the delivery of credible voting operations	2.1 Systems and infrastructure for voting operational plans and deployment implemented.	2.1 Logistics plan infrastructure for voting operations	2.1 Logistics plan adopted, implemented and monitored
<b>Result #3</b> Credible elections conducted in line with electoral laws	3.1 Participation of eligible voters 3.2 Allocation of seats in line with election outcome	3.1 Record of voters who cast their votes 3.2 Record of election results	3.1 The successful implementation of NIEC election operations plan. 3.2 Adequate electoral security plans developed and implemented.
<b>Result #4</b> Evaluation of election conducted	4.1 Key lessons learned from post-election evaluation for NIEC's future planning	4.1 Post-election evaluation report	4.1 NIEC successful with stakeholders coordination to support post-election evaluation

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[illegible]

Risk Domain	Type of Risk	Probability (low, medium, high)	Mitigation
Political	Lack of political commitment to universal suffrage elections	High	- Seek commitment from political leaders for one-person, one-vote elections well in advance
Security	Election Security threat	High	- Expedite establishment of election security taskforce and structures.
Electoral System	Inappropriate election system for post conflict country	High	- Engage with Federal Parliament for the enactment of a feasible election law
	Election system not clearly defined in the constitution	High	- Lobby for the inclusion of a clear election system amendment in the constitutional review process
Financial	Inadequate budgetary provisions for the conduct of elections	High	- Establish independent electoral fund - Lobby the parliament and FGS for expedited financing of electoral activities - Lobby development partners for increased funding
	Delays in budgetary approvals and disbursement of funds.	Medium	- Early preparation of the NIEC budget and lobby stakeholders for its delivery - Lobby Ministry of Finance for timely release of funds in line with NIEC plans.
Reputational	Negative publicity	High	- Regularly engage with the media and share information on important electoral issues and events.
	Reduced public trust	High	- Establish effective communication platforms that enhance openness and access.
Legal	Incomplete electoral legal framework	High	- Timely engagement with the parliament and other stakeholders for the completion of the electoral legal framework. - Address gaps and contradictions in the existing legal framework.
	Operational incompatibility	High	- Conduct operational pilot programmes
	Constitutional Court absence	High	- Lobby for establishment of a constitutional court
	Ambiguity in federal system	High	- Federal system legal framework instituted.
	Inadequate system for the resolution of electoral disputes	High	- Establish EDRM systems
Human Resource	High attrition of skilled staff	High	- Improve staff welfare and security. - Improve career progression and growth opportunities for staff. - Build capacities of staff to professionalize them
Technological	Voters' information protection compromised	High	- Train ICT staff on the importance of voters' data protection on a regular basis and have a retrieval method to safeguard information

## 4.0 CHAPTER FOUR

# RISK AND MITIGATION

Risk identification and management is a key component of a strategic plan's implementation. The purpose of strengthening risk detection in the Strategic Plan is to identify risks and link them to the implementation of the strategy. The table (*see left*) presents a summary of the potential risks likely to be faced by the NIEC while implementing this Strategic Plan and possible mitigation measures.

### 4.1 Stakeholder Analysis for NIEC

#### Introduction

Electoral stakeholders are analysed under four key areas – (i) identification of the stakeholders, (ii) classification of stakeholders, (iii) understanding their roles and interests, and (iv) how the NIEC can meet their interests bearing in mind its legal mandate and authority as the country's sole electoral management body.

#### *Definition of Terms:*

1. **Stakeholder:** Individuals, groups and organisations that have an interest or 'stake' in the electoral process.
2. **Role of a stakeholder:** What is expected from the stakeholder, i.e., its responsibilities and obligations.
3. **Interest of a stakeholder:** What the stakeholder wants from the NIEC.

### 4.2 Classification of Stakeholders

In this document, electoral stakeholders are classified into two groups:

- 4.2.1. **Primary Stakeholders:** those who directly affect or are affected by the activities, policies and practices of the NIEC either as beneficiaries (positively impacted), or dis-beneficiaries (negatively impacted).
- 4.2.2. **Secondary Stakeholders:** individuals or institutions with an interest, stake or an indirect role in NIEC's activities and programmes.

### 4.2.1 Primary Stakeholders

Stakeholder	Roles	Interest	Action required
Parliament	<ul style="list-style-type: none"> <li>- To enact and amend electoral laws.</li> <li>- To approve NIEC election budget.</li> <li>- Providing oversight in NIEC administering electoral activities according to the constitution and relevant legislation.</li> <li>- Providing oversight and scrutinise the action of the executive and political support for timely conduct of universal suffrage elections.</li> </ul>	<ul style="list-style-type: none"> <li>- To receive periodic reports on progress towards NIEC goal of conducting universal election in a timely fashion.</li> </ul>	<ul style="list-style-type: none"> <li>- Submit NIEC quarterly reports to principals.</li> <li>- Respond to the parliament's queries accurately and on time.</li> <li>- Submit electoral legal reform recommendations on time.</li> </ul>
Office of the Federal President	<ul style="list-style-type: none"> <li>- Ratify electoral laws on time.</li> <li>- Create a conducive political environment for the electoral process.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of a credible universal suffrage in line with constitutional requirements.</li> <li>- Obtain periodic report on the implementation of election strategic priorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Constant and regular updates and information sharing.</li> </ul>
Office of the Prime Minister (OPM) and Council of Ministers	<ul style="list-style-type: none"> <li>- Facilitate NIEC partnerships and engagements with government institutions.</li> <li>- Establish a conducive political environment for the electoral process.</li> <li>- Submit the required electoral laws to parliament on time.</li> <li>- Electoral fund and resources mobilization on time.</li> </ul>	<ul style="list-style-type: none"> <li>- Receive periodic report on the timely delivery of elections.</li> </ul>	<ul style="list-style-type: none"> <li>- Share the electoral calendar on time.</li> <li>- Coordinating the implementation of electoral events.</li> <li>- Periodic updates and information sharing.</li> </ul>
International community	<ul style="list-style-type: none"> <li>- Timely allocation of election funding.</li> <li>- Provide NIEC with technical assistance.</li> <li>- Provide political support for universal suffrage elections.</li> </ul>	<ul style="list-style-type: none"> <li>- Credible universal suffrage elections to be conducted in line with the constitutional requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- Create and maintain information sharing platform.</li> <li>- Share plans and reports on time.</li> </ul>



Stakeholder	Roles	Interest	Action required
Federal Member States	<ul style="list-style-type: none"> <li>- Support and respect NIEC's statutory mandate.</li> <li>- Cooperate with the NIEC in the implementation of all electoral activities.</li> <li>- Provide a level playing field for the political parties and candidates.</li> <li>- Fully support electoral security.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic report on program implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- Share the electoral calendar in a timely manner.</li> <li>- Coordinate when implementing major electoral events.</li> <li>- Periodic updates and information sharing.</li> </ul>
Eligible Voters	<ul style="list-style-type: none"> <li>- Exercise their democratic rights</li> </ul>	<ul style="list-style-type: none"> <li>- Participate in electoral events.</li> <li>- Elect their preferred representatives freely.</li> </ul>	<ul style="list-style-type: none"> <li>- Plan and implement inclusive voter education programmes.</li> <li>- Plan and conduct accessible voter registration and voting programmes.</li> <li>- Promote transparency in the electoral process.</li> </ul>
Political Parties	<ul style="list-style-type: none"> <li>- Register within the legal timeline.</li> <li>- Comply with political parties law and other relevant laws.</li> <li>- Maintain peace and order during campaigns and election period.</li> <li>- Participate in contesting elections according to the election laws.</li> <li>- Participate in political party liaison committees.</li> <li>- Abide by the Code of Conduct, regulations and laws.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtain political party funding.</li> <li>- Acquire necessary information from NIEC.</li> <li>- Be treated equally in the electoral process.</li> <li>- Participate in electoral evaluation activities and electoral legal reform.</li> <li>- A platform for engaging with NIEC</li> </ul>	<ul style="list-style-type: none"> <li>- Implement accessible and transparent political party registration process.</li> <li>- Establish inclusive and effective political party liaison committee.</li> <li>- Develop regulations and procedures to implement the political parties law.</li> <li>- Implement a robust and transparent political party fund administration system.</li> <li>- Regular communication and information sharing.</li> <li>- Provide a level playing field for all political parties.</li> <li>- Establish an effective political party oversight and monitoring mechanism.</li> </ul>
NIEC Staff	<ul style="list-style-type: none"> <li>- Implement the Commission's policies and programmes while practicing NIEC values.</li> </ul>	<ul style="list-style-type: none"> <li>- Adhere to NIEC core values.</li> <li>- Foster a safe and conducive working environment.</li> <li>- Provide training and capacity development to discharge their responsibilities effectively.</li> </ul>	<ul style="list-style-type: none"> <li>- Create conducive and safe working conditions.</li> <li>- Provide necessary policies and resources to deliver their duties effectively.</li> <li>- Offer relevant and necessary training to enhance staff skills.</li> <li>- Implement performance evaluation and incentive system.</li> </ul>

Stakeholder	Roles	Interest	Action required
Judiciary, Attorney General & Prosecutor General	<ul style="list-style-type: none"> <li>- Play their roles in electoral dispute resolution.</li> <li>- Take action on disputes within and between political parties.</li> <li>- Investigate alleged electoral offences.</li> </ul>	<ul style="list-style-type: none"> <li>- To uphold democracy in and adjudicate on electoral disputes,</li> </ul>	<ul style="list-style-type: none"> <li>- Create strategic and working partnerships with the judiciary.</li> <li>- Facilitate capacity building for judges on electoral dispute resolution.</li> <li>- Provide required information for investigations.</li> </ul>
Ministry of Interior	<ul style="list-style-type: none"> <li>- Draft, amend and submit to the cabinet electoral laws in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide comprehensive electoral laws.</li> </ul>	<ul style="list-style-type: none"> <li>- Submit necessary electoral legal inputs and recommendations in a timely manner.</li> </ul>
Ministry of Finance	<ul style="list-style-type: none"> <li>- Disburse NIEC and election budgets on time.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide the funding for the implementation of universal suffrage election.</li> </ul>	<ul style="list-style-type: none"> <li>- To submit election budget estimates on time.</li> <li>- Implement effective financial management systems.</li> <li>- Submit financial reports.</li> </ul>
Ministry of Education (FGS and FMS)	<ul style="list-style-type: none"> <li>- Incorporate democracy and election education in school programmes.</li> <li>- Provide venues to be used for VR and voting.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote democracy in the Country.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance partnerships by creating effective cooperation mechanisms.</li> <li>- Provide civic/voter education materials.</li> </ul>
Ministry of Information (FGS and FMS)	<ul style="list-style-type: none"> <li>- Provide publicity for NIEC and election programmes.</li> <li>- Support NIEC in production of electoral outreach materials.</li> <li>- Disseminate voter education/information materials through public media.</li> <li>- Provide equal access to national media for political parties/candidates during campaign period.</li> </ul>	<ul style="list-style-type: none"> <li>- To provide platforms for civic education</li> <li>- To issue regulations for equal access for political parties to public broadcast.</li> <li>- Regulate media to allow equal access for political parties.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance partnerships by creating effective cooperation mechanisms.</li> <li>- Information sharing on the electoral process.</li> <li>- Provide voter/information education materials.</li> </ul>
Ministry of Internal Security (FGS and FMS) Federal and State level security agencies.	<ul style="list-style-type: none"> <li>- Provide security for all electoral events and infrastructure.</li> <li>- Coordinate and establish appropriate platforms for security agencies.</li> <li>- Provide security for NIEC premises and assets.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide safety and maintain law and order.</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate and inform security agencies on all electoral events for security protection.</li> <li>- Share electoral calendar and sites for VR, polling and related activities</li> </ul>

Stakeholder	Roles	Interest	Action required
Office of the National Auditor General	<ul style="list-style-type: none"> <li>- Audit the accounts of NIEC and political parties.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtain access to NIEC financial records to account for public funds.</li> <li>- Access to political funding reports to account for public funds.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide access to NIEC financial records for auditing purposes.</li> <li>- Submit financial reports.</li> </ul>
Civil Society Organisations	<ul style="list-style-type: none"> <li>- Conduct civic/voter education.</li> <li>- Participate in election observation</li> <li>- Advocate and lobby for universal suffrage elections.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtain democracy and election education materials.</li> <li>- Enhance capacity to conduct civic/voter education.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic information sharing on the electoral process.</li> <li>- Provide civic/voter education materials and guidelines.</li> <li>- Regulate the accreditation of CSOs to deliver civic/voter education and participate in election observation..</li> </ul>
Media	<ul style="list-style-type: none"> <li>- Provide accurate and impartial reporting on electoral events.</li> <li>- Educate and inform the electorate. Avoid using inflammatory content in their coverage of the electoral process.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtain access to accurate and timely electoral information.</li> <li>- Obtain access to NIEC offices and VR and polling centres.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide clear, concise and understandable information.</li> <li>- Provide access to NIEC offices, VR and polling centres.</li> <li>- Liaise with the media on electoral process and manage mutual expectations.</li> </ul>
Election Observers	<ul style="list-style-type: none"> <li>- Report objectively on the electoral process.</li> <li>- Enhance public confidence in the transparency of the electoral process.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtain accreditation to access the electoral process.</li> <li>- Their recommendations to be considered during evaluation of elections and reforms.</li> </ul>	<ul style="list-style-type: none"> <li>- Put in place simple, effective and timely accreditation procedures.</li> <li>- Provide access to and information about electoral activities and locations.</li> </ul>

### 4.2.1 Secondary Stakeholders

Stakeholder	Roles	Interest	Action required
Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li>- Facilitate NIEC officials' international travel.</li> <li>- Provide visas for international observers.</li> <li>- Facilitate NIEC participation in international electoral conferences and trainings.</li> <li>- Facilitate passports and other travel documents for NIEC officials.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote democracy in the country.</li> </ul>	<ul style="list-style-type: none"> <li>- Liaise with the ministry and share necessary information in a timely manner.</li> </ul>
Ministry of Constitutional Affairs	<ul style="list-style-type: none"> <li>- Finalize the constitutional review process.</li> <li>- Enrich election-related articles in the constitution.</li> <li>- The constitution to be ratified through a referendum.</li> </ul>	<ul style="list-style-type: none"> <li>- NIEC technical input on election matters</li> </ul>	<ul style="list-style-type: none"> <li>- Submit recommendations on electoral-related chapters during the constitutional review.</li> <li>- Conduct a referendum on the constitution.</li> </ul>
Ministry of Women and Human Rights	<ul style="list-style-type: none"> <li>- Coordinate with NIEC in enhancing women's participation/quota in the electoral process.</li> </ul>	<ul style="list-style-type: none"> <li>- Gender equality in political participation.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance partnerships in promoting women's participation in the electoral process.</li> </ul>
Boundaries and Federation Commission (BFC)	<ul style="list-style-type: none"> <li>- Establish administrative boundaries of FMSs, regions and districts.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote democracy in the country.</li> <li>- Collaborative relationship with the NIEC.</li> </ul>	<ul style="list-style-type: none"> <li>- Liaison and regular communication.</li> </ul>
Anti-corruption Commission	<ul style="list-style-type: none"> <li>- Create awareness about electoral-related corruption.</li> <li>- Observe and document electoral-related corruption.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote good governance and democracy in the country.</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate on raising awareness about electoral-related corruption.</li> <li>- Facilitate capacity building on dealing with electoral-related corruption.</li> </ul>
Federal Member State Electoral Commissions	<ul style="list-style-type: none"> <li>- Promote working relationship with NIEC</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire experience, information and resource sharing.</li> </ul>	<ul style="list-style-type: none"> <li>- NIEC to provide capacity building support.</li> </ul>

Stakeholder	Roles	Interest	Action required
Telecom-munications Companies	<ul style="list-style-type: none"> <li>- Facilitate communication needs of the NIEC.</li> <li>- Abide by the laws governing telecommunications services.</li> <li>- Participate in voter education/ information campaigns.</li> <li>- Assist the NIEC in countering fake news and misinformation during elections.</li> </ul>	<ul style="list-style-type: none"> <li>- Active collaboration with NIEC.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance partnerships and cooperation.</li> </ul>
International and Regional EMBs	<ul style="list-style-type: none"> <li>- Provide NIEC with best practices in election management.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhanced capacity to administer local elections.</li> </ul>	<ul style="list-style-type: none"> <li>- Make the necessary membership contributions to these bodies.</li> <li>- Participate in international and regional EMB events.</li> <li>- Develop collaborative working relationship</li> </ul>
The General Public	<ul style="list-style-type: none"> <li>- Maintain peace and order during elections.</li> <li>- Express confidence in the electoral process and accept its outcome</li> </ul>	<ul style="list-style-type: none"> <li>- Active participation in the election process.</li> </ul>	<ul style="list-style-type: none"> <li>- Implement a free, fair and transparent electoral process.</li> </ul>
NIEC Suppliers	<ul style="list-style-type: none"> <li>- Supply standard and quality products and services</li> <li>- Keep and respect contracts and deadlines</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate transparency, professionalism and efficiency in the invitations for expressions of interest and bid management</li> <li>- Receive payments within agreed timelines.</li> </ul>	<ul style="list-style-type: none"> <li>- Put in place transparent and efficient bid management system.</li> <li>- Pay suppliers within agreed timelines.</li> </ul>



## 5.0 CHAPTER FIVE

# MONITORING AND EVALUATION FRAMEWORK

### Introduction

A critical component of the NIEC governance framework is the strong emphasis on evidence-informed decision-making through effective monitoring and evaluation of institutional performance. In response to this, the NIEC monitoring and evaluation (M&E) framework is designed to measure and track the effective implementation of the Strategic Plan's activities.

The preparation of the framework is mainly informed by a commitment to our intrinsic values and the expectations of our stakeholders, primarily the political parties (PPs), contestants, civil society organisations (CSOs), the Somali public and international partners, for a results-oriented performance.

To operationalize our values and translate our stakeholders' expectations into reality, we are determined to enhance our monitoring and evaluation framework and track performance continuously. Thus, the framework will guide the Commission's decision-making, safeguard transparency, integrity, and accountability, and maintain stakeholders' trust and confidence in NIEC as a credible election institution.

These systems will provide timely data and analysis to the Board of Commissioners and the Secretariat's senior leadership about the effectiveness of ongoing programming to make adjustments. They will also support a critical understanding of the impact of our work that promotes institutional learning.

The NIEC will seek to improve its review and oversight of programmes, both from an individual project perspective as well as on an aggregate level to measure their broader impact within the institution. NIEC will use a mix of quantitative and qualitative tools as part of its M&E strategy to capture data on social and institutional change to support effective programmes that form the key outcomes of our work. In this regard, monitoring and evaluation will be carried out regularly during the implementation process on all activities outlined in the Strategic Plan. It will be the basis for ensuring that allocated resources for electoral operations are converted into outcomes that contribute towards the strategic goal of conducting credible direct elections.

To ensure the effective implementation of the framework, mechanisms for tracking progress and underperformance will be established. These will include designated M&E roles and developing a feasible methodology for data collection and analysis, review and post-election evaluation, including strategies for addressing identified gaps.

**To enhance and sustain effective M&E, NIEC will:**

- a) Identify the current needs and capacity within the M&E unit as well as all other departments.
- b) Promote learning opportunities and train staff on the M&E framework.
- c) Apply the M&E framework for all programme implementation.
- d) Conduct periodic (monthly, quarterly and annual) reporting to identify gaps and areas of underperformance.
- e) Conduct comprehensive analysis of identified areas of underperformance and outline recommendations for actionable interventions for improvement.
- f) Encourage feedback in our internal and external communication.
- g) Embed and integrate stakeholders' perspectives and good practice in all NIEC activity implementation.
- h) Identify the key accountable officers and define the responsibilities for managing and implementing the M&E framework.
- i) Strengthen the monitoring and oversight capacity of the Secretariat and sub-committees, including developing protocols for regular reporting to the Board.

### **5.1 M&E Implementation Structure**

The implementation of the Strategic Plan will be supported through existing instruments, which include departmental work plans and weekly and monthly reporting. The aim is to streamline the Strategic Plan's implementation by strengthening internal and external collaborations to achieve efficiency in resource utilisation. Therefore, there is an emphasis on the need to have a well-coordinated and strategic partnership with FGS and FMS governments, civil society organisations, and international partners since the implementation of this plan is a shared responsibility.



The implementation of the strategy will be enhanced through:

- Developing departmental action/operational plans with outcome target, indicator and baseline;
- Establishing tools and structures for reviewing progress on implementation;
- Setting performance standards, measures and reporting systems against critical strategic priority areas.

## 5.2 Defining the Roles and Responsibilities for Implementation of the Framework

To minimise overlap and uncertainty in M&E functions during the implementation of the plan, the table below defines key functions and accountability for the Board, Secretary General, Political Party Registrar and departmental directors.

## 5.3 M&E Institutional Roles and Responsibilities

	Accountability to the framework
Board of Commissioners (Governance)	<ul style="list-style-type: none"> <li>• Comply with the provisions of Somalia's Constitution and the applicable laws during the conduct of elections;</li> <li>• Adhere to the NIEC Governance Framework and Code of Ethics and those NIEC Core Values promoting integrity and impartiality in the management of electoral operations;</li> <li>• Pursue the NIEC's Vision and Mission for elections that advance democracy in the Federal Republic of Somalia;</li> <li>• Prudently manage the commission's resources and maximise value for money;</li> <li>• Be accountable to the FGS, FMS, Parliament and other stakeholders by ensuring that regular updates about the NIEC's operations, including its governance, finances, programmes and activities, are widely and publicly available;</li> <li>• Ensure that appropriate policies are established and effective internal control systems are in place to enable NIEC to meet its institutional objectives.</li> </ul>

	Accountability to the framework
Board of Commissioners (Accountability)	<ul style="list-style-type: none"> <li>• Submit to Parliament the NIEC's five-year Strategic Plan, associated budgets and resource requirements for the implementation of essential activities in the Plan;</li> <li>• Submit quarterly and annual accounts and reports to Parliament and share with all stakeholders;</li> <li>• Appoint the Secretary General (SG), the Registrar and senior management of the Secretariat and evaluate their performance against annual defined targets;</li> <li>• Audit the institution's accounts to ensure that government and partner funds are properly applied;</li> <li>• Integrate key stakeholders' and partners' perspectives in the design, implementation, monitoring and evaluation of NIEC strategic activities;</li> <li>• Establish a whistle-blower policy to enable individuals to report illegal practices or violations of the Commission's policies;</li> <li>• Evaluate the Commission's programmes and activities in a participatory manner with key stakeholders.</li> </ul>
Secretary General/ Political Party Registrar	<ul style="list-style-type: none"> <li>• Ensure the effective functioning of the Commission and its staff, accounting for the organisation's financial position and resources;</li> <li>• Convene regular M&amp;E review meetings;</li> <li>• Assess the performance of Departmental Directors;</li> <li>• Ensure timely accountability for resources disbursed;</li> <li>• Review and assess the efficiency and effectiveness of policies, programmes and interventions;</li> <li>• Review the performance of the implementation of plans and report back to the Commission;</li> <li>• Undertake reviews, pre-election and post-election evaluation, and impact assessment of activities</li> </ul>
Departmental Directors	<ul style="list-style-type: none"> <li>• Manage and oversee the monitoring and evaluation of the implementation of departmental activities;</li> <li>• Present to the SG and Registrar timely reports covering outcomes and results of the implemented activities.</li> </ul>
M&E Unit	<ul style="list-style-type: none"> <li>• Operationalise and maintain an integrated M&amp;E system based on the Commission's strategic results areas;</li> <li>• Receive and analyse monthly, quarterly and annual performance reports from departments and provide feedback;</li> <li>• Conduct assessments and follow up on monthly, quarterly and annual reports and recommendations;</li> <li>• Produce and submit quarterly, semi-annual and annual performance reports to the SG and Registrar.</li> </ul>

## 5.4 Reporting and Dissemination of M&E Results

The monthly, quarterly, and annual activities performance reports outline performance, challenges and proposed mitigation measures. The reports will be based on targets set for all objective result areas in each reporting period.

## 5.5 M&E Implementation Process

The following process will be applied as the basis for guiding the documentation and decision-making process:

- The Monitoring and Evaluation Unit will gather data on the implemented activities and outcomes on a monthly, quarterly and annual basis.
- Analyse the data in reports and prepare reports on the findings arising out of the monitoring and evaluation exercise.
- Submit the findings report to the SG and Registrar.
- SG and Registrar will discuss the findings with the respective directors.
- SG and Registrar will present to the commissioners the key report findings and recommendations for addressing identified gaps.
- Commissioners will analyse findings and recommendations of interventions for addressing identified gaps, including allocating resources as appropriate.

## 5.6 Strategic Plan Annual Review

The Strategic Plan will be reviewed annually to assess the key achievements against the Plan's strategic objectives and identify constraints and opportunities.

A final evaluation will be conducted at the end of the Strategic Plan implementation period to evaluate progress towards the organisational mission and performance improvement.

## 5.7 The Monitoring Plan and Framework

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA:
<b>Objective 1: To enhance transparency, integrity and accountability in delivery of credible elections</b>		
<b>Result #1.1: Transparent and credible elections conducted</b>		
Review the Commission's Strategic Plan annually.	Strategic Plan approved	2017-2021 Strategic Plan implemented
Review and align organisational structure and functions to the Strategic Plan to deliver on strategic objectives.	Terms of Reference developed and aligned to approved organisational structure	Approved organisational structure with 115 employees
Institutionalize performance management to assess delivery on institutional mandate	Records of staff appraisals	Zero baseline
Monitor and evaluate the implementation of the Strategic Plan	Monitoring and evaluation reports	Unaudited quarterly and annual reports
Strengthen and sustain relations and collaboration for exchange of knowledge and expertise with regional and international EMBs.	Reports on collaborative activities	Membership in 3 international and regional EMBs 35 electoral learning tours
<b>Result #1.2: Gender equality promoted at all levels of electoral operations</b>		
Institutionalise NIEC Gender Equality Strategy to ensure minimum 30% women within the NIEC	Staff recruitment records Above 30% representation of women in NIEC workforce	26% of staff is female
Build the capacity of NIEC Gender Unit and gender focal points (GFPs).	Concept notes Training reports conducted	8 workshops conducted

	TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCE REQUIRED
	5-year Strategic Plan approved	Planning, administrative and operational	Secretary General	Financial and human resources
	115 employees to deliver on mandate	Institutional		
	Annual staff appraisals			
	Audited annual report		Secretary General Internal audit	Human resources
	50 regional and international engagements during 2022-2026		Secretary General	Financial
	At least 40% staff to be female by 2024		Secretary General Human resources	
	Monthly workshops on gender			

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 2: An enabling legal framework to conduct universal suffrage elections</b>		
<b>Result #2.1 Enabling regulatory framework for the conduct of universal suffrage elections</b>		
Review existing and proposed laws for electoral operational compatibility	Record of proposed laws submitted for review	Incoherent electoral laws
Identify gaps, inconsistencies and deficiencies in existing election legislation	Record of gaps and inconsistencies in the legislation	
Identify and document regulatory constraints (laws, regulations, codes of conduct and procedures) and develop recommendations for reform	Documented recommendations for legal reform	Proposed amendments on gaps and inconsistencies in the legal framework
Conduct consultation with stakeholders to address legal gaps, inconsistencies and deficiencies inherent in the electoral legal framework	Stakeholder feedback report and recommendations	4 Quarterly meetings per year with stakeholders conducted
Propose amendments to relevant legislation, including from a gender and social inclusion perspective	Documented amendments proposed	Records of proposed amendments
Advise stakeholders to expeditiously complete the review of relevant electoral legal legislation, (for instance, Electoral Law and Political Parties Law);	Progress report on the timeline Report on timeline outputs	2018/2019 draft election laws in place
Draft and adopt NIEC regulations, codes of conduct and procedures	Documented regulations, codes of conduct and procedures	2018/2019 draft regulations in place
Draft and adopt NIEC regulations, codes of conduct and procedures (for immediately required regulations/ procedures, for instance, on voter registration)	Records of VR regulations and procedures	Draft VR regulations in place
Draft and adopt remaining regulations, codes of conduct and procedures after adoption of new electoral legal framework	Records of regulations, codes of conduct and procedures adopted	2018/19 Draft regulations
Conduct consultations with stakeholders on the drafted regulations, codes of conduct and procedures	Stakeholder consultation reports	Quarterly meetings conducted with stakeholders per year

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Coherent electoral laws by 2023	Legal framework	Legal department	Internet connection
Integration and enactment of proposed amendments	Legislative		
4 Quarterly meetings per year with stakeholders conducted during 2022/23			
All proposed amendments adopted by 2022			
Timely enactment of electoral laws by 2023			
Approved regulations by 2023			
Approved VR regulations and procedures	Regulatory	Legal department	Access to internet
Approved regulations and procedures by 2022			
Quarterly meetings conducted with stakeholders per year			

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
Publish and promote adopted final regulations, codes of conduct and procedures	Publication of regulations, codes of conduct and procedures	Draft regulations in place by 2022
Strengthen and implement accountability mechanisms on violations of the electoral legal framework	Record of documented violations and corrective measures undertaken	Zero baseline
Establish EDRM based on adopted NIEC regulations and procedures for voter registration exercise	EDRM structures established	Draft EDR regulations
Operationalise EDRM following adoption of new Electoral Legal Framework and based on adopted NIEC regulations, code of conduct and procedures	Reports on EDRM activities	Zero baseline
Publish and promote adopted final regulations, codes of conduct and procedures	Publications of final regulations, codes of conduct and procedures.	Draft regulations in place
Conduct capacity building for NIEC staff, judges and other electoral stakeholders on EDRM	Reports on trainings conducted	Three 4-day workshops conducted (2021)
Develop and deploy an IT- based process to track and record electoral disputes and status reports in line with procedures	Functional IT system to register/ record electoral disputes Status reports on electoral disputes	Zero baseline
Educate the public and inform electoral stakeholders such as political parties, observers and the media on the EDRM processes	Public outreach reports Stakeholder engagement reports	Zero baseline



TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Approved regulations and procedures	Regulatory	Legal department	Access to internet
Accountability mechanism for violations of electoral laws by 2023	Accountability, management framework		
Functional EDR structures in place by 2023	Legislative		Budgetary/Financial
	Regulatory		Access to internet
EDRM regulations adopted by 2023			
Monthly workshops throughout the lifespan of the SP	Procedural		
Up-to-date electoral dispute reports by 2025	Procedural	Legal and IT departments	Software to register and track electoral disputes Access to internet
Countrywide dissemination of EDRM information by 2023/24	Mass communication Procedural	Legal and Public Outreach	Budgetary/ Financial Public outreach material: pamphlets, drama

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 3: To establish adequate support systems and processes for programme implementation</b>		
<b>Result #3.1: Unqualified audit report for the period covered in the Strategic Plan</b>		
Establish and monitor financial systems to ensure expenditure is on funded projects aligned with the organisation's Strategic Plan and approved business processes	Unqualified audited financial reports.	Unqualified audited reports
Monitor expenditure of funds to ensure compliance with approved policies and procedures	Unqualified audited reports	Unqualified audited reports
Develop and implement policies for internal operations and business processes	Standard operating procedures developed and implemented	3 procedures developed and approved during 2018-21
Comply with statutory reporting requirements	Quarterly and annual reports presented to parliament	100% compliance with reporting requirements
<b>Result #3.2: Manage assets of the organisation</b>		
Develop asset acquisition and disposal procedures	Disposal and asset acquisition procedures in place	Zero baseline
Maintain accurate assets register	Accurate assets register in place. Audited assets report.	2018 assets register in place
Conduct an inventory of organisation assets and minimise losses	Record of periodic inventory reports	3 inventory exercises have been conducted during 2018-21
<b>Result #3.3: Manage procurement processes and supply chain to support the core business of the organisation</b>		
Develop and implement procurement policies and procedures	Procurement policies and procedures in place Audit reports	All policies in place institutionalised during 2018-21
Manage an accurate supplier/vendor database	Accurate vendor database	Vendor database is in place and updated regularly
Manage and update service level agreements	A record of service level agreements	All service level agreements up to date
Establish and implement procurement plan	Procurement plan developed	Procurement in place and monitored
<b>Result #3.4: Support organisational business operations</b>		
Develop administrative procedures on office maintenance and all amenities	Standard operating procedures developed	All maintenance procedures in place
Provide support for NIEC travel and security arrangements	Travel and safety guidelines	All travel and security arrangements observed

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
100% monitoring of financial systems and expenditure implemented throughout lifespan of this Strategic Plan	Financial Administrative	Secretary General Finance	Financial Internet access ICT Software (Finance specific)
100% expenditure compliant with policies and procedures throughout Strategic Plan implementation			
Policies on internal operations and business processes fully in place by 2022			Internet access
4 Quarterly reports and annual reports audited each year in the lifespan of this Strategic Plan	Legislative Administrative		
Assets acquisition and disposal procedures in place by end of 2022	Administrative	Internal Audit Finance and Administration	Internet access
Semi-annual inventories of assets throughout the lifespan of this strategic plan			
Procurement policies fully developed and implemented by 2022	Administrative Administrative	Internal Audit Procurement	Internet access Financial Financial Internet access
Vendors fully reflected in database which is updated throughout the lifespan of this Strategic Plan			
All service level agreements reviewed and updated throughout the lifespan of this Strategic Plan			
Procurement plan adherence fully implemented throughout the lifespan of this Strategic Plan		Procurement Internal Audit	
Administrative procedures fully reviewed and operationalised throughout the lifespan of this Strategic Plan	Administrative	Administration and Finance	Financial
Annual reviews of travel and security arrangements conducted in the lifespan of this Strategic Plan			

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 4: Institutional capacity strengthened to support the core business of the NIEC</b>		
<b>Result 4.1 Enabled institution with the capacity to support the core business of the NIEC</b>		
Develop and review recruitment guidelines for institutional and electoral operations	Recruitment guidelines reviewed	2018 recruitment guidelines
Implement recruitment guidelines in line with the NIEC's human resources policy	Reports on recruitment process	
Develop job specifications and job descriptions for all positions	Terms of Reference (ToRs) developed	110 job specifications developed during 2017-21
Brief NIEC staff on HR policy and procedures	Reports on staff orientation	5 orientations sessions for 100 staff conducted during 2018-21
Publish all policies on NIEC intranet for transparency and ease of access	Publication of policies	Zero baseline
Manage staff placements, remuneration and benefits through proper implementation of human resources policies and procedures	Documented staff placements and remuneration	All HR policies in place by 2021
Monitor and evaluate HR policy implementation to inform aspects for review	HR policy review reports	All HR policies in place by 2021
Review HR policy as informed by evaluation outcomes	Recommendations of HR policy review	All HR policies in place by 2021
Conduct periodic performance assessment and individual development needs to identify skills and competency gaps across the organisation	Skills needs assessment reports Records of staff appraisal	Zero baseline
Develop, adopt, implement and maintain a human resources training and skills development plan for continuous learning	Continuous learning programmes and training plans Reports on staff development and continuous learning	2021 institutional capacity development plan
Coordinate and conduct lessons learned exercise to improve on future operations and address capacity gaps	Lessons learned report on institutional operations	Conduct 1 post-operational event on lessons learned (Geographic Information System Voting Station mapping exercise)
Plan and conduct continuous training on gender mainstreaming and apply inclusive principles for HQ and FO staff	Reports on gender mainstreaming	2020 Gender strategy

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
One annual review of recruitment guidelines	Human resource development	Secretary General Human Resources	Human resource capital Internet access
ToRs in place for all approved positions by 2022			Internet access
2 staff orientation sessions conducted per year by 2022			Internet access
All NIEC policies published on intranet by 2022			Internet access
Full harmonisation of HR policies by 2022	Institutional governance	Secretary General Human Resources	Budgetary
Full review of all HR policies by 2022		Secretary General Human Resources	Internet access
All revised HR policies in place 2022		Secretary General Human Resources	Internet access
All staff assessed on performance by 2022		Secretary General Directors	Budgetary Internet access
80% implementation of institutional capacity development plan by 2022	Human resource development	Human Resources	Internet access
At least one lessons learned exercise conducted on election event (VR pilot study) by 2022	Operational	Human Resources Election Operations	Budgetary Internet access
50% implementation of gender strategy by 2022	Institutional governance	Secretary General	Internet access

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
Develop a performance management system (PMS) in line with HR policies using strategic plan performance indicators	Staff performance management report	Performance management system not in place
Brief staff on the PMS	Training reports on PMS	Zero conducted
Monitor implementation of PMS	Status of staff appraisal reports	Zero baseline
Maintain and update human resource management records and systems with complementary controls to secure staff personal records	System for managing staff records in place	Update of records not conducted
Monitor implementation of PMS through departmental and individual plans	Individual staff appraisals	PMS and individual work plans not in place
Conduct periodic staff retreats to enhance institutional performance	Reports of staff retreats conducted	1 staff retreat conducted

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Full implementation of approved performance management system by 2022	Institutional governance	Secretary General Directors	Internet access
All staff briefed on the Performance Management System	Institutional governance	Human Resources	
All staff appraisals implemented by 2022	Institutional development		
Update of HR management records fully achieved by 2022	Institutional governance Administrative		
Complete assessment of individual staff work plans by 2022			
	Directorates		
At least one staff retreat in 2022	Institutional development	Secretary General	

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 5: To optimize delivery of NIEC management through information technology</b>		
<b>Result #5.1 Develop Data Security and Management</b>		
Install a standard-adhering ICT infrastructure (computer network...) that will enable effective implementation of other ICT services	Standard-adhering ICT infrastructure installed	Minimal basic infrastructure in place
Establish effective system configuration with capacity to uphold NIEC ICT management	Configured systems in place	Basic system configuration in place
Establish protocols and procedures for all ICT-related systems across the organisation	Records of ICT procedures and protocols	Zero baseline
Maintain and upgrade functional application systems	Records and manuals of applications systems	Basic application systems in place
Develop an electronic archiving system for important documents	Records of archiving and knowledge management procedures Guidelines to access archived records	Archiving system in place which requires improvements
Promote data sharing and safety by using in-house storage device	Records of deposited and accessed data in My-cloud server	My-cloud server in place
Account for all ICT assets and configurations within the institution and its services	ICT asset records	ICT configuration minimal
Implementing system that helps preserve institutional memory	Records of archiving and procedures Guidelines in place	Institutional management system in place
Develop, document and maintain an effective systems continuity plan by regularly coordinating data backup and restoration	Operational data back-up system	ICT data back-up
<b>Result #5.2 Establishing a comprehensive and integrated ICT solution for administering programmes</b>		
Manage the required standards for the data centre, server infrastructure, environment and security, ensure documentation and compliance to ensure availability and reliability of systems	Data management system in place	Data centre structure in place without ICT infrastructure
Perform safe system upgrade by using test machines to ensure IT service availability and reliability	Record of ICT technical guidelines	Zero baseline



TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Standard-adhering ICT infrastructure installed by 2022	Technological	ICT	ICT infrastructure Financial Human capital
Effective system configured by 2022			
Protocols and procedures in place by 2022	Administrative		ICT infrastructure
Functional application systems upgraded by 2022/23	Technological		
Archiving and knowledge management system upgraded by 2022/23	Technological Administrative	ICT Human Resources	
My-cloud server operational by 2022	Technological	ICT	
ICT to support assets and configurations in place by 2022			
Upgrade of institutional knowledge improved by 2022	Institutional Administrative ICT	ICT Secretary General Human resources	
Back-up system upgraded by 2022	ICT	Secretary	
Functional data centre in place by 2023	Institutional	Secretary General ICT Electoral Operations	ICT infrastructure Financial
Testing for system upgrades conducted by 2022	Technological	ICT	ICT infrastructure Financial

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
Perform systems control, monitoring, evaluation and analysis	A systems analysis report	Zero baseline
Modify and upgrade systems for efficiency in all ICT services	Reports on upgrades performed and modified	Zero baseline
Monitor security and safeguard NIEC systems and information assets	A record of secured ICT assets	Zero baseline

### Result #5.3 Improving Website and Social Media Platforms

Oversee NIEC web and social media platforms to ensure they are user friendly and secure	Up-to-date NIEC website Feedback from users	NIEC web and social media not assessed to test security
Ensure continuous monitoring of social media, web blogs and job recruitment platforms	Up-to-date NIEC web blog	Web blogs and job recruitment platforms for improvement
Develop interactive web services to enable the Commission to share and exchange data with external stakeholders	A web service information sharing platform	Zero baseline
Publish, archive and retrieve multimedia resources on the Commission's activity	Publications on Commission activities	Zero baseline

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Assessment of systems conducted by 2022	Technological	ICT	ICT infrastructure Financial
Systems modified and upgraded by 2022			
Monitoring of ICT assets and safeguards in place by 2022			
Webpage and social media platforms secured by 2022	Technological	ICT	Financial
Management and monitoring of web blogs improved by 2022			ICT infrastructure
Interactive web services upgraded by 2022			ICT infrastructure Financial
Commission activities published by 2022	Technological Institutional	Secretary General ICT	

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 6: To have an informed electorate aware of its rights and obligation</b>		
<b>Result #6.1: Participation of the electorate in election processes</b>		
Stakeholder mapping for identification of potential VE partners	A database of partners for voter education	2017/18 stakeholder database
Engage stakeholders on the comprehensive Information, Education and Communications Plan to facilitate implementation	Stakeholder engagement reports on VE implementation Assessment of VE implementation	Zero stakeholder engagements on voter education
Develop an implementation strategy for the rollout of the plan	A documented voter education implementation strategy	Zero implementation of voter education strategy
Review the VE manual and VE communication products in collaboration with CSOs and academia	Voter education manuals and communication manuals reviewed Third party monitoring and evaluation reports	Education manual and implementation policy developed during 2018-2020
<b>Result #6.2: Enhance citizens' knowledge and stakeholder understanding of NIEC programmes and operations</b>		
Develop and implement a comprehensive public relations communications plan	Public relations communication plan Periodic status reports on implementation of public relations plan	Zero baseline
Establish platforms for engagement with public, partners and stakeholders (PPs, CSOs, Media, Government institutions) using local dialects countrywide	Reports on engagement with key stakeholders countrywide	Zero baseline
Harmonise and share electoral democracy education programme with the media for public information	Records of publicised electoral education programmes	2 media briefings
Integrate planning and collaborative delivery of electoral democracy education with stakeholders and media houses	Report on planning and collaborative efforts with stakeholders Terms of reference for collaboration with stakeholders	3 media briefings held, 10 stakeholder meetings
Monitor media reports to ensure accurate reporting on NIEC programmes and activities	Record of media reports monitored Reports on action taken on inaccurate reporting Archived media records including NIEC responses (as required)	60 media reports monitored with 20 media report inaccuracies found
Develop and implement Standard Operating Procedures (SOP) to manage misinformation	Guidelines and SOPs developed	Zero baseline
Promote the image and identity of the NIEC across the country	Record of public relations efforts	10 Public outreach events

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
100% mapping of VE countrywide by 2022	Stakeholder database	Public Outreach	Internet access Financial
At least 4 stakeholder engagements by end of 2022	Stakeholder database		Budgetary Internet access / Communication tools and material (audio visuals etc)
Voter education strategy and action plan by 2023	Action plan		Budgetary Internet access
Voter education manual and implementation policy updated by 2023	Educational information		Budgetary Internet access
6 strategic meetings and 4 public relations events rolled out by 2023	Public information	Communications Public Outreach	Financial Communication tools
6 strategic engagement platforms, 4 meetings with key stakeholders		Public Outreach	Communication tools Internet access
4 media briefings held by 2022		Secretary General Public Outreach	
6 media briefings and 4 meetings with stakeholders by 2022			
100% responses to media inaccuracies			
100% responses to media misinformation		Secretary General Communications	
12 meetings with 4 strategic partners		Secretary General	

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 7: To register and regulate political parties and candidates to ensure a level playing field</b>		
<b>Result #7.1: Strengthen the capacity of the Office of the Political Party Registrar (OPPR)</b>		
Review and align the structure of the OPPR to deliver on its strategic objectives	Staff terms of reference aligned to OPPR strategic objectives	7 staff in OPPR
Develop procedures and manuals to guide political parties and candidates to participate in the electoral process in accordance with the legal requirements	Procedures and manuals developed	2 procedures and manuals
Establish engagement mechanism with stakeholders, CSO observers, and media	Reports on stakeholder engagements	35 stakeholder engagements conducted
Develop and implement a document management and archiving system	Archiving and document management system in place	Partially operational archiving in place
<b>Result #7.2: Register and facilitate the participation of political parties in the electoral process in line with the electoral law</b>		
Register and maintain an up-to-date database of political parties to ensure compliance with the political party registration requirements	Compliant and up-to-date register of political parties	110 partially registered political parties
Establish an ICT software for registration of political party members to ensure inclusivity and avoid multiple party membership	Registration software for political parties developed	Partially developed registration software for political parties
<b>Result #7.3: Register eligible candidates for electoral process</b>		
Manage the disbursement of the political party fund in accordance with the relevant laws and regulations	Regulations for disbursement of political party fund Documented procedures for disbursement of funds Financial reports on political party funds disbursed	Zero baseline
Publish audited accounts of PPs in public domain	Audited records of political party funds Audited accounts published	Zero baseline
Regulate the participation of political parties to provide a platform for consultation on electoral processes	Regulations for liaison with political parties	Zero baseline
Apprise political parties on procedures for electoral dispute resolution	Minutes of meetings with political parties on EDRM	Zero baseline
Establish an effective coordination mechanism between NIEC Electoral Operations and the OPPR	Coordination mechanisms established Minutes of meetings	

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
All staff appropriately assigned to deliver on strategic objectives by 2022	Institutional	OPPR	Office equipment, space, furniture Financial Access to internet
Procedures and manuals fully developed and distributed by 2023	Public information		Internet access
4 planned events with stakeholders and 4 media briefings by 2022	Stakeholder engagement information		Financial Internet access
100% fully operational e-archiving system by 2022	Institutional		Internet access
30 fully registered political parties by 2023	Legislative	OPPR	Internet access
100% functional software	Administrative		
Full compliance with disbursements by 2024	Legislative	OPPR	Financial Internet access
100% audited publication of political party accounts by 2024			
Complete regulatory framework on liaising with political parties by 2023	Regulatory	OPPR Legal	Internet access
Fully operational electoral dispute resolution mechanism by 2023	Legislative		
Monthly interactions between OPPR and NIEC Electoral Operations by 2022	Institutional	OPPR Electoral Operations Legal	

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
Regulate the participation of political parties in establishing information sharing platform	Regulations for participation of political parties on information sharing platforms Minutes of meetings with participating political parties	Zero baseline
Develop ICT software to facilitate the registration of participating contestants	Contesting candidates/political party system	Zero baseline
Maintain an accurate database of all electoral contestants and transfer to the NIEC within stipulated election timelines	Guidelines for maintaining a database of election contestants Accurate database of election contestants	Zero baseline
Publish eligible contestants in line with electoral timetable	A record of election contestants published	Zero baseline

#### Result #7.4: Monitor and evaluate OPPR operations

Develop a monitoring work plan with guidelines and checklists	Work plan developed Guidelines for monitoring work plan Periodic status update reports on implementation of work plan	Zero baseline
Review and assess OPPR operations and activities for improvement	Evaluation reports on operations. Assessment findings of review of operations Work plan for implementation of recommendations for improvement	Zero baseline
Report periodically on OPPR operations	Periodic operational reports	Quarterly reports
Conduct periodic briefings with political parties on review and assessment findings	Minutes of meetings and records of assessment findings shared with political parties	Quarterly briefings conducted during 2018-20



TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Fully approved regulations for liaison with political parties by 2023	Regulatory	OPPR Legal	Internet access
100% registered contestants by 2024/25	Legislative	OPPR	Internet access
Fully accurate database of contesting parties by 2024/25			
100% publication of eligible contestants in 2024/25			
4 quarterly reports per year on work plan implementation	Administrative	OPPR	Internet access
At least 2 assessments conducted per year by 2024			
4 quarterly reports by 2022			
Monthly briefings with political parties by 2022			

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Objective 8: To register all eligible voters</b>		
<b>Result #8.1: Effective, efficient and sustainable voter registration systems and processes developed</b>		
Identify the most relevant VR methodology	Voter registration guidelines and procedures developed	2017 VR feasibility study conducted
Engage with stakeholders on available options	Report on stakeholder engagement with voter registration options	20 stakeholders consultations
Develop VR operational plan and budget	Voter registration operations plan and budget	2018/19 Budget and operational plan developed
Establish joint VR operations centre with security	A joint voter registration operations centre established Reports on the activities of the joint voter registration operations centre	2021 Data centre structure established
Develop BVR kits specifications	Biometric voter registration specifications developed	2019 BVR kit specifications developed
Deploy the BVR materials and personnel to registration centres	Voter registration material deployment plan	VR plan in place
Register voters	Voter register	Zero baseline
Publish provisional voter list	Publication of a provisional voter list	Zero baseline
Develop a concept of operations to identify suitable voter registration sites	Voter registration sites concept of operations developed A report on the implementation of the concept of operations A list of voter registration sites identified	2018/19 voter registration site identification concept of operations
Engage electoral security taskforce to provide lists of security requirements appropriate to each VR site (which may vary)	Electoral task force report on VR sites	4 meetings held during 2017–2021
Conduct field consultations and briefings with stakeholders	Reports on stakeholder consultations and briefings (on VR sites)	Zero baseline
Publish the final list of VR centres approved by the Commission	Approved voter registration centres published	Zero baseline

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
2 voter registration options developed by 2022	Operational	ICT Electoral Operations	
10 stakeholders consulted through 20 meetings and 5 events on proposed options		GIS ICT Electoral Operations	Financial Human capital
280 voter registration centres identified by 2023		ICT Electoral Operations ICT	Software Equipment Financial
Functional data systems fully in place by 2023			
Review of specifications fully completed by 2022			
100% deployment to all registration centres	Operational Procedural	Logistics ICT Electoral Operations	Financial Human resources Equipment
All eligible voters registered			
All voters on provisional voter list			
Concept of operations developed by 2022			Financial Human resources Internet access
4 quarterly meetings with security task force by 2022/23			
4 quarterly consultative events per year by 2023/24			
100% updates on voter lists All verified voters registered on final list by 2024	Operational Legislative	Legal Electoral Operations ICT	Internet access

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
Develop data capture framework (How data will be collected, schedule methodology, and reporting method)	Data capture process developed	Zero baseline
Establish central server for data storage and management	Central server in place	Zero baseline
Training of IT technicians on the data processing centre hardware and the registration kits	Training report	Zero baseline
Develop VR logistics deployment plan and procedures	Voter registration procedures and deployment plan in place	VR logistics plan and procedures in place
Procurement of equipment to cater for voter registration	Voter registration procurement timeline	Zero baseline

#### Result #8.2 Coordinated logistics to support the delivery of credible voter registration operations in place

Monitoring system for distribution chain and retrieval of materials for all VR locations	Voter registration distribution and retrieval of material plan developed	Plan in place
Recruit and train logistics staff	Recruitment and training plan Reports on implementation of recruitment and training plan	18 logistics trainings conducted during 2017-2021
Identify VR plan for transportation of material and services	Voter registration plan for transportation of material	VR plan for transportation of material in place
Establish secure VR material warehouses	Letters of agreements in place	5 AMISOM storage facilities identified
Develop a logistics budget	Budget developed	Zero baseline
Develop voter identity card design and data capture software and hardware systems and printing	Voter ID designed with supporting software	Zero baseline
Develop voter ID regulations and procedures	Voter ID regulations and procedures developed	Zero baseline

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
Data capture framework fully in place by 2023	Operational	ICT Electoral Operations	Internet access
Functional central server fully in place by 2023			Financial IT Equipment
All IT technical staff trained by 2023		ICT	IT Equipment training kits Financial
Deployment plan and procedures fully in place by 2023		Logistics ICT	Human resources
Equipment fully procured by 2023/24	Administrative Operational	Electoral Operations	Equipment Financial Human resources

4 quarterly reports per year by 2023/24	Operational	Logistics Electoral Operations ICT	Financial Human resources
4 logistics trainings of different contents conducted per year during 2022-2024		Logistics Electoral Operations	Financial Human resources Internet access
Letters of agreements fully in place by 2023	Operational Administrative	Logistics Procurement	Financial Internet access
Budget fully developed by 2023		Logistics Financial	
Functional data capture software fully developed by 2023	Operational	ICT Electoral Operations	Financial Software programme Internet access
Regulations and procedures fully in place by 2023	Regulatory Operational	Legal ICT Electoral Operations	Internet access

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Result #8.3: Distribute voter identify cards to those who fulfilled the registration requirement in accordance with e</b>		
Develop voter ID card distribution operations plan	Distribution operations plan developed	Zero baseline
Collaborate with stakeholders and security agencies on the distribution plan	Reports of meetings with stakeholders on distribution plan	Zero baseline
Conduct voter information campaign on voter ID card distribution	Reports on voter ID card distribution	Zero baseline
Develop ID logistics plan and budget	Voter ID logistics plan	Zero baseline

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
<b>electoral laws and regulations</b>			
All voter cards distributed by 2024/25	Operational	Logistics ICT Electoral Operations Public Outreach	Financial
Quarterly meetings conducted with all security agencies by 2023			Internet access
All voter cards distributed by 2024/25			Human resources Internet access
Operational logistics in place by 2023			Financial Human resources

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
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**Objective 9: To deliver peaceful, credible, free and fair elections that reflect the will of the Somali people**
**Result #9.1: Peaceful and credible election delivered**

Election operations plan developed and implemented	Election operations plan	Draft election operations plan in place
Election results announced	Seats allocated to successful parties/candidates	Zero baseline

**Result #9.2: A comprehensive logistics plan to support the delivery of credible voting operation**

Systems and infrastructure for voting operations plan and deployment implemented	Logistics plan infrastructure for voting operations	Zero baseline
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**Result #9.3: Credible elections conducted in line with electoral laws**

Participation of eligible voters	Record of voters who cast their votes	Zero baseline
Allocation of seats in line with election outcome	Record of election results	Zero baseline
Develop voting and counting procedures, processes and manuals	Voting and counting procedures and manuals	40 NIEC staff trained on by-election procedures and guidelines
Develop election operations plan (EOP) and risk management matrix	Operations plan and risk management matrix developed	Draft operations plan and risk management in place
Establish effective coordination mechanisms with electoral security taskforce on implementation of EOP	Reports on implementation of electoral operations plan	Zero baseline
Establish monitoring system on EOP implementation	Report on monitoring operations plan implementation	Zero baseline
Develop temporary electoral staff recruitment plan and trainings	Terms of reference developed Recruitment and training plan Reports on training of logistics staff	1,094 temporary staff targeted for training
Develop electoral calendar and transport communication with political parties and other stakeholders	Electoral timeline	2019 draft timelines developed for various election models
Conduct mock elections	Reports on mock election exercises simulated	Zero baseline
Develop electoral observers' manuals and briefings	Election observer manuals	Zero baseline
Develop electoral observers' procedures, codes of conduct and manuals for voting	Election procedures and manuals	Zero baseline



	TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
	Full implementation of operations plan by 2024/25	Operational	Electoral Operations	Financial
	Complete vote count and election results announced by 2024/25			Human resources Software programme
	Voting systems and infrastructure fully in place by 2024/25	Operational	Electoral Operations	Financial Human resources
	All eligible voters casting votes by 2024/25	Operational	Electoral Operations	Financial
	All seats allocated by 2024/25			Human resources Software programme
	All operational NIEC staff trained on voting and counting by 2024/25	Operational	Human Resources Electoral Operations	Financial Human resources
	Operations plan with risk mitigation fully in place by 2023/24		Electoral Operations	Internet access
	4 meetings with security taskforce conducted per year by 2023/24			Financial
	Full implementation of monitoring plan by 2023/24	Operational	Electoral Operations	Human resources
	All temporary staff recruited and trained for election events by 2023/24			Financial Human resources
	Various timelines to suit election model developed by 2023/24			Internet access
	2 mock elections conducted by 2023/24		Public Outreach	Financial
	4 meetings/briefing events per year with observers conducted by 2023/24			
	4 meetings/briefing events per year with observers conducted by 2023/24			

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
<b>Result #9.4: Provide effective logistics to support for the delivery of credible elections</b>		
Develop electoral materials design specifications including ballot papers	A record of specifications for electoral materials prepared	Zero baseline
Develop voting logistics deployment plan, policies and procedures	A record of a logistics deployment plan, policies and procedures developed	Zero baseline
Procurement of equipment to cater for voting operation	Procurement plan developed	Zero baseline
Monitoring system for distribution chain and retrieval of materials from all voting locations	A distribution and retrieval of election material plan in place	Zero baseline
Recruit and train logistics staff	Terms of reference developed A recruitment and training plan Reports on training of logistics staff	4 logistics trainings for 84 participants conducted
Identify voting material transportation services and methods	A record of transportation network in place	Zero baseline
Establish secure voting material warehouses	Letters of agreements for voting material warehouses in place	A secure warehouse in NIEC compound in Mogadishu
Develop efficient voting logistics budget	Budget developed	Zero baseline
<b>Result #9.5: Establish election results management systems that are efficient and reliable</b>		
Establish ICT solutions for results transmission	Election results system in place Election results transmitted	Zero baseline
Identify national results tally and tabulation centres	A record of national election results and tabulation centres Tabulated election results	2020 Data centre structure established
Develop transparent calendar for communication of election results with stakeholders	Minutes of meetings on election timelines with stakeholders Election calendar published	2019 draft timeline for various election models developed
Conduct training of staff on results management systems	Training report	Zero baseline
<b>Result #9.6: Conduct post-election evaluation on time</b>		
Conduct workshops on electoral process review and lessons learned with election stakeholders and partners	Post-election lessons learned report with recommendations	Zero baseline

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
All election materials ready for election by 2024	Operational	Electoral Operations	Financial Human resources
Logistics plan fully in place by 2023			Financial Human resources
All materials and equipment procured by 2023/24			
4 quarterly reports per year by 2023/24			
4 logistics trainings conducted per year during 2022-2024 with 4 logistics simulation exercises by 2024			Financial Human resources
All letters of agreements in place by 2023	Operational	Electoral Operations Logistics	
All letters of agreements in place by 2023			Financial Human resources
Budget fully developed by 2023			
All ICT software solutions in place by 2023/2024	Operational	ICT Electoral Operations	Financial ICT Software programmes Human resources
All functional national results tally and tabulation centres in place by 2023			Electoral Operations
Full implementation of timelines adopted by 2023			
All staff trained by 2025			
One post-election event with all stakeholders involved in process conducted by 2025/26	Operational	Electoral Operations	Financial

RESULT/ACTIVITIES	INDICATORS	BASELINE DATA
Stakeholder engagements and consultations	Reports on stakeholder engagements and consultations	6 stakeholder consultations conducted
Publish post-election evaluation report	Post-election report published	Zero baseline
Engage external audit	External audit report	Zero baseline

TARGET	INFORMATION TYPE	RESPONSIBILITY	RESOURCES REQUIRED
4 quarterly stakeholder events conducted per annum between 2022 and 2025	Operational Institutional	Electoral Operations Public Outreach	Financial Human resources
Publish one annual report by 2025/26	Institutional Operational	Electoral Operations	Financial Human resources
One external audit conducted and reported following completion of the voter registration in 2024  One external audit conducted and reported following completion of the election 2025/26.	Administrative	Secretary General	Financial



Jamhuuriyadda Federaalka ee Soomaaliya جمهورية الصومال الفيدرالية Federal Republic of Somalia

**Guddiga Madaxabannaan ee Doorashooyinka Qaranka**

الهفوضية الوطنية المستقلة للانتخابات

**National Independent Electoral Commission**

