



MALAWI ELECTORAL COMMISSION

MALAWI ELECTORAL COMMISSION 2023-2028 STRATEGIC PLAN

LILONGWE

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MALAWI ELECTORAL COMMISSION 2023-2028 STRATEGIC PLAN

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ACRONYMS

| | |
|----------|---|
| ACB | Anti-Corruption Bureau |
| BRIDGE | Building Resources in Democracy, Governance and Elections |
| CEO | Chief Elections Officer |
| CMD | Centre for Multiparty Democracy |
| CSO | Civil Society Organisation |
| CTA | Chief Technical Advisor |
| CVE | Civic and Voter Education |
| DAHR | Director of Administration and Human Resources |
| DC | District Commissioner |
| DES | Director of Electoral Services |
| DEST | District Elections Supervisory Team |
| DGP | Democratic Governance Programme |
| ECA | Electoral Commission Act |
| EDR | EDR Electoral Dispute Resolution |
| EMB | Electoral Management Body |
| ERP | Enterprise Resource Planning |
| ETF | Elections Task Force |
| EU | European Union |
| GAP | Generally Accepted Principles |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome |
| HRMS | Human Resource Management System |
| ICT | Information Communication Technology |
| IFMIS | IFMIS Integrated Financial Management Information System |
| LGEA | Local Government Elections Act |
| LS | Legal Services |

| | |
|-------|--|
| MACRA | Malawi Communications Regulatory Authority |
| MDAs | Ministries, Departments and Agencies |
| M&E | Monitoring and Evaluation |
| MEC | Malawi Electoral Commission |
| MoU | Memorandum of Understanding |
| MPLC | Multiparty Liaison Committee |
| MPR | Media and Public Relations |
| NECOF | National Elections Consultative Forum |
| NRB | National Registration Bureau |
| NRIS | National Registration and Identification System |
| NSO | National Statistical Office |
| ORT | Other Recurrent Transactions |
| PAC | Public Affairs Committee |
| PPE | Parliamentary and Presidential Elections |
| PPEA | Parliamentary and Presidential Elections Act |
| RBM | Results-Based Management |
| RME | Research, Monitoring and Evaluation |
| SADC | Southern Africa Development Community |
| SDG | Sustainable Development Goals |
| SM | Security Manager |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| ToT | Trainer of Trainers |
| UNDP | United Nations Development Programme |
| WM | Warehouse Manager |

FOREWORD

This Strategic Plan presents the Malawi Electoral Commission's aspirational framework for the delivery of credible elections under the laws of Malawi with a view to entrenching our democracy and implementing all activities in a free, fair, transparent, efficient, cost effective and inclusive manner. The Strategic Plan sets out strategic goals and objectives to be achieved by the year 2028. The development of this document has considered the social-economic, legal and electoral environment as well as the general operational plan for the 2025 General Election. In setting out its present institutional goals and aspirations, the Commission expresses its modest ambition to become a model Electoral Management Body in the Southern Africa Development Community (SADC) region and in Africa generally by articulating the strategies for the conduct of elections with strict adherence to the law and prevailing international best practices.

The creation of the present Strategic Plan fully embraces the recent historical challenges encountered in the discharge of MEC's unique electoral mandate, the identified performance gaps observed, critical success factors and the foreseeable challenges likely to be encountered while executing our constitutional responsibilities towards the 2025 General Election. Therefore, this strategic document is being celebrated for availing the Commission a timely opportunity to carefully outline appropriate strategies to mitigate the anticipated challenges in order to ensure that elections are credible, free, and fair.

In developing this Strategic Plan, deliberate efforts were made to ensure that the process was as consultative and participatory as possible. I must, therefore, commend the Chief Elections Officer and the Secretariat for championing the process and also acknowledge and appreciate the input of Commissioners in providing the strategic policy direction in the development of this document. Let me also take this opportunity to express my sincere appreciation and that of the Commission to the Government of the Republic Malawi, UNDP and other Development Partners, Political Parties, Civil Society Organisations, Media, the academia, and other stakeholders for their special and collective contribution towards the development of this Strategic Plan.

It is worth highlighting that this Strategic Plan has been developed within the context of significant legal reforms which necessarily affect the general operational framework within which it will be implemented. In addition to these reforms, the development process was fully informed by the indispensable demand for competent technical skills, functional operational structures, modern Information and Communication Technology (ICT) technological investment, appropriate equipment and systems, as well as adequate financial resources. These will facilitate effective discharge of our mandate as set by the law; alongside the unceasing need to put in place measures that anticipate and mitigate the impact of natural calamities, disasters, pandemics and other emerging challenges.

In an effort to address these demands, the Commission intends to adopt the use of information technology to enhance transparency, credibility and effectiveness of key electoral processes and make the conduct of elections more cost-effective. Needless to say, this Strategic Plan remains a live document in order to allow for flexibility and appropriate adjustments whenever necessary so as to address challenges that may emerge in the course of implementation. Since the implementation of this Strategic Plan will depend on timely and sustainable availability of resources, timely support by the Government of the Republic of Malawi and its Development Partners shall remain critical throughout the implementation period.

The Commission will continue fostering the invaluable network of all relevant partners and stakeholders to ensure strengthening of collaboration which is necessary for inculcating and entrenching public trust in the Commission's undertakings.

It is also worth mentioning that in line with the need for rationalizing the current organizational structure and the necessity to be close to most of the critical stakeholders the Commission has, in line with a longstanding strategic commitment, relocated its Head Office from Blantyre to Lilongwe. This should reduce costs for networking and the implementation of activities and engagements because most of the ministries, departments, and agencies that the Commission deals with are based in Lilongwe.

Lastly, the Commission endorses this Strategic Plan and commits to ensuring its implementation. The Commission will continuously provide an enabling environment to encourage commitment and motivation to our staff to ensure smooth implementation of this Strategic Plan and the achievement of its strategic goals. The Commission will provide oversight and leadership in the implementation of this Strategic Plan to ensure that any performance gaps and emerging issues are identified early, and mitigation measures are taken appropriately. It is the deep aspiration of this Commission to deliver free, fair, inclusive, transparent, and credible 2025 General Elections.

Justice Dr. Chifundo Jairus Kachale
CHAIRMAN

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PREFACE AND ACKNOWLEDGEMENTS

This Strategic Plan provides the Malawi Electoral Commission's blueprint to fulfil its mandate for the next five years. This Strategic Plan is informed by the Commission's commitment to deliver free, fair, transparent, efficient, and inclusive elections. Importantly, this Strategic Plan contributes towards creating effective governance systems and institutions through the delivery of credible elections. In addition, it acts as a guide to the Commission in the allocation and management of its resources.

Key Reform Areas in the 2023-2028 Strategic Plan include: (a) Digitalization of processes to reduce operational costs by minimising paper based and manual processes in the delivery of services; (b) Disaster Response Management Framework ensuring that the organization is prepared for any potential crises; (c) Safety and security measures for staff, operations and assets; (d) Financial sustainability through expanded financial resource base; and (e) Enhanced accountability and transparency to earn the trust and confidence of the general public.

Malawi's electoral process is grounded on participation. The Commission has, in this Strategic Plan, closely aligned priorities to enhance credibility, inclusivity, and voter experience. Notably, the 2019 Tripartite Elections (TPE) and 2020 Fresh Presidential Election (FPE), Post-Election Evaluation Reports, feedback from both internal and external stakeholders, offered valuable lessons, and revealed areas of further reforms and improvement. The processes of developing and validating the MEC 2023-2028 Strategic Plan and its implementation programme was consultative and participatory. The process also brought on board key stakeholders and partners, who made valuable contributions in the preparation of the Strategic Plan.

The Strategic Plan also contains an inbuilt monitoring and evaluation framework for tracking progress of implementation and ensuring responsibility and accountability for all staff. The innovative approach to monitoring will provide the basis upon which the Commission will obtain information for sound decision making. Let me point out that the culture of self-evaluation and improvement, which the Commission has endeavoured to foster, is a major reform element.

Lastly, I wish to acknowledge all stakeholders who, in one way or another contributed towards the preparation of this Strategic Plan. The participation, input and support from State and non-state actors, the Commissioners and Secretariat staff significantly contributed to the development of this Strategic Plan. Specifically, I wish to convey my sincere appreciation to the Commission's Research, Monitoring and Evaluation Committee, and the UNDP Chief Technical Advisor-Elections and his team for their technical input, and guidance.

Finally, I appeal for continued financial and technical support from the Government of the Republic of Malawi, Development Partners and all stakeholders to ensure the successful implementation of this Strategic Plan.

Andrew Mpesi
CHIEF ELECTIONS OFFICER

EXECUTIVE SUMMARY

This Strategic Plan presents the Malawi Electoral Commission's (MEC) aspiration towards delivering credible elections to entrench democracy in Malawi and sets out strategic goals and objectives to be achieved by the year 2028. The development of the Strategic Plan has taken into account the social-economic, political, legal environment and the 2025 General Election Operational Plan. In setting the goals and aspirations in this Strategic Plan, MEC is expressing the desire to be a model Electoral Management Body (EMB) in the Southern Africa Development Community (SADC) region and in Africa as a whole. MEC prides itself in presiding over the conduct of elections with strict adherence to the law and prevailing international best practices.

The development of the Strategic Plan was informed by the situation analysis; Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis that isolated key achievements, gaps, challenges, and lessons learnt from the implementation of the 2018 – 2022 Strategic Plan.

The strategic direction of the Strategic Plan has also been informed by the vision “A professional and trusted electoral management body that delivers credible elections in Malawi”. This has been buttressed by the mission “To deliver credible elections according to the laws of Malawi to entrench democratic values by implementing MEC’s activities in a free, fair, transparent, cost-effective and inclusive manner” and forms the objective of the Strategic Plan.

The objectives of the Strategic Plan are articulated through four pillars namely; Electoral Environment, Internal Business Processes, Electoral Operations, and Information Management Systems and Monitoring and Evaluation. The objectives are:

- a) a) To deliver justifiable, peaceful, free, fair and credible elections;
- b) To strengthen institutional operations and financial sustainability through improved governance, leadership, human and financial resources management
- c) To attain public trust and achieve excellency and increased participation of all stakeholders in management of elections and referenda.

- d) To innovate and introduce digitalisation for achievement of cost effectiveness, efficiency, transparency and security of electoral processes and services.

There are several factors that may affect the implementation of the Strategic Plan. The factors include political will, organisational leadership, financing, legal framework, ICT systems, organisational culture, and stakeholder collaboration. The Strategic Plan has an intervention logic which illustrates the theory of change, displays a results pathway from inputs through activities up to the ultimate goals, namely: Electoral Integrity, Citizen Confidence in Elections, Political Leaders Confidence in Elections, Inclusivity and Elections Legitimacy. These will be achieved through the service delivery goals such as Quality, Effectiveness, Transparency, Probity, Cost-effectiveness, and Accountability. Below the service delivery goals are the strategic objectives which are derived from the pillars of this Strategic Plan. The strategic objectives will be achieved through implementing strategic activities. The results pathway traces the implementation of specific activities as guided by the principle of impartiality.

The Strategic Plan further outlines how MEC's corporate governance shall be enhanced through improved oversight towards the implementation of policies and procedures that guide the commissions business. This will result in focussing on strengthening institutional excellence, financing sustainability, and putting in place measures that mitigate against unforeseen, disasters and calamities.

The pillar on electoral operations aims at achieving excellence in the management of elections, describes the management of elections and referenda in a manner that earns public trust through adherence to existing legal framework and observance of international best practices. It focuses among others on establishment of registration and polling centres, effective dissemination of voter information and education, voter registration, electoral inclusion, polling and results management as well as electoral dispute resolution.

The Information management system and monitoring and evaluation pillar aims at innovating and introducing digitalisation for the achievement of cost effectiveness, transparency and security of electoral processes. Digitalisation will facilitate information management and utilisation for evidence-based decision-making. Research and publication goal aims at

encouraging utilisation of research findings in decision-making for both policy formulation and implementation of activities.

In terms of the implementation arrangement, the Strategic Plan outlines the role of the Commissioners, Management, staff, and stakeholders. Other areas highlighted include institutional set-up, financial management arrangements, monitoring and evaluation, and risk management. In conclusion the Strategic Plan outlines the Results Framework to apportion responsibility for the implementation of strategic activities, to attaining strategic results with clear performance indicators and targets and means of verification.

1.0 INTRODUCTION

1.1 Background

The Malawi Electoral Commission (MEC) is a constitutional body created under Section 75 of the Constitution of the Republic of Malawi to supervise and direct the conduct of all statutory elections namely; Parliamentary, Presidential, Local Government and Referenda. In addition to this MEC is also responsible for determination of constituency and ward boundaries. The Commission discharges its mandate within a legal framework which comprises the Constitution of the Republic of Malawi, Malawi Electoral Commission Act (Cap. No. 2:02 of the Laws of Malawi), Presidential, Parliamentary and Local Government Elections Act (Act No. 10 of 2023) and the Referendum Act (Act No. 6 of 2018) as key pieces of legislation. In addition to these pieces of legislation, there are other pieces of legislation which also have provisions relating to elections. These are; Political Parties Act (Act No. 1 of 2018) and the Malawi Citizenship Act (Cap. 15:01 of the Laws of Malawi). The elections are also regulated by Regulations and Codes of Conduct made and promulgated by the Minister of Justice on recommendation of MEC for the better carrying out of its functions under the law.

The Commission is composed of a Chairman who is a judge nominated in that behalf by the Judicial Service Commission and appointed by the President of the Republic of Malawi and such other members not being less than four and not more than six appointed by the President in accordance with the Malawi Electoral Commission Act. MEC has a Secretariat which is headed by the Chief Elections Officer. The Chief Elections Officer is also the Chief Executive Officer and is responsible for the day-to-day undertakings of MEC. The organisational structure of the Secretariat comprises the Office of the Chief Elections Officer, two main departments and eight directorates. These two main departments are the Finance and Administration (Corporate) and Electoral Operations which are headed by Deputy Chief Elections Officers.

MEC's head office is currently based in Lilongwe. Apart from the head office, MEC has three Regional Offices in Blantyre, Lilongwe and Mzuzu. In addition, MEC has District Elections Offices that are stationed in the city, municipal, and district councils.

MEC adopted an electoral cycle approach to the implementation of its electoral activities. An electoral cycle approach is the management of an election where an election is not considered as an event but a continuous process. This approach enables strategic management of the electoral

processes. To conceptualise, plan, implement and monitor the electoral cycle approach, MEC requires a seamless plan that provides strategic direction in the implementation of electoral activities. Therefore, as the 2018-2022 Strategic Plan was coming to an end, MEC embarked on a process of developing a new strategic plan to guide its general operations from 1st April, 2023 to 31st March, 2028 and give MEC strategic direction in the preparation and conduct of elections.

1.2 Rationale for the 2023-2028 Strategic Plan

The rationale for this Strategic Plan is informed by MEC's commitment to deliver justifiable, peaceful, free, fair, and credible election. Secondly, this Strategic Plan contributes towards creating effective governance systems and institutions through the conduct of credible elections. This is in line with the Malawi Vision 2063. With its transformative and reform agenda, this SP aims at positioning as a pre-eminent Elections Management Body (EMB) within Southern Africa Development Community (SADC).

This Strategic Plan provides strategic direction for MEC to effectively and efficiently carry out its mandate. In addition, it acts as a guide to MEC in the allocation and management of its resources.

1.3 Key Reform Areas in the 2023-2028 Strategic Plan

This SP seeks to introduce improvements in the execution of its mandate among others through the following;

- a) Digitalization of processes which will help reduce operational costs by minimising paper based and manual processes in the delivery of services.
- b) Disaster Response Management Framework which will ensure that the organization is able to manage elections during natural disasters, pandemics and other types of crises.
- c) Safety and security measures which will ensure that personnel and assets are secured throughout the electoral cycle.
- d) Financial sustainability to be achieved through prudent use of resources and expansion of financial resource base which will ensure timely and full implementation of electoral activities.

- e) Enhanced accountability through promotion of transparency that will instil trust and confidence from the general public in MEC

1.4 The Strategic Plan 2023-2028 Development Process

The process of developing this Strategic Plan (2023-2028) commenced in June 2021 with the establishment of a Strategic Plan Development Team. The role of the Team was to facilitate the review of the implementation of the Strategic Plan (2018-22) and coordinate the development of this 2023-2028 Strategic Plan.

In order to facilitate the development of the Strategic Plan, the following activities were undertaken,

- a) Trainings were conducted for Commissioners and Management.
- b) Review and evaluation of key documents led to the documentation of key findings, challenges, gaps, lessons learnt and derived recommendations and conclusions.
- c) Consultative workshop with key stakeholders

The results from the internal evaluation of the 2018-22 Strategic Plan were presented to the key stakeholders at a consultative workshop held on 26th October 2022 at the Crossroads Hotel in Lilongwe to seek consensus and also solicit additional input. The key stakeholders included political parties, development partners, Civil Society Organisations, public institutions (Ministries, Department and Agencies) and academia. The input from the consultative stakeholder workshop was reviewed and then incorporated into the (2018-22) Strategic Plan evaluation report. Further to this, there was consideration of the vision, mission, core values and strategic pillars that informed the strategic direction of the 2023-27 Strategic Plan.

- a) Drafting sessions
- b) Review and validation by the Commission
- c) Proof reading by the Chief Technical Advisor Elections from UNDP

The development process continued with the engagement of the Commission to adopt the proposed strategic direction for the 2023-2028 period. Upon its adoption, the draft Strategic Plan (2023-2028) was presented to the key stakeholders to seek consensus.

2.0 SITUATION ANALYSIS OF 2018-2022 STRATEGIC PLAN

This chapter presents an overview of the key achievements, gaps, bottlenecks, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, and lessons learnt from the implementation of the Strategic Plan (2018-2022). The analysis was based on data drawn from mid-term review, activity reports, case studies based on staff and stakeholders' recollections. The discussion of findings adopted the outline of the pillars from the Strategic Plan (2018-2022) to facilitate understanding as well as the proposed transformation in the successor one. The presentation of findings is therefore structured as follows: key achievements and gaps by pillar; the SWOT analysis and the lessons learnt.

2.1 Pillar No.1: Electoral Environment

MEC has made strides in improving the electoral environment through legal reforms. These legal reforms were informed by the consequential orders and directives made by the court¹ and the Report of the Law Commission on the Review of the Electoral Laws, 2017. These reforms have resulted in the harmonization and consolidation of key pieces of electoral legislation and the introduction of changes in the law aimed at facilitating effectiveness and efficient management of elections.

Some of the significant changes include setting of the threshold of majority of more than fifty percent for declaring winner in presidential election and the introduction of second polling in the presidential election in the event that the threshold is not satisfied and simple majority in parliamentary and local government elections, fixing the composition of MEC membership and setting a minimum qualification of bachelor's degree for members of MEC, shifting of the polling date from the month of May to September of the fifth year after elections and making it a public holiday, and reducing the voting time to start from 6 am and end at 4 pm instead of 6pm.

¹ Constitutional Reference No. 1 of 2019: Dr. Saulosi Klaus Chilima and Dr. Lazarus McCarthy Chakwera v. Prof. Arthur Peter Mutharika & the Electoral Commission; and MSCA Constitutional Appeal No. 1 of 2020: Prof. Arthur Peter Mutharika & the Electoral Commission v. Dr. Saulosi Klaus Chilima and Dr. Lazarus McCarthy Chakwera; and, the Report of the Law Commission on the Review of the Electoral Laws, 2017

However, MEC encountered bottlenecks that affected the smooth implementation of activities during the 2018-2022 Strategic Plan. Some of the challenges included: inadequate knowledge and understanding of the electoral laws and processes on the part of the stakeholders that unnecessarily increased complaints, disputes and litigations against MEC which proved to be costly; slowed down progress on legal reforms because of long and protracted bureaucratic processes; inadequate feedback mechanism from stakeholders to enable MEC address the concerns as required; fake news spreading through social media where there is tendency to share information without verification; and inadequate financing resulting in unsatisfactory approaches in the implementation of civic and voter education activities by MEC and Civil Society Organisations.

2.2 Pillar No. 2: MEC as an Organisation

MEC, in a drive to improve the institutional performance and discipline, strengthened leadership and governance, through investments in ICT infrastructure such as acquisition and provision of computers, internal networking, and internet connectivity in all offices, updated its asset register, commissioned a functional review, and, approved its implementation. MEC also developed the Gender Strategy 2017.

Nevertheless, challenges were observed in a number of areas among them being declining organisational professionalism attributed to partiality in implementation of institutional policies, weakness in knowledge dissemination across leadership structures, ineffective staff performance management system, weakness in internal control and financial reporting, and lack of adherence to financial management and procurement management policies. In addition, having developed the Gender Strategy 2017, there has been slow implementation to attain full realisation of its intended objectives.

2.3 Pillar No. 3: Electoral Operations

During the period under review, MEC developed and implemented an operation plan in the management of 2019 Tripartite Elections. The 2020 (Fresh Presidential Election). was conducted with strict adherence to the law. This was achieved through the following; development, dissemination and effective implementation of the operational plans for the 2019

and 2020 elections; comprehensive delivery of civic and voter education campaigns; construction of a credible voter register based on the National Registration and Identification System (NRIS); development and rolling out of a robust results management system with full participation of representatives of political parties; adaptive design of its operations that mitigated the effects of COVID-19 pandemic; effective dissemination and publicity of information pertaining to the electoral processes; and the review of constituency and ward boundaries.

However, several challenges affected the delivery of services as follows; weak Election Dispute Resolution (EDR) System, low quality of staff recruited for polling activities at polling centres, poor transport and communication infrastructure network, COVID-19 pandemic affecting delivery of civic and voter education, bulky and obsolete voter registration equipment, and rampant misconceptions about civil registration and voter registration.

2.4 Pillar No. 4: Research, Monitoring and Evaluation

In the implementation of the 2018-2022 Strategic Plan and Functional Review of 2020, MEC established a Research, Monitoring and Evaluation Committee of MEC after creating a division of Research, Monitoring and Evaluation to coordinate research, operationalise Monitoring and Evaluation (M&E) systems. In the year 2021, MEC recruited staff to fill some positions in the division.

However, the main challenge was the delay in establishment of the office within the implementation period of the 2018-22 Strategic Plan.

2.5 SWOT Analysis

The findings from analysis of strengths, weaknesses, opportunities, and threats are presented in table 1.

Table 1. SWOT Analysis

| Strength | Weaknesses |
|--|--|
| Qualified and experienced staff | Lack of delegation of responsibilities to regional offices |
| Constitutional and legal framework; | Skills gaps to carry out certain functions |
| Sustainable and strong collaboration with stakeholders | Obsolete and bulky equipment. |
| | Use of large numbers of temporary staff |
| | Weak contract management for temporary staff |
| Opportunities | Threats |
| Human capacity building, | Challenges affecting operations of implementing partners |
| Legal reforms | Cyber security |
| Advanced technologies | Natural disasters and pandemics |
| | Economic shocks |
| | Inconsistencies in funding |
| | Misuse of print and electronic media |
| | Political intolerance |

2.6 Lessons Learnt

Based on the analysis of key achievements, bottlenecks, gaps, and SWOT, several lessons have been derived and are presented as follows:

- (i) **Election Operations:** To ensure successful implementation of electoral operations, there is need to enhance capacity of personnel, use of relevant and modern technology and equipment, and continuous legal reforms. In addition, there is need for strong collaboration with Security Agencies to enhance security of staff, operations and office facilities. Continuous, inclusive and responsive civic and voter education is also critical in the delivery of free, fair, transparent and credible elections.
- (ii) **Election Financing:** To ensure timely and adequate financing of its operations, MEC should sustain electoral cycle planning and budgeting process. This process should further be aligned to Government fiscal calendar and the public finance management procedures. This notwithstanding Parliament and relevant institutions within the executive arm of

government should from time to time be engaged to lobby for adequate and timely financing of electoral operations. To account and report properly for the resources, MEC needs to have a robust, integrated, and automated Enterprise Resource Planning (ERP) system.

- (iii) **Stakeholder Engagement:** To run elections there is need for timely and adequate engagement of stakeholders whenever need arises to introduce and utilise technologies for management of electoral processes. MEC will therefore have to plan its activities in a manner that allows for adequate and timely engagement of stakeholders. This will ensure transparency and lead to sustenance of trust and confidence in the system.
- (iv) **Weak Research, Monitoring and Evaluation:** Generation and accessibility to timely and accurate information through research, monitoring and evaluation is essential for decision-making. MEC will therefore need to put in place effective research, monitoring and evaluation systems that will, among others, assist in identifying risks and devising mitigation measures.
- (v) **Global Pandemics and Natural Disasters:** Conducting electoral activities can be severely affected by natural disasters and pandemics such as COVID-19. There is need to streamline natural disasters and pandemic response framework in the operational plans for elections to mitigate their effects. MEC will build on the lessons learnt from the COVID-19 responses to evolve a clear policy direction on management of electoral activities during pandemics and natural disasters to avoid disruption of operations;
- (vi) **Accreditation of Election Observers:** Timely accreditation of local and international elections observers, media, political parties' and candidate representatives is critical in the successful engagement of stakeholders in the electoral activities. MEC will ensure that accreditation timelines are publicised ahead of due dates in order to enforce them and manage last minute applications during voter registration, campaign monitoring, polling and result management at tally centres.

(vii) **Misinformation and Disinformation:** MEC will proactively develop and disseminate information through the existing media platforms. Among others, MEC will use appropriate technology to detect fake news. The media platforms for disseminating information will include electronic, print and social media.

3.0 MEC STRATEGIC DIRECTION

3.1 Vision Statement

A professional and trusted electoral management body that delivers credible elections in Malawi.

3.2 Mission Statement

To deliver credible elections according to the laws of Malawi to entrench democratic values by implementing MEC's activities in a free, fair, transparent, cost-effective and inclusive manner.

3.3 Core Values

| | |
|-----------------|--|
| Accountability | MEC shall accept responsibility for its actions taken in the course of work. |
| Excellence | MEC shall strive to perform above set standards in service deliver. |
| Impartiality | MEC shall insist on taking an objective view in the handling of all issues without prejudice and bias. |
| Inclusivity | MEC shall endeavour to actively accommodate and promote participation of the excluded and marginalised members of society. |
| Independence | MEC shall exercise its best judgement without taking directives from or being controlled by any person or authority. |
| Innovation | MEC shall strive for the introduction and acceptance of new ideas and methods that add value to how it delivers on its mandate. |
| Integrity | MEC shall carry out electoral activities with utmost honesty and in a truthful manner; and take all reasonable measures to prevent wilful wrongdoing by its staff; and ensure compliance and respect for electoral laws and other laws of the country. |
| Professionalism | MEC shall execute its mandate with a high level of technical competence by emphasising on building a team of highly motivated and disciplined staff; adherence to standards of trade; defined code of conduct as well as reflecting on general qualities that characterise accepted good practice. |
| Responsiveness | MEC shall be alert to developments in the environment and respect and attend timely to the views and concerns raised by all stakeholders. |
| Teamwork | MEC shall endeavour to collaborate in all its work in MEC and with all stakeholders. |
| Transparency | MEC shall emphasise the conduct of its business in adherence to protocols that assure objectivity, openness, and visibility in all electoral and other processes to stakeholders. |

3.4 Objectives of Strategic Plan 2023-2028

The strategic direction is envisioned through four pillars namely: Electoral Environment; Internal Business Processes; Electoral Operations and; Information Management Systems and Monitoring and Evaluation. These pillars are anchored by strategic goals which have been informed by the strategic activities. Thus, a specific objective has been developed for each pillar as presented below.

- e) To deliver justifiable, peaceful, free, fair and credible elections;
- f) To strengthen institutional operations and financial sustainability through improved governance, leadership, human and financial resources management
- g) To attain public trust and achieve excellency and increased participation of all stakeholders in management of elections and referenda.
- h) To innovate and introduce digitalisation for achievement of cost effectiveness, efficiency, transparency and security of electoral processes and services.

3.5 Critical Success Factors

The successful implementation of the Strategic Plan will depend on several factors being pursued to implement mandate of MEC effectively and efficiently. The following factors are critical to the successful implementation of the strategic plan: Political will, organisational leadership, adequate financing, effective legal framework, ICT systems, organisational culture, and stakeholder collaboration (table 2),

Table 2. Critical Success Factors

| Factor | Description and application |
|---------------------------|--|
| Effective legal framework | An effective legal framework that clearly sets out the manner in which MEC discharges its mandate |
| Political will | Leadership of all three branches of government will be expected to provide an enabling environment for MEC to exercise its mandate |
| Organisational leadership | Committed organisation leadership that is capable of inspiring staff members to drive results while instilling discipline |
| Adequate financing | The executive and legislative branches of government to ensure that MEC is adequately and timely resourced to exercise its mandate |

| Factor | Description and application |
|---------------------------|---|
| ICT infrastructure | Have in place appropriate ICT equipment and systems that support smooth implementation of activities. |
| Organisational culture | An enabling organisational culture that is manifested by positive mindset discipline and teamwork. |
| Stakeholder collaboration | Engagement and cooperation that secures the support of key electoral stakeholders |

4.0 STRATEGIC PILLARS, GOALS AND STRATEGIC ACTIVITIES

The proposed strategies in this Strategic Plan are based on the situation analysis that documented key achievements, bottlenecks, gaps, and lessons learnt from the implementation of the 2018-22 Strategic Plan. Figure. 1 below, shows the intervention logic that illustrates the theory of change of this Strategic Plan. It further displays a results pathway from inputs through activities up to the ultimate goals, namely: Electoral Integrity, Citizen Confidence in Elections, Political Leaders Confidence in Elections, Inclusivity and Elections Legitimacy. These will be achieved through the service delivery goals such as Quality, Effectiveness, Transparency, Probity, Cost-effectiveness, and Accountability. Below the service delivery goals are the strategic objectives which are derived from the pillars of this Strategic Plan. The strategic objectives will be achieved through implementing strategic activities. The results pathway below this will be traced through implementation of specific activities. Impartiality is the guiding principle in the provision of these services.

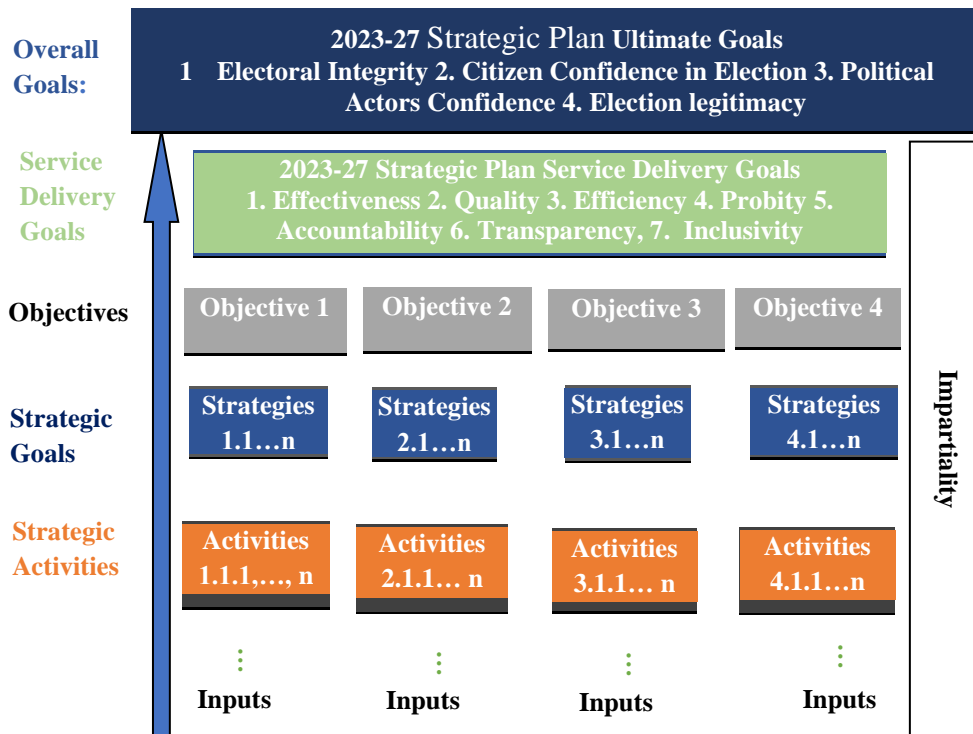


Figure 1. Intervention Logic for the 2023-2028 Strategic Plan

4.1 Pillar No. 1: Electoral Environment

The objective of the pillar is to deliver justifiable, peaceful, free, fair and credible elections. To be specific, this pillar focuses on the following three goals: legal framework, independence of MEC and levelling the playing field.

4.1.1 Strategic Goal No 1.1: Legal Framework

This goal aims at enforcing adherence to existing legal framework to deliver justifiable, peaceful, free, fair and credible elections. The legal framework which regulates electoral processes in Malawi comprises the Constitution of the Republic of Malawi, Malawi Electoral Commission Act (Cap. No. 2:02 of the Laws of Malawi), Presidential, Parliamentary and Local Government Elections Act (Act No. 10 of 2023) and the Referendum Act (Act No. 6 of 2018) as key pieces of legislation. In addition to these pieces of legislation, there are other pieces of legislation which also have provision relating to elections. These are; Political Parties Act (Act No. 1 of 2018) and the Malawi Citizenship Act (Cap. 15:01 of the Laws of Malawi). The elections are also regulated by Regulations and Codes of Conduct made and promulgated by the Minister on recommendation of MEC for the better carrying out of its functions under the law.

MEC will continue to ensure that it conducts its activities within the legal framework by among other things implementing the following strategies:

Table 3. Legal Framework: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 1.1.1 Strengthen implementation of electoral laws in order to bring certainty to the electoral environment | Improved credibility and acceptance of electoral processes |
| 1.1.2 Enforce compliance of electoral laws and regulations | Improved credibility and acceptance of electoral processes |
| 1.1.3 Promote the understanding of the electoral laws among staff, stakeholders and the general public | Reduced electoral disputes and complaints |
| 1.1.4 Put in place effective stakeholder engagement and advocacy strategies in addressing lengthy processes affecting law reforms | Shortened protracted law reform processes |

| Strategic Activities | Strategic Results |
|---|---|
| 1.1.5 Review and develop regulations and codes of conduct and make necessary recommendations to Ministry of Justice and Constitutional Affairs for promulgation | Enhanced certainty in the electoral environment |

4.1.2 Strategic Goal No. 1.2: Independence of MEC

Conduct activities free from undue external influence. MEC shall strive to perform its functions and exercise the powers provided for in the law independent of the direction or interference of any public office, organ of government, political party, candidate or any other person. This goal aims at sustaining institutional independence while maintaining public accountability.

MEC will continue to ensure that its independence is safeguarded by among other things, implementing the following strategies:

Table 4. Independence of MEC: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|---|
| 1.2.1 Sustain understanding of the corporate structure to assure effective alignment of the operative structure of the MEC | Improved alignment of boundaries in segregating roles of the key operative structures at all levels of operations |
| 1.2.2 Promote high ethical standards and good governance | Improved integrity in the MEC |
| 1.2.3 Manage negative perceptions through continuous media and public engagements | Improved public image of the MEC |
| 1.2.4 Review and update the codes of conduct for MEC | Improved integrity in the MEC |
| 1.2.5 Promote compliance and objectivity of the independence of Commissioners and staff from political party, public office, organ of government, candidate(s) or any other person | Improved independence of the MEC |
| 1.2.6 Ensure timely submission of reports to key stakeholders as part of accountability | Improved corporate image of MEC |

4.1.3 Strategic Goal No. 1.3: Levelling the Playing Field

MEC shall endeavour to put in place measures that are necessary for conducting free and fair elections. MEC shall communicate freely with the Government and any political party or any candidate, person or organisation. MEC shall ensure that all public officers or public entities or authorities engaged during the conduct of elections are giving equal treatment to all stakeholders to enable them to participate freely in all electoral processes. This goal aims at promoting fairness and impartiality in the provision of services to all stakeholders.

To achieve a level playing field MEC shall implement the following strategies:

Table 5. Level Playing Field: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 1.3.1 Promote adherence to existing policies, legal framework and codes of conduct at all levels | Reduced electoral disputes and complaints |
| 1.3.2 Develop effective feedback mechanisms from stakeholders on all electoral processes | Improved electoral processes service delivery |
| 1.3.3 Develop regulations for media conduct during elections | Improved fairness in media coverage |
| 1.3.4 Strengthen collaboration between MEC and registered political parties | Improved ownership and acceptance of electoral processes |
| 1.3.5 Review and implement a communication framework | Improved sharing of information between the MEC and stakeholders |
| 1.3.6 Develop stakeholder engagement framework | Improved collaboration and inclusivity in electoral processes |
| 1.3.7 Develop and implement mechanisms for social, print and electronic media monitoring to counter issues of misinformation and disinformation. | Improved dissemination of correct information on electoral processes |
| 1.3.8 Develop and enforce guidelines to ensure fair usage of public venues for campaign by political parties and candidates and designation of places and spaces on which campaign materials can be affixed | Improved fairness in accessing campaign facilities and venues during campaign period |
| 1.3.9 Strengthen the role of Multi Party Liaison Committees (MPLCs) | Improved management of disputes and |

| Strategic Activities | Strategic Results |
|--|--|
| | complaints |
| 1.3.10 Review and update guidelines for accreditation of election monitors and observers | Improved inclusivity and transparency in accreditation processes |
| 1.3.11 Review, update and enforce code of conduct for elections monitoring and observation | Improved acceptance of electoral processes |
| 1.3.12 Review, update and enforce code of conduct for traditional leaders during elections | Improved fairness in electoral processes |

4.2 Pillar No 2: Internal Business Processes

The objective of this pillar is to strengthen institutional operations and financial sustainability through improved governance, leadership, human and financial resources management. This will be attained through strengthening and improving MEC’s corporate governance structure to ensure prudent resource utilisation, and efficient service delivery. This will further be enhanced through improved oversight in making sure that policies and procedures that guide MEC’s business is responsive to the aspirations of electoral stakeholders. This pillar focuses on the following strategic goals: Leadership and Corporate Governance; Financing Sustainability; Infrastructure, Transport and Equipment; Safety, Security and Investigation and; Natural Disasters, Pandemics and Calamities.

4.2.1 Strategic Goal No. 2.1: Leadership and Corporate Governance

The objective of this goal is to enhance effectiveness of leadership and governance at all levels of the electoral management. Leadership and governance are at the centre of delivering credible elections in entrenching democratic values in Malawi. For leadership and governance to work there is need to reinforce compliance with laws, policies and regulations; strengthen coordination with political and other key stakeholders in electoral management; and implement decentralised electoral systems centred around regional offices.

Institutional excellence and professionalism will be achieved and sustained through the adoption and implementation of the following strategies:

Table 6. Leadership and Corporate Governance: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|---|
| 2.1.1 Strengthen leadership capacity to enforce staff and workplace policies | Improved fairness in implementation of policies |
| 2.1.2 Regularly review and update staff compensation, remuneration and conditions of services | Recruitment, remuneration and other compensation packages that are regularly realigned to be competitive with predefined benchmarks |
| 2.1.3 Create awareness and ownership of organizational policies | Improved acceptance and ownership of policies |
| 2.1.4 Review and implement staff performance management system | Enhanced staff motivation and performance |
| 2.1.5 Improve the capacities of Commissioners and staff in relevant skill areas | Improved performance |
| 2.1.6 Enforce adoption and utilisation of modern technology | Improved cost effectiveness, accountability, and information security |
| 2.1.7 Refine lines of communication within MEC | Improved efficiency in decision making |
| 2.1.8 Enhance mentorship and knowledge transfer between Commissioners and the Secretariat | Strengthened capacity of election management at all levels |

4.2.2 Strategic Goal No. 2.2: Financing Sustainability

This strategic goal aims at establishing mechanisms within MEC to ensure prudent financial management and reporting on resource utilisation in compliance with relevant laws that regulate public finance management. Financing sustainability will be achieved and sustained through the adoption and implementation of the following strategies:

Table 7. Financing Sustainability: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|---|
| 2.2.1 Engage Ministry of Finance and National Assembly for the financing of all planned electoral activities | Improved certainty in funding levels |
| 2.2.2 Engage Development Partners for increased funding for MEC's planned activities | Improved availability of resources for electoral activities |
| 2.2.3 Prepare Commission's budgets informed by operational plan and annual work plans in line with the electoral cycle | Timely and adequately funded institution |
| 2.2.4 Digitalise finance and procurement systems | Efficient finance and procurement processes |
| 2.2.5 Promote enterprise-wide integration of systems | Improved enterprise resource planning and reporting |
| 2.2.6 Review and reengineer core business processes | Improved efficiency, cost-effectiveness, accountability, and information security in business processes |
| 2.2.7 Review and implement finance and procurement policies to enhance cost-effectiveness | Improved utilisation and accountability of financial resources |
| 2.2.8 Enhance adherence to existing finance and procurement regulations, procedures and principles of contract management | Improved financial and procurement management processes |
| 2.2.9 Implement programmes for resource mobilisation from acceptable non-state actors | Improved diversity in resource mobilisation |
| 2.2.10 Enforce prudent use of resources in line with relevant statutes | Achieve prudent use of institutional resources |
| 2.2.11 Provide electoral services to clients at a fee | Expanded resource base for the institution |

4.2.3 Strategic Goal No. 2.3: Infrastructure, Transport and Equipment

This strategic goal aims at ensuring that MEC has adequate and appropriate physical infrastructure, utility vehicles and equipment to enable MEC to fulfil its mandate efficiently and effectively.

This goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 8. Infrastructure, Transport and Equipment: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 2.3.1 Secure services to design and construct purpose-built office complex and warehouses | Improved, secure and conducive work premises |
| 2.3.2 Upgrade the maintenance of office premises and warehouse facilities | Improved, secure and conducive work environment |
| 2.3.3 Strengthen capacity of staff in asset management system | Improved asset management system |
| 2.3.4 Implement tracking system for all Commission vehicles. | Improved fleet management system |
| 2.3.5 Adopt Generally Accepted Principles (GAP) of warehouse management | Increased efficiency in warehouse management operations |
| 2.3.6 Digitalize warehouse management system | Improved information and management of stores and assets |
| 2.3.7 Strengthen capacity of staff in warehouse management system | Improved supply chain management |
| 2.3.8 Review and develop effective mechanisms for sourcing of support in transportation, equipment, and warehousing required for implementation of electoral processes. | Effective delivery of electoral processes |

4.2.4 Strategic Goal No. 2.4: Safety, Security and Investigation

This strategic goal aims at ensuring that the electoral process is conducted in a safe and secure environment and that precautionary measures are taken at all times to safeguard MEC, staff,

assets, electoral materials, voters, and other electoral stakeholders in line with electoral and other applicable laws.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 9. Safety, Security and Investigation: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|--|
| 2.4.1 Review and update training programmes for Trainer of Trainers and staff in safety and security | Improved staff capacity in safety and security management |
| 2.4.2 Review and update the security and emergency plan | Improved organisational capacity to respond to safety and security emergencies |
| 2.4.3 Review and implement security risk management framework and policies | Improved organisational capacity to respond to various security risks |
| 2.4.4 Strengthen collaboration with state security agencies | Enhanced security of staff, stakeholders, equipment, and materials |
| 2.4.5 Strengthen the human and skills capacity of the security unit | Improved staff capacity to respond to various security risks |
| 2.4.6 Build capacity in investigation for the security unit | Secure working environment |

4.2.5 Strategic Goal No. 2.5: Natural Disasters, Pandemics and Calamities

This goal aims at establishing a framework within which MEC responds effectively and efficiently to unforeseen circumstances in a coordinated manner that facilitates uninterrupted service delivery. Such unforeseen circumstances may include but not limited to, natural disasters, wars, pandemics, and serious disturbances of public order.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 10. Natural Disasters, Pandemics and Calamities: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|--|
| 2.5.1 Develop a disaster and risk response framework | Improved capacity of staff in responding to disaster and risk management |
| 2.5.2 Build the capacity of staff in disaster and risk management | Improved capacity of staff in responding to disaster and risk management |
| 2.5.3 Strengthen collaboration with key stakeholders in disaster and response management | Enhanced protection of staff, relevant stakeholders, materials and equipment |
| 2.5.4 Devise deliberate contingent measures to enable compliance with any regulations issued by relevant authorities in relation to the management or containment of a particular public emergency, calamity, disaster and pandemics | Improved compliance with public emergency regulations and guidelines |

4.3 Pillar No. 3: Electoral Operations

The objective of this pillar is to achieve excellence in managing elections and referenda so that they are conducted impartially, professionally, and transparently to attain public trust through increased participation of all stakeholders. MEC shall conduct elections and referenda through adherence to existing legal framework and observance of international best practices.

This will further seek to strengthen collaboration with electoral stakeholders as a way of ensuring ownership of the processes.

4.3.1 Strategic Goal No. 3.1: Review of Constituency and Ward Boundaries

This strategic goal aims at ensuring fair representation of citizens through the alignment of boundaries so that constituencies and wards contain approximately equal numbers of voters eligible to register to vote.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 11. Review of Constituency and Ward Boundaries: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|---|
| 3.1.1 Strengthen engagement with stakeholders through sensitisation meetings and civic education | Enhanced information dissemination, buy-in and participation of stakeholders on the processes for determining the new constituency and ward boundaries. |
| 3.1.2 Establish new voter registration and polling centres in accordance with the new constituency and ward boundaries | Gazetted list of voter registration and polling centres |

4.3.2 Strategic Goal No. 3.2: Voter Information and Education

This strategic goal aims at ensuring that MEC has appropriate strategies for effective dissemination of voter information in a manner that is efficient, impartial, cost-effective, and inclusive.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 12. Voter Information and Education: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|---|
| 3.2.1 Engage Ministry of Education to include voter and civic education in school curricula | Buy-in by Ministry of education |
| 3.2.2 Develop and publicise a Civic and Voter Education curriculum | Improved consistency in delivery of civic and voter education |
| 3.2.3 Review and implement the Civic and Voter Education plan | Improved delivery of civic and voter education |
| 3.2.4 Review and develop effective methods and approaches to improve the delivery of civic and voter education to stakeholders, particularly women, youth, and marginalised members of society | Increased inclusion and participation of marginalised groups in electoral processes |
| 3.2.5 Review and strengthen the criteria for recruitment and accreditation of civic and voter education service providers | Recruitment of suitable and competent civic and voter education service providers |

| Strategic Activities | Strategic Results |
|--|--|
| 3.2.6 Review and update civic and voter education manual | Improved delivery of civic and voter education |
| 3.2.7 Strengthen the technical capacity in Civic and Voter education for staff and other stakeholders | Increased capacity in civic and voter education among stakeholders |
| 3.2.8 Review and implement the recruitment process and criteria for temporary staff in civic and voter education | Competent and qualified Civic and Voter Education staff recruited |
| 3.2.9 Develop and enforce guidelines for quality control in the delivery of civic and voter education | Improved quality of civic and voter education delivery |
| 3.2.10 Develop civic and voter education messages targeting specific electoral events | Improved awareness of electoral events |
| 3.2.11 Provide small grants to civic and voter education service providers | Increased coverage in delivery of civic and voter education |
| 3.2.12 Develop, sign and implement an MOU with the ministry responsible for civic education | Improved coordination in delivery of civic and voter education |

4.3.3 Strategic Goal No. 3.3: Voter Registration

This strategic goal aims at ensuring that MEC has a credible voter register in place. The second goal is to ensure that MEC devises mechanisms for efficient, credible, cost-effective, inclusive, and accessible voter registration processes within the prevailing legal framework. It also aims at fostering a strong cooperation with the National Registration Bureau (NRB) which is the main source of MEC's data for voter registration through the National Registration and Identification System (NRIS).

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 13. Voter Registration: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 3.3.1 Review, establish and implement a memorandum of understanding with the National Registration Bureau | Availability of access to quality data from the National Registration and Identification System (NRIS) |

| Strategic Activities | Strategic Results |
|--|---|
| 3.3.2 Review and implement the recruitment process for temporary staff for voter registration | Competent and qualified staff |
| 3.3.3 Procure consultancy services and advanced and portable voter registration equipment and materials | Improved and user-friendly voter registration processes |
| 3.3.4 Strengthen collaboration with stakeholders on civil registration and voter registration | Enhanced knowledge and acceptance of registration processes |
| 3.3.5 Provide civic and voter education relating to the voter registration process | Improved awareness on voter registration processes |
| 3.3.6 Review and implement the approach to civil registration and voter registration to minimise misconceptions | Improved voters' register |
| 3.3.7 Publicise new voter registration and polling centres | Awareness on registration and polling centres |
| 3.3.8 Conduct periodic update of the voters register | Improved voters' register |
| 3.3.9 Develop and implement Human Resource Management System (HRMS) for temporary staff | Improved database of temporary staff |
| 3.3.10 Eliminate multiple voter registration | Clean verifiable voter register |
| 3.3.11 Strengthen human resources capacity for voter registration and inspection | Improved voter registration and inspection processes |
| 3.3.12 Strengthen stakeholder engagement with political stakeholders to enhance transparency and accountability | Enhanced acceptance and ownership of registration processes |
| 3.3.13 Strengthen the logistical arrangements through enforcement of code of conduct, organisation, equipment, and transport | Efficient and cost-effective voter registration processes |

4.3.4 Strategic Goal No. 3.4: Electoral Inclusion

This strategic goal aims at fostering inclusion of marginalised electoral stakeholders through deliberate interventions. This will be achieved through putting in place processes that improve the terms of participation in society, particularly for people who are disadvantaged, through

enhancing opportunities, access to resources, voice and respect for rights. This concept of social inclusion is enshrined in the 2030 Agenda (SDG) and the principle is that every person should reap the benefits of prosperity and enjoy minimum standards of well-being.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 14. Electoral Inclusion: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|---|
| 3.4.1 Develop a framework on electoral inclusion | Increased participation among the marginalised in electoral processes |
| 3.4.2 Engage NRB to customise the civil register to disaggregate data by different types of disabilities | Access to information on personal voter attributes and disability status |
| 3.4.3 Customise voters' register to disaggregate data by different types of disabilities | Voters' register with comprehensive personal voter attributes and disability status |
| 3.4.4 Engage civil society organisations on inclusivity for various categories of the marginalised in society | Efficient coordination in implementation of inclusivity initiatives |

4.3.5 Strategic Goal No. 3.5: Nomination of Candidates

This strategic goal aims at ensuring that a credible nomination process is in place that allows only eligible candidates to be nominated for election. The goal also aims at ensuring that MEC devises mechanisms for efficient, credible, cost-effective, inclusive, transparent, fair, and accessible nomination process within the prevailing legal framework.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 15. Nomination of Candidates: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|--|
| 3.5.1 Enhance awareness through civic education on electoral laws, guidelines, nomination procedures | Improved nomination processes |
| 3.5.2 Digitalise the candidate nomination process | Improved access and efficiency in nomination processes |
| 3.5.3 Develop and implement initiatives that encourage inclusivity | Increased participation of marginalised groups |

4.3.6 Strategic Goal No. 3.6: Campaign Monitoring

MEC shall prescribe a code of conduct for political parties and candidates. This code of conduct shall guide the conduct and behaviour of all political parties and candidates during the campaign period.

Table 16. Campaign Monitoring: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 3.6.1 Create awareness on ethical norms during campaign as prescribed by the law | Reduced number of contraventions of the code of conduct |
| 3.6.2 Review and publish a code of conduct to regulate campaign for elections | Reduced number of contraventions of the code of conduct |
| 3.6.3 Establish mechanisms for enforcing the code of conduct | Reduced numbers violation of electoral laws |
| 3.6.4 Establish mechanisms of monitoring the adherence of political parties and candidates to the code of conduct | Increased adherence to the code of conduct by political parties and candidates |
| 3.6.5 Establish mechanisms of investigation of reported cases of contravention of code of conduct | Improved handling and management of complaints relating to campaign |
| 3.6.6 Build capacity of Commissioners, Staff and MPLCs in resolution of disputes arising from breach of code of conduct | Improved handling and management of complaints relating to campaign disputes |
| 3.6.7 Develop a comprehensive Electoral Dispute Resolution framework | Improved case management system |

4.3.7 Strategic Goal No. 3.7: Polling

This strategic goal aims at creating an enabling environment for efficient, transparent and secure management of polling processes, which facilitate accessibility and maximum participation by electoral stakeholders.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 17. Polling: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|--|
| 3.7.1 Build capacity of temporary staff in the electoral process. | Improved polling processes |
| 3.7.2 Increase the number of polling stations to enhance the convenience of voting. | Increased access and participation in polling |
| 3.7.3 Review and develop clear voting procedures, forms, and practices | Improved polling processes |
| 3.7.4 Provide timely updates on the voting process to officials, voters, and relevant stakeholders | Improved understanding of polling processes |
| 3.7.5 Review and restructure employment contracts for temporary polling staff | Improved contract management for temporary staff |
| 3.7.6 Review and procure suitable polling equipment and materials | Improved delivery of polling services |
| 3.7.7 Review and implement strategies that are adapted for the most feasible logistical and communication infrastructure | Improved planning for delivery and distribution of materials |
| 3.7.8 Review and update procedures and processes that effectively facilitate voting for an eligible voter affected by factors such as relocation on account of duty, education, natural disasters and risks as prescribed by MEC | Enhanced inclusivity in polling processes |

4.3.8 Strategic Goal No. 3.8: Results Management

This strategic goal aims at ensuring an efficient, effective, accurate, inclusive, transparent, secure and timely processing and announcement of results. The goal also seeks to enhance stakeholders' confidence and trust in the process.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 18. Results Management: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|---|
| 3.8.1 Review and update guidelines, regulations and procedures for management and processing of results | Improved results management processes |
| 3.8.2 Develop appropriate ICT solutions to enhance the efficiency of results management system | Increased efficiency and accountability in results management |
| 3.8.3 Introduce mechanisms for the provision of timely updates as well as assured transparency on the results management process to relevant stakeholders | Improved acceptance and ownership of election results |
| 3.8.4 Strengthen capacity of staff in operation and management of equipment | Enhanced safety and security of equipment |
| 3.8.5 Identify and resource national and district tally centres | Improved processing of election results |
| 3.8.6 Digitalise and secure transmission of results | Increased efficiency and security of results |
| 3.8.7 Test and certify security of the results transmission system | Secure results transmission system |

4.3.9 Strategic Goal No. 3.9: Electoral Dispute Resolution

Further to the above, the pillar focuses on strengthening institutional excellence and professionalism at all levels of MEC through: leadership and corporate governance; financing sustainability; infrastructure, transport and equipment; safety, security and investigation; natural disasters, epidemics and calamities.

This strategic goal aims at ensuring that MEC has a mechanism for fair and efficient handling of complaints, objections, disputes, and court cases in accordance with the law. Further to this, MEC seeks to initiate law reforms that would fast track handling of electoral disputes that lead to litigation.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 19. Electoral Dispute Resolution: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 3.9.1 Strengthen the capacity of the Directorate of Legal Services | Stable functional and efficient legal directorate |
| 3.9.2 Initiate reforms in electoral dispute resolution at judiciary level | Enhanced efficiency in electoral dispute resolution |
| 3.9.3 Review and update guidelines and procedures for the Multiparty Liaison Committees (MPLCs) | Improved management of electoral disputes and conflicts |
| 3.9.4 Design and commission an integrated digital Electoral Dispute Resolution (EDR) and Case Management System | Improved efficiency in Electoral Dispute Resolution (EDR) |
| 3.9.5 Rollout comprehensive civic education on electoral laws, regulations, procedures, and guidelines | Increased awareness of electoral laws and regulations |
| 3.9.6 Strengthen stakeholder engagement on electoral dispute resolution mechanism | Improved acceptance of Commission determinations on complaints and appeals |

4.4 Pillar No. 4: Information Management Systems and Monitoring and Evaluation

The objective of this pillar is to introduce digitalisation for achievement of cost effectiveness, efficiency, transparency and security of electoral processes and services. Information generation is a resultant and, an integral part of such a digital electoral system. This objective builds on the desire and passion for development of information systems, building a data use culture, and monitoring and evaluation of the Strategic Plan. Monitoring and evaluation (M&E) are critical for providing a platform for evidence-based decision making and performance monitoring. The availability of information is determined by the existence of effective and appropriate systems for data collection and management. This pillar proposes to improve service delivery and evidence-based decision-making through increased investment in digitalisation, information management systems, and utilisation of information for evidence-based decision-making.

4.4.1 Strategic Goal No. 4.1: Technology Adoption

This goal aims to enhance efficiency and cost effectiveness in electoral service delivery through secure data and information management for decision-making at all levels. This goal further aims at developing a sustainable and harmonised digital ecosystem that covers all areas of service provision.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 20. Technology Adoption: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 4.1.1 Promote investment in ICT infrastructure to facilitate service delivery | Improved and efficient service delivery |
| 4.1.2 Strengthen in-house capacity to develop ICT systems and applications | Enhanced capacity in development, implementation and maintenance of ICT systems. |
| 4.1.3 Develop and implement an ICT capital investment plan | Improved state and condition of ICT infrastructure and equipment |
| 4.1.4 Provide uninterruptible internet connectivity | Enhanced information sharing. |

| Strategic Activities | Strategic Results |
|---|---|
| 4.1.5 Review and implement policies to facilitate access to ICT | Increased access ICT facilities |
| 4.1.6 Strengthen capacity of staff in ICT skills | Enhanced capacity in service delivery and safety of ICT equipment |
| 4.1.7 Engage political and other relevant stakeholders regularly on introduction of ICT in electoral processes | Enhanced acceptability of ICT uses in electoral processes. |
| 4.1.8 Invest in appropriate ICT security and staff to address cyber security risks | Enhanced safety, security and trust in the ICT environment. |
| 4.1.9 Review and implement an ICT disaster and recovery plan for business continuity. | Enhanced capacity of the organisation to respond and recover from different kinds of disasters. |
| 4.1.10 Promote use of modern technology in electoral processes | Improved efficiency in electoral processes |
| 4.1.11 Strengthen ICT literacy and awareness across political and other stakeholders on all electoral processes | Improved acceptance of ICT in electoral processes |

4.4.2 Strategic Goal No. 4.2: Integrated Planning

This goal aims at streamlining and strengthening the planning and coordination of activities to maximise efficiency and cost effectiveness at all levels. This further aims at guiding implementation through the definition of milestones to the proposed strategies and activities.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 21. Integrated Planning: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 4.2.1 Introduce and enforce integrated planning approach which is participatory and aligned to bottom-up approaches | Improved acceptance and collective responsibility and ownership of programs and activities |
| 4.2.2 Build capacity in planning and budgeting | Improved planning and budgeting |

| Strategic Activities | Strategic Results |
|---|--|
| 4.2.3 Develop mechanisms that enforce departmental submission of quarterly and annual work plans for approval before implementation | Improved coordination and legitimization of implementation of activities |

4.4.3 Strategic Goal No. 4.3: Monitoring and Evaluation

This goal aims at establishing an effective system to track activity implementation as a basis for assessing progress. In addition, the goal aims at promoting transparency and accountability in the utilisation of MEC’s resources through activity based and periodic reporting.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 22. Monitoring & Evaluation: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|--|
| 4.3.1 Review and update the monitoring and evaluation plan | Improved availability of information for decision-making |
| 4.3.2 Continuously update risk matrix | Improved risk management |
| 4.3.3 Build capacity for staff in areas of monitoring and evaluation plan | Enhanced capacity to carry out monitoring and evaluation plan functions |
| 4.3.4 Introduce periodic implementation performance reviews | Improved implementation performance |
| 4.3.5 Review and implement information quality control measures across all functions | Enhanced quality of data and information |
| 4.3.6 Enforce adherence to reporting requirements and timelines | Enhanced accountability, learning and knowledge management |
| 4.3.7 Improve coordination of streamlined monitoring functions | Enhanced accountability |
| 4.3.8 Transform the Research, Monitoring and Evaluation Unit to a Directorate of Planning, Research, Monitoring and Evaluation | Improved capacity and coordination in discharging of the planning, research, monitoring and evaluation functions |

4.4.4 Strategic Goal No. 4.4: Research and Publication

The aim of this goal is to guide the conduct of research by staff and other stakeholders. In addition, the goal is to ensure that research efforts are addressing Commission’s research priority areas and that there is effective collaboration and networking in the implementation of research activities. The goal further aims at encouraging utilisation of research findings in decision making for both policy formulation and implementation of activities.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 23. Research and Publication: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|--|---|
| 4.4.1 Promote research, in all departments, that is responsive to priority needs | Enhanced knowledge generation to inform decision making |
| 4.4.2 Facilitate the mobilisation of resources for research needs | Increased resources for knowledge generation and publication |
| 4.4.3 Promote multi-disciplinary research and collaboration at Commission and beyond | Enhanced multi-dimensional knowledge generation to inform decision making |
| 4.4.4 Build staff capacity in conducting research | Enhanced capacity in carrying out research activities |
| 4.4.5 Facilitate translation of research findings into policy and practice | Enhanced knowledge translation to inform decision making |
| 4.4.6 Develop effective mechanisms for dissemination of research results | Increased access and utilisation of research results |

4.4.5 Strategic Goal No. 4.5: Documentation, Knowledge Management and Learning

This goal aims at establishing a platform for documentation of all achievements, knowledge management, dissemination and learning at all levels. It will further provide for avenues for sharing information to all stakeholders in pursuit of reflective learning through feedback.

The goal will be achieved and sustained through the adoption and implementation of the following strategies:

Table 24. Documentation, Knowledge Management and Learning: Strategic Activities and Results

| Strategic Activities | Strategic Results |
|---|--|
| 4.5.1 Build capacity for staff in areas of knowledge management and learning | Increased capacity in documentation and knowledge management |
| 4.5.2 Introduce periodic critical reflection sessions. | Enhanced performance improvement through learning |
| 4.5.3 Document and disseminate all achievements and lessons learnt and best practices | Improved accessibility of reports, data and information |
| 4.5.4 Upgrade and digitalise existing resource centre for the MEC | Improved accessibility of reports, data and information |

5.0 IMPLEMENTATION ARRANGEMENTS

This chapter addresses the implementation arrangements that will be put in place to ensure effective implementation of the Strategic Plan. The role of MEC (Commissioners and Secretariat) and Stakeholders has been outlined.

5.1 Institutional Set-up

Implementation of the Strategic Plan is the responsibility of management. In order to ensure efficiency and effectiveness, the CEO shall coordinate activities related to the implementation of the Strategic Plan. The CEO will ensure preparation of the organisation operation plan to guide the implementation of the Strategic Plan. The directorates will prepare annual work plans which will outline clearly their activities to be carried out by the directorates, sections and units. The directors shall be responsible for the implementation of activities that fall fully or partially under their domain. They shall ensure that the tasks assigned to the sections, units and individuals under their directorates are implemented in accordance with annual work plans and individual performance contracts.

MEC ORGANOGRAM

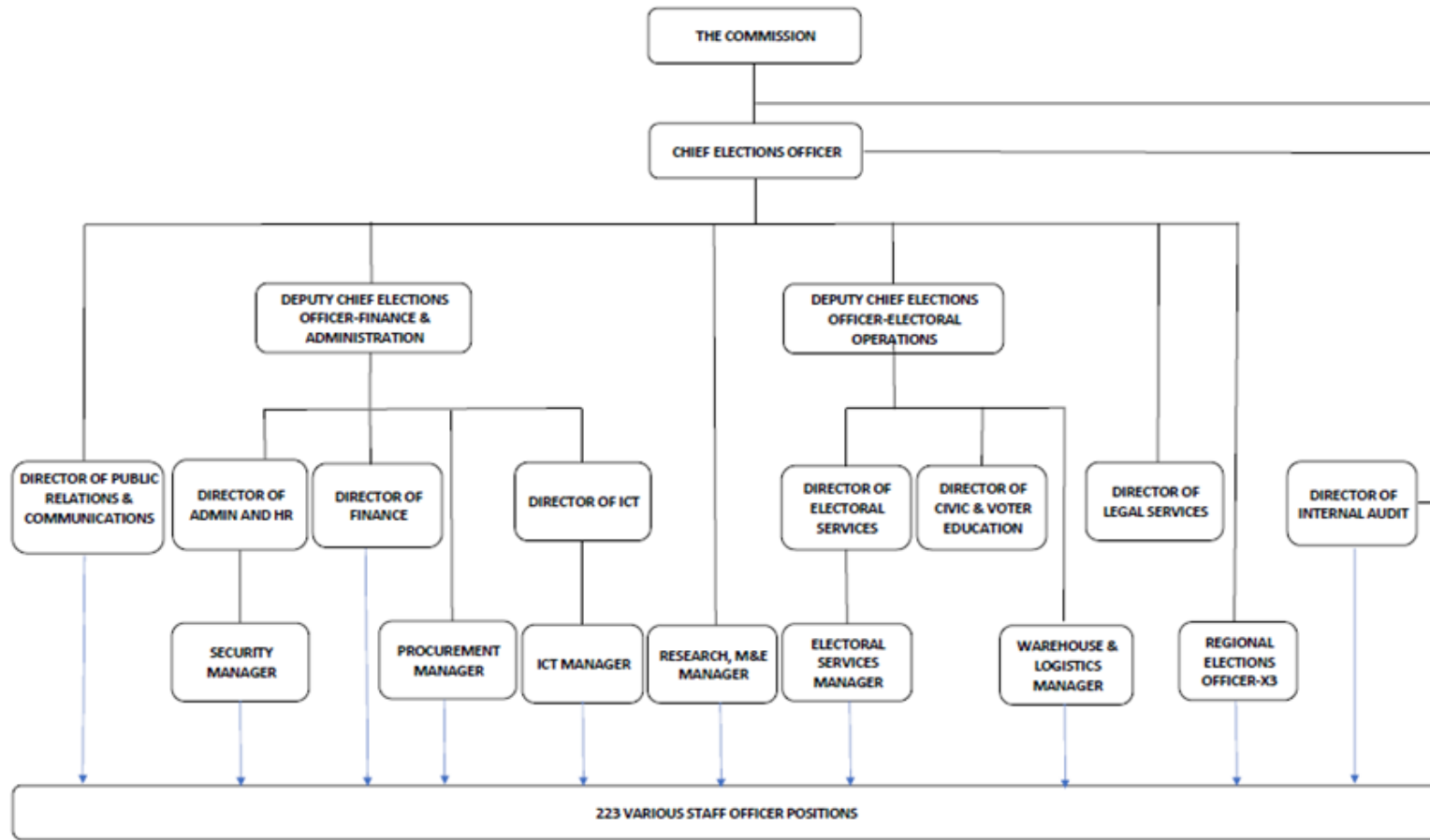


Figure 2. MEC Organogram

5.2 Financial Management Arrangements

The successful implementation of the Strategic Plan hinges on having sufficient financial resources to support MEC's operations. MEC being a public organisation established by law, the primary source of financing is Government funding through the annual budget. The annual budget is based on the annualised operational plan, Other Recurrent Transactions (ORT) and Personal Emoluments. The annualised operational plan is formulated based on the electoral cycle approach. In addition to this primary source of funding, the implementation of some of the activities in the Strategic Plan may be funded from other sources such as Development Partners (DPs).

Within the period of implementation of this Strategic Plan, MEC shall organize and conduct General Election in September 2025 with the possibility of a second polling in the presidential election. In addition, MEC plans to construct purpose-built offices and warehouses. Therefore, over and above the generic ORT, additional resources will be required to implement these projects.

The above resources will be managed using the Government's Integrated Financial Management Information System (IFMIS) and other authorised tools. Using these systems, financial reports will be produced monthly for management and quarterly for MEC to account for the resources that have been provided. At the end of each year an annual financial statement will be produced and audited as required by the Public Finance Management Act of 2022 and the Public Audit Act 2017.

5.3 Monitoring and Evaluation

Monitoring and Evaluation (M&E) system will be established to track progress and measure outcomes over the lifetime of the Strategic Plan. MEC will adopt the Results-Based Management (RBM) approach. A result-based monitoring approach will be used to ensure that progress and support to Strategic Plan implementation is in accordance with international best practice. Results coming from the M&E system will be presented and discussed within MEC and stakeholders. This will be a multilevel approach to ensure that partners take timely corrective measures why enabling joint accountability for achieving the strategic goals and objectives. As such, the M&E framework has been designed to monitor outputs, outcomes and impacts through activity reports, baseline, mid-term, and end of term surveys and reports. The results framework

is presented in Annex 1. The baseline, targets and alignment with other policy documents have not been finalised.

Figure 3 below is the diagrammatical presentation of the results chain showing the inputs, outputs, outcomes and impacts as the Strategic Plan will be implemented.

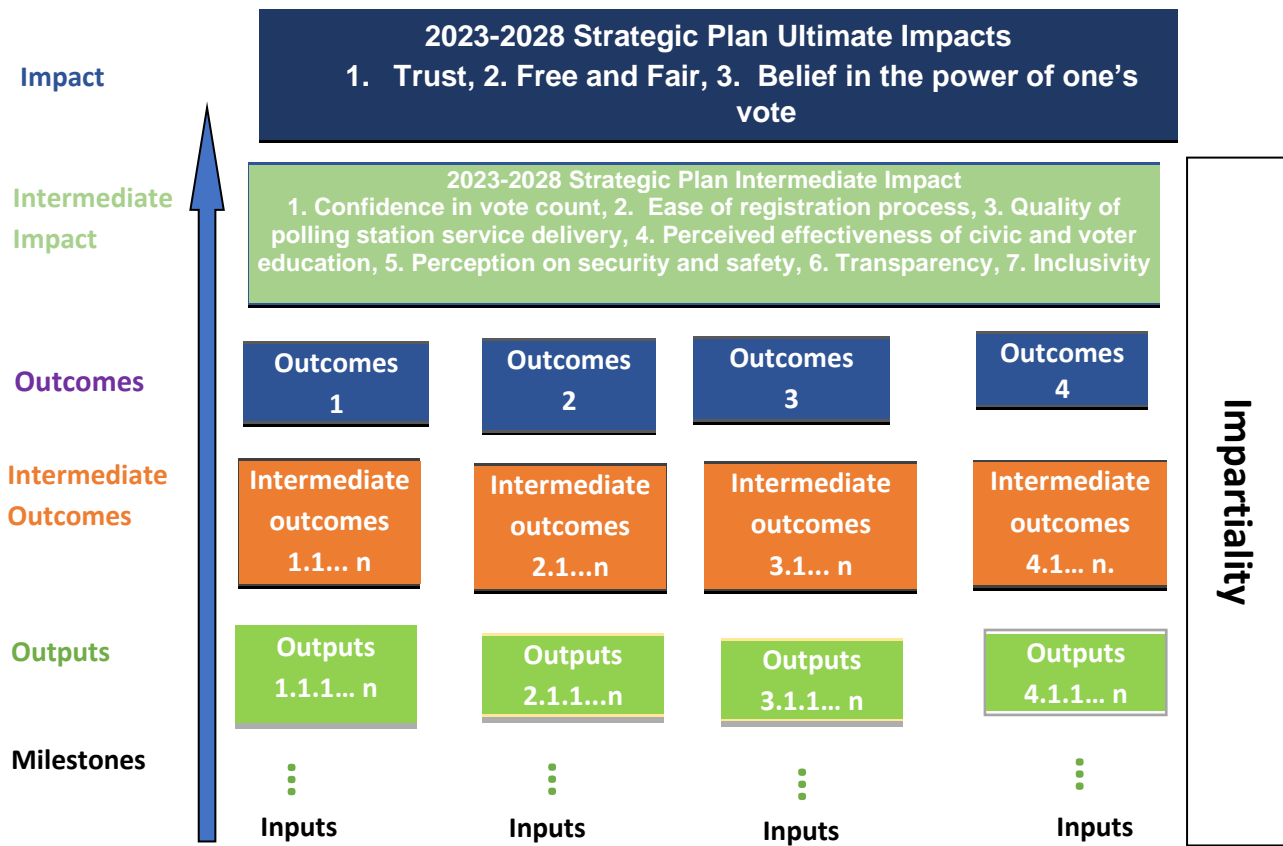


Figure 3. Results Chain for the 2023-2028 Strategic Plan

5.4 Role of Stakeholders

Table 25. Roles of Stakeholders during the Implementation of the Strategic Plan

| Stakeholder | Roles |
|---------------|--|
| Commission | a) Provide policy guidance and strategic oversight. |
| | b) Take a lead in resource mobilisation and establishment of partnership with development partners. |
| | c) Foster interface with the government and political leaders on Strategic Plan implementation |
| | d) Implement, monitor and evaluate performance of the Strategic Plan's implementation |
| | e) Management of elections |
| The Executive | a) Provide adequate and timely budgetary resources for Strategic Plan implementation and financial sustainability. |
| | b) Enforce accountability of budgetary resources by MEC. |
| | c) Provide policy guidance on planning, monitoring and evaluation and public sector investment programming. |
| | d) Providing technical, human, and material support necessary for the Strategic Plan implementation. |
| | e) Share the national registration database. |
| | f) Provide human, infrastructure, and material resources for electoral processes i.e., motor vehicles. |
| | g) Support coordination and implementation of electoral activities. |
| Judiciary | a) Safeguarding the independence of MEC through interpretation of the law |
| | b) Electoral Dispute Resolution |
| | c) Providing leadership to the institution through recommending names of candidates to assume the role of the chairmanship of MEC. |

| Stakeholder | Roles |
|---|--|
| Voters | a) Participation in the electoral processes through voting, nominating candidate and as candidates themselves. |
| Legislature | a) Support law reforms that support the Strategic Plan implementation. |
| | b) Ensure that MEC is independent of external influence. |
| | c) Ensure that MEC is appropriated with sufficient resources. |
| Civil Society Organisations | a) Provide support and collaboration in implementation of electoral activities. |
| | b) Mobilise constituents to participate in electoral activities. |
| | c) Facilitate levelling of the playing field |
| Academia | a) Provide support through research and training opportunities. |
| Development Partners – bilateral and multilateral | a) Provide technical, material and financial support for the implementation of the Strategic Plan. |
| | b) Support capacity building programmes through exchange programmes, study tours and electoral observation missions. |
| Other EMBs and international institutions | a) Share resources |
| | b) Capacity building through exchange programmes, study tours and electoral observation missions. |
| | c) Setting of standards and benchmarks for electoral processes in Malawi based on international best practices. |
| Political Parties | a) Field of candidates in elections. |
| | b) Mobilise their supporters to participate in elections. |
| | c) Provide support in the implementation of the electoral activities. |

| Stakeholder | Roles |
|--------------------|--|
| | d) Nominate candidates for appointment as Commissioners. |
| Private Sector | a) Supply of goods, and services |
| | b) Disseminate information |
| | c) Provide legal services |

5.5 Risk Management

Elections are a complex undertaking therefore, MEC, like other Election Management Bodies (EMBs), shall strive to address a wide expanse of risks related to the conduct of elections. Such risks could be linked to financial, legal, operational, technical, political, security, and natural disasters that affect the delivery of elections. This section is designed to enhance the organisation’s capacities to understand various risk factors, analyse risk data, devise mechanisms for responding to identified risks and mitigate their adverse effects. For this Strategic Plan, MEC identified and analysed the following risks:

Table 26. Risk Management Analysis

| Risk | Risk Area | Impact | Likelihood of Risk | Level of Risk | Mitigation Measures | | |
|--|--------------------------------------|--|---------------------------|----------------------|---|--|--|
| Interference and/or Lack of cooperation | The Executive | Withholding of resources and critical decisions could severely impact key electoral programs | High | High | Advocacy for support with key decision makers | | |
| | | | | | Improved efficiency in the execution of Commission programs to inspire the confidence of key decision actors. | | |
| | | | | | Develop complimentary channels for resource base for MEC | | |
| | | Delays and failure in implementation of activities | Loss of credibility | Low | High | Timely lobbying of finance with relevant institutions. | |
| | | | | | | Loss of political representation by the people | Organise donor conferences |
| | | | | | | | Improve internal efficiencies and cost effectiveness. |
| | | | | | | | Implement a Resource mobilisation strategy to identify additional and sustainable local and international financial resources. |
| | Ministries, Departments and Agencies | Affects the role out of critical Commission programs esp. registration and polling | Low | Medium | Detailed and timely planning of logistical and other activities | | |
| | | | | | Regular engagement with the MDAs | | |
| | | | | | Efficient communication and information sharing strategy | | |
| | | | | | Reach out programs and open up to the general public | | |
| | Political parties | May hinder passing of electoral related | Low | Medium | Efficient communication and stakeholders' engagement strategy (Media, NECOF, MPLC, CMD | | |

| Risk | Risk Area | Impact | Likelihood of Risk | Level of Risk | Mitigation Measures |
|---|--|--|---------------------------|---|---|
| | | legislation in Parliament | | | Board, Public Affairs Committee) |
| | | | | | Engagement with key policy leaders and parliamentary committees |
| | Affect the delivery of the electoral program | Low | High | Detailed and timely planning of logistical and other activities | |
| | | | | Efficient communication and stakeholders' engagement strategy (Media, NECOF, MPLC, CMD Board, Public Affairs Committee) | |
| | Development partners | Impact resource adequacy (esp. financing and necessary technical support). May magnify reputation risk, affecting credibility of the electoral processes | Low | High | Continuous engagement with development partners |
| Security risk to offices, Commissioners and staff | Targeted violent demonstrations | | Low | High | Identify volatile areas through risk assessment |
| | | | | | Safeguard the lives of all Commissioners, staff, property, voters and other stakeholders. |
| | | | | | Institute strong security mechanism for entry to MEC offices |

| Risk | Risk Area | Impact | Likelihood of Risk | Level of Risk | Mitigation Measures |
|---|--|--|---------------------------|----------------------|--|
| | Political fanatics | | Low | High | Conduct Commission business impartially |
| Natural disasters (climate change, health risk, social risks etc), pandemics calamities | Pandemics | | Medium | Low | Development and implementation of disaster and risk response and recovery plan |
| | General Environmental risk | | Low | Medium | |
| Elections Technology Failure such as Results Transmission System caused by Cyber security; machine/device failure; transmission failure; staff integrity. | Technology failure | Loss of integrity of electoral processes | High | High | Deploy redundancy systems |
| | Third party infrastructure failures (Communication technology) | Disruption of key electoral processes | | | Staff training |
| | Intrusion | Cost of recovery or replacement | | | Active investment program in modern equipment and technology |
| | Obsolescence | | | | Regular testing, maintenance, and upgrading of technology |
| | Failure of audit trail | | | | Insurance cover |
| Limitations and gaps in the existing legal | Incompleteness of MEC | Failure to deliver electoral activities | Medium | High | Timely engagement with the appointing authority |

| Risk | Risk Area | Impact | Likelihood of Risk | Level of Risk | Mitigation Measures |
|---|---|---|---------------------------|----------------------|---|
| framework | Inadequate and restrictive electoral administrative rules and regulations | | | | |
| | Lack of effective institutional leadership affecting work environment | Low staff morale and organisational performance | Low | Medium | Mentorship programmes |
| | | | | | Team building exercises |
| | | | | | Capacity building |
| | | | | | Leadership continuity/ Succession plan |
| | Weak compliance to Public Finance Management Act | Ineffective and inefficient usage of resources | High | Medium | Update Finance Procedures Manual |
| Prosecution of officers | | Strengthening internal controls | | | |
| Negative reputation and Publicity for MEC | Low acceptance | Loss of general integrity and trust of the organisation | Low | High | Robust Stakeholder engagement through continuous civic and voter education and strategic media and public relations |
| | | | | | Elaborate MPR and CVE activities |
| | | | | | Effective communication and stakeholders' engagement strategy (Media, NECOF, MPLC, CMD Board, Public Affairs Committee) |
| | Lack or Weak systems for | | | | Strengthen organisational and leadership development |

| Risk | Risk Area | Impact | Likelihood of Risk | Level of Risk | Mitigation Measures |
|---|--|---|--------------------|---------------|---|
| | business continuity | | | | programs |
| | Over recruitment | | | | Review compensation policies |
| | Incompetent staff | | | | Review contract management |
| | Loss of productivity | | | | |
| | Dependence on temporary contract staff | | | | |
| | Misunderstanding | Loss of trust in the electoral process | | | Effective communication and stakeholders' engagement strategy (Media, NECOF, MPLC, CMD Board, Public Affairs Committee) |
| | Myths and misconceptions | Impact the prevalence of Null and Void votes affecting acceptability of the results | | | |
| Security risk on electoral staff in the field | | | | | |

6.0 ANNEXES

6.1 Results Framework

Table 27. Strategic Plan Results Framework

| IMPACT INDICATORS | | | | | | | | |
|--------------------------------|---|----------|------|------|------|-----------------------|----------------|--------------------|
| Sn. | Key Performance Indicator | Target | | | | Means of Verification | Disaggregation | Responsible Office |
| | | Baseline | 2024 | 2026 | 2028 | | | |
| 1 | Trust in MEC by voters | | | | | | | |
| 2 | Belief in the power of one's vote | | | | | | | |
| 3 | Free and Fair, | | | | | | | |
| INTERMEDIATE IMPACT INDICATORS | | | | | | | | |
| Sn. | Key Performance Indicator | Target | | | | Means of Verification | Disaggregation | Responsible Office |
| | | Baseline | 2024 | 2026 | 2028 | | | |
| 1 | Transparency, | | | | | | | |
| 2 | Inclusivity | | | | | | | |
| 3 | Confidence in election results management | | | | | | | |
| 4 | Perceived ease of registration process, | | | | | | | |

| | | | | | | | | |
|---|---|--|--|--|--|--|--|--|
| 5 | Perceived ease of Polling process | | | | | | | |
| 5 | Perceived effectiveness of civic and voter education, | | | | | | | |
| 6 | Perceived feeling safety during elections | | | | | | | |

| SERVICE DELIVERY INDICATORS | | | | | | | | | | |
|--|--|--|--|------|------|------|-----------------------|--|--------------------|----------|
| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | | | | | | | | |
| Strategic Goal 1.1: Legal Framework | | | | | | | | | | |
| | Outcome 1.1: Improved certainty in the elections management | Percentage of key stakeholders expressing confidence in the elections management | 26 ² | 35 | 50 | 55 | Survey reports | District, National | RME | |
| 1.1.1 | Strengthen implementation of electoral laws in order to bring certainty to the electoral environment | Improved credibility and acceptance of electoral processes | Number of electoral laws gazetted | 3 | 3 | 3 | 3 | Reports, Gazetted laws | National | DLS |
| 1.1.2 | Enforce compliance of electoral laws and regulations | Improved credibility and acceptance of electoral processes | Number of engagement meetings held | TBD | 4 | 20 | 24 | Monitoring Reports Electoral observers' reports | District, National | DLS, RME |
| 1.1.3 | Promote the understanding of the electoral laws among staff, stakeholders and the general public | Reduced violations of the electoral laws | Number of orientations held | TBD | 5 | 14 | 18 | Campaign Monitoring Reports, Court records | District, National | DLS, RME |
| 1.1.4 | Put in place effective stakeholder engagement and | Shortened protracted law reform process | Number of engagement meetings on electoral law reforms | 0 | 1 | 1 | 1 | Minutes of meetings, Reports | National | DLS |

² Malawi Afrobarometer Survey Round 9 of 2022

| SERVICE DELIVERY INDICATORS | | | | | | | | | | |
|--|---|---|--|-----------------|------|------|-----------------------|----------------|-----------------------|------|
| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | | | | | | | | |
| | advocacy strategies in addressing lengthy processes affecting law reforms | | | | | | | | | |
| 1.1.5 | Review and develop regulations and codes of conduct and make necessary recommendations to Ministry of Justice and Constitutional Affairs for promulgation | Enhanced certainty in the electoral environment | Number of approved regulations and codes of conduct. | 0 | 36 | 36 | 36 | Review reports | National | DLS |
| Strategic Goal No. 1.2: Independence of MEC | | | | | | | | | | |
| | | Outcome 1.2: Improved confidence in MEC pertaining to its mandate | Percentage of the public expressing confidence in MEC | 26 ³ | 35 | 50 | 55 | Survey reports | District, National | RME |
| 1.2.1 | Sustain understanding of the corporate structure to assure effective alignment of the operative structure of MEC | Improved alignment of the boundaries in the segregating roles of the key operative structures of the MEC: i) Between the MEC | Percentage reduction in occurrences of responsibility overlaps and conflicts | TBD | 8 | 5 | 3 | Reports | National | DAHR |

³ Malawi Afrobarometer Survey Round 9 of 2022

| SERVICE DELIVERY INDICATORS | | | | | | | | | | |
|--|--|---------------------------------|--|------|------|------|-----------------------|---|----------------------------|----------------------|
| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | | | | | | | | |
| | and Secretariat ii) Between and across internal Directorates and functions | | | | | | | | | |
| 1.2.2 | Promote ethics and governance | Improved integrity in MEC | Percentage of staff trained in ethics and governance | 10 | 80 | 95 | 98 | Training reports | Gender, District, National | DAHR |
| 1.2.3 | Manage negative perceptions through continuous media and public engagements | Improved image of MEC | Number of initiatives implemented clarifying negative perceptions. | 20 | 40 | 45 | 50 | Media reports about MEC. | District, National | DMPR |
| 1.2.4 | Review and update the codes of conduct for MEC staff | Improved integrity in MEC | Number of codes of conduct produced | 1 | 1 | 1 | 1 | Report | National | DLS, DES, DCVE, DMPR |
| 1.2.5 | Promote compliance and objectivity of the independence of Commissioners and staff from political party, public office, organ of government, candidate(s) or any other person | Improved independence of MEC | No of initiatives implemented | 1 | 3 | 6 | 7 | Compliance monitoring reports | District, National | DLS, RME |
| 1.2.6 | Ensure timely submission of reports to the key stakeholders as part of | Improved corporate image of MEC | Number of reports submitted timely | 13 | 16 | 48 | 64 | Monthly, Quarterly, Mid-year, Annual reports Financial Reports | National | All |

| SERVICE DELIVERY INDICATORS | | | | | | | | | |
|--|--|--|---|------|------|------|-----------------------|---------------------------------|---|
| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office |
| | | | Baseline | 2024 | 2026 | 2028 | | | |
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | | | | | | | |
| accountability. | | | | | | | | | |
| Strategic Goal No. 1.3: Levelling the Playing Field | | | | | | | | | |
| | Outcome 1.3: Improved impartiality in facilitation of access to information and facilities | Percentage of key stakeholders expressing satisfied with access to information | 33 | 50 | 65 | 75 | Survey reports | District, National | RME |
| 1.3.1 | Promote adherence to existing policies, legal framework and codes of conduct at all levels | Reduced electoral disputes and complaints | Number of awareness campaigns on policies, legal framework and codes of conduct | 193 | 229 | 229 | 229 | Reports | District, National DLS, DCVE, DES, DMPR, RME |
| 1.3.2 | Develop effective feedback mechanisms from stakeholders on all electoral processes | Improved electoral process service delivery | Number of feedback meetings held with stakeholders. | 3 | 4 | 12 | 20 | Meeting Reports | District, National All |
| 1.3.3 | Develop regulations for media conduct during elections | Improved fairness in media coverage | Number of media Codes of conduct distributed | 500 | 1000 | 3000 | 3000 | Reports | District, National DMPR |
| 1.3.4 | Strengthen collaboration between MEC and registered political parties | Improved ownership and acceptance of electoral processes | Number of stakeholder engagement meetings held | 3 | 4 | 12 | 20 | Meeting proceedings and Reports | District, National DES, DMPR DCVE |
| 1.3.5 | Review and implement a communication plan | Improved sharing of information between MEC and stakeholders | Number of stakeholder engagement meetings held (e.g., NECOF) | 1 | 2 | 6 | 10 | Minutes and reports | District, National DMPR |
| 1.3.6 | Develop stakeholder | Improved collaboration and | Number of engagement meetings | 1 | 2 | 6 | 10 | Meeting Reports | District, National All |

| SERVICE DELIVERY INDICATORS | | | | | | | | | | |
|--|---|--|---|------|------|--------|-----------------------|--|--------------------|----------------|
| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | | | | | | | | |
| | engagement framework | inclusivity in electoral processes | with stakeholders. | | | | | | | |
| 1.3.7 | Develop mechanisms for social, print and electronic media monitoring to counter issues of misinformation and disinformation | Improved dissemination of correct information on electoral processes | Number of initiatives to counter issues of misinformation and disinformation implemented | 5 | 10 | 15 | 20 | Activity Reports | District, National | DMPR |
| 1.3.8 | Develop guidelines to ensure fair usage of public venues for campaign by political parties and candidates and designation of places and spaces on which campaign materials can be affixed | Improved fairness in access to campaign facilities and venues during campaign period | Number of orientation sessions with stakeholders (Political Parties, Traditional Leaders, DCs, Public Events Managers, CMD, NECOF, MPLCs, Police) | 0 | 37 | 37 | 37 | Proceedings of meetings and Reports | District, National | DMPR |
| 1.3.9 | Strengthen the role of Multi Party Liaison Committees (MPLCs) | Improved management of disputes and complaints | Number of MPLC members trained by gender | 0 | 360 | 360 | 360 | District Reports | Gender, District | DLS, DES, RME |
| 1.3.10 | Review and update guidelines for accreditation of election monitors and observers | Improved inclusivity and transparency in accreditation processes | Number of copies of Election Monitors' and Observers' Guidelines distributed | 0 | 500 | 18,500 | 18,500 | Activity reports, published guidelines distributed (digital and Hard copies) | National | DES, CVE, DMPR |
| 1.3.11 | Enforce code of | Improved | Number of | 1 | 12 | 30 | 32 | Reports from | Gender, District | DES, DLS, |

| SERVICE DELIVERY INDICATORS | | | | | | | | | | |
|--|---|--|--|-------------|-------------|-------------|------------------------------|-----------------------------|---------------------------|---------------------|
| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | | | | | | | | |
| | conduct for elections monitoring and observation | compliances to electoral laws | engagement meetings with electoral stakeholders | | | | | elections observers | National | RME |
| 1.3.12 | Review, update and enforce code of conduct for traditional leaders during elections | Improved fairness in electoral processes | Number of Orientation Sessions with traditional leaders (Lowest Group Village Headman) conducted by gender | 2 | 37 | 37 | 37 | Campaign monitoring reports | Gender, District National | DLS, RME, DES, DCVE |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|--|---|-----------|------|------|-----------------------|----------------------------------|----------------------------|------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| Strategic Goal No. 2.1: Leadership and Corporate Governance | | | | | | | | | | |
| | Outcome 2.1: Improved working environment within MEC | Percentage of staff expressing satisfied with the working environment | TBD | 70 | 85 | 95 | Survey reports | Gender, District, National | DAHR, RME | |
| 2.1.1 | Strengthen leadership capacity to enforce staff and workplace policies | Improved fairness in implementation of policies. | Number of initiatives carried out. | 2 | 5 | 6 | 6 | Disciplinary Committee Reports | National | DAHR |
| 2.1.2 | Review regularly staff compensation, remuneration and conditions of service | Recruitment, remuneration and other compensation packages that are regularly aligned to competitive, selected benchmarks | Gaps in remuneration, compensation and conditions of service of MEC and selected benchmarks reduced | (TBD) | 30 | 20 | 10 | Activity reports | National | DAHR |
| 2.1.3 | Create awareness and ownership of organizational policies | Improved acceptance and ownership of policies | Percentage of staff accepting and owning organisational policies | 65 TBD | 80 | 95 | 100 | Activity reports, survey reports | Gender, District, national | DAHR |
| 2.1.4 | Review and implement staff performance management system | Enhanced staff motivation and performance | Percentage of staff that score above the minimum performance threshold. | 50 | 65 | 80 | 90 | Performance appraisal Reports | District, National | DAHR |
| 2.1.5 | Improve the capacities of staff and Commissioners in relevant skill areas | Improved performance | Percentage of persons trained by type of training | 40 | 75 | 90 | 95 | Training Reports | Gender, District, National | DAHR |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|--|---|--|------|------|------|------------------------------------|---|--------------------|------------------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| 2.1.6 | Enforce adoption and utilisation of modern technology | Improved efficiency, cost-effectiveness, accountability, and information security in business processes | Number of services delivered using digital platforms | 6 | 12 | 15 | 15 | Activity reports Quarterly and annual reports | National | DICT, DES, DCVE, WH, Finance |
| 2.1.7 | Refine lines of communication within MEC | Improved governance and relationships | Number of initiatives implemented to improve communication developed | 3 | 5 | 5 | 5 | Activity reports | National | DAHR |
| 2.1.8 | Enhance mentorship and knowledge transfer between Commissioners and the Secretariat | Improved coordination and service delivery in MEC | Number of knowledge transfer initiatives between Commissioners and Management held | 5 | 7 | 9 | 10 | Performance appraisal reports, Meeting reports, Commission minutes. | District, National | All |
| Strategic Goal No. 2.2: Financing Sustainability | | | | | | | | | | |
| | Outcome 2.2: Enhanced financing that instils certainty in effective functioning of MEC | Reduction in Gross Funding gap | 30 TBD | 5 | 0 | 0 | Budget performance analysis report | National | DoF, RME | |
| 2.2.1 | Engage Ministry of Finance and National Assembly for the financing of all planned electoral activities | Improved certainty and funding levels | Funding gap for Government | 8 | 6 | 0 | 0 | Meeting Reports | National | DES, DoF DAHR |
| 2.2.2 | Engage Development Partners for increased funding for | Improved availability of resources for electoral activities | Funding Gap for Donor. | 51 | 12 | 10 | 5 | Reports | National | DES, DoF DAHR |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|--|--|---|------|------|------|-----------------------|-------------------|--------------------|-----|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| | MEC's planned activities | | | | | | | | | |
| 2.2.3 | Prepare Commission's budgets informed by operational plan and annual work plans in line with the electoral cycle | Timely and adequately funded institution | Number of annual workplans and budgets submitted to Ministry of Finance within the prescribed period. | 5 | 1 | 3 | 5 | Activity reports | National | All |
| 2.2.4 | Digitalise finance and procurement systems | Efficient finance and procurement processes | Number of systems digitalised | 6 | 9 | 11 | 11 | Quarterly reports | National | All |
| 2.2.5 | Promote enterprise-wide integration of systems | Improved enterprise resource planning and reporting | Number of systems integrated | 2 | 3 | 5 | 5 | Quarterly reports | National | All |
| 2.2.6 | Review and reorganise core business processes | Improved efficiency, cost-effectiveness, accountability and information security in business processes | Percentage of core business processes reorganised | 40 | 60 | 100 | 100 | Quarterly Report | National | All |
| 2.2.7 | Review and implement financial and procurement policies to enhance cost effectiveness | Improved utilisation and accountability of financial resources | Number of unqualified audit reports. | TBD | 0 | 0 | 0 | Audit Reports | National | All |
| 2.2.8 | Enhance adherence to existing finance and procurement regulations, procedures and | Improved financial and procurement management | Number of unqualified audit reports. | TBD | 0 | 0 | 0 | Audit Reports | National | All |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office |
|--|--|---|---|------|------|------|-----------------------|--|---------------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | |
| | principles of contract management | | | | | | | | |
| 2.2.9 | Implement programmes for resource mobilisation from acceptable non-state actors | Improved diversity in resources mobilisation | Number of non-state actors identified | 1 | 1 | 1 | 1 | Financial Reports | National DoF |
| 2.2.10 | Enforce prudent use of resources in line with relevant statutes | Improved prudent use of institutional resources | Percentage reduction in incidences of budget deficits registered | 25 | 10 | 5 | 2 | Activity report | National All |
| 2.2.11 | Provide electoral services at a fee to clients outside presidential, parliamentary, and local government elections | Expanded resource base for the institution | Percentage growth in revenues realised through service fees | 0 | 20 | 40 | 60 | Service provision reports, quarterly reports | National All |
| Strategic Goal No. 2.3: Infrastructure, Transport and Equipment | | | | | | | | | |
| | | Outcome 2.3: Improved quality of infrastructure, transport and equipment that facilitate efficiency in electoral processes | Percentage reduction in incidences of service disruption due to deficiencies in infrastructure, transport and equipment | TBD | 15 | 10 | 5 | Activity reports | District, National All |
| 2.3.1 | Secure services to design and construct purpose-built office complex and warehouses | Improved, secure and conducive work premises | Percentage of infrastructure, transport and equipment procured. | 0 | 20 | 50 | 55 | Quarterly Reports | National DAHR |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|---|--|---|------|------|------|-----------------------|--------------------------------|----------------------------|----------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| 2.3.2 | Strengthen capacity of staff in warehouse management | Improved warehouse management | Percentage of staff that are able to operate the digitalised warehouse Information Management System. | 0 | 70 | 90 | 100 | Quarterly Reports | National | DAHR |
| 2.3.3 | Upgrade office premises and warehouse facilities | Increased efficiency in office and warehouse management operations | Number of office premises and warehouse facilities upgraded | 1 | 42 | 43 | 46 | Upgrading/Main tenance Reports | National/Regional/District | DAHR |
| 2.3.4 | Implement tracking system for all Commission vehicles | Improved fleet management system | Percentage of vehicles and moveable equipment with functional Car tracking system installed | 0 | 85 | 100 | 100 | Reports | National | DAHR |
| 2.3.5 | Adopt Generally Accepted Principles (GAP) of warehouse management | Improved warehouse management operations | Percentage of GAP principles adopted | 0 | 50 | 80 | 100 | Quarterly reports | National | DAHR, WM |
| 2.3.6 | Digitalize warehouse management system | Improved information and management of stores and assets | Percentage of warehouses operating on a digital warehouse management system | 0 | 70 | 90 | 100 | Quarterly reports | National | DAHR, WM |
| 2.3.7 | Strengthen capacity of staff in warehouse management system | Improved supply chain management | Percentage of trained in warehouse and asset management systems. | 0 | 80 | 95 | 100 | Training reports | National | DAHR |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|---|---|---|------|------|------|-----------------------|-------------------|--------------------|------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| 2.3.8 | Review and develop effective mechanisms for sourcing of support in transportation, equipment and warehousing required for election management | Effective delivery of electoral processes | Number of mechanisms for election management in place | 2 | 4 | 4 | 4 | Quarterly reports | National | DAHR |
| Strategic Goal No. 2.4: Safety, Security and Investigation | | | | | | | | | | |
| | Outcome 2.4: Improved safety and security of MEC and stakeholders at all times | Percentage of staff and stakeholders satisfied with security measures implemented | 55 ⁴ | 90 | 95 | 95 | Quarterly reports | National | DAHR, SM | |
| 2.4.1 | Review and update training programmes for Trainer of Trainers and staff in safety and security | Improved staff capacity in safety and security management | Percentage of staff in safety and security incidences. | 50 | 70 | 95 | 100 % | Reports | National | DAHR, SM |
| 2.4.2 | Review and update the security and emergency plan | Improved staff capacity to respond to safety and security emergencies | Security and emergency plan updated | Yes | Yes | Yes | Yes | Reports | National | DAHR and SM |
| 2.4.3 | Review and implement security risk | Improved knowledge and skills in management of | Percentage of staff with knowledge and skills in management | 55 | 75 | 90 | 100 | Reports | National | DIA, DAHR and SM |

⁴ Afrobarometer survey Round 9, August 2022

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|--|---|------|------|------|-----------------------|-----------------------|----------------------------|-----------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| | management policies | security risks | of security risks. | | | | | | | |
| 2.4.4 | Strengthen collaboration with state security agencies | Enhanced security of staff, stakeholders and materials | Number of engagement meetings with security agencies | 3 | 4 | 12 | 20 | Reports | District, National | DIA DAHR and SM |
| 2.4.5 | Improve human resources and skills for the security unit | Improved staff capacity to respond to various security risks | Number of staff in the security unit with the requisite skills | 1 | 2 | 2 | 2 | Reports | Gender, District, National | DAHR and SM |
| 2.4.6 | Build capacity in investigation for the security unit | Secure working environment | Number of staff with capacity to carry out investigations | 1 | 2 | 2 | 2 | Investigation Reports | National | DAHR and SM |
| Strategic Goal No. 2.5: Natural Disasters, Pandemics and Calamities | | | | | | | | | | |
| | | Outcome 2.5: Improved participation of affected population by natural disasters in the electoral processes | Percentage of population affected by natural disasters participating in electoral processes | 70 | 80 | 95 | 100 | Survey report | District, National | DES, RME |
| 2.5.1 | Develop a disaster and risk response plan | Enhanced organisational capacity to respond to disasters and risks | Disaster, risk preparedness and management plan developed | No | Yes | Yes | Yes | Activity Reports | National | DHAR |
| 2.5.2 | Build the capacity of staff in disaster and risk management | Improved capacity of staff in responding effectively to disaster and risk management | Percentage of staff with capacity to respond effectively to disaster and risk management | 50 | 80 | 95 | 100 | Training Reports | Gender, District, National | DHAR |
| 2.5.3 | Strengthen collaboration with key stakeholders in | Enhanced protection of staff, relevant stakeholders, materials and | Number of stakeholder engagement meetings | 2 | 4 | 12 | 20 | Quarterly Reports | Gender, District, National | All |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|--|--|--|------|------|------|-----------------------|-------------------|----------------------------|-----|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | | | | | | | | | |
| | disaster and response management | equipment | | | | | | | | |
| 2.5.4 | Devise appropriate measures to enable compliance with all regulations issued by relevant authorities | Improved compliance with public emergency regulations and guidelines | Percentage of key election management processes aligned to public emergency regulations and guidelines | 75 | 85 | 95 | 100 | Quarterly Reports | Gender, District, National | All |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|--|--|--|------|------|------|---|--|----------------------------|----------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| Strategic Goal No. 3.1: Review of Constituency and Ward boundaries | | | | | | | | | | |
| | Outcome 3.1: Improved accessibility of voter registration/polling centres | Percentage of population living within 5km from a polling centre | 50 | 80 | 80 | 80 | Survey reports – Baseline, Mid-term and End of Term | Gender, District, National | DES, RME | |
| 3.1.1 | Strengthen engagement with stakeholders through sensitisation meetings and civic education | Enhanced information dissemination, buy-in and participation of stakeholders on the processes for determining the new constituency and ward boundaries | Number of stakeholders sensitization meetings on constituency and ward boundary review processes | 0 | 4 | 0 | 0 | Activity, Reports | Gender, District, National | All |
| 3.1.2 | Establish new voter registration and polling centres in accordance with the new constituency and ward boundaries | Gazetted list of voter registration and polling centres | Number of voter registration and polling centres gazetted | 5002 | 6000 | 6000 | 6000 | Activity Reports | District, National | DES |
| Strategic Goal No. 3.2: Voter Information and Education | | | | | | | | | | |
| | Outcome 3.2: Improved knowledge in electoral processes | Percentage of people having basic understanding of electoral processes | TBD | 40 | 80 | 80 | Activity monitoring reports | District, national | DES, RME | |
| 3.2.1 | Engage Ministry of Education to include voter and civic education in school curricula | Improved knowledge of electoral processes | Signed Memorandum of Understanding in place Number of data quality issues flagged from the NRIS | 0 | 1 | 1 | 1 | Meeting proceedings and Reports, MoUs signed | National | DLS, DCVE, DES |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|--|---|---|------|------|------|-----------------------|------------------------------------|----------------------------------|--------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| 3.2.2 | Develop a Civic and Voter Education curriculum | Improved consistency in delivery of civic and voter education | Number of temporary staffs with the right skills, competencies and qualifications recruited | 193 | 193 | 229 | 229 | Activity Reports CVE Curriculum | National | DES, DCVE |
| 3.2.3 | Review and implement the Civic and Voter Education plan | Improved delivery of civic and voter education | Civic and Voter Education Plan implemented | Yes | Yes | Yes | Yes | Activity Reports CVE Plan | District, National | DCVE, DMPR, DES |
| 3.2.4 | Review and develop effective methods and approaches to improve the delivery of civic and voter education to stakeholders, particularly women, youth, and marginalised members of society | Increased participation of target groups in electoral processes | Number of stakeholders actively engaged in voter registration processes | 221 | 221 | 300 | 300 | Activity Reports | District, national | DCVE, DMPR, DES |
| 3.2.5 | Review and strengthen the criteria for recruitment and accreditation of civic and voter education service providers | Improved delivery of civic and voter education | Percentage of CVE service providers meeting the minimum criteria recruited | 40 | 60 | 80 | 85 | Activity Reports | District, National | DCVE, DES |
| 3.2.6 | Review and update civic and voter education manual | Improved delivery of civic and voter education | Number of manuals distributed | 400 | 400 | 500 | 500 | CVE Manual, Quarterly Reports | District, National | DCVE, DES |
| 3.2.7 | Strengthen the technical capacity in Civic and Voter education for staff and other stakeholders | Increased capacity in civic and voter education | Number of staff trained | 9 | 12 | 20 | 20 | Training Reports | Gender, District, National | DAHR, DCVE, DES |
| 3.2.8 | Review and implement the recruitment process | Competent and qualified civic and voter education staff | Number of CVE staff recruited | 193 | 193 | 229 | 229 | Recruitment Reports | Gender, District, National | DAHR, DCVE, DES |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office |
|---|---|--|--|------|------|------|-----------------------|--|-----------------------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | |
| | and criteria for temporary staff in civic and voter education | | | | | | | | |
| 3.2.9 | Develop a framework for quality control in the delivery of civic and voter education | Improved quality of civic and voter education delivery | Number of quality control initiatives implemented | 4 | 5 | 6 | 10 | Supervision Reports | District, National DCVE, DAHR |
| 3.2.10 | Develop civic and voter education messages targeting specific electoral events | Improved awareness of electoral processes | Percentage of targeted groups reached with targeted electoral messages | 60 | 60 | 100 | 100 | Activity Reports | District, National DCVE |
| 3.2.11 | Provide small grants to civic and voter education service providers | Increased coverage in delivery of civic and voter education | Percentage of CVE service providers receiving small grants | 0 | 0 | 60 | 60 | Grants tracking Reports | National DCVE, DoF |
| 3.2.12 | Develop an MOU with the Ministry responsible for Civic Education | Improved coordination in delivery of civic and voter education | Number of MoUs signed | 0 | 0 | 1 | 1 | MoUs signed, activity Reports | National DCVE, DLS |
| Strategic Goal No. 3.3: Voter Registration | | | | | | | | | |
| | | Outcome 3.3: Increased awareness of electoral processes and voter information | Percentage of population expressed confidence in civic and voter education | 0 | 60 | 80 | 80 | Survey reports (baseline, Mid-term and End-term) | Gender, District, National RME |
| 3.3.1 | Review, establish and implement a memorandum of understanding with the National Registration Bureau | Availability of access to quality data from the National Registration and Identification System (NRIS) | Number of MOUs signed | 1 | 1 | 1 | 1 | MoUs, Activity Reports | National DLS, DES |
| 3.3.2 | Review and implement the recruitment process for temporary staff | Competent and qualified staff | Number of CVE staff recruited | 193 | 193 | 229 | 229 | Recruitment Reports | National DAHR, DES |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|---|--|------|------|------|-----------------------|------------------------------------|--------------------|---------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| | for voter registration | | | | | | | | | |
| 3.3.3 | Procure consultancy services and advanced and portable voter registration equipment and materials | Improved and user-friendly voter registration processes | Number of pieces of equipment procured | 0 | 0 | 7000 | 7000 | Delivery note, Quarterly Reports | National | DES, DAHR, PM |
| 3.3.4 | Strengthen collaboration with stakeholders on civil registration and voter registration | Enhanced knowledge and acceptance of registration processes | Number of stakeholder engagement meetings held | 193 | 193 | 509 | 509 | Activity Reports | District, National | All |
| 3.3.5 | Provide civic and voter education relating to the voter registration process | Improved awareness on voter registration processes | Number of civic and voter education campaigns conducted | 80 | 80 | 300 | 300 | Activities Reports | District, National | DCVE |
| 3.3.6 | Review and implement the approach to civil registration and voter registration to minimise misconceptions | Improved voters' register | Number of initiatives implemented on voter registration to minimise misconceptions | 6 | 20 | 60 | 80 | Activity Reports | District, National | DCVE |
| 3.3.7 | Publicise new voter registration and polling centres | Awareness on registration and polling centres | Number of awareness campaigns implemented | 193 | 229 | 350 | 400 | Activity Reports | District, National | DCVE, DES |
| 3.3.8 | Conduct periodic update of the voters' register | Improved voters' register | Frequency with which the Voters' Register is updated | 3 | 4 | 6 | 8 | Voters' Register, activity Reports | District, National | DES, DICT |
| 3.3.9 | Develop and implement Human Resource Management System (HRMS) for temporary staff | Improved database of temporary staff | Human Resource Management System (HRMS) for temporary staff operationalised | No | Yes | Yes | Yes | HRMS Reports | District, National | DAHR |
| 3.3.10 | Eliminate multiple voter registrations | Reduced cases of multiple voter registrations | Percentage reduction in multiple voter registration | 10 | 5 | 3 | 3 | Voters' registration Reports | District, National | DES, DICT |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|---|--|--|------|------|------|--|------------------------------------|----------------------------|----------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| 3.3.11 | Strengthen human resources capacity for voter registration and inspection | Improved voter registration and inspection processes | Number of staff trained | 6737 | 9266 | 9266 | 9266 | Training Reports | Gender, District, National | DAHR, DES |
| 3.3.12 | Strengthen stakeholder engagement with political stakeholders to enhance transparency and accountability | Enhanced acceptance and ownership of registration processes | Number of stakeholder engagement meeting conducted | 5 | 51 | 57 | 61 | Meeting reports | District, National | All |
| 3.3.13 | Strengthen the logistical arrangements through enforcement of code of conduct, organisation, equipment, and transport | Efficient and cost-effective voter registration processes | Number of incidences recorded of violation of logistical codes of conduct by field staff | 5 | 0 | 0 | 0 | Supervision and Monitoring reports | District, National | DAHR, DES, DCVE, RME |
| Strategic Goal No. 3.4 Electoral Inclusion | | | | | | | | | | |
| | Outcome 3.4: Increased participation of the marginalised population in electoral processes | Percentage change in the participation of the marginalised population | TBD | 5 | 20 | 20 | Survey reports (baseline, mid-term and end-term) | District, National | RME, DES, DCVE | |
| 3.4.1 | Develop a framework on electoral inclusion | Develop a framework on social inclusion on electoral processes | Number of initiatives implemented promoting electoral inclusion | 7 | 9 | 9 | 10 | Activity reports | District, National | DES, DCVE, RME |
| 3.4.2 | Engage NRB to customise the civil register to disaggregate data by different types of disabilities | Engage NRB to customise the civil register to disaggregate data by different types of disabilities | Number of propositions adopted by NRB on disaggregation of voters | 0 | 4 | 4 | 4 | Voters' register, Activity reports | District, National | DES, DICT |
| 3.4.3 | Customise voters' register to disaggregate data by | Customise voter register to disaggregate data by | Number of disability propositions adopted in the voters' register | 0 | 4 | 4 | 4 | Voters' register, activity reports | District, National | DES, DICT |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office |
|--|---|---|----------|------|------|------|---|--------------------|--------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | |
| different categories of disabilities | different types of disabilities | | | | | | | | |
| 3.4.4 Engage CVE service providers on inclusivity for various categories of the marginalised in society | Engage civil society organisations on inclusivity for various categories of the marginalised in society | Number of engagement meetings with CVE service providers conducted on inclusivity | 3 | 3 | 6 | 6 | Meeting reports | District, National | DES, DCVE |
| Strategic Goal No. 3.5: Nomination of Candidates | | | | | | | | | |
| | Outcome 3.5: Increased accessibility and clarity of the nomination process | Percentage of candidates satisfied with the efficiency and clarity of the nomination process | TBD | 0 | 85 | 90 | Candidates' nomination evaluation reports | District, National | DES, RME |
| 3.5.1 Enhance awareness through civic education on electoral laws, guidelines, and nomination procedures | Improved nomination processes | Percentage of candidates adhering to the nomination guidelines | 0 | 70 | 80 | 90 | Activity Reports | District, National | DES, DCVE |
| 3.5.2 Digitalization of the nomination process | Improved access and efficiency in nomination processes | Nomination process digitized and implemented | 0 | 0 | 1 | 1 | Reports | | DES, DICT |
| 3.5.3 Create and implement initiatives that encourage inclusivity | Increased participation of marginalised groups | Number of initiatives created that promote inclusivity in the nomination process Percentage of the marginalised that are contesting to total nominated candidates per election | 6 | 9 | 9 | 10 | Activity Reports | District, National | DES, DCVE, DMPR |
| Strategic Goal No. 3.6 Campaign Monitoring | | | | | | | | | |
| | Outcome 3.6: Reduced cases of | Percentage of reduction in cases of | 13 | 8 | 5 | 3 | Campaign monitoring | District, national | DLS, DES, SM, RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office |
|--|---|--|--|------|------|------|-------------------------|-------------------------------|---|
| | | | Baseline | 2024 | 2026 | 2028 | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | |
| | political violence | political violence | | | | | reports, Police reports | | |
| 3.6.1 | Create awareness on ethical norms during campaign as prescribed by the law | Improved quality of campaign by political parties and candidates | Number of stakeholders provided with codes of conduct on campaign for elections | 2 | 15 | 30 | 30 | Quarterly Reports | District, National DLS, DES, DCVE, RME, SM |
| 3.6.2 | Review and publish a code of conduct to regulate campaign for elections | Reduced number of contraventions of the code of conduct | Number of stakeholders provided with codes of conduct on electoral campaign | 2 | 15 | 30 | 30 | Campaign monitoring Reports | District, National DLS, DES, RME, SM |
| 3.6.3 | Establish mechanisms for enforcing the code of conduct | Reduced number of violations of electoral laws | Number of initiatives implemented in enforcing codes of conduct for electoral campaign | 4 | 7 | 7 | 7 | Activity Reports | District, National DLS, DES, RME, SM |
| 3.6.4 | Establish mechanisms of monitoring the adherence of political parties and candidates to the code of conduct | Increased adherence to the code of conduct by political parties and candidates | Number of monitoring initiatives implemented | 4 | 10 | 229 | 229 | Campaign Monitoring Reports | District, National DLS, DES, RME, SM |
| 3.6.5 | Establish mechanisms of investigation of reported cases of contravention of code of conduct | Improved handling and management of complaints relating to campaign | Percentage of cases on violation of code of conduct resolved | 20 | 60 | 80 | 90 | Campaign Monitoring Reports | District, National DLS, DES, RME, SM |
| 3.6.6 | Build capacity of Commissioners, Staff and MPLCs in resolution of disputes arising from breach of code of conduct | Improved handling and management of complaints relating to campaign | Number of personnel trained in dispute resolution | 750 | 750 | 750 | 750 | Training Reports | District, National DAHR, DLS, DES, RME, SM |
| 3.6.7 | Develop a comprehensive | Improved case management system | Number of initiatives put in place in | 3 | 4 | 6 | 6 | EDR Framework Activity report | National DES, DLS, RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|--|--|--|------|------|--------|---|--|--------------------|-----------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| Electoral Dispute Resolution framework | | Electoral Dispute Resolution | | | | | | | | |
| Strategic Goal No. 3.7 Polling | | | | | | | | | | |
| | Outcome 3.7: Improved clarity and ease of the polling processes | Percentage of voters satisfied with the ease and clarity of polling services | TBD | | | | Survey reports (exist polls, mid-term and end term) | District, National | DES, RME | |
| 3.7.1 | Build the capacity of temporary staff in the electoral process. | Improved polling processes | Number of temporary staff trained in polling management | TBD | TBD | 138117 | 13817 | Training Reports | National | DAHR, DES |
| 3.7.2 | Increasing the number of polling stations to enhance the convenience of voting. | Increased access and participation in polling | Percentage of population living within a 5 km radius of a polling centre | TBD | 60 | 80 | 85 | Activity Reports, Survey reports | District, National | DES, RME |
| 3.7.3 | Review and develop clear voting procedures, forms, and practices | Improved polling processes | Percentage of polling centres adhering to the approved polling processes | TBD | 100 | 100 | 100 | Polling Supervision and monitoring Reports | District, National | DES, RME |
| 3.7.4 | Providing timely updates on the voting process to officials, voters, and relevant stakeholders | Improved understanding of polling processes | Number of updates provides | 5 | 0 | 6 | 6 | Published updates, activity Reports | District, National | DES, DMPR |
| 3.7.5 | Review and restructure employment contracts for temporary polling staff | Improved contract management of staff | Percentage of temporal staff on performance contract | 0% | 100 | 100 | 100 | Staff returns Reports | National | DAHR, DES |
| 3.7.6 | Review, design and procure suitable polling equipment and materials | Improved delivery of polling services | Percentage of polling centres provided with the required equipment and materials | 70 | 80 | 95 | 95 | Polling supervision and monitoring Reports | District, National | DES, RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|---|--|---|------|------|------|--|---|--------------------|----------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| 3.7.7 | Review and implement strategies that are adapted for the most feasible logistical and communication infrastructure | Improved planning for delivery and distribution of materials | Number of initiatives implemented to address logistical challenges due to logistical and communication infrastructure | 4 | 8 | 15 | 15 | Logistical plans, Supervision and Monitoring Reports | District, National | DES, RME, DAHR |
| 3.7.8 | Review and update procedures and processes that effectively facilitate voting for an eligible voter affected by factors such as relocation on account of duty, education, natural phenomena and other as qualified by MEC | Enhanced inclusivity in polling processes | Number of reforms implemented to address affected registered voters due to work and natural disasters, pandemics and calamities | 4 | 10 | 15 | 30 | Polling Activity Reports | District, National | DES |
| Strategic Goal No. 3.8: Results Management | | | | | | | | | | |
| | Outcome 3.8: Enhanced confidence in results management processes | Percentage of stakeholders expressing confidence in the vote count processes | TBD | 50 | 75 | 80 | Survey (Polling exit, Mid-term and end-term) | District, National | DES, RME | |
| 3.8.1 | Review and update guidelines, regulations and procedures for management and processing of results | Improved results management processes | Number of reforms approved in guidelines, regulations and procedures for management and processing of results | 4 | 6 | 8 | 8 | Activity Reports, Electoral Results management manual | National | DES, DLS |
| 3.8.2 | Develop appropriate ICT solutions to enhance the efficiency of results management system | Increased efficiency and accountability in results management | Number of reforms approved in the Election Results Management system | 4 | 6 | 8 | 8 | Results Management user manual, Activity Reports | National | DES, DICT |
| 3.8.3 | Introduce | Improved | Number of reforms | 4 | 6 | 8 | 8 | Results | National | DES, DICT |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|---|---|--|--|------|------|------|-----------------------|--|----------------------------|---------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| | mechanisms for the provision of timely updates as well as assured transparency on the results management process to relevant stakeholders | acceptance and ownership of election results | approved in the Election Results Management system | | | | | Management user manual, Activity Reports | | |
| 3.8.4 | Strengthen capacity of staff in operation of election management equipment | Enhanced safety and security of equipment | Percentage of staff trained in election management equipment | TBD | 75 | 100 | 100 | Training Reports | Gender, District, National | DAHR, DES, WM |
| 3.8.5 | Identify and resource national and district tally centres | Improved processing of election results | Percentage of facilities meeting the minimum requirements for a tally centre | 90 | 95 | 100 | 100 | Monitoring and supervision Reports | District, National | DES, RME |
| 3.8.6 | Digitalise and secure transmission of results | Increased efficiency and security of results | Percentage of results transmitted using the digital platform | 100 | 100 | 100 | 100 | Results management Reports | District, National | DES, DICT |
| 3.8.7 | Test and certify security of the results transmission system | Secure results transmission system | Percentage of results transmission system certified | 100 | 100 | 100 | 100 | System audit Reports | National | DICT |
| Strategic Goal No. 3.9: Electoral Dispute Resolution | | | | | | | | | | |
| | | Outcome 3.9: Improved dispute resolution management | Percentage of resolved within the prescribed period | TBD | 100 | 100 | 100 | EDR reports Survey reports | District, National | DLS, DES, RME |
| 3.9.1 | Improve human resource in the Directorate of Legal Services | Enhanced capacity and efficiency in handling and processing complaints | Number of staff in place | 2 | 5 | 5 | 5 | Staff returns Reports | District, National | DAHR |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|--|--|------|------|------|-----------------------|---|--------------------|----------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| PILLAR NO 3: ELECTORAL OPERATIONS | | | | | | | | | | |
| 3.9.2 | Initiate reforms in electoral disputes resolutions at the judiciary level | Enhanced efficiency in electoral dispute resolution | Number of reforms adopted into electoral law | 0 | 1 | 1 | 1 | Activity reports, Electoral law reforms submitted to ministry of Justice, bills | National | DLS, DES |
| 3.9.3 | Review and update guidelines and procedures for the Multiparty Liaison Committees (MPLCs) | Improved management of electoral disputes and conflicts | Guidelines and procedures for the Multiparty Liaison Committees (MPLCs) updated | Yes | Yes | Yes | Yes | MPLCs guidelines, Activity Reports | District, National | DLS, DES |
| 3.9.4 | Design and commission an integrated digital Electoral Dispute Resolution (EDR) and Case Management System | Improved access and security of case database | Digitalized Electoral Dispute Resolution (EDR) and case management system operational (Yes/No) | No | Yes | Yes | Yes | EDR commissioning Report, Dispute resolution report | National | DLS, DES, DICT |
| 3.9.5 | Roll out comprehensive civic education on electoral laws, regulations, procedures, and guidelines | Increased awareness of electoral laws and regulations | Number of awareness campaigns on electoral laws, regulations, procedures, and guidelines | 193 | 266 | 266 | 266 | Activity Reports | District, National | DCVE, DES, DLS |
| 3.9.6 | Strengthen stakeholder engagement on electoral dispute resolutions | Improved acceptance of Commission determinations on complaints and appeals | Number of stakeholder engagement meetings held | 3 | 4 | 12 | 20 | Meeting Reports | District, National | DES, DLS, DCVE |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office |
|--|---|---|----------|------|------|------|-------------------------------------|----------------------------|--------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | |
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | | | | | | | | |
| Strategic Goal No. 4.1: Technology Adoption - | | | | | | | | | |
| | Outcome 4.1: Improved information and data management and sharing through digital systems | Percentage of business processes operating using digital platform | 33 | 80 | 100 | 100 | Quarterly reports | National | DICT |
| 4.1.1 | Promote investment in ICT infrastructure to facilitate service delivery | The absorption rate on ICT infrastructure | 75 | 90 | 100 | 100 | Quarterly Reports Delivery notes | National | DICT, PM, DoF |
| 4.1.2 | Strengthen in-house capacity to develop ICT systems and applications | Number of ICT systems and application developed in-house | 1 | 5 | 12 | 14 | System Reports | National | DICT |
| 4.1.3 | Develop and implement an ICT capital investment plan | Percentage of ICT capital investment plan implemented | 0 | 1 | 1 | 1 | Quarterly and annual Reports | National | DICT, DAHR |
| 4.1.4 | Provide uninterrupted internet connectivity | Percentage of offices (HQ, Region and District) accessing uninterrupted internet. | 40 | 60 | 90 | 100 | Internet monitoring Reports | District, National | DICT, DAHR |
| 4.1.5 | Review policies to facilitate access to ICT | Percentage of staff using ICT. | 40 | 70 | 90 | 100 | Asset register, Procurement Reports | District, National | DAHR |
| 4.1.6 | Strengthen capacity of staff in ICT skills | Percentage of staff with ICT basic skills | 40 | 70 | 95 | 100 | Training Reports | Gender, District, National | DAHR |
| 4.1.7 | Continuously engage political and other relevant stakeholders | Number of political stakeholders' engagement | 2 | 6 | 20 | 24 | Meeting Reports | District, National | DES, DICT |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|---|---|------|------|------|-----------------------|---|--------------------|-----------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | | | | | | | | | |
| | on ICT issues | processes. | meeting | | | | | | | |
| 4.1.8 | Invest in appropriate ICT security to address cyber security risks | Enhanced safety, security and trust in ICT environment. | Number of security systems in place | 2 | 4 | 5 | 5 | ICT system audit Reports | National | DICT |
| 4.1.9 | Review and implement an ICT disaster and recovery plan for business continuity | Enhanced capacity of the organisation to respond and recover from different kinds of disasters. | Number of offices installed with disasters recovery facilities. | 2 | 3 | 3 | 3 | Facilities Reports | District, National | DAHR |
| 4.1.10 | Promote use of modern technology in electoral processes | Improved efficiency in electoral processes | Number of processes running using digital platform | 5 | 7 | 7 | 7 | Quarterly and Annual Reports | National | All |
| 4.1.11 | Strengthen ICT literacy and awareness across political and other stakeholders on all electoral processes | Improved acceptance of ICT in electoral processes | Number of ICT awareness campaigns conducted with political stakeholders | 2 | 5 | 15 | 18 | Meeting reports | District, National | DES, DICT, DCVE |
| Strategic Goal No. 4.2: Integrated Planning | | | | | | | | | | |
| | | Outcome 4.2: Integrated planning that addresses government and donor requirements | Percentage of departments adhering to integrated planning | 60 | 90 | 100 | 100 | Activity reports | National | RME |
| 4.2.1 | Introduce and enforce integrated planning approach which is participatory and aligned to bottom-up approaches | Improved acceptance and collective responsibility and ownership over programmes and activities | Number of reforms adopted in the planning and budgeting process | 2 | 3 | 3 | 3 | Activity reports Quarterly reports, Annual Reports | National | RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|--|---|------|------|------|-----------------------|--|----------------------------|---------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | | | | | | | | | |
| 4.2.2 | Build capacity in planning and budgeting | Improved planning and budgeting | Percentage of staff trained in planning and budgeting | 30 | 80 | 100 | 100 | Training Reports | Gender, District, National | DAHR, RME |
| 4.2.3 | Develop mechanisms that enforce departmental submission of quarterly and annual work plans for approval | Improved coordination and legitimization of implementation of activities | Percentage of Annual Workplans and budgets submitted timely | 100 | 100 | 100 | 100 | Activity Reports | National | RME, DAHR |
| Strategic Goal No. 4.3: Monitoring and Evaluation | | | | | | | | | | |
| | Outcome 4.3: Enhanced decision-making informed by availability of quality information | Number of performance review meeting held | 4 | 4 | 12 | 20 | Quarterly reports | National | RME | |
| 4.3.1 | Review and update the monitoring and evaluation plan | Improved availability of information for decision-making | M&E plan and system for MEC operational (Yes/No). | No | Yes | Yes | Yes | M&E plan, Activity Reports | National | RME |
| 4.3.2 | Continuously update the risk matrix | Improved risk management | Frequency at which the matrix is being updated | 0 | 4 | 12 | 20 | Risk Matrix, Activity Reports | National | RME, DIA, DLS |
| 4.3.3 | Build capacity of staff in monitoring and evaluation | Enhanced capacity to carry out monitoring and evaluation functions | Percentage of staff with capacity in M&E. | 30 | 70 | 90 | 100 | Training Reports | Gender, District, National | RME, DAHR |
| 4.3.4 | Introduce periodic implementation performance reviews | Improved implementation performance | Number of implementation performance review conducted | 1 | 2 | 8 | 10 | Implementation Performance review Reports, Quarterly, Annual Reports | District, National | RME DAHR |
| 4.3.5 | Review and update information quality control measures | Enhanced quality of data and information | Number of data quality review sessions conducted. | 1 | 2 | 8 | 10 | Reports | District, National | RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|--|--|--|------|------|------|-----------------------|----------------------------|--------------------|------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | | | | | | | | | |
| 4.3.6 | Enforce the adherence to reporting requirements and timelines | Enhanced accountability, learning and knowledge management | Percentage of reports adhering to reporting requirements | 20 | 100 | 100 | 100 | Quarterly, Annual Reports | District, National | RME |
| 4.3.7 | Improve coordination of streamlined monitoring functions | Enhanced accountability | Number of integrated M&E activities implemented | 1 | 2 | 8 | 10 | Monitoring Reports | District, National | All |
| 4.3.8 | Transform the Research, Monitoring and Evaluation Unit to a Directorate of Planning, Research, Monitoring and Evaluation | Improved capacity and coordination in discharging of the planning, research, monitoring and evaluation functions | Planning, monitoring and evaluation directorate established (Yes/No) | No | Yes | Yes | Yes | Quarterly, Annual reports | National | DAHR |
| Strategic Goal No. 4.4: Research and Publication | | | | | | | | | | |
| | | Outcome 4.4: Enhanced knowledge generation that informs decision-making | Percentage of funded research project published | 0 | 40 | 60 | 90 | Quarterly, annual reports | National | RME |
| 4.4.1 | Promote research in all departments that is responsive to priority needs | Enhanced knowledge generation to inform decision making | Percentage of funded research projects completed | 0 | 40 | 70 | 90 | Quarterly, Annual Reports | National | RME |
| 4.4.2 | Facilitate the mobilisation of resources for research needs | Increased research activities | Percentage of research proposals funded | 0 | 40 | 70 | 85 | Number of research Reports | National | RME |
| 4.4.3 | Promote multi-disciplinary research | Enhanced multi-dimensional | Percentage of research projects | 0 | 30 | 55 | 65 | Number of research | National | RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|---|---|---|------|------|------|-----------------------|---------------------------|----------------------------|----------------------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | | | | | | | | | |
| | and collaboration at Commission and beyond | knowledge generation to inform decision making | completed. | | | | | Reports | | |
| 4.4.4 | Build staff capacity in conducting research | Enhanced capacity in carrying out research activities | Number of staff trained in research skills | 10 | 70 | 90 | 100 | Training Reports | Gender, District, National | RME, DAHR |
| 4.4.5 | Facilitate translation of research findings into policy and practice | Enhanced knowledge generation to inform decision making | Number of Research dissemination conferences conducted/participated | 1 | 1 | 4 | 5 | Quarterly, Annual Reports | National | RME |
| 4.4.6 | Develop effective mechanisms for dissemination of research results | Increased utilisation/uptake of research results | Percentage of funded research projects disseminated | 0 | 75 | 90 | 100 | Research Reports | National | RME |
| Strategic Goal No. 4.5: Documentation, Knowledge Management and Learning | | | | | | | | | | |
| | | Outcome 4.5: Increased capacity in knowledge management and utilization for evidence-based decision-making decisions by policy makers | Number of knowledge management dissemination conferences conducted | 3 | 4 | 15 | 18 | | | |
| 4.5.1 | Build capacity of staff in areas of knowledge management and learning | Increased capacity in documentation and knowledge management | Percentage of staff with capacity in documentation and knowledge management | 20 | 70 | 90 | 100 | Training reports | Gender, District, National | DAHR, RME, DES, DICT |
| 4.5.2 | Introduce periodic critical reflection sessions | Enhanced performance improvement through learning | Number of critical reflection sessions conducted. | 1 | 4 | 12 | 20 | Activity Reports | District, National | RME |

| Strategic Activities | Strategic Results | Performance Indicators | Targets | | | | Means of Verification | Disaggregation | Responsible Office | |
|--|--|--|---|------|------|------|-----------------------|---|--------------------|------|
| | | | Baseline | 2024 | 2026 | 2028 | | | | |
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | | | | | | | | | |
| 4.5.3 | Document and disseminate all achievements, lessons learnt and best practices | Improved accessibility of reports, data, and information | Achievements and lessons learnt disseminated. | 1 | 2 | 8 | 10 | Lessons learnt and best practices Reports | National | RME |
| 4.5.4 | Upgrade and digitalize the existing resource centre of MEC | Improved accessibility of reports, data and information | Creation of an e-library | No | Yes | Yes | Yes | Quarterly reports | National | DAHR |

6.2 The Resource Matrix/Budget

Table 28. Strategic Plan Resource Matrix/Budget

| Strategic activities | | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|--|---|---|---|-----------------------|
| PILLAR NO. 1: ELECTORAL ENVIRONMENT | | | 6,800,529 | 6,564,217 |
| Strategic Goal No 1.1: Legal Framework | | | 3,482,829 | 3,361,804 |
| 1.1.1 | Strengthen implementation of electoral laws in order to bring certainty to the electoral environment | Improved credibility and acceptance of electoral processes | 156,800 | |
| 1.1.2 | Enforcing compliance of electoral laws and regulations | Improved credibility and acceptance of electoral processes | 1,412,000 | |
| 1.1.3 | Promote the understanding of the electoral laws among staff, stakeholders and the general public | Reduced disputes and complaints and better management of electoral processes | 1,050,000 | |
| 1.1.4 | Put in place effective stakeholder engagement and lobbying strategies in addressing lengthy processes affecting law reforms | Shortened protracted law reform processes | 777,029 | |
| 1.1.5 | Review and develop regulations and codes of conduct and make necessary recommendations to Ministry of Justice and Constitutional Affairs for promulgation | Enhanced certainty in the electoral environment | 87,000 | |
| Strategic Goal No. 1.2: Independence of MEC | | | 788,000 | 760,618 |
| 1.2.1 | Sustain understanding of the corporate structure to assure effective alignment of the operative structure of the MEC | Improved alignment of the boundaries in the segregating roles of the key operative structures at all levels of operations | To be covered as part of Goal No.1 part (c) | |
| 1.2.2 | Promote high ethical standards and good governance | Improved integrity in the MEC | 750,000 | |
| 1.2.3 | Manage negative perceptions through continuous media and public engagements | Improved public image of the MEC | To be covered as part of Goal No.1 part (c) | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|---|---|---|------------------------------|
| 1.2.4 Review and update the codes for conduct for MEC | Improved integrity in the MEC | 38,000 | |
| 1.2.5 Promote compliance and objectivity of the independence of Commissioners and staff from political party, public office, organ of government, candidate(s) or any other person. | Improved independence of the MEC | To be covered as part of Goal No.1 part (c) | |
| 1.2.6 Ensure timely submission of reports to the key stakeholders as part of accountability. | Improved corporate image of MEC | To be covered as part of Goal No.1 part (c) | |
| Strategic Goal No. 1.3: Level Playing Field - Stakeholder Management During the Electoral Cycle | | 2,529,700 | 2,441,795 |
| 1.3.1 Promote adherence to existing policies, legal framework and codes of conduct at all levels | Reduced electoral disputes and complaints | To be covered as part of Goal No.1 part (c) | |
| 1.3.2 Develop effective feedback mechanisms from stakeholders on all electoral processes | Improved electoral processes service delivery | 492,000 | |
| 1.3.3 Develop regulations for media conduct during elections | Improved fairness in media coverage | 129,000 | |
| 1.3.4 Strengthen collaboration between MEC and registered political parties | Improved ownership and acceptance of electoral processes | 178,000 | |
| 1.3.5 Review and implement a communication framework | Improved sharing of information between the MEC and stakeholders | 76,000 | |
| 1.3.6 Develop stakeholder engagement framework | Improved collaboration and inclusivity in electoral processes | 30,000 | |
| 1.3.7 Develop mechanisms for social, print and electronic media monitoring to counter issues of misinformation and disinformation | Improved dissemination of correct information on electoral processes | 534,000 | |
| 1.3.8 Develop guidelines to ensure fair usage of public venues for campaign by political parties and candidates and designation of places and spaces on which campaign materials can be affixed | Improved fairness in accessing to campaign facilities and venues during campaign period | 394,000 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|--|--|--------------------------------|------------------------------|
| 1.3.9 Strengthen the role of Multi Party Liaison Committees (MPLCs) | Improved management of disputes and complaints | 391,800 | |
| 1.3.10 Review and update guidelines for accreditation of election monitors and observers | Improved inclusivity and transparency in accreditation processes | 4,900 | |
| 1.3.11 Review, update and enforce code of conduct for elections monitoring and observation | Improved acceptance of electoral processes | 270,500 | |
| 1.3.12 Review, update and enforce code of conduct for traditional leaders during elections | Improved fairness in electoral processes | 30,000 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|---|---|--------------------------------|------------------------------|
| PILLAR NO 2: INTERNAL BUSINESS PROCESSES | | 51,349,310 | 49,564,971 |
| Strategic Goal No. 2.1: Leadership and Corporate Governance | | 3,697,400 | 3,568,919 |
| 2.1.1 Strengthen leadership capacity to enforce staff and workplace policies | Improved fairness in implementation of policies | 302,900 | |
| 2.1.2 Regular updates of staff compensation remuneration and conditions of service to make them competitive in view of the complexity, sensitivity and risks associated | Recruitment, remuneration and other compensation packages that are regularly realigned to be competitive with predefined benchmarks | 300,000 | |
| 2.1.3 Create awareness and ownership of organizational policies | Improved acceptance and ownership of policies | 120,000 | |
| 2.1.4 Review and implement staff performance management system | Enhanced staff motivation and performance | 50,500 | |
| 2.1.5 Improve the capacities of staff and Commission in relevant skill areas | Improved staff and organizational performance | 2,773,000 | |
| 2.1.6 Enforce adoption and utilisation of modern technology | Improved cost effectiveness, accountability, and information security | 50,000 | |
| 2.1.7 Refine lines of communication within MEC | Improved efficiency in decision making | 41,000 | |
| 2.1.8 Enhance mentorship and knowledge transfer between Commissioners and the Secretariat | Strengthened capacity of election management at all levels | 60,000 | |
| Strategic Goal No. 2.2: Financing Sustainability | | 2,728,624 | 2,633,807 |
| 2.2.1 Engage Ministry of Finance and National Assembly for the financing of all planned electoral activities | Improved certainty and funding levels | 120,000 | |
| 2.2.2 Engage Development Partners for increased funding for MEC's planned activities | Improved availability of resources for electoral activities | 20,000 | |
| 2.2.3 Prepare Commission's budgets informed by operational plan and annual work plans in line with the electoral cycle | Timely and adequately funded institution | | |
| 2.2.4 Digitalise finance and procurement systems | Efficient finance and procurement processes | 75,000 | |

| | | | | |
|--|---|---|-------------------|-------------------|
| 2.2.5 | Promote enterprise-wide integration of systems | Improved enterprise resource planning and reporting | 78,000 | |
| 2.2.6 | Review and reengineering of core business processes | Improved efficiency, cost-effectiveness, accountability, and information security in business processes | 150,000 | |
| 2.2.7 | Review and implement finance and procurement policies to enhance cost effectiveness | Improved utilisation and accountability of financial resources | 150,000 | |
| 2.2.8 | Enhance adherence to existing finance and procurement regulations, procedures and principles of contract management | Improved financial and procurement management processes | 1,366,600 | |
| 2.2.9 | Implement programmes for resource mobilisation from acceptable non-state actors | Improved diversity in resource mobilisation | 734,024 | |
| 2.2.10 | Enforce prudent use of resources in line with relevant statutes | Achieve prudent use of institutional resources | 20,000 | |
| 2.2.11 | Provide electoral services to clients at a fee | Expanded resource base for the institution | 15,000 | |
| Strategic Goal No. 2.3: Infrastructure, Transport and Equipment | | | 43,158,786 | 41,659,060 |
| 2.3.1 | Secure services to design and construct purpose-built office complex and warehouses | Improved, secure and conducive work premises | 11,081,600 | |
| 2.3.2 | Upgrade the maintenance of office premises and warehouse facilities | Improved, secure and conducive work environment | 20,000,000 | |
| 2.3.3 | Strengthen capacity of staff in asset management system | Improved asset management system | 300,000 | |
| 2.3.4 | Implement tracking system for all Commission vehicles. | Improved fleet management system | 65,000 | |
| 2.3.5 | Adopt Generally Accepted Principles (GAP) of warehouse management | Increased efficiency in warehouse management operations | 100,000 | |
| 2.3.6 | Digitalize warehousing management system | Improved information and management of stores and assets | 129,700 | |
| 2.3.7 | Strengthen capacity of staff in warehousing management system | Improved supply chain management | 97,266 | |
| 2.3.8 | Review and develop effective mechanisms for sourcing of support in transportation, | Effective delivery of electoral processes | 11,385,220 | |

| | | | | |
|--|--|--|---|------------------|
| | equipment and warehousing required for implementation of electoral processes | | | |
| Strategic Goal No. 2.4: Safety, Security and Investigation | | | 734,500 | 708,977 |
| 2.4.1 | Review and update training programmes for Trainer of Trainers and staff in safety and security | Improved staff capacity in safety and security management | 60,000 (to be combined with activity (e) under Strategic goal 2.2 | |
| 2.4.2 | Review and update the security and emergency plan | Improved organisational capacity to respond to safety and security emergencies | 26,500 | |
| 2.4.3 | Review and implement security risk management framework and policies | Improved organisational capacity to respond to various security risks | 20,000 | |
| 2.4.4 | Strengthen collaboration with state security agencies | Enhanced security of staff, stakeholders, equipment, and materials | 344,000 | |
| 2.4.5 | Strengthen the human and skills capacity of the security unit | Improved staff capacity to respond to various security risks | 324,000 | |
| 2.4.6 | Build capacity in investigation for the security unit | Secure working environment | 20,000 | |
| Strategic Goal No. 2.5: Natural Disasters, Pandemics and Calamities | | | 1,030,000 | 1,013,514 |
| 2.5.1 | Develop a disaster and risk response framework | Enhanced organisational capacity to respond to disasters and risks | 30,000 | |
| 2.5.2 | Build the capacity of staff in disaster and risk management | Improved capacity of staff in responding to disaster and risk management | 200,000 | |
| 2.5.3 | Strengthen collaboration with key stakeholders in disaster and response management | Enhanced protection of staff, relevant stakeholders, materials and equipment | 200,000 | |
| 2.5.4 | Devise deliberate contingent measures to enable compliance with any regulations issued by relevant authorities in relation to the management or containment of a particular public emergency, calamity, disaster and pandemics | Improved compliance with public emergency regulations and guidelines | 600,000 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|--|---|-------------------------|-----------------------|
| PILLAR NO. 3: ELECTORAL OPERATIONS | | 167,336,389 | 161,521,611 |
| Strategic Goal No. 3.1: Review of Constituency and Ward boundaries | | 1,527,323 | 1,474,250 |
| 3.1.1 Strengthen engagement with stakeholders through sensitisation meetings and civic education | Enhanced information dissemination, buy-in and participation of stakeholders on the processes for determining the new constituency and ward boundaries. | 236,000 | |
| 3.1.2 Establish new voter registration and polling centres in accordance with the new constituency and ward boundaries | Gazetted list of voter registration and polling centres | 1,291,323 | |
| Strategic Goal No. 3.2: Voter Information and Education | | 19,757,442 | 19,070,890 |
| 3.2.1 Engage Ministry of Education to include voter and civic education in school curricula | Improved knowledge of electoral processes | 94,000 | |
| 3.2.2 Develop a Civic and Voter Education curriculum | Improve consistency in delivery of civic and voter education | 411,200 | |
| 3.2.3 Review and implement the Civic and Voter Education plans | Improved delivery of civic and voter education | 15,478,000 | |
| 3.2.4 Review and develop effective methods and approaches to improve the delivery of civic and voter education to stakeholders, particularly women, youth, and marginalised members of society | Increased inclusion and participation of marginalised groups in electoral processes | 112,000 | |
| 3.2.5 Review and strengthen the criteria for recruitment and accreditation of civic and voter education service providers | Improved delivery of civic and voter education | 184,745 | |
| 3.2.6 Review and update civic and voter education manual | Improved delivery of civic and voter education | 86,672 | |
| 3.2.7 Strengthen the technical capacity in Civic and Voter education for staff and other stakeholders | Increased capacity in civic and voter education | 90,000 | |
| 3.2.8 Review and implement the recruitment process and criteria for temporary staff in civic and | Competent and qualified civic and voter education staff | 1,025,981 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|---|--|--------------------------------|------------------------------|
| voter education | | | |
| 3.2.9 Develop a framework for quality control in the delivery of civic and voter education | Improved quality of civic and voter education delivery | 80,000 | |
| 3.2.10 Develop civic and voter education messages targeting specific electoral events | Improved awareness of electoral processes | 75,000 | |
| 3.2.11 Provide small grants to civic and voter education service providers | Increased coverage in delivery of civic and voter education | 2,000,000 | |
| 3.2.12 Develop an MOU with relevant ministry responsible for civic education | Improved coordination in delivery of civic and voter education | 119,844 | |
| Strategic Goal No. 3.3: Voter Registration | | 63,253,826 | 61,055,817 |
| 3.3.1 Review, establish and implement a memorandum of understanding with the National Registration Bureau | Availability of access to quality data from the National Registration and Identification System (NRIS) | 162,712 | |
| 3.3.2 Review and implement the recruitment process for temporary staff for voter registration | Competent and qualified staff | 300,000 | |
| 3.3.3 Procure consultancy services and advanced and portable voter registration equipment and materials | Improved and user-friendly voter registration processes | 15,874,031 | |
| 3.3.4 Strengthen collaboration with stakeholders on civil registration and voter registration | Enhanced knowledge and acceptance of registration processes | 113,000 | |
| 3.3.5 Provide civic and voter education relating to the voter registration process | Improved awareness on voter registration processes | 3,904,448 | |
| 3.3.6 Review and implement the approach to civil registration and voter registration to minimise misconceptions | Improved voters' register | 81,500 | |
| 3.3.7 Publicise new voter registration and polling centres | Awareness on registration and polling centres | 2,000,600 | |
| 3.3.8 Conduct periodic update of the voters register | Improved voters' register | 39,330,813 | |
| 3.3.9 Develop and implement Human Resource Management System (HRMS) for temporary staff | Improved database of temporary staff | 199,000 | |
| 3.3.10 Eliminate multiple voter registrations | Clean verifiable voter register | 1,132,000 | |
| 3.3.11 Strengthen human resources capacity for voter registration | Improved voter registration and | Covered under | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|--|--|--------------------------------|------------------------------|
| and inspection | inspection processes | 3.3.8 | |
| 3.3.12 Strengthen stakeholder engagement with political stakeholders to enhance transparency and accountability | Enhanced acceptance and ownership of registration processes | 156,322 | |
| 3.3.13 Strengthen the logistical arrangements through enforcement of code of conduct, organisation, equipment, and transport | Efficient and cost-effective voter registration processes | Covered under 3.3.8 | |
| Strategic Goal No. 3.4: Electoral Inclusion | | 2,929,800 | 2,827,992 |
| 3.4.1 Develop a framework on electoral inclusion | Increased participation among the marginalised in electoral processes | 466,800 | |
| 3.4.2 Engage NRB to customise the civil register to disaggregate data by different types of disabilities | Access to information on personal voter attributes and disability status | 2,450,000 | |
| 3.4.3 Customise voter register to disaggregate data by different types of disabilities | Voters' registers with comprehensive personal voter attributes and disability status | 13,000 | |
| 3.4.4 Engage civil society organisations on inclusivity for various categories of the marginalised in society | Efficient coordination in implementation of inclusivity initiatives | Covered under 3.2.4 | |
| Strategic Goal No. 3.5 Nomination of Candidates | | 4,362,476 | 4,210,884 |
| 3.5.1 Enhance awareness through civic education on electoral laws, guidelines and nomination procedures | Improved nomination processes | 4,079,086 | |
| 3.5.2 Digitalization of the nomination process | Improved access and efficiency in nomination processes | 203,390 | |
| 3.5.3 Create and implement initiatives that encourage inclusivity | Increased participation of marginalised groups | 80,000 | |
| Strategic Goal No. 3.6: Campaign Monitoring | | 1,314,357 | 1,268,684 |
| 3.6.1 Create awareness on ethical norms during campaign as prescribed by the law | Reduced number of contraventions of the code of conduct | Covered under 3.6.2 | |
| 3.6.2 Review and publish a code of conduct to regulate campaign for elections | Reduced number of contraventions of the code of conduct | 4,400 | |
| 3.6.3 Establish mechanisms for enforcing the code of conduct | Reduced numbers of violations of | Covered under | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|---|--|--------------------------------|------------------------------|
| | electoral laws | 3.6.4 | |
| 3.6.4 Establish mechanisms of monitoring the adherence of political parties and candidates to the code of conduct | Increased adherence to the code of conduct by political parties and candidates | 597,566 | |
| 3.6.5 Establish mechanisms of investigation of reported cases of contravention of code of conduct | Improved handling and management of complaints relating to campaign | 256,860 | |
| 3.6.6 Build capacity of Commissioners, Staff and MPLCs in resolution of disputes arising from breach of code of conduct | Improved handling and management of complaints relating to campaign | 455,531 | |
| 3.6.7 Develop a comprehensive Electoral Dispute Resolution framework | Improved case management system | Covered under 3.6.6 | |
| Strategic Goal No. 3.7 Polling | | 64,679,245 | 62,431,704 |
| 3.7.1 Build capacity of temporary staff in the electoral process. | Improved polling processes | 8,282,861 | |
| 3.7.2 Increasing the number of polling stations to enhance the convenience of voting. | Increased access and participation in polling | Provided under 3.1.2 | |
| 3.7.3 Review and develop clear voting procedures, forms, and practices | Improved polling processes | 244,000 | |
| 3.7.4 Provide timely updates on voting process to officials, voters, and relevant stakeholders | Improved understanding of polling processes | 5,156,584 | |
| 3.7.5 Review and restructure employment contracts for temporary polling staff | Improved contract management for temporary staff | 11,000 | |
| 3.7.6 Review, design and procure suitable polling equipment and materials | Improved delivery of polling services | 42,321,000 | |
| 3.7.7 Review and implement polling strategies that are adapted for the most feasible logistical and communication infrastructure | Improved planning for delivery and distribution of materials | 8,663,800 | |
| 3.7.8 Review and update procedures and processes that effectively facilitate voting for an eligible voter affected by factors such as relocation on account of duty, education, natural phenomena and other as qualified by MEC | Enhanced inclusivity in polling processes | This is covered under 3.4.1 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|---|--|--------------------------------|------------------------------|
| Strategic Goal No. 3.8: Results Management | | 8,016,770 | 7,738,195 |
| 3.8.1 Review and update guidelines, regulations and procedures for management and processing of results | Improved results management processes | 4,000,000 | |
| 3.8.2 Develop appropriate ICT solutions to enhance the efficiency of results management system | Increased efficiency and accountability in results management | 800,000 | |
| 3.8.3 Introduce mechanisms for the provision of timely updates as well as assured transparency on the results management process to relevant stakeholders | Improved acceptance and ownership of election results | 1,200,000 | |
| 3.8.4 Strengthen capacity of staff in operation and management of equipment | Enhanced safety and security of equipment | 117,700 | |
| 3.8.5 Identify and resource national and district tally centres | Improved processing of election results | 335,200 | |
| 3.8.6 Digitalise and secure transmission of results | Increased efficiency and security of results | 764,000 | |
| 3.8.7 Test and certify security of the results transmission system | Secure results transmission system | 799,870 | |
| Strategic Goal No. 3.9: Electoral Dispute Resolution (EDR) | | 1,495,150 | 1,443,195 |
| 3.9.1 Strengthen the capacity of the Directorate of Legal Services | Enhanced capacity in handling and processing complaints | 200,000 | |
| 3.9.2 Initiate reforms in electoral disputes resolutions at the judiciary level | Enhanced efficiency in electoral dispute resolution | 125,150 | |
| 3.9.3 Review and update guidelines and procedures for the Multiparty Liaison Committees (MPLCs) | Improved management of electoral disputes and conflicts | 140,000 | |
| 3.9.4 Design and commission an integrated digital Electoral Dispute Resolution (EDR) and Case Management System | Improved efficiency in Electoral Dispute Resolution (EDR) | 130,000 | |
| 3.9.5 Rollout comprehensive civic education on electoral laws, regulations, procedures, and guidelines | Increased awareness of electoral laws and regulations | 600,000 | |
| 3.9.6 Strengthen stakeholder engagement on electoral dispute resolution mechanism | Improved acceptance of Commission determinations on complaints and appeals | 300,000 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|---|---|--------------------------------|------------------------------|
| Pillar No. 4: Information Management System and Monitoring and Evaluation | | 11,543,926 | 11,142,786 |
| Strategic Goal No. 4.1: Technology Adoption | | 5,822,382 | 5,620,060 |
| 4.1.1 Promote investment in ICT infrastructure to facilitate service delivery | Improved and efficient service delivery | 5,111,000 | |
| 4.1.2 Strengthen in-house capacity to develop ICT systems and applications | Enhanced capacity in development, implementation, and maintenance of ICT systems. | 250,000 | |
| 4.1.3 Develop and implement an ICT capital investment plan | Improved state and condition of ICT infrastructure and equipment | Covered under 4.1.1 | |
| 4.1.4 Provide uninterrupted internet connectivity | Enhanced information sharing. | 101,260 | |
| 4.1.5 Review the policies to facilitate access to ICT | Increased access ICT facilities | 45,000 | |
| 4.1.6 Strengthen capacity of staff in ICT skills | Enhanced capacity in service delivery and safety of ICT equipment | Covered under 4.1.2 | |
| 4.1.7 Continuously engage political and other relevant stakeholders on ICT issues | Enhanced acceptability of ICT uses in electoral processes. | 156,322 | |
| 4.1.8 Invest in appropriate ICT security to address cyber security risks | Enhanced safety, security and trust in the ICT environment. | 113,800 | |
| 4.1.9 Review and implement an ICT disaster and recovery plan for business continuity. | Enhanced capacity of the organisation to respond and recover from different kinds of disasters. | Covered under 4.1.8 | |
| 4.1.10 Promote use of modern technology in electoral processes | Improved efficiency in electoral processes | Covered under 4.1.1 | |
| 4.1.11 Strengthen ICT literacy and awareness across political and other stakeholders on all electoral processes | Improved acceptance of ICT in electoral processes | Covered under 4.1.7 | |
| Strategic Goal No. 4.2: Integrated Planning | | 445,500 | 430,019 |
| 4.2.1 Introduce and enforce integrated planning approach which is participatory and aligned to bottom-up approaches | Improved acceptance and collective responsibility and ownership over programs and activities | 302,500 | |
| 4.2.2 Build capacity in planning and budgeting | Improved planning and budgeting | 120,000 | |
| 4.2.3 Develop mechanisms that enforce departmental submission of quarterly and annual work plans for approval | Improved coordination and legitimization of implementation of activities | 23,000 | |
| Strategic Goal No. 4.3: Monitoring and Evaluation | | 2,648,444 | 2,556,413 |
| 4.3.1 Review and update the M&E plan | Improved availability of information for decision-making | 411,900 | |

| Strategic activities | Strategic Result/ Outcome | Estimated Cost (MK'000) | Estimated Cost (US\$) |
|--|--|--------------------------------|------------------------------|
| 4.3.2 Continuously update the risk matrix | Improved risk management | 200,000 | |
| 4.3.3 Build capacity of staff in areas of M&E | Enhanced capacity to carry out M & E functions | 25,700 | |
| 4.3.4 Introduce periodic implementation performance reviews | Improved implementation performance | 281,000 | |
| 4.3.5 Review and update information quality control measures | Enhanced quality of data and information | 421,500 | |
| 4.3.6 Enforce adherence to reporting requirements and timelines | Enhanced accountability, learning and knowledge management | 100,000 | |
| 4.3.7 Improve coordination of streamlined monitoring functions | Enhanced accountability | 1,163,344 | |
| 4.3.8 Transform the Research, Monitoring and Evaluation Unit to a Directorate of Planning, Research, Monitoring and Evaluation | Improved capacity and coordination in discharging of the planning, research, monitoring and evaluation functions | 45,000 | |
| Strategic Goal No. 4.4: Research and Publication | | 1,822,600 | 1,759,266 |
| 4.4.1 Promote research in all departments that is responsive to priority needs | Enhanced knowledge generation to inform decision making | 956,000 | |
| 4.4.2 Facilitate the mobilisation of resources for research needs | Increased knowledge generation and publication | 400,000 | |
| 4.4.3 Promote multi-disciplinary research and collaboration at Commission and beyond | Enhanced multi-dimensional knowledge generation to inform decision making | 158,000 | |
| 4.4.4 Build staff capacity in conducting research | Enhanced capacity in carrying out research activities | 38,600 | |
| 4.4.5 Facilitate translation of research findings into policy and practice. | Enhanced knowledge generation to inform decision making | 240,000 | |
| 4.4.6 Develop effective mechanisms for dissemination of research results | Increased utilisation/uptake of research results | 30,000 | |
| Strategic Goal No. 4.5: Documentation, Knowledge Management and Learning | | 805,000 | 777,027 |
| 4.5.1 Build capacity for staff in areas of knowledge management and learning | Increased capacity in documentation and knowledge management | 240,000 | |
| 4.5.2 Introduce periodic critical reflection sessions | Enhanced performance improvement through learning | 500,000 | |
| 4.5.3 Document and disseminate all achievements, lessons learnt and best practices | Improved accessibility of reports, data and information | 500,000 | |
| 4.5.4 Upgrade and digitalise existing resource centre for the MEC | Improved accessibility of reports, data and information | 65,000 | |

6.3 List of Stakeholders Consulted

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| 1. | Malawi Law Society |
| 2. | Federation of Disability Organizations in Malawi (FEDOMA) |
| 3. | People's Progressive Movement (PPM) |
| 4. | People's Transformation Party (PETRA) |
| 5. | Freedom Party (FP) |
| 6. | UTM Party |
| 7. | Malawi Forum for Unity and Development (MAFUNDE) |
| 8. | Malawi Congress Party (MCP) |
| 9. | Peoples' Party (PP) |
| 10. | United Democratic Front (UDF) |
| 11. | Umodzi Party (UP) |
| 12. | Alliance for Democracy (AFORD) |
| 13. | Democratic Progressive Party (DPP) |
| 14. | Office of Registrar of Political Parties |
| 15. | Ministry of Information |
| 16. | University of Malawi |
| 17. | Mzuzu University |
| 18. | Public Procurement and Disposal of Assets Authority (PPDA) |
| 19. | Malawi Communications Regulatory Authority (MACRA) |
| 20. | Malawi Police Service |
| 21. | Malawi Human Rights Commission |
| 22. | Ministry of National Unity |
| 23. | Malawi School of Government |
| 24. | Ministry of Finance and Economic Affairs |
| 25. | Ministry of Education |

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| 26. 23 | National Registration Bureau (NRB) |
| 27. | Malawi Defence Force (MDF) |
| 28. 25 | United Nations Development Programme (UNDP) |
| 29. 27 | Malawi Parliament |
| 30. 28 | Media Council of Malawi |
| 31. 29 | African Union - Southern Africa Regional Office (AU-SARO) |
| 32. 30 | Foreign and Commonwealth Development Office (FCDO) |
| 33. 31 | Centre for Multiparty Democracy |

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