



**Electoral Commission  
of Namibia**

# **STRATEGIC PLAN 2022/2023 - 2026/2027**







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of Namibia**

# STRATEGIC PLAN

2022/2023 - 2026/2027

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# ACRONYMS

CEO	CHIEF ELECTORAL AND REFERENDA OFFICER
COVID-19	CORONAVIRUS DISEASE OF 2019
DCEO	DEPUTY CHIEF ELECTORAL AND REFERENDA OFFICER
DDB	DIVISION DEMOCRACY BUILDING
ECN	ELECTORAL COMMISSION OF NAMIBIA
EOP	ELECTORAL OPERATIONS POLICY
EEP	EMERGENCY EVACUATION PLAN
GRV	GENERAL REGISTRATION OF VOTERS
HPP	HARAMBEE PROSPERITY PLAN
HR	HUMAN RESOURCE
ICT	INFORMATION COMMUNICATION TECHNOLOGY
LA	LOCAL AUTHORITY
NDP5	FIFTH NATIONAL DEVELOPMENT PLAN
PEMMO	PRINCIPLES FOR ELECTION MANAGEMENT, MONITORING AND OBSERVATION IN THE SADC REGION
PMP	PERFORMANCE MANAGEMENT POLICY
PWDs	PEOPLE WITH DISABILITIES
RCLA	REGIONAL COUNCIL AND LOCAL AUTHORITY ELECTIONS
SADC	SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
SOP	STANDARD OPERATING PROCEDURES
SP	STRATEGIC PLAN



**ELSIE NGHIKEMBUA**  

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**CHAIRPERSON**

# FOREWORD

## FROM THE CHAIRPERSON

The Electoral Commission of Namibia (ECN) is constitutionally mandated to conduct credible elections in Namibia and was established in terms of the Electoral Act, Act 5 of 2014. The Commission has since 1992 conducted six successful Regional Council and Local Authority Elections and six Presidential and National Assembly Elections as well as several by-elections throughout the years. This is testimony to the Commission's commitment to ensuring transparent, credible, and accountable electoral processes as a result of the effective planning that the Commission put into each of the phases of the electoral cycle and implementation thereof.

The ECN thus, through the years, had to ensure that it regularly assesses and adjust its operational and institutional direction in response to its changing environment to professionally administer the conduct of elections and ensure elections are delivered in a timely and credible manner. Organising an election is an extremely complex endeavour, as it involves dealing with multiple administrative and logistical issues and operations and it is for this reason that the ECN must develop a strategic plan to guide its operations for a specific period, as any misstep could be detrimental and damage the reputation and credibility of the institution and the country.

I am therefore pleased to present the ECN's five-year Strategic Plan for 2022/2023-2026/2027, which defines our strategic agenda and roadmap. The Strategic Plan defines the goals we want to achieve over the next five years, the actions we will undertake to achieve them, and how we will measure our progress. The defined strategic actions contained herein flow from, amongst others, the Commission's 2016/2017-2021/2022 strategic plan and build on the lessons learnt from the 2019/2020 national elections and subsequent by-elections.

The development of this Strategic Plan afforded the Commission an invaluable opportunity for introspection into our purpose, mandate, and work. The accomplishment of any task, at the end of which we expect success, requires a comprehensive and well-designed plan. Elections are no exception!

Considering the complex environment and the various uncertainties when this Strategic Plan was initially developed, it is important to note that it is a living document, so there will inevitably be a need to adjust over the years as circumstances dictate.

It is worth noting that this Strategic Plan seeks to improve initiatives in place and propose new actions that will respond to new emerging needs within the ECN's portfolio of organising and conducting elections. The Plan covers a period in which the ECN shall manage, amongst others, the following national electoral activities:

- a) **2024 General Registration of Voters (GRV).**
- b) **Management and delivery of the 2024 Presidential and National Assembly Elections.**
- c) **Management and delivery of the 2025 Regional Councils & Local Authority Elections.**
- d) **Management and delivery of by-elections.**
- e) **Management and delivery of emerging referenda.**

Furthermore, the strategic plan framework provides specific performance measurement targets which will enable the Commission to monitor and evaluate its performance. The Commission remains committed to adhering to its core values in the performance of its duties.

We will ensure that the ECNs annual management plans reflect systematic priority actions flowing from this Strategic Plan to materialise our commitments. In addition, this Strategic Plan will serve as a reference tool for consultations with stakeholders to keep working towards common goals. We will engage and communicate with clarity and transparency in an accessible manner to ensure that all our stakeholders are well informed and well educated on issues of our democracy.

In conclusion, I wish to express my appreciation to the Members of the Commission, Management, and staff of the Commission, and to all those who have contributed to this Plan in one way or the other. I urge you to continue availing your full support towards implementing the actions set out herein.

The Commission approves this Strategic Plan and commits to ensuring its implementation.

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**THEO MUJORO**

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**CHIEF ELECTORAL AND REFERENDA OFFICER**

# ACKNOWLEDGEMENT

## BY THE CHIEF ELECTORAL & REFERENDA OFFICER

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The development of this 2022/2023 -2026/2027 five-year Strategic Plan is the culmination of several months of collaborative work, which followed a due consultative process. It sets out a realistic strategic program that will allow the ECN to build on the achievements, lessons learnt, progress made to date and respond to the ever-changing environment in elections management.

Strategic planning keeps an organisation on track over time and allows it to respond to change while remaining faithful to its mission and vision. Clear strategies and detailed activities have been developed to help achieve the key focus areas and strategic objectives.

This Strategic Plan also includes strategic goals, measurable objectives, performance indicators and targets of the Commission's programmes, and the estimated budget. The Commission has also established procedures for quarterly reporting to facilitate effective performance monitoring, evaluation, and corrective action. The implementation of the proposed strategies will enhance the institutional capacity of ECN and enable it to build synergy among key players to mitigate both external and internal challenges. The implementation will also provide the actual process through which the strategic objectives will be achieved.

I wish to give special thanks to the Chairperson and Commission Members for their special interest, guidance, and support during the preparation of the Plan. I further wish to thank most sincerely, our various electoral stakeholders and members of staff who demonstrated extreme commitment and selfless work during the planning process and their fortitude in seeing it through to the end.

Therefore, I implore staff members at every level, together with our stakeholders, to remain committed to ensuring the successful implementation of this Plan.

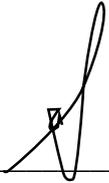
I am pleased to present the Strategic Plan for 2022/2023 - 2026/2027.

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# APPROVAL

It is hereby certified that this Strategic Plan:

- a) was developed by the Secretariat under the guidance of the Commission.
- b) is a document that guides the Commission in attaining its strategic goals and objectives for 2022/2023 – 2026/2027.



**Theo Mujoro**  
Chief Electoral and Referenda Officer

It is hereby certified that the Commission approved this Strategic Plan.



**Elsie Nghikembua**  
Chairperson



# EXECUTIVE SUMMARY

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To enable the Commission to smoothly manage and deliver credible Elections and Referenda as per its constitutional mandate, the ECN has developed a Strategic Plan covering the period 2022/2023 -2026/2027 to guide it in the performance of its functions. It provides for phased funding of key electoral activities, thereby easing funding pressure on the government given the prevailing economic outlook, worsened by the ongoing COVID-19 pandemic.

The Commission's strategies, as outlined in this Strategic Plan, will be anchored on three Key Goals, namely:

- a) Delivering a modern electoral system in Namibia guided by strong legal framework, institutional independence, and good corporate governance practices.
- b) Managing a modern Electoral Management Body supported by robust and innovative electoral management processes guided by effective public outreach, administration, communication, and institutional planning.
- c) Delivering a digitally innovative Electoral Commission of Namibia with secure data systems.

This Strategic Plan was developed after broad consultations and involvement of various stakeholders. Based on this, the Commission pledges to continue involving them in its implementation. Secondly, the Commission reviewed its previous Strategic Plan (2016/2017 – 2021/2022) and comprehensively analysed its internal and external environments. The internal and external environmental analysis generated data and insights to develop the Commission's Implementation Matrix for the strategy period.

The electoral processes leading to the 2019 Presidential and National Assembly Elections concerning the enabling laws, various election reports, court rulings, comments and inputs from stakeholders were reviewed to develop this Strategic Plan. Arising from the above analysis, the Commission was able to align its Key Goals based on the changing political dynamics and the realities of the emerging political landscape in Namibia. The Strategic Plan (2022/2023 – 2026/2027) has detailed specific tasks to be performed by the Commission with clear outcomes, performance indicators, and an indication of responsible centres for effective implementation.

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# PART 1: INTRODUCTION

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## 1.1 Background

### 1.1.1 Constitutional and legislative mandates

The Electoral Commission of Namibia (ECN) developed this Strategic Plan within the context of the Constitutional mandate in terms of Article 94B of the Constitution of the Republic of Namibia and the Electoral Act (Act No. 5 of 2014). The ECN was established in Article 94B of the Namibian Constitution Third Amendment Act 2014 (No.8 of 2014), and it is mandated to:

- (a) Direct, supervise, manage, and control the conduct of elections and referenda, subject to the Constitution and an Act of Parliament which shall further define its powers, functions, and duties.
- (b) Be an independent, transparent, and impartial election management body.

In addition to the Constitutional mandate, the ECN also has statutory mandates as outlined in various pieces of legislation, including the Electoral Act, Regional Councils Act, and Local Authorities Act. The Electoral Act 2014 (Act No. 5 of 2014) mandates the ECN to:

- a) Organise, direct, supervise, manage, and control the conduct of elections and referenda in a free, fair, independent, credible, transparent, and impartial manner.
- b) Strengthen constitutional democracy.
- c) Promote democratic electoral and referenda processes.

The operations of the ECN are further guided by legislative mandates that are informed by the Regional Councils and Local Authorities Acts. Section 7 of the Regional Councils Act 1992 (Act No. 22 of 1992), read together with Section 63 (1)(c) of the Electoral Act, mandates the ECN to:

- a) Conduct Regional Council elections at intervals not exceeding five years.
- b) Ensure that any general election of members of regional councils or any election to fill a casual vacancy for a member of a regional council shall be held under the laws governing elections for members of regional councils.

Section 8 of the Local Authority Act (Act No. 23 of 1992), read together with Section 63(1) (d) of the Electoral Act, mandates the ECN to conduct Local Authority Elections at intervals not exceeding five years.

## 1.2 Policy Mandates

### 1.2.1 Performance Management Policy

This Strategic Plan will be operationalised through Annual Performance Management Agreements. The development of the Annual Management Plans will be guided by the Commission's Performance Management Policy (PMP). Within its legislative mandate, the Commission adopted a policy regulating performance management to ensure that the implementation of the Strategic Plan and its performance remains on course. The PMP provides the governance framework and procedures to enable the ECN to assess how its vision, mission and strategic objectives will be realised over the planning period. Through the Commission's PMP, efforts will be made to measure the overall institutional, departmental, and individual performances based on the targets and outcome indicators outlined in this Strategic Plan.

### 1.2.2 Electoral Operations Policy

The Strategic Plan is aligned to the Electoral Operations Policy (EOP), which defines the administrative framework under which electoral

operations are managed, executed, monitored and assessed in compliance with the provisions and set of regulations of the Electoral Act and all other relevant pieces of legislation. Therefore, this policy serves as a fundamental instrument to operationalise the Commission's legislative mandate on which deliverables outlined in the Strategic Plan are based.

### 1.3 High-level initiatives informing this Strategic Plan

The development of this Plan was informed by the high-level initiatives of the Government of the Republic of Namibia (GRN). These initiatives include Vision 2030, National Development Plan (NDP 5), the Harambee Prosperity Plan (HPP) II and the National Decentralisation Policy. The Strategic Plan was also informed by external high-level documents, including The African Charter on Democracy, Elections and Governance and the SADC Principles and Guidelines governing democratic elections.

#### 1.3.1 Vision 2030

Namibia's Vision 2030 aims to create and consolidate a legitimate, effective and democratic political system under the Constitution of the Republic of Namibia. Furthermore, the Vision seeks to create an equitable and tolerant society with effective institutions that guarantee peace and political stability. Thus, the ECN has a constitutional mandate to ensure effective electoral democracy in Namibia, and delivering this would help the country achieve its broader developmental goals of modern society. Therefore, this will be achieved under **Goal 1 of the Strategic Plan that seeks to establish a modern electoral system in Namibia** and **Goal 2 that aims to manage the Commission as a modern electoral management body** [see Figure 1].

#### 1.3.2 National Development Plan 5

The National Development Plan (NDP) 5 framework is organised around the four interconnect-

ed pillars founded on sustainable development, namely, Economic Progression, Social Transformation, Environmental Sustainability and Good Governance. Through NDP5, good corporate governance issues are emphasised as the bed-rock for sustainable development and engaged citizenry.

Namibia's economic, social, and environmental future rests on its ability to put people at the centre of decision making. Furthermore, critical aspects linked to the Commission's mandate as outlined in the NDP5 includes safety, security, peace and upholding the rule of law.

ECN, through this Plan and its goals, aims to contribute towards sustainable development in Namibia by conducting free, fair, and credible elections as outlined in **Goals 1 and 2** [see Figure 1].

#### 1.3.3 Harambee Prosperity Plan II

The Harambee Prosperity Plan [HPP] has been developed to complement the National Development Plans (NDPs) and Vision 2030. The HPP is a focused and targeted approach to achieve high impact in defined priority areas. The plan is based upon key four pillars, namely:

- a) **Pillar 1:** Effective Governance and Service.
- b) **Pillar 2:** Economic Advancement.
- c) **Pillar 3:** Social Progression.
- d) **Pillar 4:** Infrastructure Development.

The ECN is linked to the Harambee Prosperity Plan II through Pillar 1, which encourages and outlines effective governance based on robust planning process. Furthermore, the HPP II provides a further call among institutions in Namibia to ensure effective good corporate governance practices, the ECN inclusive. This practice also forms the foundational scope of this Strategic Plan. Over the planning period, the ECN will enhance a culture of structured and accurate reporting as this fosters public trust, which is a key variable for successful management of the electoral democracy processes.

Thus, by realising strategic goals depicted in **Figure 1**, the Commission would have enhanced corporate governance practices and helped the country achieve the broad goals of the Harambee Prosperity Plan II.

### 1.3.4 Decentralisation Policy

Decentralisation describes the way in which power to take decisions is allocated among various levels in the organisational hierarchy. Within this context, the then Ministry of Regional, Local Government and Housing developed and adopted a Decentralisation Policy (September, 1997) guaranteeing administrative framework for Decentralisation in Namibia. This framework provides three types of Decentralisation of which one is chosen depending on the scope, nature and purpose of Decentralisation envisaged by the system where the ECN is no exception. These are as follows:

- a) **Deconcentration:** This is when central government decentralises its own staff to sub-national levels to carry out their regular functions closer to the people they serve or are supposed to interface with for whatever purpose. Under this stage, the Commission undertakes, through its Decentralisation strategy, to gradually implement the new Organisational structure and fill all statutory positions in the regions through phased-implementation approach. This will enable the regional and constituency electoral officers to carry out electoral functions at regional and constituency levels as the first step of the Decentralisation agenda consistent with the provisions of the Electoral Act.
- b) **Delegation:** This is when central government allocates some of its functions to the sub-national levels to carry out, but not to take full responsibility for those functions through the executive rather than the legislature. Under this stage, the Commission undertakes to decentralise the functions to the regional electoral officers as the second step of the Decentralisation agenda. The regional electoral officers will

take full responsibility of their functions in accordance with the provisions of the Electoral Act, whereas the Commission will take its own public accountability for those functions, and without prejudice to its right to retract those functions. This includes, but not limited to, voter and civic education functions, elections administration function and information technology functions.

- c) **Devolution:** This involves the central state, either by legislation or through constitutional requirements, giving full responsibility and public accountability for certain functions to the sub-national level. The functions to be decentralised to the regions during deconcentration and delegation stages are within the purview of the Electoral Act requirements where performing administrative functions are intrinsic. However, some of the functions will require further research and analysis as part of devolution stage before fully devolved. These include; financial management, human resource management, procurement management and information technology management which will not be devolved to the regional offices due to lack of capacity until relevant administrative positions in these functional areas are created and operationalised.

## 1.4 Approach to the Strategic Plan

This Strategic Plan is informed by broad stakeholders' consultation following the conclusion of the 2016/2017-2021/2022 Strategic Plan and the successful management and delivery of the 2019 Presidential and National Assembly Elections and the 2020 Regional Council and Local Authority Elections. The process started with reviewing the previous Strategic Plan 2016/2017-2021/2022. This was followed by the internal evaluation of the 2019 Presidential and National Assembly Elections and the 2020 Regional Council and Local Authority Elections.

These evaluations were accomplished by analysing International and Local Election Observer Reports, assessment surveys and a series of Regional and National workshops for staff and other stakeholders.

The Strategic Plan was informed by internal evaluations and processes. Similarly, the previous court judgements, specifically the Supreme Court judgement of the 05<sup>th</sup> of February 2020 was considered in the development of this plan. These initiatives produced a wealth of information concerning the ECN's Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis), which were considered in developing this Strategic Plan.

Furthermore, the Plan was also formulated considering the ongoing COVID-19 pandemic and depressed economic outlook. These aspects have a potential negative impact on resources allocation that could affect the successful implementation of the Strategic Plan.

Therefore, the ECN is expected to review its Institutional Mitigation Strategy to be able to mitigate the likely impact of public health emergencies or other possible state of emergencies on the electoral processes.

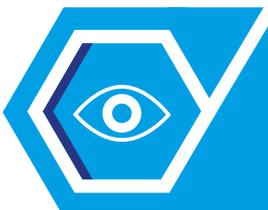


## **PART 2: OUR STRATEGIC DIRECTION**

# PART 2: OUR STRATEGIC DIRECTION

## 2.1 Introduction

This section of the Strategic Plan presents the ECN's past and present political, economic, social-cultural, technological, environmental, and legal information. These are aimed at identifying internal and external forces that may influence the ECN's performance and choice of strategies to chart the Commission's five-year Plan.



### 2.2 Vision

To be a centre of excellence in electoral management



### 2.3 Mission

To conduct and manage electoral and referenda processes for Namibian citizens with a view to uphold electoral democracy



### 2.4 Values

To enable executing its constitutional and legislative mandate, the ECN is guided by the following core values (see Table 1) in serving the needs of its stakeholders

**Table 1: Institutional values**

Values	Description
a) Secrecy of the vote	Adhere to the secrecy of the vote, thereby instilling confidence in the process and outcome of elections and referenda processes;
b) Accountability	Account to Parliament and Namibian nation;
c) Non-Partisanship	To maintain political neutrality and refrain from deliberately advancing or prejudicing the interest of a given political party and/or other stakeholders;
d) Professionalism	Demonstrate the highest level of competence, skills and acumen in the delivery of its mandate;
e) Integrity	Uphold honesty and transparency in the electoral processes;
f) Inclusiveness	Involve stakeholders through broad consultation in the delivery of service;
g) Innovation	Enhance advanced ways of conducting electoral processes;
h) Respect for the rule of law	Adhere to the Constitution and legislation;
i) Service Mindedness	Develop and implement service delivery standards;
j) Accessibility	Ensure the practice of making electoral information, activities, and/or registration/polling venues accessible, meaningful, and usable for all our stakeholders including people with disabilities through providing equitable opportunities.

## 2.5 Situational Analysis

### 2.5.1 Internal environmental analysis

During the formulation of this Strategic Plan, an analysis of the institutional internal environment was conducted highlighting the factors that are relative to the successes and challenges experienced during the implementation of the Strategic Plan.

The ECN undertook an analysis of its operational environment as part of the 2017/18–2021/22 SP review process. Information Communication Technology (ICT) is becoming more prominent in election management presenting both opportunities and challenges experienced towards executing programmes and meeting the set objectives. The ECN has made tangible advancement in the use of ICT for processing, storing and communicating election results. This presents an opportunity for the ECN to build on past accomplishments in the ICT field by constantly reviewing and assessing performance in all areas of electoral operations.

Non-responsive structure was equally one of the areas posing a challenge for the institution to decentralise its activities, thus the ECN has embarked on a process of developing a new organisational structure addressing the needs of conducting elections in an ever changing environment. Unfortunately, the timing of implementing these resource-intensive initiatives comes during a period of considerable economic downturn and fiscal pressure for the country when public resources are significantly stretched.

### 2.5.2 External environmental analysis

Over the five-year planning period and in adherence with the ECN's constitutional and legislative mandate, the strategic focus of the ECN will be:

- a) **2024 General Registration of Voters (GRV).**

- b) **Management and delivery of the 2024 Presidential and National Assembly Elections.**

- c) **Management and delivery of the 2025 Regional Councils & Local Authority Elections.**

- d) **Management and delivery of by-elections.**

- e) **Management and delivery of referenda.**

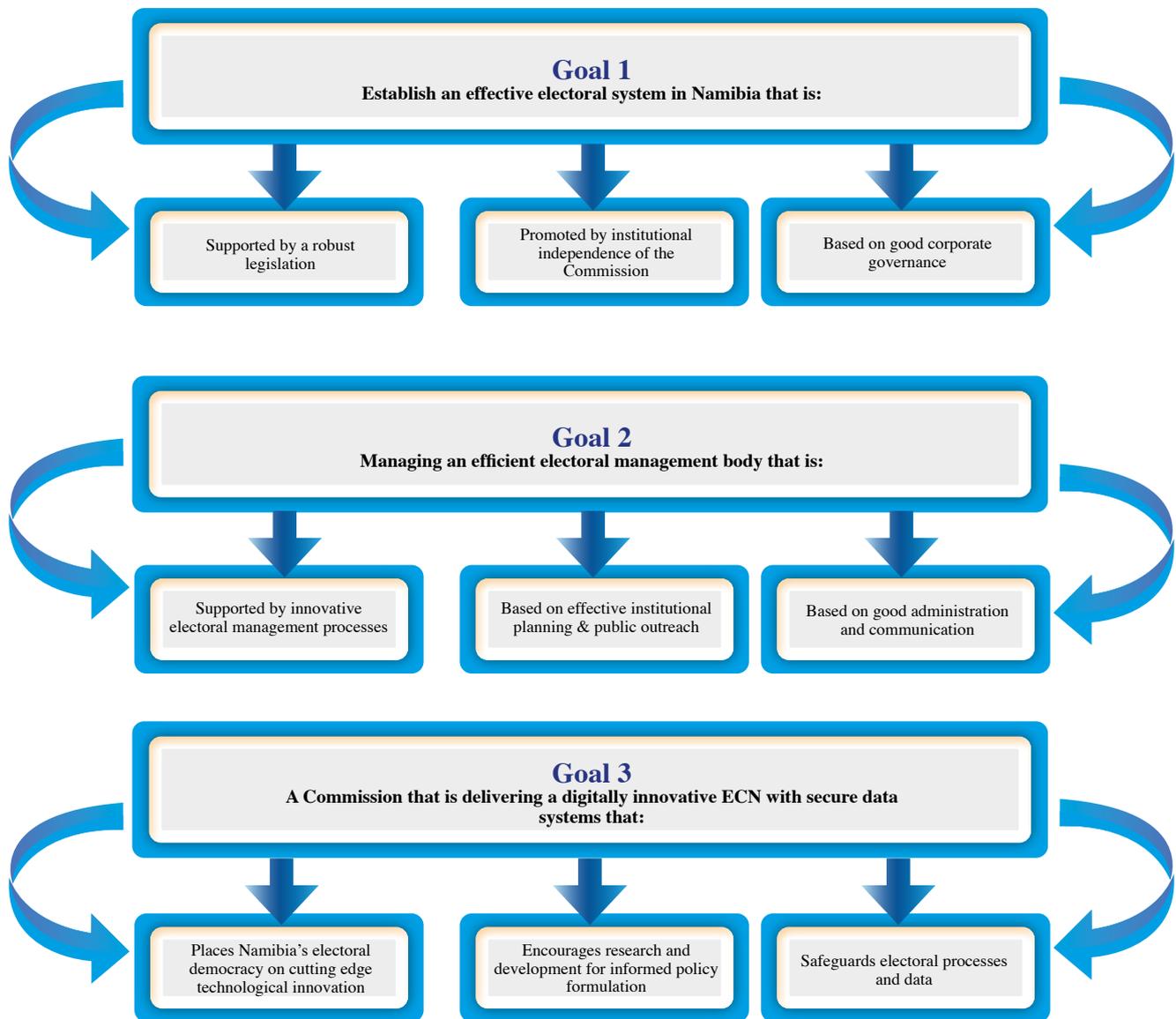
Although the ECN, as an organisation, has distinguished itself over the years and has constantly improved on the service and facilities it offers to all its stakeholders, the political and macro-social environment in which it operates have changed drastically. Citizens have become more assertive regarding services and basic human rights issues. Furthermore, the political landscape, since 2014, is being increasingly defined by a growing number of independent candidates taking part in elections, especially Regional and Local Authority Elections.

The number of political parties, organisations /associations taking part in the electoral democratic space in Namibia is also increasing. These trends are changing the political dynamics, as competition is now intense, and the scrutiny of the Commission's processes is also at a higher level than before. This changing environment impacts the work of the ECN and its resources and requires the Commission to be more alert to these changing political dynamics. It is appropriate for the Commission to reflect on its legal mandate, obligations, and strategic priorities.

### 2.5.3 The future state

The ECN has delivered successful elections since 1992 and strives to do so in the future. While delivering trusted and experienced management of election events for all Namibians as outlined in 2.5.1 of this Strategic Plan, the Commission, over the planning period of 2022/2023–2026/2027, commits to focus on key strategic goals graphically represented in Figure 1.

**Figure 1: Key Goals ECN 2022/2023 - 2026/2027**



### 2.5.3.1 Gender and social inclusion

The Commission is committed to promoting gender equality while implementing its Strategic Plan over the planning period as reflected in the ECN's Gender Policy. The UN Agenda 2030 and various National High-Level Policy Documents ensure that all government policies and programmes in all areas and at all levels are consistent with the long-term goal of eliminating gender inequalities.

Several policy documents in Namibia calls for gender-sensitive and equity responsive measures that should be taken to provide opportunities for women, men, persons with disabilities (PWDs), youth, and marginalised communities (e.g. San, Ovazemba, Ovatue, Topnaar) . In line with this, the Commission, over the strategy period, also seeks to be a more inclusive organisation by addressing the following issues:

- a) Enhance the implementation of the institutional Gender Policy.
- b) Develop a Gender Equality and Social Inclusion policy to recognise and address groups that need special protection to make the electoral process more gender-inclusive.
- c) Enhance voter and civic education and polling materials for special interest groups.
- d) Enhance voter and civic education messages aimed at encouraging more youth and women to participate in the electoral activities.
- e) Develop strategies to engage the youth.
- f) Create special queues for the senior citizens, persons with disabilities and pregnant women during registration and polling.
- g) Conduct workshops to sensitise and create awareness about the electoral process.
- h) Develop mechanisms for the inclusion of marginalised groups and PWDs.

### 2.5.4 Voting statistics in recent years in Namibia [1990 -2020]

Since its first democratic elections in 1989, the Presidential and National Assembly Elections, the voter turnout has been fluctuating from 97.3% reaching a minimum of 60.8% in 2019 elections

respectively [see Table 2(a+b)]. However, the number of voters in these elections has relatively been low since 1989, with the higher voter turnout only experienced in 1989 and 2004 in both elections.

While the participation and engagement of citizens in the Presidential and National Assembly elections over the last three decades has been relatively good, the trend for the Regional Council and Local Authority Elections shows that the voter turnout has waned since 1998 with voter turnout significantly declining below 50% from 81.1 % and 82.3% in 1992 to 38.3% and 43.2% in 2020 respectively [see Table 3(a+b)]. The only exception is the Regional Council Elections voter turnout increased to 57.5% in 2004 which is still relatively low. The decline in participation is one of the key indicators of the change in the political and macro-social environment in which the ECN operates and is a cause of concern for all stakeholders in Namibia's electoral democracy.

Participation is a key factor in determining credibility of election outcomes, and diminishing participation signals voter apathy, especially in Regional Council and Local Authority Elections. Over the strategy period, the Commission seeks to conduct research, political and academic analysis to identify the factors causing such a high level of voter apathy. While still enjoying relatively high registration and participation levels for a country with voluntary election participation, Namibia is not alone in witnessing this decline, which is mirrored in many parts of the world. Therefore, the initiative to conduct research could be helpful in the development of strategies for enhanced voter participation.

ECN will work with international organisations, other electoral management bodies, political parties, organisations/associations, academics, civil society organizations, and other stakeholders to identify opportunities to address this trend, including communication and education initiatives. However, the factors influencing

voter participation are varied and highly complex and may require significant changes to the socio-economic and political climate.

**Table 2: Presidential and National Assembly Elections: A historical Overview [1989 – 2019]**

**a) Presidential Elections**

Category/Election Year	1989	1994	1999	2004	2009	2014	2019
Registered Voters	701,483	654,189	878,869	977,742	1,181,802	1,241,194	1,358,468
Number of votes cast	682,787	497,508	545,465	833,165	812,233	875,232	826,181
<b>Voter turnout</b>	<b>97.3%</b>	<b>76.1%</b>	<b>62.1%</b>	<b>85.2%</b>	<b>68.7%</b>	<b>70.5%</b>	<b>60.8%</b>

**b) National Assembly Elections**

Category/Election Year	1989	1994	1999	2004	2009	2014	2019
Registered Voters	701,483	654,189	878,869	977,742	1,181,802	1,241,194	1,358,468
Number of votes cast	682,787	497,499	541,114	829,269	811,143	893,643	820,227
<b>Voter turnout</b>	<b>97.3%</b>	<b>76.1%</b>	<b>61.6%</b>	<b>84.8%</b>	<b>68.6%</b>	<b>72%</b>	<b>60.4%</b>

**Table 3: Regional Council and Local Authority Elections – A historical Overview [1992 – 2020]**

**a) Regional Council Elections [Contested Constituencies Only]**

Category/Election Year	1992	1998	2004	2010	2015	2020
Registered Voters	470,006	534,278	952,308	1,172,060	1,051,471	1,408,670
Number of votes cast	381,041	213,433	547,756	449,548	384,258	526,373
<b>Voter turnout</b>	<b>81.1%</b>	<b>40%</b>	<b>57.5%</b>	<b>38.4%</b>	<b>36.5%</b>	<b>38.3%</b>

**b) Local Authority Elections**

Category/Election Year	1992	1998	2004	2010	2015	2020
Registered Voters	156,795	188,302	359,152	418,292	410,045	451,870
Number of votes cast	128,973	63,543	163,398	140,313	162,491	195,072
<b>Voter turnout</b>	<b>82.3%</b>	<b>33.8%</b>	<b>45.5%</b>	<b>33.5%</b>	<b>39.6%</b>	<b>43.2%</b>

## 2.6 Challenges experienced in the performance environment

This section highlights the challenges that the Commission experienced in the 2017/2018-2021/2022 performance environment. Furthermore, this section articulates the Commission's mechanism in addressing these challenges over the planning period of 2022/2023-2026/2027. Table 4 presents some of the key challenges that need to be addressed as an extract of the 2024 Electoral Operations Roadmap of the Commission. Addressing these challenges is key in ensuring effective implementation of programmes and attainment of the Strategic objectives over the planning period:

**Table 4: Challenges Experienced in implementing 2017/2018-2021/2022 Strategic objectives**

Challenges Experienced in implementing 2017/2018-2021/2022 Strategic objectives		
Focus Area	Challenges	Mitigating Actions
<b>1. Constitutional consideration</b>	<ul style="list-style-type: none"> <li>a) Inability to achieve and operationalise the full independence of the ECN.</li> <li>b) Provisions of the Constitution of the Republic of Namibia does not provide a full interpretation of the ECN's independence as it does with other arms of government like the Judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>a) Facilitate operationalisation of the independence of ECN through the harmonisation of the laws and aligning them to the Constitution.</li> <li>b) Facilitate operationalisation of the independence of the ECN through amendments of the Electoral Act.</li> <li>c) Ensuring the Commission is fully independent by legislation speaks to its processes.</li> </ul>
<b>2. Legislative Framework</b>	<ul style="list-style-type: none"> <li>a) Electoral Act has several legislative grey areas, namely: <ul style="list-style-type: none"> <li>i) Lack of timelines on political campaign period in the Electoral Act.</li> <li>ii) Designation of one polling station per constituency for both RC &amp; LA elections during special voting where some constituencies have more than one LA (e.g., Keetmanshoop Rural) or all constituencies fall in one LA (e.g., Khomas Region).</li> <li>iii) Current provisions on appointment/replacing and gazetting of Returning Officers in case of vacancy arises compromises the operationalisation of the Commission's mandate. Bureaucracy and provisions regarding the recruitment of returning officers.</li> <li>iv) Applications for registering political parties, organisations/associations submitted during election year put pressure on administrative processes and human resources capacity.</li> <li>v) Misunderstanding of the application of Elect 12 by some PROs.</li> <li>vi) Unclear verification processes at Collation Centres.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a) Facilitate Electoral Amendments on the following provisions: <ul style="list-style-type: none"> <li>i) Requirements to register to vote.</li> <li>ii) Issuing of voters' registration cards during any given election.</li> <li>iii) Introduction of continuous registration of voters with appropriate modalities vs voter registration week-ends.</li> <li>iv) Reviewing of Special Voting procedures, particularly during the RC and LA Elections.</li> <li>v) Inclusion of other categories of voters (e.g., Old Age voters, hospitalised voters, prisoners voters) under Special Voting provisions.</li> <li>vi) Introduce a timeframe for registration of political parties, organisations/associations.</li> <li>vii) Inclusion of provisions prescribing political campaign timelines.</li> <li>viii) Reviewing of timelines between nomination and polling process.</li> <li>ix) Incorporation of provisions on gazetting of ROs as a Commission function.</li> <li>x) Reviewing of timelines specified under Section 31(1) (b).</li> <li>xi) Verification processes at Collation Centres.</li> <li>xii) Reviewing the use of ELECT 12 for other persons.</li> </ul> </li> <li>b) Engage key stakeholders on process of effecting and necessary legal amendments to ensure functional autonomy of ECN.</li> </ul>
<b>3. Constituency Boundary Determination/ Clarification</b>	<ul style="list-style-type: none"> <li>a) Lack of clarity around boundaries of some constituencies.</li> </ul>	<ul style="list-style-type: none"> <li>a) Consider the inclusion of the ECN team in the Boundary delimitation process.</li> </ul>
<b>4. Code of conduct consideration</b>	<ul style="list-style-type: none"> <li>a) a) Unbinding current Code of Conduct governing political parties, organisations/ associations.</li> </ul>	<ul style="list-style-type: none"> <li>a) Review Code of Conduct for political parties, organisations/ associations and independent candidates.</li> <li>b) Ensure enforcement of Code of Conduct.</li> </ul>
<b>5. Reputation Management</b>	<ul style="list-style-type: none"> <li>a) Negative perceptions about the transparency and independence of the Electoral Commission of Namibia by external political stakeholders.</li> <li>b) Trend of having the results for the Presidential Elections contested over the years by political players affects ECN's reputation.</li> <li>c) Political parties, organisations/ associations increasingly expect the ECN to adjudicate complaints and disputes among parties.</li> <li>d) Absence of the voter verification paper trail in previous elections.</li> </ul>	<ul style="list-style-type: none"> <li>a) Ensure early and sustained interchange of information to enhance level of education and understanding on electoral processes and associated pitfalls.</li> <li>b) Enhance capacity and programmes in regards to disputes and conflict resolution management to enable environment conducive to free and fair elections and political tolerance.</li> <li>c) Conduct research on the viability of acquiring VVPATs compatible with existing EVMs or a similar voting system to be used in future elections.</li> </ul>

<b>6. Key Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>a) Lack of robust strategies on information sessions with stakeholders contributing to negative perception.</li> <li>b) Lack of robust strategies on provision of civic education making the Commission less visible.</li> <li>c) Lack of robust stakeholder-engagement strategy making ECN website and social media platforms more static.</li> <li>d) Noted fake news, misinformation, and disinformation, especially in the last General election of 2019.</li> </ul>	<ul style="list-style-type: none"> <li>a) Develop robust stakeholder-engagement strategy to establish baseline communication standards thereby increasing social media, website and other online platforms presence.</li> <li>b) Maintain regular information sessions with stakeholders to increase confidence and trust between the stakeholders and the ECN.</li> <li>c) Increase the focus on constitutional democracy and civic education.</li> <li>d) Improve information dissemination through civic organisations and media about electoral processes.</li> <li>e) Identify and collaborate with stakeholders such as media organisations and civil society organisations on civic and voter education.</li> </ul>
<b>7. COVID-19 Pandemic</b>	<ul style="list-style-type: none"> <li>a) Emergence of COVID-19 before the 2020 Regional Councils &amp; Local Authority elections.</li> <li>b) Noted disruptions of political parties, organisations/ associations in interacting with the electorate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Review current Covid-19 Institutional Mitigation Strategy to ensure all measures are current and responsive to prevailing pandemic in consultation with relevant authorities such as Ministry of Health and Social Services and Attorney Generals Office.</li> </ul>
<b>8. Oversight of Political Party Funding</b>	<ul style="list-style-type: none"> <li>a) Difficulties in getting financial statements from political parties, organisations/ associations</li> <li>b) Difficulties in enforcing the oversight function over political party funding and expenditure placing an undue burden on the ECN.</li> </ul>	<ul style="list-style-type: none"> <li>a) Consider amending the Electoral Act to have the oversight function allocated to the relevant institutions, e.g. Parliament, Office of the Auditor-General.</li> </ul>
<b>9. Voter Apathy</b>	<ul style="list-style-type: none"> <li>a) The low turnout during the Regional Council and Local Authority elections.</li> <li>b) Limited voter and civic education.</li> </ul>	<ul style="list-style-type: none"> <li>a) Conduct surveys to collect data on the factors affecting voter turnout.</li> <li>b) Use findings from the study in planning and preparation for the next electoral cycle.</li> <li>c) Increase voter education, civic education, and engagement, especially among youths.</li> </ul>
<b>10. Production of statistical reports</b>	<ul style="list-style-type: none"> <li>a) Inability of current voter registration system to produce intergated analytical and statistical reports.</li> <li>b) Over-reliance on supplier of voter registration system.</li> <li>c) None-integration of voter registration and voting system.</li> <li>d) Compilation and production of statistical reports manually.</li> </ul>	<ul style="list-style-type: none"> <li>a) Review voter registration system to accommodate functionalities, including management and analytical reports production.</li> <li>b) Consider acquiring and integrating voter management devices (VMDs) with the voter registration system to capture voter demographic data electronically and locate voters in the correct constituencies or local authorities.</li> <li>c) Prioritise the appointment of qualified statisticians to implement the new organisational structure.</li> </ul>
<b>11. Cybersecurity management</b>	<ul style="list-style-type: none"> <li>a) High probability of internet hackings.</li> <li>b) High probability of being exposed to ransomware threats.</li> <li>c) Over-aging hardware and none-responsive software has a potential to pose cyber-attacks or threats towards electoral processes.</li> <li>d) Network connectivity interruptions affecting updating of disaster recovery site and backup systems.</li> </ul>	<ul style="list-style-type: none"> <li>a) Conduct research to inform the development of a robust surveillance system on cyber-attacks with a fully dedicated resourced ICT unit.</li> <li>b) Consider investing in new ICT hardware and software or upgrading to ensure optimal network protection against potential cyber threats.</li> <li>c) Ensure Disaster recovery and backup systems are synchronized and operational.</li> </ul>
<b>12. Organisational Structure</b>	<ul style="list-style-type: none"> <li>a) Non-responsive structure impeding establishment of capacity and Decentralisation of statutory functions to the regions.</li> </ul>	<ul style="list-style-type: none"> <li>a) Gradual implementation of organisational structure through a developed phased-in Decentralisation plan.</li> </ul>

## 2.7 GOVERNANCE FRAMEWORK

### 2.7.1 Conceptualisation

Effective governance is important in providing transparent and accountable management and oversight of any entity. The Commission's role within the Namibian democratic system means that it must uphold the highest standards of governance and of accountability for how it uses its resources and delivers against its plans.

Corporate governance is the most dominant mechanism that aligns the interest of various stakeholders, thereby enhancing an organisation's operations and success in the long term. It refers to the processes and systems to ensure that institutions comply and operate within legal boundaries. These are systems by which organisations, including the ECN, are directed, controlled, and held accountable. Thus, Corporate governance is an imperative aspect. It directs how people interact with the organisation, in this case, the ECN, with regulators and stakeholders to guide and monitor operations.

The Commission provides strategic leadership and policy direction for the ECN as an organisation. Therefore, it is prudent for the Commission to have an appropriate governance framework in place given its unique mandate as outlined in the Constitution of the Republic of Namibia. Therefore, the Commission is expected to meet and account for the Constitutional and Legislative mandates outlined in the Electoral Act.

### 2.7.2 Structure of the Electoral Commission of Namibia

#### 2.7.2.1 Commission

The Commission consists of five Commissioners

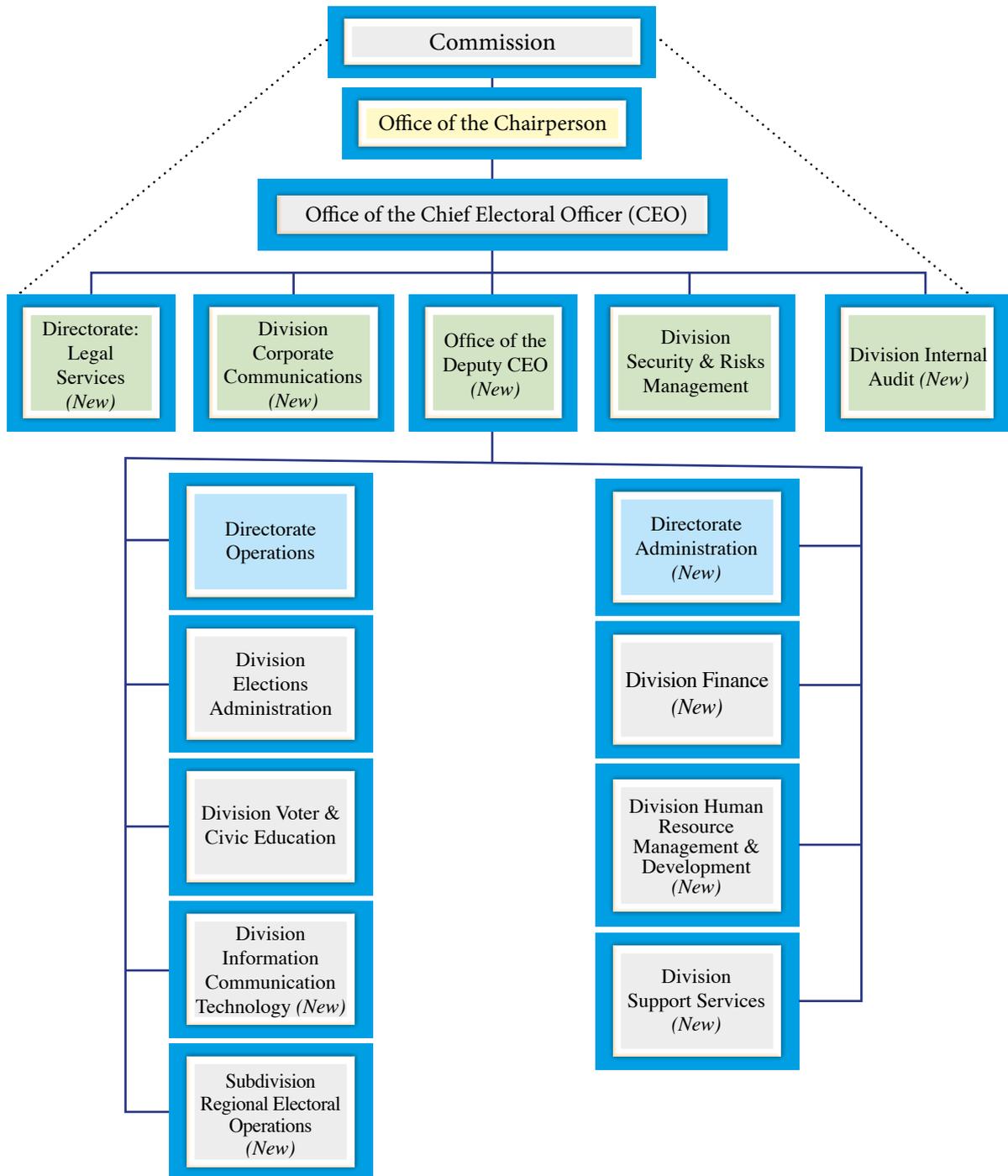
appointed by the President on the recommendation of the National Assembly for five years. The Chairperson of the Commission, who is a full-time Commissioner, is appointed from amongst the Commission members while the remaining four Commissioners serve on a part-time basis.

Since the enactment of the Electoral Act in 2014, the Commission has been unable to establish permanent offices in all regions and appoint permanent staff members under the leadership of a chief regional officer (i.e. regional electoral officer) as provided for in the Act. This is attributed to the fact that, during 2016/2017, Cabinet decided to halt the creation of structures and filling of new positions as part of cost-cutting measures to contain the government's Wage Bill.

Though this decision is rational, its implementation negatively impacted the institutional development-driven initiatives, decentralisation of functions, and the Commission's ability to establish a permanent presence in the regions and build capacity at the Head Office.

Since 2016, the institution embarked on a strategic process to restructure its processes and organisational structure which took longer than anticipated. This process is aimed to establish a permanent presence in the regions and enhance institutional capacity thereof. In this regard, the Commission recently approved the new organisational structure to support its strategic objectives and the strategic decentralisation agenda. As depicted in Figure 2, the new management organogram inclusive of new positions was adopted for implementation through a phased-implementation approach over five years (2022/2023–2026/2027) Financial Years), serving as the administrative basis for decentralising electoral functions to the regions.

**Figure 2: New Management Organogram of the ECN**



### **2.7.2.2 Commission Committees**

Good corporate governance is essential for long-term corporate performance, and thus, potential sustainable growth. Corporate governance at the ECN is exercised through the Parliament of the Republic of Namibia.

Furthermore, the Commissioners and Chief Electoral Officer (CEO) are also responsible for corporate governance. In this regard, the ECN established the following Commission Committees as part of its governance structures, and these are aligned to the provisions that are outlined in the relevant sections of the Electoral Act: Each committee is composed of two Commissioners, CEO and supported by one to four technical resource persons from within the Secretariat.

#### **2.7.2.2.1 Human Resources Committee**

The role of this committee is to provide strategic direction and leadership to ensure effective and timely delivery of the appointment function within the Commission.

#### **2.7.2.2.2 Research, Voter and Civic Education and Media Liaison Committee**

The committee's role is to provide strategic direction and leadership in the Commission's research, voter and civic education, and media liaison (i.e. information dissemination) to ensure effective and efficient service delivery.

#### **2.7.2.2.3 Finance, Audit and Risk Management Committee**

The committee's objective is to provide strategic direction and leadership to ensure effective and timely delivery of the financial management and audit of the activities of the Commission in respect of proper financial management, effectiveness of the internal controls and management systems.

The Commission is cognizant that internal audit controls play a critical role in strengthening governance processes of any institution. Therefore, the Commission prioritised enhancing capacity,

skills and capabilities within the internal audit section during the 5 years of this Strategic Plan. Through its internal audit section, the Commission will strive to put into place control measures to assist in assessing and understanding risks that may impact the successful implementation of this Strategic Plan. Internal audit controls will also be put into place to audit processes, devise strategies in addressing identified and emerging risks to assist the institution in achieving strategic objectives. Risk audits will also be conducted to determine the capacity of the Commission to formulate, implement, evaluate and enforce control measures on risk management processes.

#### **2.7.2.2.4 IT, Security and Legal Affairs Committee**

The committee's role is to advise, provide strategic direction and leadership, and deal with IT, Security, legal, legislative and regulatory issues.

#### **2.7.2.3 Secretariat**

The secretariat is steered by the CEO appointed by the Commission for five years and serves as the Head of Administration and Secretariat of the Commission. Currently, the Secretariat consists of the Office of the CEO, Directorate of Operations, Division Planning and Registration, Division Democracy Building, Division General Services, Division Security and Risks Management, Division Information Technology and Division Corporate Communications. This composition is expected to change once the new structure depicted in Figure 2 above is fully implemented.

## **2.8 Internal and external environment analysis**

An internal and external environment analysis was conducted using PESTEL and SWOT Analysis as an integral part of the performance review of 2017/2018-2021/2022. These aspects are summarised in Table 5.

**Table 5: Analysis of the internal and external performance environment using PESTEL and SWOT Analysis**

Factors	Strengths	Weaknesses	Opportunities	Threats
<b>Political Environment</b>	<p>Functional Political Party Liaison committee.</p> <p>Declaration of general elections conducted in the country over 31 years of democracy free and fair, and outcomes of the elections accepted by national and international stakeholders.</p> <p>Transparency in the ECN's electoral management processes.</p>	<p>Insufficient time allocation for the training of political party agents.</p> <p>Challenge to enforce compliance on disclosure of political party financing.</p>	<p>Political stability creates a conducive environment for holding free and fair elections.</p> <p>Use of diverse communication channels to improve participation.</p> <p>Increasing civic education to create a better understanding of elections by the electorate.</p> <p>Forming partnerships with stakeholders (e.g. civil society organisations, media).</p> <p>Changing conversations between citizens and governments brings opportunities for building confidence in democratic processes.</p> <p>Global trends in the political environment allow the ECN to engage people around voting and make it easier to us.</p> <p>Political tolerance enhances Namibia's young democracy.</p> <p>Improving research outputs to inform policy formulation on electoral management processes.</p>	<p>Declining voter participation in the Presidential and National Assembly elections.</p> <p>Voter Apathy in the Regional Council and Local Authority elections.</p> <p>Global declining trust in democratic institutions.</p> <p>Global political volatility and fragmentation.</p> <p>Declining voter disengagement with democratic processes, even in compulsory voting systems.</p>
<b>Economical Environment</b>	<p>Sound financial management capabilities.</p> <p>Capability to prioritize the ECN programmes and projects enabling effective use of scarce financial resources.</p> <p>Reliable GRN funding.</p>	<p>Delayed execution of budget.</p> <p>Reliance on GRN financial management system.</p>	<p>Formalising collaborations with civil society organisations, media organisations as well as academic institutions on the provision of civic education programmes.</p> <p>Administration of allocated funds solely by the ECN without dependency on third parties, i.e., MoF.</p> <p>Possibility of cutting costs by Formalising the use of government facilities as election venues with government institutions such as Ministry of Education, Arts &amp; Culture and others.</p> <p>Enhancing technological solutions can reduce costs over time freeing-up resources for other projects within the ECN.</p>	<p>Depressed Namibia's inflation and economic outlook worsened by the ongoing COVID-19 pandemic negatively impacting the prioritisation of the ECN's budget allocation.</p> <p>Continuous authorisation granted by Treasury for the first four months of a financial year negatively impacts execution of electoral programs especially in the year where scheduled general elections take place.</p> <p>Increase in expenditure because of COVID-19.</p> <p>Insufficient monthly ceiling allocations by Treasury hampers procurement and implementation processes.</p>
<b>Social Environment</b>	<p>Robust ECN COVID-19 Mitigation Strategy.</p> <p>Accessible registration points and voting stations by all electorate.</p> <p>Ability to communicate with stakeholders in various native languages.</p>	<p>Ineffective implementation of the ECN COVID-19 Mitigation Strategy by some election officials.</p> <p>Lack of understanding by some election officials on measures put into place to minimise the impact of COVID-19 on electoral processes.</p> <p>Non-adherence to measures put into place giving preference to voters with specific needs (e.g. elderly, nursing mothers, persons with disabilities).</p> <p>Inadequate civic and voter education programs adversely affect the visibility of the ECN during electoral cycle.</p> <p>Absence of a mainstreaming framework for special focus groups.</p>	<p>Capitalising on established relationship with relevant stakeholders (e.g. Ministry of Health &amp; Social Services, Office of Government Attorney) to assist in strengthening measures on mitigating the spread of COVID-19.</p> <p>Implementing the ECN COVID-19 Mitigation Strategy at all levels of the electoral processes.</p> <p>Translating COVID-19 Strategy in indigenous languages for officials and elaborate to gain better understanding of the measures put into place.</p> <p>Creating awareness among election officials and electorate on the need to give preference to voters with specific needs.</p> <p>Digitalisation provides opportunities to communicate and engage better with a diverse public, especially the youth.</p> <p>Become more customer-centric and integrated into designing and delivering our services and activities.</p> <p>Designing information channels to build visibility and understanding of our messaging through responding to general questions and conversations enabling social media presence.</p>	<p>Misinformation/disinformation by social media about the pandemic and other aspects of electoral management processes.</p> <p>Challenges brought about by COVID-19 or any other public health emergencies.</p> <p>Electoral activities require people to converge in big numbers making voters susceptible to infections/exposing voters.</p> <p>Tougher economic conditions correlate with the notion of rising despondency with democratic processes and institutions, real or perceived, by the voting population.</p> <p>Communications clutter and less reliable sources make it difficult to cut through for important messages.</p>

<b>Technological Environment</b>	<p>a) Credible voters register.</p> <p>b) Introduction of innovations in election management (i.e. Biometric Voter Registration System, Election Results Management System, Voter Verification Devices).</p> <p>c) Use of social media for voter education and information dissemination.</p> <p>d) Safe and secure firewalls and backup systems.</p> <p>e) Enabling legislation providing for the expanded use of digital and electronic processes.</p> <p>f) A real-time election management tool that can verify voters' information.</p>	<p>a) Inability of current voter registration system to produce integrated analytical and statistical reports necessitating the use of excel-based tools.</p> <p>b) Over-aging hardware and non-response software to current institutional technological demand.</p> <p>c) Lack of appropriate strategy on timely responding to digital misinformation.</p> <p>d) Dependency on suppliers of acquired technologies.</p> <p>e) Lack of advanced skills on managing voter registration system (e.g. AFIS litigation and adjudication competencies).</p>	<p>a) Regularly updating software infrastructure to be responsive to rapid technological advancement.</p> <p>b) Investing in cyber security systems and programmes.</p> <p>c) Educating internal stakeholders on cyber security threats.</p> <p>d) Introducing technological innovations for the conduct of civic education programs.</p> <p>e) Introducing technology to auto-generate statistics based on applied innovation.</p> <p>f) Digitising provision of services to ensure faster, simpler engagement and better service delivery.</p> <p>g) Identify and implement internal digital and process efficiencies to work more effectively.</p> <p>h) Streamlining technology processes and systems ensuring robust data governance and business continuity.</p>	<p>a) Challenges associated with new technological innovations and digitalisation have a potential to undermine the security of electoral systems and data.</p> <p>b) Probability of being exposed to cyber-attacks.</p> <p>c) Inadequate funding to procure new technologies or upgrade current technologies.</p> <p>d) Rapid advancement of technology leads to obsolescence of ICT infrastructure.</p> <p>e) Loss of public confidence and trust in using the EVMs without VVPATs.</p> <p>f) Negative perceptions by stakeholders on electronic voting and counting.</p> <p>g) Power of "fake news" and misinformation through social media.</p>
<b>Legal Environment</b>	<p>a) Enabling legal framework.</p> <p>b) Compliance with the legal provisions.</p>	<p>a) Reliance on government policies and frameworks for administration.</p> <p>b) Status of the ECN as an Agency in Government.</p> <p>c) Grey areas in the Electoral Act.</p>	<p>a) Capitalising on current government policies and administrative frameworks enabling development of institutional policies.</p> <p>b) Developing responsive strategies based on best electoral practices and lessons learnt in the last general elections to enhance election management.</p> <p>c) Expediting operationalisation of the independence of the Commission to clarify discrepancies &amp; de-link the ECN as a government agency.</p> <p>d) Using improved communication platforms to deliver effective ways to ensure statutory compliance by stakeholders.</p> <p>e) Expediting electoral reforms based on lessons learnt in last general elections.</p>	<p>a) Election challenges lodged against the outcome of the elections especially 2019 Presidential and National Assembly elections.</p> <p>b) Operationalisation of the independence of the Commission.</p> <p>c) Failure by political parties, organisations/associations to comply due to lack of understanding of some of the legal provisions.</p>
<b>Physical Environment</b>	<p>a) Conducive environmental climate for the conduct of Elections.</p>	<p>a) Non-responsive organisational structure inhibits the decentralisation of electoral functions and programmes.</p> <p>b) Lack of an Emergency Evacuation Plan (EEP).</p>	<p>a) Developing an Emergency Evacuation Plan (EEP). Integrating EEP Plan into the ECN Risk Management Strategy and training for election officials in regions prone to natural disasters.</p>	<p>a) Natural disasters (rain, floods, drought) inhibit access to the electorate in remote areas.</p> <p>b) Topography challenges.</p>

## 2.9 Risk Management

The ECN face changes and challenges in its operating environment, which present risks and opportunities for the Commission. The Commission identified major issues affecting its operations and set strategic goals in the planning process. The ECN thus identified and analysed the risks associated with the successful implementation of this Strategic Plan. The advent of COVID-19 continues to impact all aspects of electoral operations.

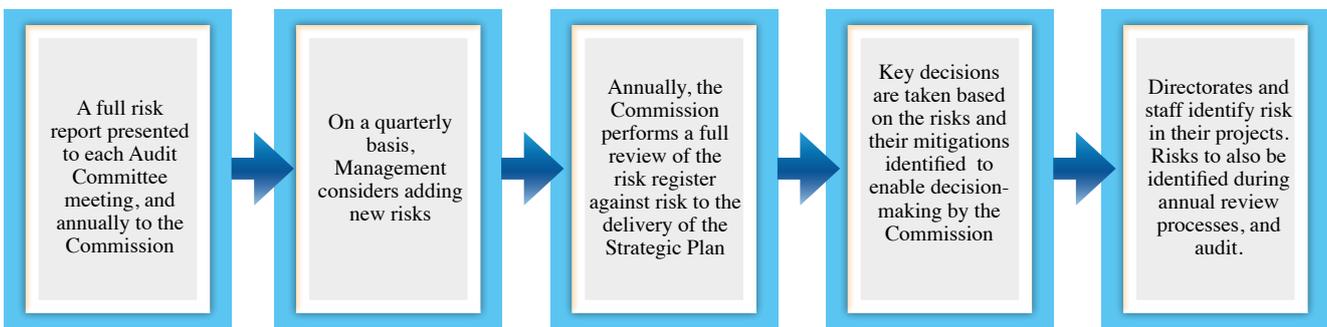
The Commission’s risk management processes over the five years are designed to:

- a) Maintain a clear framework across the organisation within which risks are identified, assessed, managed, and regularly reviewed.
- b) Assign specific responsibility for managing risks in their areas of responsibility to individual Executive Team members (including

- c) managing risks to significant projects as project directors).
- c) Ensure that the significance and impact of risks are assessed consistently.
- d) Ensure that existing risks are regularly reviewed and that new risks are identified and managed.
- e) Provide the Commission, CEO, Finance, Audit and Risk Management Committee and stakeholders with assurance that the risks are managed appropriately.

The successful implementation of this Strategic Plan requires the Commission to implement a risk management framework organised as presented in Figure 3. This allows the Commission to have a more comprehensive and regular risk assessment model that is crucial in formulating important decisions about risk appetite and internal controls for a changing electoral landscape in Namibia.

**Figure 3: Risk assessment framework**



The ECN conducted a risk analysis culminating in developing a Risk Management Strategy to respond and manage risks effectively. The results of the analysis are shown in Table 6.

**Table 6: Strategic outcomes and possible risks over the planning period**

Strategic Plan outcome	Risk(s)	Type of Risk	Where does the risk occur?	Risk Level	Recommended prevention & mitigation actions
<b>Legislative amendments</b>	a) Stakeholders may negatively view amendments.	Legal and constitutional	External	Low	a) Engage key stakeholders such as political parties, organisations/associations and electorate to support the amendment process.
	b) Challenges in enforcing the oversight function over political party funding and expenditure placing an undue burden on ECN.	Legal	External	Very low	b) Engage legislators e.g. Law Reform Commission, Office of Attorney-General and Parliament to facilitate Electoral Act Amendments. c) Explore possibilities of having the obligation to allocate to either parliament or Office of Auditor-General.
	c) Contradictions between the Public Service Act and the Electoral Act regarding legal status.	Legal	External	Medium	d) Develop targeted strategy to Operationalise independence of the Commission.
	d) Timeframes associated with procurement requirements relating to the Public Procurement Act and Regulations.	Legal	External	Medium	e) Develop internal procurement policy guidelines. f) Explore possibilities of having the ECN included in public entities qualifying for specific exemption from the application of certain provisions that are not practical or appropriate for procurement especially during peak period.
	e) Lack of timelines in regards to registration of political parties, organisations and associations/candidates.	Political and legal	External	High	g) Stipulate clear timelines in the law. h) Develop targeted strategy to educate stakeholders on the law. i) Enforce strict rules to compel the political parties, organisations and associations/candidates to adhere to statutory provisions.
	f) Political parties, organisations and associations, and candidates have challenges towards meeting statutory provisions in regards to registration.	Political and legal	External	High	a) Increase engagement with political parties, organisations and associations in all electoral processes. b) Increase the level of transparency and access to information. c) Intensify the ECN image building. d) Engage legislators to effect the necessary legal amendments to ensure functional autonomy of the ECN.
<b>Institutional independence</b>	a) Negative perception of the ECN by political parties, organisations and associations.	Political	External	High	e) Implement an organisational structure and recruit staff. f) Operationalise institutional independence as prescribed/guaranteed by the Act. g) Absorb fixed-term contract employees in the long-term.
	b) Organisational structure hinders the organisation from carrying out its mandate fully and from decentralising its functions (i.e. contract workers).	Political and legal	External/Internal	High	h) Operationalise Electoral Operations Management Committees at the central and regional level to coordinate electoral operations. i) Apply the principle of sharing resources.
	c) Insufficient transportation resources. d) Overreliance on other stakeholders to provide helicopters, trucks, cars and boats. e) Risks associated with the use of private vehicles.	Institutional	Internal	High	a) Enhance internal process documentation, capabilities, information flows and aggregate data from different sources to improve performance measures and reporting. b) Centralise information and knowledge management to support data insights. c) Develop Ethics and the Code of Conduct for election officials. d) Develop relevant institutional policies responsive to the concept of operationalising Independence of the Commission.
<b>Good corporate governance</b>	a) Managing risk in a volatile COVID-19 environment.	Environmental and institutional	External and internal	Medium	
	b) Conflation of committees, e.g., Risk and Security.				
	c) Lack of corporate governance framework.				

<b>Improved electoral management processes</b>	a) Declining voter turnout. b) Reduced interest in electoral democracy.	Political	External	High	a) Increase awareness/raising and engagement with different target audiences in Namibia's democracy. b) Engage stakeholders to promote the importance of participating in democratic processes.
	c) Challenges on conducting continuous registration of voters. d) Overwhelmed registration centres during supplementary registration of voters (SRV's) processes.	Technical and operational	Internal	Low	c) Develop responsive modalities to roll out processes to relief pressure on registration process during SRV.
	e) Political intimidation.	Political	External	Low	d) Intensify civic education in areas of political tolerance.
	f) Reputational damage.	Political	External	Medium	e) Create enabling environment for staff and electoral management systems to perform on an optimal level. f) Embed the vision, mission, and values of the organisation. g) Continuous information sharing.
	g) Natural hazards.	Operational	External	High	h) Engage National Disaster Management Unit in the Office of the Prime Minister. i) Establish joint committees with relevant stakeholders.
	a) Lack of dedicated unit on existing structure charged with managing and synchronizing institutional planning and performance analysis thereof. b) Operational plans insufficiently detailed with a lack of standard operation procedures.	Operational	Internal	Medium	a) Ensure provision of a dedicated unit on the structure entrusted with entire institutional planning process as a critical function. b) Embark upon robust Business process re-engineering.
	c) Lack of institutional policies and standard operating procedures (SOPs) on administrative functions (e.g. transport, human resource, risk management, ICT).	Institutional	Internal	High	c) Revise/review existing policies. d) Develop relevant institutional policies and SOPs, implement, monitor and evaluate thereof.
	d) Lack of formal structure and regional offices in all the regions. e) High rental fees on offices and election centres. f) Inadequate regional storage facilities.	Institutional	Internal	Medium	e) Implement new structure systematically. f) Secure adequate funding to enable the construction and establishment of regional offices, filling of statutory positions and decentralisation of electoral functions and programs.
	g) Overwhelmed polling centres on election day. h) Lack of adherence by some election officials to prescribed processes during counting and collation of results.	Technical and operational	Internal	Medium	g) Review existing guidelines on managing election results/returns. h) Consider possibility of introducing Specific Voter Registration System, thereby restricting voters to vote at a point where registered releasing pressure on logistic planning and resource deployment.
<b>Effective public outreach programmes</b>	a) Voter Apathy, and disinterest.	Political	External	High	a) Develop innovative programs for segmented target audiences, e.g., youth.
	b) Civic and voter education may not be enough if citizens deliberately choose to be active outside of electoral politics.	Political	External	Low	b) Encourage participation of citizens in the electoral processes. c) Enhance voter confidence in the electoral process through community and public outreach programmes. d) Build capacity and knowledge of electoral democracy for political parties, organisations, associations and candidates.
	c) Perceptions that outreach programmes favour certain communities.	Political	External	Low	e) Develop targeted strategies on population demographics and regional profiles to inform audience segmentation. f) Ensure that all communities, regardless of race, gender, ethnic or social origin, language, sexual orientation, age, disability, etc., receive targeted ECN programmes. g) Conduct voter satisfaction survey and research.

<b>Effective administration</b>	a) Insufficient budget allocations during off-peak periods.	Financial	External	High	a) Ensure continuous re-prioritisation of activities. b) Develop effective funding mechanisms. c) Request additional funds.
	b) Inability to recruit and expand the organisational structure due to cost cutting measures introduced by the government.	Operational	Internal	Low	d) Prioritise implementation of organisational structure as approved by Commission in a systematic manner. e) Prioritise activities and improve efficiency.
	c) None responsive guidelines on performance indicators measuring how staff are performing as well as applicable remedial actions.	Institutional	Internal	Medium	f) Finalise the draft Performance Management Policy (PMP). g) Develop performance agreements (PAs) for all employees with clear performance indicators. h) Ensure all staff sign PAs. i) Enforce, monitor, evaluate the performance.
	d) Lengthy bureaucratic processes posing risks for recruitment, procurement, budgeting, and capacity building.	Institutional	Internal	Very high	j) Operationalise institutional independence. k) Ensure effective planning, time management and implementation.
	e) Insufficient training on electoral procedures and technologies.	Technical and operational	Internal	High	l) Start recruitment process well in advance and have timeframes for implementation. m) Extended training period (Add 4 days to training on practical). n) Engage special adult trainers. o) Recruit people with the right skills, knowledge, experience.
	f) Inadequate capacity of trainers and lack of commitment trainees.				
	g) Not enough time to adequately train election officials.				
	h) Challenges on retaining key skills.				
	i) Inadequate capacity in training political parties, organisations, associations and media on electoral laws, polities and procedures.	Political	External	Medium	p) Consider introduction of a training programme for stakeholders. q) Develop electoral information booklet.
	<b>Effective communication</b>	a) Fake news and disinformation.	Communication	External	Medium
b) Disinformation and misinformation where social media platforms may be manipulated to subvert the electoral system and undermine the integrity of the ECN, elections and democracy.					
c) Ineffective existing communication channels with regional staff and stakeholders contributing to negative perceptions.		Communication	Internal	Medium	f) Implement communication strategy, monitor and evaluate. g) Develop the stakeholder engagement strategy. h) Finalise development of the CSO framework. i) Devise a perception management strategy.
d) Inactive website and social media platforms.					

	<ul style="list-style-type: none"> <li>a) Exceeded lifespan of IT infrastructure and hardware infrastructure.</li> <li>b) Unresponsive website.</li> <li>c) Inadequate dedicated network infrastructure linking regional offices to HQ.</li> <li>d) Exceeded lifespan of computers.</li> <li>e) None-responsive software infrastructure.</li> <li>f) Inefficient training.</li> </ul>	<p>Internal</p>	<p>Institutional</p>	<p>High</p>	<ul style="list-style-type: none"> <li>a) Develop a systematic replacement plan for replacing/and or upgrading existing systems and equipment.</li> <li>b) Consider investing in the improvement of the web presence.</li> <li>c) Enhance network connectivity between HQ and regions.</li> </ul>
<p><b>Digital innovation</b></p>	<ul style="list-style-type: none"> <li>g) Dependency on suppliers of acquired technologies.</li> <li>h) Gap on advanced skills in managing voter registration system (e.g. AFIS litigation and adjudications) and election results management system.</li> <li>i) Absence of IT policy and formalised SOPs.</li> <li>j) Probable power-supply interruptions impeding voter data back-ups at off-site server.</li> <li>k) Probability of exposure to network connectivity interruptions between on-site and off-site disaster recovery back-up servers.</li> </ul>	<p>External and internal</p>	<p>Technological</p>	<p>High</p>	<ul style="list-style-type: none"> <li>d) Incorporate aging technologies and non-responsive software in the replacement plan.</li> <li>e) Devise and implement a schedule for regular maintenance and repair.</li> <li>f) Enforce effective back-up systems.</li> <li>g) Devise continuous staff training and development programs to acquire critical advanced skills thereby creating self-reliance on managing acquired technologies.</li> <li>h) Develop IT policy and SOP Guidelines, implement monitor and evaluate.</li> <li>i) Initiate recruitment process for a staff member with specialised skills to manage acquired technologies thereby building technological institutional capacity.</li> <li>j) Ensure continuous functionality of on-site power supply back-up generator and off-site disaster recovery server.</li> <li>k) Devise robust surveillance system to detect any possible network connectivity thereby ensuring regular and timely voter data back-ups.</li> <li>l) Conduct research to inform the development of a robust surveillance system on cyber-attacks with a fully dedicated resourced ICT unit.</li> <li>m) Ensure Disaster recovery and backup systems are synchronized and operational.</li> </ul>
<p><b>Research and publications</b></p>	<ul style="list-style-type: none"> <li>a) COVID-19 may affect data collection.</li> <li>b) Lack of internal capacity to conduct quality research.</li> <li>c) Scepticism from tertiary institutions to collaborate.</li> </ul>	<p>Internal and External</p>	<p>Institutional</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>a) Develop a research policy outlining guidelines and procedures for collaboration and engagement with academics.</li> <li>b) Consider conducting online perception surveys and use insights to understand election demographics and challenges.</li> <li>c) Develop a research budget for building institutional research capacity.</li> </ul>
<p><b>Security management and data protection</b></p>	<ul style="list-style-type: none"> <li>a) Gap on security and risk management skills (i.e. risk managers, security quality assurance).</li> <li>b) Poor physical security surveillance at ECN HQ.</li> <li>c) Outdated CCTV with limited access control system capability.</li> <li>d) High probability for data security vulnerability due to inadequate security personnel.</li> <li>e) None-responsive existing security guidelines.</li> <li>f) Unsynchronized election results management and transmission systems.</li> <li>g) Limited connectivity in some areas.</li> <li>h) Possibility of denial of service by providers.</li> <li>i) High probability of improperly handling election materials by some election official.</li> <li>j) High probability on exposure to internet hackings and ransom threats.</li> </ul>	<p>External and Internal</p>	<p>Technological and Institutional</p>	<p>Very High</p>	<ul style="list-style-type: none"> <li>a) Initiate recruitment process for a staff member with required security competencies to manage acquired security technologies thereby building institutional capacity.</li> <li>b) Devise continuous staff training and development programs to acquire critical security competencies thereby creating capacity in managing acquired technologies.</li> <li>c) Finalise draft Risk and Security Management Policy and SOPs.</li> <li>d) Implement and monitor access control management system.</li> <li>e) Steer project for upgrading and installation of CCTV systems.</li> <li>f) Introduce data security systems.</li> <li>g) Enforce tight security control measures.</li> </ul>
		<p>Internal and external</p>	<p>Operational and security</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>h) Review and synchronize existing election results management system with results transmission system.</li> <li>i) Review and enhance network infrastructure within the building.</li> <li>j) Apply punitive measures to account for any misuse of loss of election materials in accordance with the provisions of Electoral Operations Policy and SOPs.</li> <li>k) Implement and constantly monitor security features on the system.</li> </ul>



# PART 3: STRATEGIC FRAMEWORK

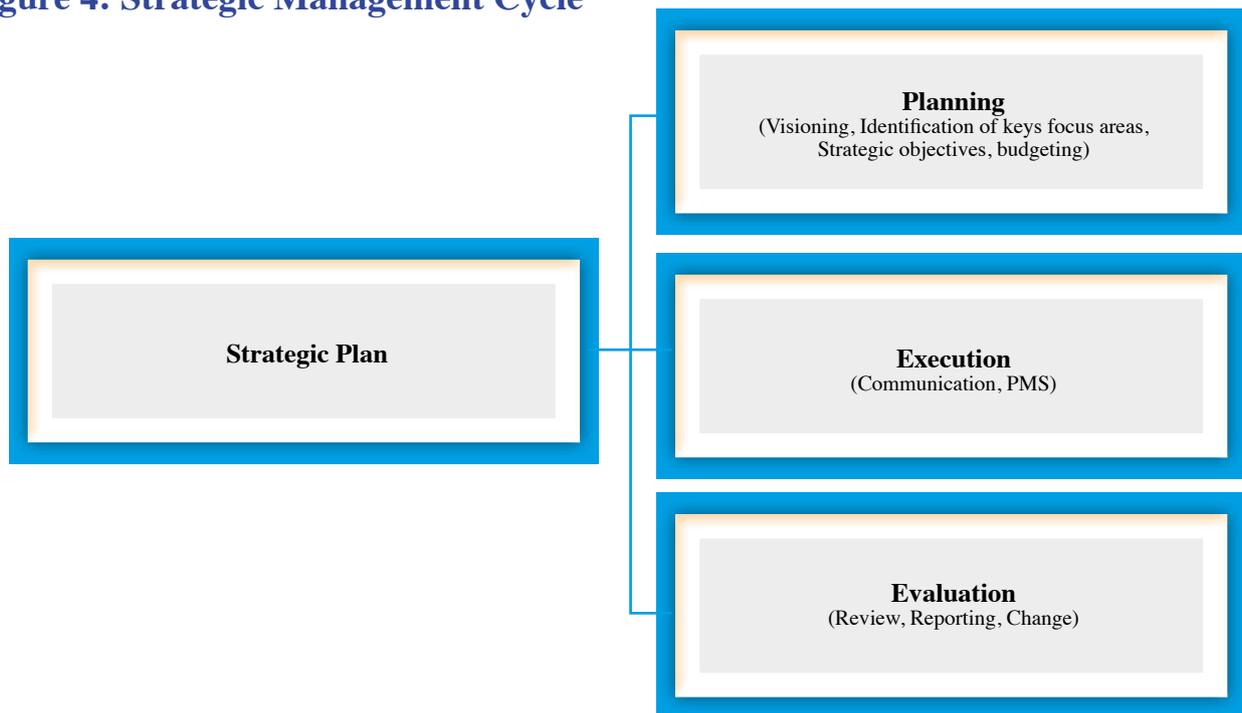
# PART 3: STRATEGIC FRAMEWORK

## 3.1 Strategic Management Cycle

This part of the Strategic Plan (SP) covers the strategic management cycle, focusing on the planning process, execution, and evaluation of the Plan as graphically illustrated in Figure 4 and Figure 5. This must read together with Table 6, Table 7 and Table 8 and the Implementation Matrix of this Plan [see Table 9]. This forms the framework of the Strategic Plan based on the Commission’s Key Goals that provides strategic direction for the next five years. As articulated in the Implementation Matrix, each of these Key Goals is supported by strategic, outcomes, objectives, initiatives and targets that are in line with the vision and mission of the Commission.

**Figure 5: Strategic Management Cycle**

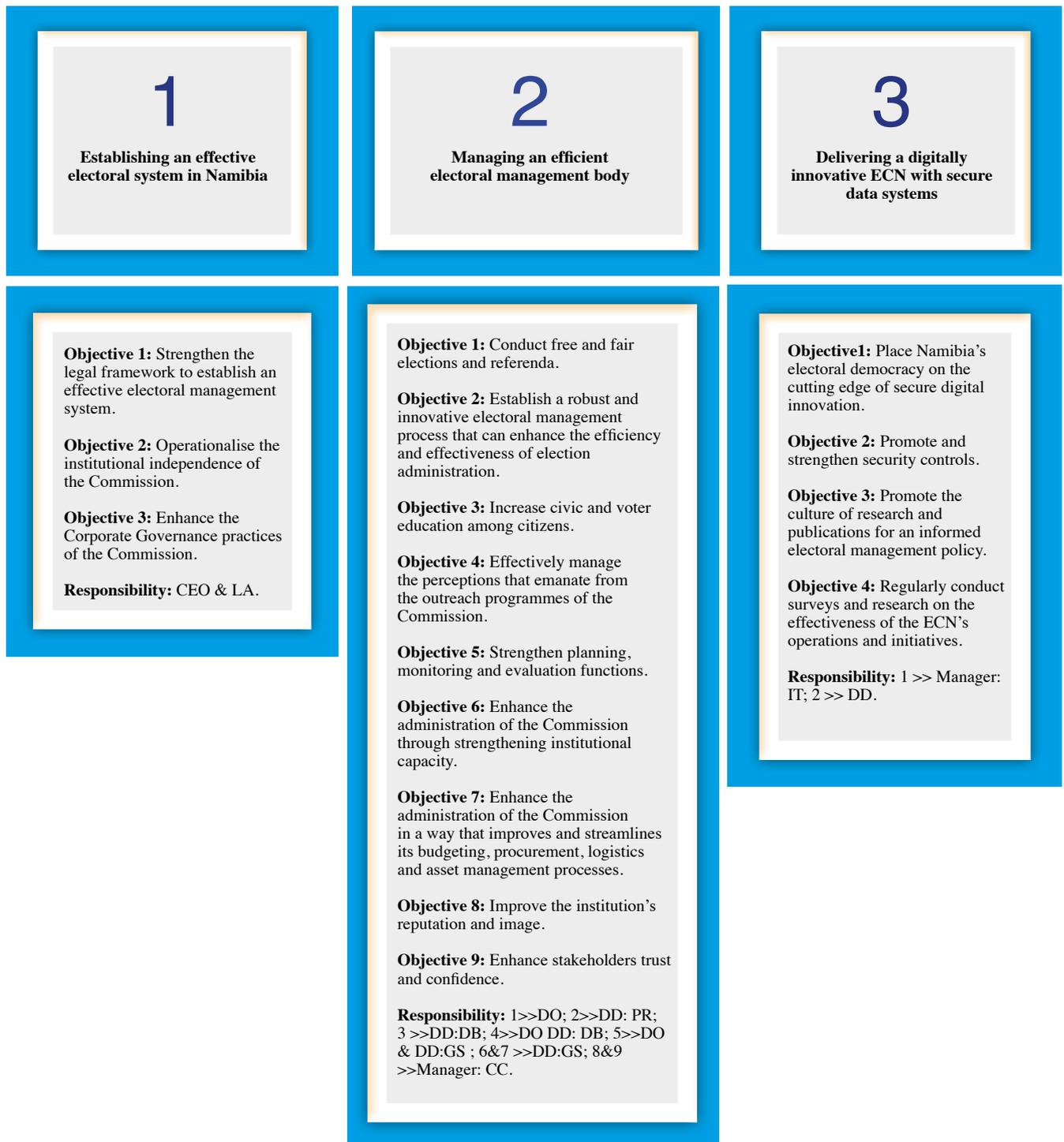
**Figure 4: Strategic Management Cycle**



### 3.2 Our Key Goals and Strategic Objectives

The following key goals and strategic objectives were identified in line with the ECN’s contextual analysis of the Vision, Mission and Values. Strategic initiatives are spelt out in the Implementation Matrix for each of the objectives formulated as part of the tactics (*i.e critical success factors*) to achieve the broad goals of the strategic plan (see Table 8). It is believed that the key goals, objectives and initiatives adopted in this Strategic Plan will enable the Commission to drive towards the desired direction.

**Figure 5: Key Goals and Objectives**



### 3.3 Stakeholder Analysis – working with stakeholders

This table summarises our main stakeholders, how we interact with them and how they interact with the democratic process in the Republic of Namibia.

**Table 7: Stakeholder analysis matrix**

Stakeholder(s)	How they interact with the democratic process	How we interact with them	What are their needs and expectations	What the institution expects from stakeholders
<b>The people of the Republic of Namibia/ Electorate</b>	<ul style="list-style-type: none"> <li>a) Our democracy is here to serve the people of the Republic of Namibia;</li> <li>b) They look to the ECN for advice on how to participate and assurance on how the electoral processes are conducted and regulated.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN provide trusted and independent electoral systems, processes and oversight of the democratic process and seek to make it easier for them to understand and participate.</li> <li>b) The ECN facilitate public awareness of electoral processes.</li> <li>c) The Commission encourage them to participate and make it as safe, easy, and convenient as possible.</li> </ul>	<ul style="list-style-type: none"> <li>a) Transparent elections.</li> <li>b) The upholding of constitutional democracy.</li> <li>c) Information, consultation, to effectively participate in elections.</li> <li>d) Conduct of free, fair, credible elections and referenda processes.</li> <li>e) Regular engagement.</li> <li>f) Voter and civic education to enhance participation in the electoral process.</li> <li>g) Access to information.</li> <li>h) Service mindedness.</li> </ul>	<ul style="list-style-type: none"> <li>a) To participate in democratic processes and events spearheaded by the Commission from time to time.</li> <li>b) Peaceful engagement of citizens</li> <li>b) Peaceful elections.</li> </ul>
<b>Political parties, organisations and associations/ Independent Candidates</b>	<ul style="list-style-type: none"> <li>a) Key stakeholders in our democratic processes.</li> </ul>	<ul style="list-style-type: none"> <li>a) The Commission provides them with guidance/support to assist them in complying with their obligations.</li> <li>b) The ECN enforce compliance where needed.</li> <li>c) Access to information.</li> </ul>	<ul style="list-style-type: none"> <li>a) Information, consultation, and training to effectively participate in elections</li> <li>b) Conduct of free, fair, credible elections and referenda processes</li> <li>c) Impartiality, transparency, and integrity</li> <li>d) Regular engagement</li> <li>e) Service mindedness</li> </ul>	<ul style="list-style-type: none"> <li>a) Political maturity.</li> <li>b) Political tolerance.</li> <li>c) Compliance with legal provisions.</li> <li>d) Peaceful campaigns.</li> <li>e) Mobilised voters.</li> <li>f) Compliance with the law.</li> </ul>
<b>Non-voters</b>	<ul style="list-style-type: none"> <li>a) They do not participate in voting.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN must encourage them to participate in elections.</li> </ul>	<ul style="list-style-type: none"> <li>a) Tailor-made civic and voter education. These must be informed by research and perception surveys.</li> <li>b) Regular engagement with the voters.</li> </ul>	<ul style="list-style-type: none"> <li>a) Participate in democratic processes and elections.</li> </ul>
<b>Special focus groups</b>	<ul style="list-style-type: none"> <li>a) They do require special access to democratic processes.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN must develop inclusive electoral management processes.</li> </ul>	<ul style="list-style-type: none"> <li>a) Tailor-made civic and voter education.</li> <li>b) Regular engagement with the voters.</li> </ul>	<ul style="list-style-type: none"> <li>a) Inclusive participation in democratic processes and elections.</li> </ul>
<b>National Assembly</b>	<ul style="list-style-type: none"> <li>a) Legislate on behalf of the people of the Republic of Namibia.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN conduct elections.</li> </ul>	<ul style="list-style-type: none"> <li>a) Accountability reports to statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>a) Feedback;</li> <li>b) Effective communication.</li> <li>c) Timely passing of legislation.</li> <li>d) Enabling laws in place.</li> </ul>
<b>Judiciary</b>	<ul style="list-style-type: none"> <li>a) Arbitration;</li> <li>b) Conflict resolution;</li> <li>c) Law and order.</li> </ul>	<ul style="list-style-type: none"> <li>a) Review and interpret the laws.</li> </ul>	<ul style="list-style-type: none"> <li>a) Accountability;</li> <li>b) Compliance with the rule of law.</li> </ul>	<ul style="list-style-type: none"> <li>a) Fair judgement.</li> <li>b) Timely adjudication of election disputes.</li> </ul>
<b>Media (print &amp; electronic)</b>	<ul style="list-style-type: none"> <li>a) Public interface;</li> <li>b) Inform, educate, and disseminate election-related information;</li> <li>c) Mobilising voters.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN work with the media to connect the Commission and its information with the People of the Republic of Namibia.</li> </ul>	<ul style="list-style-type: none"> <li>a) Information and training to enhance involvement and participation in the electoral process.</li> </ul>	<ul style="list-style-type: none"> <li>a) Partnership in information dissemination.</li> <li>b) Objective and accurate reporting.</li> <li>c) Continuous engagement.</li> <li>d) Adherence to SADC principles.</li> <li>e) Informed and educated stakeholders.</li> <li>f) Mobilised voters.</li> </ul>
<b>Offices, Ministries &amp; Agencies (OMAs)</b>	<ul style="list-style-type: none"> <li>a) Public interface;</li> <li>b) Provision of services.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN work with various OMAs in different capacities in fulfilment of its mandate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely requests: financial, physical resources, security, and regulatory requirements to ensure compliance to legislative requirements.</li> </ul>	<ul style="list-style-type: none"> <li>a) Provision of adequate resources.</li> <li>b) Feedback and timely communication.</li> <li>c) Co-operation and support in the conduct of electoral activities.</li> <li>d) Continuous engagement.</li> </ul>

<b>Namibia Police Force</b>	<ul style="list-style-type: none"> <li>a) Law and order during elections.</li> <li>b) Public Interface.</li> </ul>	<ul style="list-style-type: none"> <li>a) Provision of security services.</li> <li>b) Safety and security of electoral materials.</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely requests on security needs.</li> </ul>	<ul style="list-style-type: none"> <li>a) Peaceful electoral environment.</li> </ul>
<b>Sub-national government (regional and local councils)</b>	<ul style="list-style-type: none"> <li>a) Govern on behalf of the people of the local government areas in Namibia.</li> </ul>	<ul style="list-style-type: none"> <li>a) The Commission conduct elections.</li> </ul>	<ul style="list-style-type: none"> <li>a) Consultation and information to strengthen cooperative governance.</li> <li>b) Accountability reports to statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>a) Regular engagement.</li> <li>b) Feedback.</li> <li>c) Effective communication.</li> <li>d) Compliance with legal provisions governing electoral democracy.</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>a) They provide the Commission with materials/ services that are required for strategic operations.</li> </ul>	<ul style="list-style-type: none"> <li>a) Procurement of materials and services.</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely payments.</li> <li>b) Clear specifications and requirements on goods and services.</li> </ul>	<ul style="list-style-type: none"> <li>a) Co-operation:</li> <li>b) Effective &amp; efficient service delivery.</li> <li>c) Integrity and honesty.</li> <li>d) Compliance with Procurement regulations.</li> <li>e) Adherence to agreed timelines.</li> <li>f) Efficient service delivery.</li> </ul>
<b>Civil Society Organizations</b>	<ul style="list-style-type: none"> <li>a) Public interface.</li> </ul>	<ul style="list-style-type: none"> <li>a) We work with them to connect us and our information with the people of the Republic of Namibia.</li> </ul>	<ul style="list-style-type: none"> <li>a) Information, training, and consultation to enhance and strengthen good governance and strengthen stakeholder relations.</li> <li>b) Well-informed electorate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Partnership in information development &amp; dissemination.</li> <li>b) Continuous engagement and co-operation.</li> </ul>
<b>Educational Institutions</b>	<ul style="list-style-type: none"> <li>a) Collaborate; share knowledge; analyse the electoral and democratic space in Namibia.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN share knowledge; collaborate on research, and gain insights.</li> </ul>	<ul style="list-style-type: none"> <li>a) Information, consultation, and involvement in improving the quality and relevance of ECN programmes.</li> </ul>	<ul style="list-style-type: none"> <li>a) Partnership in information dissemination.</li> <li>b) Continuous engagement.</li> </ul>
<b>Local and International Observers</b>	<ul style="list-style-type: none"> <li>a) Collaborate; share knowledge and experience.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN work with them to share knowledge and experience.</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely invitation and Accreditation to observe elections and referenda processes.</li> <li>b) Access to elections and referenda processes.</li> <li>c) Credible elections.</li> </ul>	<ul style="list-style-type: none"> <li>a) Observe elections and referenda processes impartially and independently.</li> <li>b) Observers' reports.</li> <li>c) Compliance with national laws and code of conduct for observers.</li> <li>d) Timely submission of reports.</li> </ul>
<b>International &amp; Regional Democratic Organizations (i.e., IDEA/ECF SADC)</b>	<ul style="list-style-type: none"> <li>a) They participate in the broader political process.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN work with them to share knowledge and experience.</li> </ul>	<ul style="list-style-type: none"> <li>a) Adherence to regional and international standards on electoral management.</li> </ul>	<ul style="list-style-type: none"> <li>a) Support in enhancing electoral processes in line with regional and international standards.</li> </ul>
<b>Donors.</b>	<ul style="list-style-type: none"> <li>a) They participate in the broader political processes.</li> </ul>	<ul style="list-style-type: none"> <li>a) The ECN provides them with guidance/support to assist them in complying with their obligations.</li> <li>b) ECN enforce compliance where needed.</li> </ul>	<ul style="list-style-type: none"> <li>a) Adherence to regional and international standards on electoral management.</li> </ul>	<ul style="list-style-type: none"> <li>a) Support in enhancing electoral processes in line with regional and international standards.</li> </ul>

### 3.4 Critical Success Factors

The success of this Strategic Plan depends on several Critical Success Factors. These factors are summarised in Table 8.

**Table 8: Critical success factors for the Strategic Plan 2022/2023 -2026/2027**

Critical Success Factors	Description
Leadership	a) The ability of the Commission and Secretariat to influence and provide vision to inspire and guide staff in executing the strategic objectives contained in this Plan.
Resources	a) Utilisation and maximisation of available resources the ECN shall strive to ensure alignment of the resources and organisational structure to this Strategic Plan.
Communication	a) Communicate various types of operations to staff and stakeholders through various platforms.
Capacity Building	a) Skills development and transfer through Performance Management Systems.
Good Governance structures	a) Implementation of effective management systems. b) Regular review and management of risks as part of performance management. c) Effective implementation of internal audit systems. d) Implement effective quality assurance systems.
Accountability	a) The ECN management and staff should always demonstrate responsibility when implementing the Strategic Plan. b) Ensure regular feedback to stakeholders. c) Demonstrate service mindedness when dealing with stakeholders.
Monitoring and Evaluation	a) Regular reporting on divisional performances. b) Regular monitoring and evaluation of the implementation of programmes and projects.



# PART 4: INSTITUTIONAL PERFORMANCE

# PART 4: INSTITUTIONAL PERFORMANCE

## 4.1 Introduction

The implementation strategy will take cognizance of the existing instruments, including budgets and Annual Management plans. The strategy aims to enhance the implementation of the plan through strengthening and maximizing synergies among the stakeholders to achieve efficiency in resource utilization. It, therefore, emphasizes the need to have a well-coordinated and strategic partnership with government, other arms of government such as the legislature and the judiciary, development partners, civic society, and non-state actors since the implementation of this plan is a shared responsibility. Three major goals guide the Strategic Plan over the next planning period. The key goals for the strategic Plan are:

- a) Goal 1: Establishing an effective electoral system in Namibia
- b) Goal 2: Managing an efficient electoral management body
- c) Goal 3: A Commission that is delivering a digitally innovative ECN with secure data systems.

## 4.2 Strategic Plan Matrix Framework

This provides a summarised version of the measuring outcomes of the three strategic goals, which must be read in full with the full Implementation Matrix in Table 9.

**Table 9: ECN Implementation Matrix: 2022/23 – 2026/27**

Goal 1: Delivering a modern electoral system in Namibia														
Outcome	Objective	Initiatives	Indicator definition	Outcome indicator	Base-line	Five-Year Target	2022/23	2023/24	2024/25	2025/26	2026/27	Budget N\$		Indicator responsibility
												Oper.	Dev.	
<b>1.1 Effective Legal Framework</b>	1.1.1 Strengthen the legal framework to establish a modern electoral management system.	1.1.1.1 Review the Electoral Framework and finalise the Electoral Act Amendments  1.1.1.2 Review the existing framework on the Electoral Code of Conduct, Regulations and Electoral Reforms  1.1.1.3 Develop regulations for conducting of electoral campaigns	This indicator records the legislative provisions that need to be amended and be made clear.	Electoral Amendment Bill finalised	85%	100%	100%	100%	N/A	N/A	N/A	8,700,000	0.00	CEO
				Amendment Electoral Act Implemented	0%	100%	N/A	100%	100%	100%	100%	100%	LA	
				Electoral Code of Conduct reviewed	20%	100%	N/A	100%	N/A	N/A	N/A	N/A	N/A	
				Implemented reviewed code of conduct	0%	100%	N/A	100%	100%	100%	100%	100%	100%	
				Reviewed regulations and Electoral Reforms	40%	100%	N/A	100%	N/A	N/A	N/A	N/A	N/A	
				Reviewed regulations and electoral reforms implemented	0%	100%	N/A	100%	100%	100%	100%	100%	100%	
<b>1.2 Institutional Independence</b>	1.2.1 Operationalise the institutional independence of the Commission.	1.2.1.1 Oversee the Implementation Plan on Operationalising the ECN's Independence	This indicator records the steps that the Commission must take to ensure its full independence	Implementation Plan of independence of the Commission operationalised	0%	95%	20%	40%	65%	85%	95%	50,000	0.00	CEO



Goal 2: Managing a modern Electoral Management Body																
Outcome	Objective	Initiatives	Indicator definition	Outcome indicator	Base-line	Five-Year Target	2022/23	2023/24	2024/25	2025/26	2026/27	Budget N\$		Indicator responsibility		
							Oper.	Oper.	Oper.	Oper.	Oper.	Oper.	Oper.		Oper.	
2.1 Electoral Management Processes	2.1.1 Conduct free and fair elections	2.1.1.1 Ensure the respect of the rule of law 2.1.1.2 Ensure effective implementation of the Electoral Operations Policy	This indicator is concerned with enhancing the electoral management processes of the Commission in delivering a credible election	No general election results set aside over the planning period.	0	Zero elections set aside	0	0	0	0	0	0	327,652,726	0.00	DO	
				Elections conducted in compliance with statutory provisions	3	3 by-elections successfully conducted per annum	3	3	3	3	3					
	2.1.2 Establish a robust and innovative electoral management process that can enhance the efficiency and effectiveness of election administration		2.1.2.1 Review and strengthen voters register management processes and systems 2.1.2.2 Enhance logistics management framework 2.1.2.3 Explore avenues on voter specific registration point system 2.1.2.4 Harmonize voting and election result management systems 2.1.2.5 Review and implement administrative and operational frameworks 2.1.2.6 Review and strengthen the guidelines and processes on the nomination of candidates 2.1.2.7 Review training approaches for the conduct of electoral activities	This indicator is concerned with enhancing the electoral management processes of the Commission in delivering a credible election	2 general elections successfully conducted	2	2 general elections successfully conducted	0	0	1	1	0	0	64,577,757	0.00	DD: PR
					No of referenda conducted in compliance with statutory provisions	0	5	1	1	1	1	1				
					Electoral administration processes reviewed and enhanced	40%	100%	50%	65%	90%	100%	100%				
					Voter registration processes re-engineered	20%	100%	30%	50%	20%	100%	100%				
					Frequency of national voters register maintained	3	60	12	12	12	12	12				
					Logistics management & facilities enhanced	10%	100%	40%	60%	80%	100%	100%				
					Registration/polling venues and voting districts established	10%	100%	50%	80%	100%	100%	100%				
					Standard Operating Procedures (SOPs) Document successfully reviewed and implemented	20%	100%	50%	80%	100%	100%	100%				
Voting processes and election result management system enhanced	50%	100%	0%	40%	100%	100%	100%									
Guidelines on nomination of candidates reviewed and strengthened	50%	100%	0%	80%	100%	100%	100%									
Training approaches, methodologies and manuals reviewed and developed	50%	100%	0%	50%	100%	100%	100%									
Voters on the certified voters' roll registered during GRV	1.4 million	1.6 million registered voters	1.4 M	1.45M	1.5M	1.55M	1.6 M									
Voters on the certified voters' roll registered during SRV	1.6 million	1.75 million registered voters	1.6 M	1.62M	1.65 M	1.7M	1.75M									

2.2 Public Outreach		3	3	0	1	1	1	1	1	136,357,560	0.00	DD:DB
2.2.1 Increase civic and democracy education among citizens.	2.2.1.1 Encourage participation of citizens in the electoral processes.	3	28314	2178	4356	8712	8712	4356	4356			
	2.2.1.2 Enhance voter confidence in the electoral process through community and public outreach programmes	43%	48%	46%	49%	52%	55%	58%				
	2.2.1.3 Strengthen voter and civic education for first-time voters	67%	80%	N/A	N/A	80%	N/A	N/A	N/A			
	2.2.1.4 Develop disability mainstreaming frameworks/ programmes	20%	80%	30%	50%	70%	75%	80%				
	2.2.1.5 Facilitate implementation of the institutional Gender Policy	20%	50%	N/A	N/A	50%	50%	N/A	N/A			
2.2.2 Effectively manage the perceptions that emanate from the outreach programmes of the Commission.	2.2.2.1 Spearhead stakeholder-collaborations- initiatives in the conduct of civic education	2	10	2	2	2	2	2	2	900,000	0.00	DO
	2.2.2.2 Ensure improvement of the capacity of voter education officers	1	8	2	0	2	2	2	2			
	2.2.2.3 Facilitate capacity building and knowledge acquisition of electoral democracy for political parties, organisations and associations and candidates	144	487	95	152	152	88	N/A	N/A	900,000	0.00	DD:DB
	Stakeholders trained on electoral processes	40	340	N/A	110	110	60	60				
	Voter education programmes conducted per year on preparation of by-elections	0	28314	2178	4356	8712	8712	4356	4356			
	Civic education outreach-sessions conducted	3	3	0	1	1	1	1	1			
	Increased voter turnout for by-elections	43%	48%	46%	49%	52%	55%	58%				
	Increased voter turnout for PNA elections	67%	80%	N/A	N/A	80%	N/A	N/A	N/A			
	Increased voter turnout for RCLA elections	43%	60%	N/A	N/A	60%	N/A	N/A	N/A			
	Digitized voter and civic education materials and information dissemination platform established.	20%	80%	30%	50%	70%	75%	80%				
	Increased participation by young citizens in electoral processes (i.e. PNA & RCLA) - all eligible first-time voters during GRV and SRV	20%	50%	N/A	N/A	50%	50%	N/A	N/A			
	Inclusion programs for the special focus groups developed and implemented	2	10	2	2	2	2	2	2			
	Stakeholder Engagement Enhanced	20%	80%	30%	50%	60%	70%	80%		900,000	0.00	DO
	Number of stakeholder collaborations established, formalised and MoUs signed	0	10	2	2	2	2	2	2			
	Number of stakeholders accredited for the conduct of voter and civic education	1	8	2	0	2	2	2	2			
	Number of civic and voter education officers trained	144	487	95	152	152	88	N/A	N/A	900,000	0.00	DD:DB
	Stakeholders trained on electoral processes	40	340	N/A	110	110	60	60				

<b>2.3 Institutional Planning</b>	2.3.1 Strengthen planning, monitoring and evaluation functions	2.3.1.1 Strengthen institutional planning capacity 2.3.1.2 Facilitate development and review of the Commission's Strategic Plan and strategies 2.3.1.3 Facilitate development and review of the Annual Management Plans. 2.3.1.4 Facilitate performance management system implementation, monitoring and evaluation	This indicator measures how better the Commission understands the needs of its stakeholders the way it designs its services and focuses on continuous improvement through effective planning	Well trained staff capable of managing an efficient electoral management body Performance Agreements signed at management and operational levels Annual Management Plans reviewed quarterly Decentralisation Plan (DP) systematically operationalised	50%	95%	60%	70%	80%	90%	95%	1,200,000	0.00	DD:GS
					0%	100%	100%	100%	100%	100%	200,000	0.00	DO	
					0%	100%	100%	20%	30%	40%	60%			
					0%	100%	100%	100%	100%	100%				
<b>2.4 Effective Administration</b>	2.4.1 Enhance administration of the Commission through strengthening institutional capacity 2.4.2 Enhance the Commission to improve its budgeting, procurement, logistics and asset management processes	2.4.1.1 Roll out organisational structure phased-implementation plan 2.4.1.2 Oversee execution of capital projects 2.4.1.3 Ensure capacity building, training and employees wellness 2.4.2.1 Enhance adherence to statutory legal frameworks (budgeting, procurement)	This indicator measures the effectiveness of the implementation of the organisational structure, consistency of the application or adherence to statutory legal frameworks, and how the commission improve its capacity building and training	Organisational structure gradually implemented Institutional succession plan developed and implemented Employees records effectively administered Permanent regional offices gradually established and functional Staff trained and developed on accredited and non-accredited training Employees wellness programmes executed Satisfaction of staff members in terms of working environment managed Legal framework on budget, procurement, asset management adhered to	12%	100%	37%	65%	90%	96%	100%	41,900,000	0.00	DD:GS
					0%	100%	100%	100%	100%	100%				
					80%	100%	100%	100%	100%	100%				
					10%	90%	15%	30%	50%	70%	165,000,000	0.00		
				20%	100%	30%	45%	65%	85%	100%				
				1	20	4	4	4	4	4				
				15%	90%	80%	85%	90%	90%	90%				
				80%	100%	100%	100%	100%	100%	100%	61,500,000	0.00		

2.5 Effective Communication		2.5.1 Improve the Commission's reputation and image	2.5.1.1 Strengthen corporate communication	This indicator measures how effective the Commission communicates with its stakeholders and commitment towards enhancing its image and corporate identity	Stakeholder Communication Strategy finalised	20%	100%	30%	60%	80%	95%	100%	24,100,000	0.00	Manager: CC	
		2.5.2 Enhance stakeholder trust and confidence through effective communication	2.5.1.1 Implement a stakeholder communication strategy		Number of stakeholder engagement conducted	2	30	6	6	6	6	6	6			
			2.5.1.2 Improve Stakeholder service function		Corporate Communication Strategy implemented	10%	100%	50%	70%	100%	100%	100%	100%			
			2.5.1.3 Public perception surveys		Annual Report produced	1	5	1	1	1	1	1	1			
			2.5.1.4 Reposition ECN brand in all electoral processes		Number of post-election reports published	2	12	2	2	2	2	3	3			
					Public perception surveys conducted	0	5	1	1	1	1	1	1			
					Implementation of stakeholder-service charter	50%	100%	80%	85%	90%	90%	95%	100%			
					Implementation of Brand manual	30%	100%	50%	70%	80%	80%	90%	100%			

Goal 3: Delivering a digitally innovative ECN with secure data system																
Outcome	Objective	Initiatives	Indicator definition	Outcome indicator	Base-line	Five Year Target	2022/23	2023/24	2024/25	2025/26	2026/27	Indicator responsibility				
							Budget N\$									
							Oper.	Dev.								
3.1 Digital Innovation	3.1.1 Place Namibia's electoral democracy on the cutting edge of secure digital innovation	3.1.1.1 Enhance sustainability and maintenance of ICT infrastructure and systems 3.1.1.2 Review technical requirements of all ICT related election technologies (e.g. BYRS, VMDs, ERMS) 3.1.1.3 Streamline the conduct of technological equipment audit 3.1.1.4 Automate internal operations tasks 3.1.1.5 Ensure connectivity of all regional offices 3.1.1.6 Enhance the capacity of ICT staff in managing the Voter Register 3.1.1.7 Strengthen data protection mechanisms by enhancing cyber security systems and disaster recovery infrastructure	This indicator seeks to place the Commission to deliver digitally innovative systems that protect the electoral data.	Secure ICT infrastructure	60%	100%	80%	100%	100%	100%	100%	11,000,000	0.00	Manager: IT		
				Biometric Voter Registration System enhanced	10%	100%	50%	100%	100%	100%	100%	100%	100%			
				Election Results Management System reviewed and enhanced	50%	100%	70%	100%	100%	100%	100%	100%	100%			
				Automated operations and tasks	0%	80%	10%	40%	60%	80%	100%	100%	100%			
				Regional offices connected to HQ and network connectivity functional	50%	100%	100%	100%	100%	100%	100%	100%	100%			
				ICT policy developed and implemented	40%	100%	90%	100%	100%	100%	100%	100%	100%	100,000	0.00	
				Cybersecurity systems and programs enhanced	60%	100%	90%	100%	100%	100%	100%	100%	100%	2,000,000	0.00	
				Data security and safety ensured	50%	100%	80%	100%	100%	100%	100%	100%	100%	1,600,000	0.00	
				Internal customer satisfaction survey conducted	0%	90%	60%	70%	80%	90%	95%					
				Security of electoral processes ensured	100%	100%	100%	100%	100%	100%	100%	100%	100%	10,500,000	0.00	DD: SRM
				Security management policy implemented and development of SOP finalised	30%	50%	30%	60%	80%	95%	100%					
				Physical security measures (surveillance) enhanced	50%	70%	50%	60%	80%	95%	100%					
				Internal security controls improved	70%	90%	90%	95%	100%	100%	100%					

<b>3.3 Research and Publications</b>	3.3.1 Promote culture of institutional research and publications for an informed electoral management policy	3.3.1.1 Facilitate collaboration-initiatives with academics at National Universities in Namibia	This indicator seeks to measure the Commission's ability to formalise collaborations on research with higher learning institutions	Research collaboration agreements with institutions of higher learning in Namibia signed and functional	0	2	0	1	0	1	0	0.00	DO
					0	5	1	1	1	1	11,700,000		
					0	4	3	1	0	1			
					0	10	2	2	2	2			
<b>Total Budget Estimate For the Five Year Period</b>												<b>719,938,043</b>	<b>165,000,000</b>



# PART 5: MONITORING AND EVALUATION

# PART 5: MONITORING AND EVALUATION

## 5.1 Overview

This part of the Strategic Plan presents the monitoring, evaluation and reporting framework needed to track progress, undertake corrective measures, and assess the impact of the overall set objectives.

## 5.2 Monitoring

The ECN recognises the need for a comprehensive monitoring and evaluation process to ensure the effective implementation of the Strategic Plan. A monitoring mechanism has been put in place to track progress during the implementation stage of all strategies and activities to meet the objectives in the five-year Strategic Plan. Monitoring is an ongoing process that will assist the ECN to track achievements by regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning. Reviews will be conducted at the end of each quarter of a financial year in the Strategic Plan to determine implementation progress.

## 5.3 Reporting

Reporting on the Strategic Plan implementation progress is critical in assessing the set outputs. Progress reports will be prepared quarterly and annually, comprising key targets, achievements, challenges and recommendations. Each pro-

gramme is expected to conduct reports on all activities conducted during the implementation period of the Strategic Plan for submission to Management and presentation to the Commission. The reports will address the extent to which the planned activities are implemented, progress made, the challenges faced, and the proposal for mitigating actions.

## 5.4 Evaluation

During the lifetime of this Strategic Plan, the evaluation will be an important management tool to track progress and facilitate decision making. If carried out effectively, the greatest beneficiaries of such an evaluation will be the electorate and the collective stakeholders with whom the ECN works. By closely examining ongoing work, the ECN will design programs and activities that are effective, efficient and that will yield powerful results for all stakeholders.

## 5.5 Review

The review is the final stage in implementing this five-year Strategic Plan. This process aims to generate feedback on whether the planned activities meet the objectives. The review of the Strategic Plan will be conducted annually, at the end of each financial year through Annual Plans of individual Offices, Directorates and Divisions.











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