THE REPUBLIC OF UGANDA
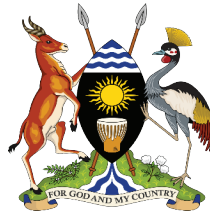
THE ELECTORAL COMMISSION STRATEGIC PLAN (2022/23-2026/27)

October, 2022

THE ELECTORAL COMMISSION
STRATEGIC PLAN (2022/23-2026/27), ECSP3

Vision

A Model Institution and Centre of Excellence in Election Management

Mission

To organize, conduct and supervise regular, free and fair elections and referenda through citizen participation, stakeholder engagement and information sharing to enhance democracy and good governance.

Goal

To promote participatory democracy and good governance.

Core Values

Accountability, Service Orientation, Impartiality, Professionalism and Innovation (ASIPI).

Strategic Themes

Stakeholder participation, Institutional effectiveness, Trusted and democratic elections.

THE ELECTORAL COMMISSION STRATEGIC PLAN (2022/23 – 2026/27)

NAME	TITLE	SIGNATURE	DATE
Justice Byabakama Mugenyi Simon	Chairperson		9th December 2022
Hajjat Aisha Basajjanaku Lubega	Deputy Chairperson		9th December 2022
Mrs. Mugabi Justine Ahabwe	Commissioner		9th December 2022
Hon. Stephen Tashobya	Commissioner		9th December 2022
Mr. Emorut James Peter	Commissioner		9th December 2022
Ms. Etomaru Nathaline	Commissioner		9th December 2022
Mr. Sebaggala M. Kigozi	Commissioner		9th December 2022
Mr. Mulekwah R. J. Leonard	Secretary/EC		9th December 2022

The Electoral Commission Strategic Plan (2022/23-2026/27)

MEMBERS OF THE ELECTORAL COMMISSION

From left to right: Mr. Mulekwah Leonard (Secretary/EC), Comm. Justine Ahabwe Mugabi, Comm. Hon. Tashobya Stephen, Hajjat Aisha B. Lubega - Deputy Chairperson, Justice Byabakama Mugenyi Simon – Chairperson, Comm. Nathaline Etomaru, Comm. Hajji Sebaggala M. Kigozi and Comm. Emorut James Peter

TABLE OF CONTENTS

List of Tables

List of Figures

FOREWORD

The preparation of the Electoral Commission Strategic Plan (2022/23 – 2026/27), ECSP3, provided an opportunity for the Commission to design programmes, strategies and actions for continuous improvement in the management of elections. Remarkably, the Electoral Commission (EC) has registered impressive achievements in previous strategic plans despite some implementation challenges encountered. The Commission has put in place institutional structures, systems and instruments for sustained conduct of credible, free and fair elections, upon which the interventions proposed herein are anchored. The Commission continues to strive for inclusive, trusted and credible elections with well planned activities that involve all stakeholders. This plan was formulated following the incorporation of the post 2020/2021 General Elections evaluation report findings and taking into consideration the new developments in the election management and administration.

This Strategic Plan runs from FY 2022/23 – 2026/2027 and will guide the conduct and administration of the 2025/2026 General Elections. The Commission's Strategic Plan is aligned to NDP III Governance and Security programme, and, is aimed at strengthening citizens' participation in democratic processes to stimulate good governance and effective citizens' representation at national and local government level. This Strategic Plan seeks to build on the successes of the preceding plan to consolidate the conduct of free, fair and credible elections, and promotion of good governance and security before, during and after elections.

The Strategic Plan will facilitate the Electoral Commission in coordinating and bringing all its stakeholders to effectively contribute to the delivery of its mandate of organising and conducting the delivery of free, fair and transparent elections in Uganda. The plan will further help the Commission in improving performance in respect of its mandate over the next five years. I therefore, call upon all stakeholders to support the implementation of this Strategic Plan.

I wish to commend the Commission, Management and Staff for producing a broad instrument that will help EC to provide a wide range of electoral services to the people of Uganda, stakeholders and deliver the 2025/2026 General Elections Milestones.

For God and My Country

Justice Byabakama Mugenyi Simon
Chairperson, Electoral Commission

ACKNOWLEDGEMENT

It is with great pleasure that I acknowledge the immense contribution of the various stakeholders in the formulation and development of the EC Strategic Plan (2022/2023 – 2026/2027), the third Strategic Plan of the Commission (ECSP3).

Once again, I take this opportunity to thank the Commission, Management, Staff and all stakeholders for your tireless efforts to have this milestone achieved.

I particularly thank the technical wing of the Commission, both headquarter and field staff, for ably articulating the EC's strategic direction for the next five years.

The contribution of the leadership of the Commission was critical in guiding on how to attain the EC aspiration and become a Model Institution and Centre of Excellence in Election Management.

The Commission appreciates the contribution and the suggestions of external stakeholders in the Electoral Process in improving the plan. These included;

Voters, Political Actors, Special Interest Groups, Faith Based Organisations, Cultural Leaders, representatives from Ministries, Departments and Agencies and Local Governments, Media, Civil Society Organisations, among others.

Special appreciation is extended to Development Partners namely; UNDP, and UN Women for the valuable suggestions provided to improve the plan.

The Commission is also grateful to the consultants that guided the process leading to the formulation of the plan.

Finally, I appreciate the guidance, oversight and support provided by the Chairperson of the Commission and Members of the Commission in the entire course of the formulation and development of the Strategic Plan.

Mulekwah R. J. Leonard
Secretary, Electoral Commission

LIST OF ACRONYMS

AU	African Union
BVVS	Biometric Voter Verification System
CSOs	Civil Society Organisations
DCIC	Directorate of Citizenship and Immigration Control
DEAs	District Election Administrators
DRs	District Registrars
EAC	East African Community
EC	Electoral Commission
ECSP3	Electoral Commission Strategic Plan (2022/2023-2026/2027)
EMB	Election Management Body
EM	Election Management
EOC	Equal Opportunities Commission
FBOs	Faith Based Organisations
FOD	Field Operations Department
FY	Financial Year
GAPR	Government Annual Performance Report
GS-PIAP	Governance and Security Programme Implementation Action Plan
HQTRs	Headquarters
ICT	Information and Communication Technology
KRAs	Key Results Areas
LC	Local Councils
LGs	Local Governments
M&E	Monitoring & Evaluation
MDA	Ministries, Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
MoIA	Ministry of Internal Affairs
MoJ&CA	Ministry of Justice and Constitutional Affairs
MoLG,	Ministry of Local Government
MoGLSD	Ministry of Gender, Labour and Social Development
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCF	National Consultative Forum
NDP	National Development Plan
NGOs	Non-Governmental Organisations
NGP	National Gender Policy

NIRA	National Identification Registration Authority
NITA-U	National Information Technology Authority of Uganda
NPA	National Planning Authority
NVR	National Voters Register
OP	Office of the President
OPM	Office of the Prime Minister
PDC	Parish Development Council
PDM	Parish Development Model
PEA	Presidential Elections Act
PESTLE	Political, Economic, Social, Technological, Legal and Environmental factors
PIAP	Programme Implementation Action Plan
PPDA	Public Procurement Disposal Authority
PWDs	Persons with Disabilities
R&D	Research and Development
SDG	Sustainable Development Goals
SIGs	Special Interest Groups
SOPs	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
TSS	Technical Support Services
TWG	Technical Working Group
UCC	Uganda Communications Commission
UEMIS	Uganda Election Management Integrated System
UHRC	Uganda Human Rights Commission
URA	Uganda Revenue Authority
UNBS	Uganda National Bureau of Standards

EXECUTIVE SUMMARY

The vision of EC is to be a model institution and centre of excellence in election management. The mission of EC is to organize, conduct and supervise regular, free and fair elections and referenda through citizen participation, stakeholder engagement and information sharing to enhance democracy and good governance. The Commission shall be guided by the following core values in the performance of its duties:- Accountability, Service Orientation, Impartiality, Professionalism and Innovation (ASIPI).

This Strategic Plan is aligned to NDP III in content and to the Governance and Security Programme Implementation Action Plans (GSP-PIAPs). The Commission belongs to Democratic Processes sub programme, whose objective is to '**Strengthen citizen participation and engagement in the democratic processes'**.

The process of developing this Strategic Plan involved a comprehensive review of the previous plan, election reports, recommendations from observers and courts, extensive engagement with staff of the Commission, as well as stakeholders' validation engagements.

A review of the EC Strategic Plan (2015/2016 – 2021/2022) indicated improved services and performance in management of elections, voter participation, inclusive stakeholders' outreaches, political party activities, deployment of innovative tools and systems as well as improvement in delivery of election materials. There are, however, certain noticeable constraints and challenges, including inadequate office and storage space, late enactment of enabling laws, failure to adhere to the deadline for creation of Administrative Units, the COVID-19 pandemic, voter apathy resulting into low turn up, inadequate and late release of funds, inadequate tools and equipment for mobilizing citizens to participate in elections, and misinformation by some sections of the public on electoral activities.

Despite these constraints and challenges, there is an opportunity for the Commission to leverage on the international and national contexts that favour democracy, experienced workforce and the pool of technical and financial support from government and to some extent from development partners. In line with the contextual analysis, vision and mission of the Commission, the identified strategic objectives in the five years, aimed at strengthening public trust and confidence in the Commission and electoral processes, are; -

a) enhance inclusive citizen participation and engagement (including diaspora, inmates and other marginalised groups) in the electoral processes;

b) strengthen stakeholder collaboration and engagement in the electoral processes;

c) deliver regular free and fair elections and referenda;

d) ensure timely dissemination of gender responsive information; and

e) strengthen the institutional capacity of the Electoral Commission.

However, there are anticipated risks that might impact on the work of the Commission, including underfunding of electoral activities, inadequate resources and facilities for the implementation of the Strategic Plan, new policy changes which may undermine management of elections, late enactment/ amendments of enabling laws, continuous creation of Administrative Units that constrains the EC plan and budget, the COVID-19 and any other pandemic.

The Commission is responsible for strategic leadership and policy direction for the overall coordination and implementation of the Plan and shall incorporate a comprehensive work plan and the roadmap to the 2025/2026 General Elections. During the implementation of the Strategic Plan, priority will be given to human resource and organizational development, focusing on re-orientation and change management.

The plan will further improve cooperation and synergy with electoral stakeholders, mobilisation and effective utilisation of resources, deployment and use of improved tools and systems and continued application of technology in the Electoral Process.

Furthermore, budget planning and execution will be improved as the Commission explores funding possibilities beyond traditional sources from Government, such as partnership and collaboration in areas of research and civic/voter education. It will also design engagement programmes with relevant MDAs and LGs, to appraise them on the peculiarities of its operations and challenges during elections.

Table 1 below shows the estimated cost of implementing the 2025/2026 General Elections Roadmap, estimated at Ugx. 1,387,820,991,029/= (One Trillion, Three Hundred Eighty-Seven Billion, Eight Hundred Twenty Million, Nine Hundred Ninety-One Thousand and Twenty-Nine Shillings Only). While the detailed cost of implementing the Strategic Plan (2022/2023 – 2026/2027) is elaborated in Chapter Four.

Table 1: Estimated Cost of implementing the 2025/2026 General Elections Roadmap

Financial Year	Presidential and General Parliamentary & Local Government Council Elections, 2025/26 (Ugx. Bn)	Election of Youth, PwD and Older Persons Councils and Committees (Village to District level) (Ugx. Bn)	Total Cost of the Roadmap (Ugx. Bn)
FY 2023/24	195.958		**195.958**
FY 2024/25	422.853	146.835	**569.688**
FY 2025/26	622.175		**622.175**
GRAND TOTAL	**1,240.99**	**146.835**	**1,387.821**

The cost drivers for this Strategic Plan, include: -

i.   Increased Voter Population;
ii.   Increased number of candidates nominated for elections:
iii.   Increased number of elective offices:
iv.   Increased number of Polling Stations:
v.   Increased number of Administrative Units (villages, parishes, sub counties/town councils, municipalities/ city divisions, districts/cities);
vi.   Inclusion of Diaspora and inmate Voters;
vii.   Continuous improvements/reforms in the electoral process, integration of ICT, digital and social media platforms;
viii. Comprehensive civic/voter education and stakeholder sensitization;
ix.   Implementation of the Court recommendations;

x. Emerging issues, such as COVID-19 and implementation of health safety measures in the electoral process;
xi. Staffing levels;
xii. Equipment and logistics;
xiii. Price Changes/exchange rates; and
xiv. Increased cost of fuel.

As indicated in Table 2, below, these factors increase with successive general elections.

Table 2: Comparison of basic Administrative Units data for the General Elections 20215/16, 2020/2021 and 2025/2026

Item	Units	Actual		Projected 2025/2026
		2015/2016	2020/2021	
1	Regions	10	12	15
2	Districts/Cities	122	146	155
3	Counties	194	312	350
4	City Divisions	05	25	33
5	Constituencies	296	353	390
6	Sub counties/Town/Muni. Div.	1,580	2,211	3,100
7	Parishes/Wards	7,795	10,690	14,000
8	Villages/Cells	59,315	70,512	80,000
9	Polling stations	28,010	34,684	42,000
10	Registered Voters	16,489,170	18,103,603	24,076,900 *

* Source UBOS

During the implementation of the Strategic Plan, the quality of internal and external communication will be improved by enhancing coordination among the directorates and departments of the Commission and between the Headquarters, Regions and District/City Offices, as well as between EC and other stakeholders in the electoral process.

Special attention will be given to the deployment and use of ICT and new media platforms in the entire electoral process for efficiency and effectiveness. The Commission will strengthen digitization, research and development in order to innovate and develop projects. A key step towards building trust and ensuring effectiveness, credibility and accountability of the Strategic Plan, is the development of a Monitoring and Evaluation (M&E) Framework and System. This will be accomplished through routine data collection, surveys, progress monitoring, management reviews, stakeholder meetings and annual, midterm and end term reviews.

This Strategic Plan (ECSP3) is arranged in nine chapters, namely;

Chapter One provides the background, legal framework on which EC operates, the planning process followed by the structure of the plan and its alignment to the NDPIII.

Chapter Two details the situation analysis highlighting EC achievements, potentials and constraints.

Chapter Three presents the strategic direction for EC detailing the Vision, Mission, Values, goal, objectives and practice interventions and actions.

Chapter four presents EC financing framework and strategy with disaggregated costs of the plan and strategies for resource mobilization.

Chapter Five presents the institutional arrangements for implementing the plan, highlighting the roles and responsibilities of internal and external stakeholders.

Chapter Six provides detailed Commission's communication and stakeholder engagement strategy.

Chapter Seven specifies the strategic risks and mitigation measures.

Chapter Eight provides a detailed monitoring and evaluation framework to the Commission's strategic plan, goals, objectives, reporting mechanisms and results.

Chapter Nine gives a detailed profile of the projects to be implemented during the planning period.

The Commission invites all stakeholders to support its cause during the implementation of the Strategic Plan and commit to play their respective roles for its effective implementation.

CHAPTER ONE: INTRODUCTION

1.0   Background

The Electoral Commission was established by the 1995 Constitution of the Republic of Uganda and the Electoral Commission Act. On 11th December 2018, the Commission launched the Strategic Plan (FY 2015/16 – FY 2021/22) and Roadmap to the 2020/2021 General Elections to guide its activities in Financial Years FY 2015/16 – FY 2021/22. In April 2022, the Commission embarked on a review of the EC Strategic Plan (2015/16 – 2021/22), and development of a new one. In this Strategic Plan, ECSP3, the Commission strives to build on the achievements registered over the years, taking into account lessons learned and other emerging international and regional conventions and protocols on management of elections.

ECSP3 contributes to the GS-PIAPs under the NDP III and Sustainable Development Goal (SDG) 16 with the aim of promoting participatory democracy in Uganda.

The notable achievements under the previous plan include organising, conducting and supervising Presidential, General Parliamentary and Local Councils elections; compiling, maintaining, revising and updating the National Voters Register, developing effective voter education programmes, reviewing all electoral laws in order to come up with appropriate recommendations on amendments, and demarcating of Parliamentary constituencies and Local Government Council electoral areas prior to the 2020/2021 General Elections, amidst the outbreak of the COVID-19 pandemic.

ECSP3 seeks to consolidate and build on these achievements and contribute more significantly to Uganda's development. This is within the context of the country's Vision 2040 and the priorities, objectives and programmes contained in NDP III, among other national planning frameworks.

1.1   Legal Framework, Mandate and Functions of the Electoral Commission

a)   Legal Framework

The Electoral Commission is a constitutional body established with the mandate to organise, conduct and supervise regular, free and fair elections and referenda in the country.

The mandate is governed by a comprehensive legal framework consisting of the following:

i.   The Constitution of the Republic of Uganda, 1995 (as amended);

ii.   The Electoral Commission Act, Cap 140 (as amended);

iii.   The Political Parties and Organisations Act, 2005 (as amended);

iv.   The Referendum and Other Provisions Act, 2005;

v.   The Presidential Elections Act, 2005 (as amended);

vi.   The Parliamentary Elections Act, 2005 (as amended);

vii.   The Local Governments Act, Cap 243 (as amended);

viii.   The Kampala Capital City Authority Act, 2010 (as amended);

ix.   The National Women Council Act, Cap 318 (as amended);

x.   The National Youth Council Act, Cap 319 (as amended);

xi.   The Persons with Disabilities Act, 2020;

xii.   The National Council for Older Persons Act, 2013;

xiii.   Labour Unions Act, 2006;

xiv.   Public Finance Management Act, 2015;

xv.   Budget Act, 2001;

xvi.   Public Procurement and Disposal of Public Assets Act, 2003 (as amended); and

xvii. Public Health Act, Cap 281.

All the Acts have attendant Rules and Regulations/Statutory Instruments providing for various processes and procedures as well as forms, formats and schedules.

The Commission is cognisant of the relevant international treaties, conventions and best practices that have informed the electoral legal framework.

b)   Mandate of the Electoral Commission (EC)

The powers and functions of EC are specified in the Constitution of the Republic of Uganda, 1995 and the Electoral Commission Act. Articles 60, 61 and 62 of the Constitution specify the establishment, mandate and independence of the Commission, respectively.

The Electoral Commission is mandated under Article 61 of the 1995 Constitution of the Republic of Uganda to:

a)   ensure that regular, free and fair elections and referenda are held;

b)   organise, conduct and supervise elections and referenda in accordance with the Constitution;

c)   demarcate constituencies in accordance with the provisions of the Constitution;

d)   ascertain, publish and declare in writing under its seal the results of the elections and referenda;

e)   compile, maintain, revise and update the voters register;

f)   hear and determine election complaints arising before and during polling; and

g)   formulate and implement voter educational programmes related to elections.

Article 62 of the Constitution provides that the Commission shall be independent and shall, in the performance of its functions, be free from any direction or control of any person or authority. The Constitution also obligates Parliament to ensure that adequate resources and facilities are provided to the Commission to enable it effectively perform its functions and further, the Commission shall be a self-accounting institution and shall deal directly with the Ministry responsible for Finance on matters relating to its finances (Art. 66).

1.2   Organisational Structure

The Commission is composed of a Chairperson, Deputy Chairperson and five Members appointed by the President with the approval of Parliament for a seven-year term, renewable once and they hold office on a full-time basis. The Commission is charged with the responsibility of setting policies, strategic direction and providing leadership. The Commission supervises and carries out oversight functions, resource mobilisation and monitors the operations of the institution.

The Commission has a Secretariat headed by the Secretary, which is responsible for the implementation of the policy decisions and management of the day-to-day operations. The Secretary is appointed by the Commission in consultation with the Public Service Commission on a five-year term, renewable once. The Secretary administers and controls all funds of the Commission and is the Accounting Officer in accordance with the Public Finance and Management Act, 2015. The Secretary is assisted by three Directors; Operations, Technical Support Services, and Finance & Administration.

The Directorate of Operations handles technical matters related to elections which include election programming and scheduling, voter education and training, nomination of candidates and management of campaigns, printing and production of ballot papers and election materials as well as management of polling activities and election results.

The Directorate of Technical Support Services is responsible for Information and Technology (IT) and Voter Registration.

The Directorate of Finance and Administration handles logistical support services which include material and human resources, finances, planning, research and stores management.

There are three departments which do not fall under any directorate and these are; Legal, Internal Audit and Public Relations and are respectively responsible for litigation, legal advisory, registration and regulation of political parties; audit assurance and advisory services; media and public relations. The Procurement Unit manages the procurement and disposal activities of the Commission.

Currently, the Commission has a total of 844 regular staff at its headquarter, regions and district offices. The twelve (12) administrative regions are headed by Regional Election Officers who report to the Head of Field Operations Department and are responsible for the District Offices in the respective regions. The Electoral District Offices of the Commission are headed by District Election Administrators (DEAs), formerly referred to as District Registrars.

The Commission organogram is shown in Figure 1 below;

Figure 1: Electoral Commission Organogram
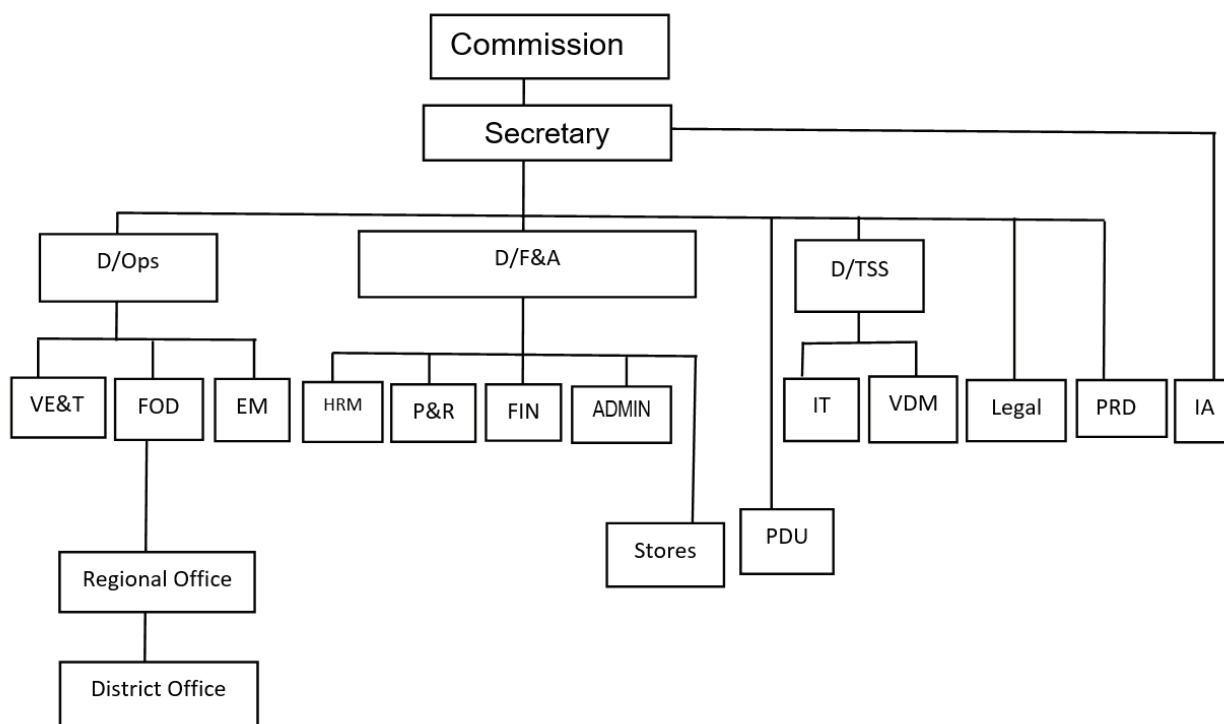
Due to financial constraints, the Commission is yet to fully operationalise the administrative structure approved in 2016.

1.3   The Policy and Planning Context

This Strategic Plan contributes towards transforming the country from a peasant to a modern and prosperous society within a period of 30 years and achieving the overall national development goal of increased Household Incomes and Improved Quality of Life of Ugandans by 2040, as articulated in the Uganda Vision 2040.

Over the next five years, EC shall ensure that citizens and stakeholders are adequately empowered to actively participate in governance and democratic processes. The key results to be achieved under the GSP are two-fold;

i.   Strengthening citizen participation and engagement in democratic processes. This objective is aimed at enhancing appreciation of the multi-party democracy, strengthening democracy and electoral processes, increasing participation of the population (including marginalised persons) in electoral activities; and

ii.   Strengthening the representative role of members of Parliament, Local Government councillors and the Public in democratic processes.

In developing this Strategic Plan, consideration was given to international and regional development frameworks such as;

i.   Sustainable Development Goal (SDG) No. 16 which aims at promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

ii. Africa Agenda 2063 Aspiration (3), specifically democracy and good governance which is articulated under goal (11) which aims at entrenching democratic values, practices, universal principles of human rights, justice and the rule of law.

iii. EAC Vision 2050 Article 5(3) of ensuring: promotion of peace, security and stability; promotion of people-centred mutual development; and enhancement and strengthening of partnerships with the private sector and civil society, and mainstreaming of gender in all its endeavours.

iv. The East African Community (EAC) Election Management Bodies Forum guided by Article 6 (d) of the EAC Treaty on good governance, democracy, rule of law, accountability, transparency, social justice, equal opportunities and gender equality, among others; and

v. Other legal protocols and instruments which provide for political, social and economic stability in line with the national legal and policy instruments including the Universal Declaration of Human Rights, African Charter on Democracy and Good Governance and AU Declarations on Principles Governing Elections in Africa.

1.4 The Purpose of the Strategic Plan

The purpose of this Plan is two-fold;

i. To translate the mandate and function of EC into strategies and priority actions in light of new developments in democracy and governance; and

ii. To leverage on the innovations and reforms introduced during the implementation of the previous Plan, lessons learnt and address the challenges that were encountered therein in order to improve the management of future electoral processes.

This Strategic Plan forms a basis for the formulation of the 2025/2026 General Elections Roadmap which provides detailed plans and strategies for the conduct of the next General Elections.

1.5 The process of developing the Strategic Plan

The development process commenced with a review of the implementation of the previous strategic plan, analysis of election observer reports, court decisions, assessment survey, documentary analysis and a series of regional and national workshops/retreats for staff and other stakeholders, as well as drawing lessons from post-election evaluation of the 2020/2021 General Elections.

The process was participatory and involved consultative meetings with stakeholders in the electoral process, the Commission leadership, senior Management, staff, representatives from Special Interest Groups and Cultural Institutions, MDAs and LGs, Development Partners, Faith Based Organisations, Political actors, Media, CSOs, and General Public.

The foregoing, produced a wealth of information in respect of the Commission's Strengths, Weaknesses, Opportunities and Threats (SWOT) that led to the formulation of the strategic objectives to achieve the Commission's goal of promoting participatory democracy and good governance for the Country's prosperity.

The plan takes into consideration global and regional trends on elections, democracy and governance issues.

CHAPTER TWO: SITUATION ANALYSIS

This chapter highlights the performance of the previous EC Strategic Plan; and provides an analysis of the achievements under the strategic objectives and priority areas.

2.0   Performance of the Previous Plan

The key achievements per objective are as follows;

a)   **Free, Fair and Transparent Elections,**
The specific objective was to improve democracy and good governance by conducting free, fair and transparent elections. The Commission conducted the Presidential, General Parliamentary, local government council elections including councils and committees of SIGs from Village to National level in accordance with the law.

b)   **Institutionally strengthened EMB,**
The Commission focused on improving accountability of its employees and stakeholders, enhanced its effectiveness guided by regularly updated processes and procedures informed by internally driven institutional reforms, including innovative business processes, staff capacity, financial management and change management with a view to building a culture of Results Based Management. Apart from the 844 permanent staff, a total of 1,998,640 personnel were recruited, trained and deployed as temporary and seconded staff during the implementation of the 2020/2021 General Elections roadmap.

c)   **Accurate and accessible National Voters Register,**
This pillar sought to increase participation of the population (including vulnerable persons) in the electoral process. The Commission registered 92.83% of the projected eligible citizens including Special Interest Groups, disaggregated by sex and category with Males at 47.5% and Females at 52.5%; Youth 40.8%, Older Persons 8.5% and PWDs 1.9%.

d)   **Effective and comprehensive Voter Education,**
This pillar focused on improving stakeholders' participation in the electoral process and promoting principles of democratic governance and increase awareness before, during and after elections. The Commission implemented voter education/publicity and stakeholder mobilisation campaign which enabled it to reach out to a number of stakeholders in 10,690 parishes/wards country wide. The stakeholders included Students in Educational institutions, PWDs, Women, Youth, Older persons, Business community, Security personnel, local/opinion leaders, CSOs, FBOs among others.

e)   **An efficient service-oriented/ stakeholder-focused EMB,**
This pillar centred on the need for the Commission to meet the expectations of different stakeholders in the political space, enhancing participation and building public confidence in the electoral process and electoral outcomes. This was achieved through communication and stakeholder engagement strategy involving proactive collaboration, awareness creation and transparent processes by the Commission. A total of 2,817 observers were accredited (2,540 local and 277 International observers) who observed the various activities under the General Elections. A total of twenty million subscribers on the various telecommunication networks were reached using Short Messaging Services (SMS).

f) Strengthened Monitoring and Evaluation framework

Under this pillar, the Commission sought to regularly monitor, evaluate, report and update processes and procedures informed by internally driven innovative business processes with a view to building a culture of Results Based Management. The Commission strengthened its M&E component through recruitment and deployment of staff. All activities in the electoral cycle were supervised, monitored and areas requiring actions were identified and addressed. A comprehensive Post-Election Evaluation was undertaken and a report on 2020/2021 General Elections was produced and submitted to Parliament as per Section 12 (1) (o) of the Electoral Commission Act, Cap 140.

2.1 Cross-Cutting Issues

The Commission's previous Strategic Plan achieved the following cross-cutting issues among others: -

a) A Gender Strategy was put in place that guided on gender mainstreaming, with the long-term goal of eliminating all inequalities within EC and the entire electoral cycle;

b) Ensured an enabling environment that promotes inclusive participation in electoral processes;

c) Procured materials and equipment that are environmentally friendly (biodegradable microns compliant to the global standards);

d) Included sustainable environmental management model in its outreach programmes and sensitization drive;

e) Promoted reusable and recyclable election materials;

f) Created awareness among staff and stakeholders on issues of HIV/AIDS more especially in the management of elections and electoral processes;

g) Promoted and encouraged observance of COVID 19 SOPs to mitigate the spread of COVID 19 during the electoral processes; and

h) Applied modern, value for money technology in the electoral processes and election management, including making available electronic channels for voters to check their voting locations and downloadable guidelines on the electoral activities.

The Commission put in place measures to reduce person to person, person to object and object to object interactions that characterize participation in the democratic processes during Voter/Civic Education, nominations, campaigns and polling day activities. EC Implemented SOPs and measures that would make the democratic processes as contactless as possible and undertook sensitization measures to curb the spread of COVID-19 virus.

However, EC encountered challenges in enforcing the implementation of the interventions to address the cross-cutting issues including the following: -

a) Inadequate resources to enforce compliance with SOPs, provision of medical support to staff living with HIV/AIDS;

b) Unwillingness by some actors in the implementation of the COVID -19 Standard Operating Procedures (SOPs) especially during nomination, campaigns and tallying;

c) Misleading statement by some actors with regard to prevention and spread of COVID 19;

d) Limited awareness on the laws, policies and guidelines that are geared at gender mainstreaming in the electoral process;

e) Inability to recruit right caliber ad-hoc staff due to low pay;

f) Lack of necessary legal framework empowering EC to sanction candidates and their supporters who do not conform to the EC guidelines; and

g)   Limited awareness among some political actors and stakeholders on Human Rights Based Approach in electoral processes.

2.2   Institutional Capacity and Coordination

As illustrated in Figure 2 below, the Commission realized an overall increase in the budget allocation from Ugx. 53.38bn in FY 2016/17 to Ugx.671.618Bn in the FY 2020/21. The increasing trend in the budget allocation topped in FY 2020/21 to fund General Elections of 2020/21. The Commission resource enhancements have largely been in form of supplementary funding to cater for by-elections and phased funding of the 2020/2021 General Elections Roadmap, thus a sharp increase in the budget for the FY 2020/2021.

Figure 2: Past Trends in the budget allocations over the previous EC Strategic Plan
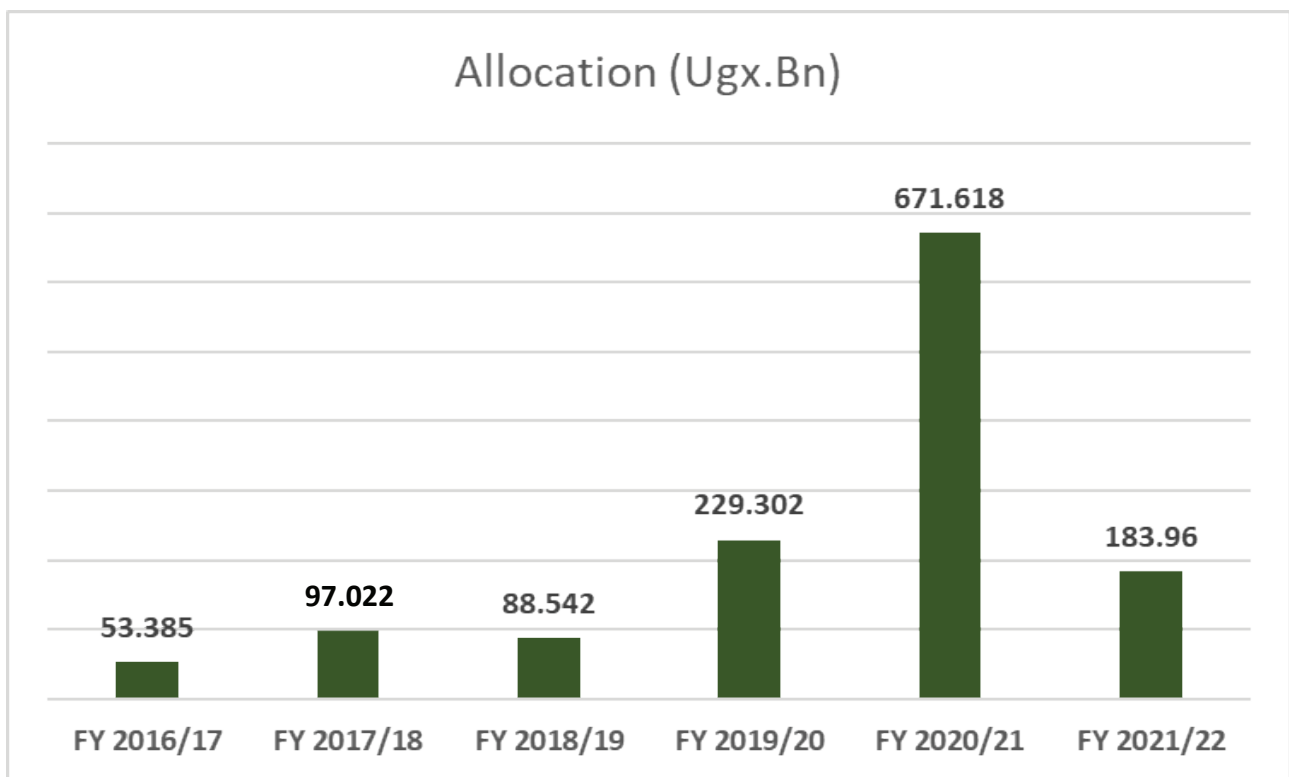
Table 3 below show approved Budget and released over the last six financial years.

Table 3: Approved Budget, Allocation and Releases over the previous EC Strategic Plan (2016-2022)

Budget Components	FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		FY 2021/22	
	Approved	Release	Approved	Release	Approved	Release	Approved	Release	Approved	Release	Approved	Release
Recurrent (wage)	8.298	8.298	25.290	25.29	34.205	34.205	34.205	34.205	37.666	37.666	37.667	37.667
Recurrent (non-wage)	44.887	44.887	71.532	71.532	48.137	48.137	162.167	158.167	583.237	583.237	80.096	126.299
Total Recurrent	53.185	53.185	96.822	96.822	82.342	82.342	196.372	192.372	620.903	620.903	117.763	163.966
Development	0.200	0.200	0.200	0.155	6.200	6.200	32.930	27.658	50.715	50.715	66.2	63.69
External financing			0	0	0	0	0	0	0	0		
Supplementary releases			0	0	0	0	0	0	0	0	0	0
Total Budget	53.385	53.385	97.022	96.977	88.542	88.542	229.302	220.030	671.618	671.618	183.963	227.656
Funding Gap (nominal)		0		-0.045		0		-9.272		0	0	0
Funding gap (%)		0		0.046%		0		4.04%		0	0	0
Share of Development to Total Budget	0.37%		0.20%		9.97%		14.36%		7.55%		35.985%	

The Electoral Commission performance in the last six years is captured in Tale 4 below.

Table 4: Budget Performance in relation to approved budget, allocation, releases and amount spent over the previous EC strategic plan

Financial Year	Approved Budget	Released	Spent	% Releases spent
2016/17	53.385	53.385	53.372	99.975%
2017/18	97.022	96.977	96.839	99.858%
2018/19	88.542	88.542	88.532	99.988%
2019/20	229.302	220.032	219.386	99.706%
2020/21	671.619	671.618	658.609	98.063%
2021/22	183.963	227.656*	161.321	70.862%

*Commission received a supplementary funding totalling to Ugx.46.2Bn, disaggregated as follows; Political Parties (35.0Bn), Presidential Petition(3.2Bn) and conduct of by elections (8.0Bn). Out of the revised budget which is Ugx 230.163Bn, a total of Ugx.227.656Bn was released.

a) Human Resource Capacity

i. Staff establishment

The Commission has an approved human resource establishment of 874 personnel of which 844 positions have been filled leaving a staffing gap of 30 (3.5%) under permanent category; and of the establishment 478 (56.6%) are male and 366 (43.4%) are female. EC recruited, trained and deployed a total of 1,998,462 temporary staff and 178 seconded staff as additional workforce that successfully delivered the 2020/2021 General Elections.

Table 5 below shows a summary of the Commission workforce that delivered 2020/2021 General Elections.

Table 5: Summary of EC workforce that delivered the 2020/2021 General Elections

SNO	ESTABLISHMENT	2020/21
1	Commission members	7
2	Permanent staff	837
3	Temporary Staff	1,998,462
4	Seconded Staff (Police)	178
	TOTAL	**1,999,484**

ii. Availability of EC relevant Technical and Specialized Competences

The Commission permanent staff have the technical and specialized competences relevant to the management of the electoral process. The Commission has generally well-trained staff who, in terms of career, have grown in the system. The Staff quality has improved both functionally and technically with the successive delivery of General Elections.

The Secretary, Directors and Heads of Departments/Units (HODs) have the requisite qualifications and technical capacities to manage and supervise their respective directorates, departments and units in line with the EC structures, processes and procedures. The other staff too have technical competences for their respective roles.

However, there are still some gaps in the administrative structure which need to be filled.

b) Monitoring and Evaluation (M&E).

Under programme based planning and budgeting approach, the Commission produces quarterly and annual progress reports that are integrated into programme progress reports by the respective secretariat based in the Office of the President (OP) for Governance and Security programme. The technical secretariat coordinates the production of the reports among the various programme stakeholders for submission to OPM and National Planning Authority (NPA). These reports are synthesized into the Government Annual Performance Report (GAPR) by the OPM technical secretariat at the end of each Financial Year. The Commission has streamlined internal Monitoring, Evaluation and Reporting mechanisms by recruiting staff with specialized M&E and Policy Analysis skills and established a proper and well developed M&E and Reporting system.

2.3 Achievements and Challenges

a) Achievements

During the FY(s) 2016/17-2021/22, the Commission registered the major achievements as listed hereunder.

i. Successful By-Elections (FY 2016/17 – 2019/20)

Following the conclusion of 2015/2016 Presidential and General Parliamentary and Local Government Council Elections some elective positions fell vacant as a result of death, resignation or court nullifications. All the vacancies that occurred after the said general elections were filled within the constitutional requirements, save for Tororo District Chairperson position. These included eleven (11) Members of Parliament Representing Constituencies, six (06) District Woman Representatives to Parliament, three (03) District Chairpersons and 220 vacancies that existed at lower local government councils.

During the said period, some elective positions at Local Government Council levels where no persons turned up for nominations, non-compliance with nomination requirements, newly created Administrative Units, postponement due to interruptions and violent conduct of actors, ties in election outcomes etc were equally filled.

ii. Administrative Units (LC I & II) Elections, 2018.

The Administrative Units are villages/cells (LC I) and parishes/wards (LC II) and they comprise the Local Government councils at the lowest level of governance in Uganda. Elections at these levels included the LC I & II Executive Committees, Women Councils and Committees from village to the national level, which had been last held in the country in 2002. In 2018 EC organized and conducted elections in 60,172 out of the 60,710 (99%) villages and 282,271 elective positions out of the 303,550 positions (92%) for Women Councils and Committees from Village to National level.

iii. Implemented Activities of the 2020/2021 General Elections Roadmap.

Following the launch of the Strategic Plan and Roadmap for the 2020/2021 General Elections in December 2018, the following key milestones were implemented during the period under review: Demarcation of Electoral Areas and Reorganization of Polling Stations; General Update of the National Voters' Register; Display of the National Voters' Register and registers for Special Interest Groups (SIGs); Election of Special Interest Groups (Youth, PWDs, Older Persons) committees from village to district level. The following key outputs were realised;

a) The Commission conducted the 2020/2021 General Elections within the mandatory constitutional timeframe;

b) To improve access to and reduce congestion at polling stations, the Commission re-organised polling stations, thereby increasing their number by 23% from 28,010 in FY 2015/2016 to 34,684 in FY 2020/2021;

c) The Commission updated the National Voters Register (NVR) thereby increasing the number of registered voters by 14% from 15.27 Million in the FY 2015/16 General Elections to 18.10 Million in FY 2020/21. This brought on board more eligible voters to participate in election of leaders of their choice;

d) To enhance the accuracy and credibility of the NVR, the Commission displayed the National Voters Register and registers for Special Interest Groups (SIGs) in each of the 34,684 polling stations for viewing and inspection by the public;

e) The Commission produced and issued out 18 million Voter Location Slips to registered voters countrywide to ease location of their respective polling stations;

f) The Commission developed, produced and disseminated voter education materials and this increased awareness, hence participation in electoral activities and processes. These materials were brochures, flyers, voter education handbooks, newspapers inserts, banners, polling official handbooks and posters;

g) Conducted 1,220 Voter Education outreaches in educational institutions to improve students' participation in electoral process;

h) Held a total of 513 radio talk shows; 2,033,320 radio spots/announcements; 150 TV talk shows; and 1,530 TV adverts.

i) Generated and disseminated SMS to 10,057,428 registered voters, Social media campaigns, promotional campaigns countrywide.

iv. Harmonised the activities of Political Parties/Organisations.

The Commission through National Consultative Forum (NCF) facilitated activities aimed at strengthening Political Parties/Organisations in Uganda, as follows;

i. Held 12 National Consultative Forum meetings, 36 Working Committee meetings and 12 Plenary meetings;

ii. The Commission verified 675,000 supporters from 15 applications for registration as political parties/Organisations and only one (01) party which complied with registration requirements was registered; and

iii.   Regularly transferred funds to, and verified accountability for five (05) Political Parties/Organisations with representation in Parliament.

b)   Challenges

In the execution of the previous Strategic Plan, the Commission faced the challenges highlighted below.

i.   Commercialization of Politics

During the period, some candidates and political actors allegedly offered gifts and money to lure the electorate to vote for them. This practice compromises the ability of the voters to make informed choices. The country's cash economy makes it very difficult for EC to track the movement of money, and this remains a challenge. There is need for a concerted effort to stamp out this vice.

ii.   Late Creation of Administrative Units.

Late creation of new cities, counties, and other Administrative Units adversely affected the Commission's planning, operations and budget. During the period under review, new Cities/Town Councils were created which led to a repeat of re-organization of polling stations and demarcation of electoral areas in affected areas so as not to disenfranchise voters and/ or contestants. There has been concern over lack of adherence to EC desired deadline for creation of Administrative Units and harmonization of functions resulting into Administrative Units with no elected leaders or no funds to conduct elections in those units.

iii.   Late Enactment/Amendment of Electoral Laws

Late enactment/amendment of electoral laws constrained the Commission's ability to effectively implement the electoral activities as scheduled. This further impacted on the Commission's budget and the roadmap.

iv.   Public Perception about the Electoral Commission

Owing to deliberate misinformation by some stakeholders, the Commission is at times perceived negatively. As a result, some sections of the electoral stakeholders harbour negative perception that the Commission is partial in the execution of its mandate.

v.   Low Voter turn-up.

Overall there is low voter turn-up during the Local Council elections compared to Presidential and Parliamentary Elections.

vi.   Unresolved Issues from Political Party/ Organization Primary Elections

During the period under review, unresolved and/ or late resolution of complaints arising from party primaries disrupted electoral programmes. A number of petitions which were lodged with EC arose from grievances that were not properly addressed during party primary elections. Given this trend the same adversely impacts on EC operations.

vii.   Election Related Violence

Although the electoral period was generally peaceful, there were reported cases of election violence during campaigns resulting in some deaths. This was attributed partly to the deliberate unwillingness by some candidates and their supporters to comply with EC election guidelines.

viii. Office Accommodation and Storage Facilities

Currently, EC Headquarters is located in a flood-prone area with dilapidated structures. This poses a risk not only to EC's expensive high-tech equipment but also staff and the general public. EC also spends large sums of money in renting office premises and storage facilities throughout the country. This expenditure could be eliminated if resources were allocated towards the construction of offices and storage facilities. EC requires purpose-built headquarters and warehouses for its staff, election materials and equipment. There is also need to provide adequate and befitting office accommodation for EC Field Staff, which is vital for effective management and conduct of electoral activities.

Although there were several attempts to procure a home for the Commission, this was not realized. However, plans are underway to temporarily relocate to other premises pending the procurement of a permanent home for the Commission.

ix. Under funding of the EC Budget

Over the years EC has experienced inadequate and untimely funding of planned activities, including funds to implement General Election roadmaps. Whereas Government has continued to create new Administrative Units and Local Governments, the provision of recurrent expenditure has not grown proportionately.

x. Voter Education

The Commission's desire to conduct comprehensive and continuous voter education is hampered by inadequate funding (Ugx.312,000,000/-) every financial year.

xi. COVID-19 Pandemic

The outbreak of the COVID-19 pandemic disrupted the timely implementation of the electoral activities leading to suspension of some activities of the roadmap in March, 2020. This resulted into congestion of activities in the remaining period after the partial lifting of the lockdown in June, 2020. The Commission revised campaign guidelines to accommodate COVID-19 SOPs which created compliance challenges resulting into occasional clashes between some candidates, their supporters and law enforcement officers.

2.4 Lessons Learnt

Based on the review of ECs performance in the past 5 years, a number of lessons have been drawn to inform this Strategic Plan, namely: -

a) Increased focus on civic/voter education as well as the dissemination of information through community outreach and the media remains critical for effective participation in electoral processes;

b) There is need to streamline the Commission's engagement with National Identification and Registration Authority (NIRA); Ministry of Local Government; and Ministry of Gender, Labour and Social Development in respect to citizen data, creation of administrative units and workers register, respectively;

c) There is need to review the organisational structure in light of the changes in the operating environment and increasing stakeholders' expectations;

d) There is need to strengthen national, regional and international networking and collaborative partnerships to enable the Commission mobilise resources, share information and learn best electoral practices;

e) There is need for a Risk Management Framework to help the Commission identify potential risks ahead

of time; plan risk mitigation measures; monitor potential risks to ensure that they do not happen or their impact is minimized; and mitigate the impact of risks on the activities and policy formulation;

f) The use of ICT and its increasing penetration in Uganda, has opened up additional avenues of facilitating the conduct of free, fair, transparent and credible elections. There is growing need for the Commission to harness ICT innovations in all aspects of the electoral process; and

g) The growth and popularity of Social Media has brought with it great benefits to electoral information dissemination and feedback. Accordingly, EC will tap into the opportunities provided by Social Media platforms to engage key electoral stakeholders and counter the negative impact of disinformation.

2.5 Stakeholder Analysis

EC stakeholder engagements extends to various players, including Ministries, Departments, Agencies and Local Governments to effectively manage elections and the electoral process in Uganda. Other actors are political parties/organisations, candidates, the media, civil society organizations, development partners, election observer groups (domestic and international), the electorate, traditional leaders, ad-hoc staff, youth and women support Institutions/ Organizations, contractors/vendors, service providers, financial institutions, Faith-based Organisations (FBOs), Trade Unions, professional bodies, persons with disabilities and other marginalized groups. Table 6 below shows the stakeholders and their relationships in the electoral process.

Table 6: Stakeholder Analysis

Stakeholder	Category	Nature and Implications of the Relationship
Parliament	External	- Influences Budgetary allocations - Enactment/Amendment of laws - Provides institutional oversight
Judiciary	External	- Conflict resolution/Adjudication
Ministry of Justice and Constitutional Affairs	External	- Oversight and policy guidance - Proposals for reforms - Drafting of amendments
Ministry of Finance, Planning and Economic Development	External	- MoFPED provides budget support
Ministry of Local Government	External	- Creation of Administrative Units - Logistical support for electoral process
Ministries, Department and Agencies (Office of the Prime Minister, Office of the President, Ministry of Foreign Affairs, Gender Labour and Social Development, PPDA, Ministry of Works and Transport, Equal Opportunities Commission and others)	External	- Logistical support for electoral process. - Oversee policies and programmes that directly impact EC activities. - Technical support in procurement. - Verification of academic documents for candidates - Accreditation of observers and support services

Stakeholder	Category	Nature and Implications of the Relationship
Uganda National Examinations Board, National Council for Higher Education	External	- Verification of academic documents for candidates
The National Identification and Registration Authority (NIRA);	External	- Registration and identification of citizens
The Uganda Police Force	External	- Provide security during elections and other electoral processes
Voters	External	- These are primary stakeholders who elect leaders
Political Parties/Organisations, Candidates/Agents,	External	- They mobilise voters and manifesto presentation to voters.
The Media	External	- They participate in election reporting, mobilisation and information dissemination
Civil Society Organisations, Traditional Leaders, Religious and Faith-Based Organisations.	External	- Participate in a number of ways to facilitate inclusion and contribute to successful elections.
International organisations, observer missions and the international community, as represented by the members of diplomatic corps.	External	- Continue to show a keen interest in the fortunes of Uganda's electoral democracy.
Uganda Human Rights Commission	External	- Oversight function on human rights and responsibilities - Responsible for civic education
Service Providers/ Suppliers of Election Materials.	External	- Responsible for efficient service delivery
National Planning Authority	External	- Coordinate and harmonize development planning in the country. - Monitor and evaluate Public Projects and Programmes.
The Electoral Commission	Internal	- Policy Formulation and oversight - Oversee all electoral activities - Supervises and monitors the technical staff
The Electoral Commission Staff	Internal	- Responsible for technical/operational functions of the Commission

Stakeholders have interest in elections and should be continually informed and engaged for the smooth conduct of electoral processes.

2.6 Situational Analysis (SWOT and PESTEL Analysis)

The Commission operations have been analysed using both SWOT and PESTEL tools. The SWOT is an acronym that stands for four factors – Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis has been used to determine the strengths, weaknesses, opportunities and threats that influence the Commission's operations.

PESTEL has been used to analyse the Political, Economic, Social, Technological, Environmental and Legal factors that affect the operations of the Commission. Table 7 below provides the Situational Analysis of the external and internal Environment using the PESTEL and Table 8 is the SWOT analysis.

Table 7: Situational Analysis of the External and Internal Environment

OPERATIONAL ENVIRONMENT	INTERNAL		EXTERNAL	
	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Political	The EC provides Secretariat services to the National Consultative Forum (NCF) which gives it a cutting-edge in the coordination of Political Parties/ Organisations programmes.		The multiparty political dispensation provides an enabling environment for enhanced political competition.	i. There is usually a spillover and mix up of EC programmes and Political Parties/ Organisations activities, most especially during the election year. ii. Increasing incidences of political intolerance and election Violence including inter- and intra-party disputes, may threaten democratic stability. iii. The increasing commercialization of politics, especially during the election period.
Economic	Managing electoral activities as a project in a phased manner over three financial years eases funding pressure on government.	Delayed procurement of goods and services caused by rigorous and bureaucratic procurement processes.	Continued commitment by Government to financing elections.	i. The effect of COVID-19 pandemic on Uganda's economic growth which negatively impacted on the EC resources. ii. The effect of rising inflation on the budget for electoral activities. iii. Late and inadequate releases of funds and continuous low MTEF ceilings which constrain EC operations. iv. Rising legal costs of court petitions affecting EC budgets.

OPERATIONAL ENVIRONMENT	INTERNAL		EXTERNAL	
	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Social	The principle of "inclusiveness" which embraces all Special Interest Groups.	i. Inadequate data for compilation of registers for Special Interest Groups.	i. Mobilization by cultural institutions among their communities. ii. Increased participation of SIGs in elections. iii. Mobilization by faith based organisations among their followers.	i. Voter bribery. ii. Tribal, religious and cultural be-liefs that nega-tively impact on activities of Elec-toral Commis-sion.
Technological	i. The EC has up-to-date IT infrastructure systems and database in place. ii. Enabling legislation is in place (PEA amended) to provide for the expanded use of digital and electronic services and processes.	i. Staffing gaps in the areas of IT which affects levels of efficiency and effectiveness. ii. EC lacks equipment to carryout continuous voter registration. iii. The EC lacks permanent field offices which affect the costs and timeliness of vital ICT installation	i. Continuous development and improvement of ICT. ii. Increasing Stakeholder appreciation and support on the use of ICT in elections. iii. Availability of reliable service providers from local networks. iv. Increasing IT literacy among Ugandans.	i. Keeping in pace with Rapid ICT advancements and innovations. ii. Sophiscated cyber attacks iii. Limited IT infrastructure in the country which affects ICT services. iv. Negative perceptions by some stakeholders on the use of ICT in elections. v. High costs of acquisition and maintenance of IT systems and equipment. vi. Rising influence of social media on the electoral processes with a potential danger of disinformation and incitement.
Environmental	i. Acquisition of environmentally friendly materials and equipment that conform to the national environmental standards.	i. The scope and definition of hard to reach areas or areas prone to catastrophes ii. The Scope and definition of environmentally friendly materials is still wide	i. Growing appreciation and awareness of environmental issues	i. Some areas in the country have terrains that make it difficult to conduct EC activities – highly mountainous, islands, semi-arid areas etc.). ii. Effect of Climate change characterized by vagaries of weather which affect EC activities.

OPERATIONAL ENVIRONMENT	INTERNAL		EXTERNAL	
	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Legal	i. Up-to-date enabling legislation. ii. Compliance with the electoral legislative framework.	i. Failure to follow guidelines and procedures at polling station level by adhoc electoral officials. ii. Lack of mechanism to enforce sanctions and penalties to electoral offenders.	i. Uganda is a signatory to international treaties conventions and protocols on elections. ii. Court rulings provide clear judicial guidance to EC on management of the electoral processes. iii. Growing appreciation of litigation as a mechanism for resolving electoral disputes by political ac-tors.	i. Late enactment/amendment of electoral laws. ii. Late creation of administrative units and parliamentary constituencies. iii. Lack of understanding of the EC's mandate by some stakeholders. iv. Weak legal regime that make it difficult to prosecute electoral offenders. v. Lack of election campaign financing laws.

The Electoral Commission Strategic Plan (2022/23-2026/27)

Table 8: Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

Strengths:	Weaknesses:
i. The existence of the EC is constitutional and provides for an independent and self accounting institution. ii. Adequate governance and management structures. iii. The EC is a permanent electoral body with an administrative structure that runs from the top right to the parish level. iv. The EC has qualified, experienced and competent staff who possess strong institutional memory in election management. v. Well facilitated staff with fair remuneration and equipment. vi. Increased use of Information Technology and Social Media in the electoral process. vii. Experience in the conduct of regular elections and referenda. viii. Forward planning through project approach and roadmap for electoral activities	1. Limited budget allocations for adequate voter education and collaborative strategies to reach out to all stakeholders in the electoral processes. 2. Limited funding to fully operationalize the approved staff structure.
Opportunities:	**Threats:**
i. There is collaboration with stakeholders to enhance democratic electoral processes in the country. ii. There is adequate collaboration with other MDAs in the electoral processes. iii. There is growing infrastructure networks that facilitate EC operations. iv. There is a set of enabling laws for effective functionality of the EC. v. There is collaboration with other EMBs in terms of trainings, learnings and best practices. vi. There is growing CSOs base across the country to supplement voter education efforts. vii. There are opportunities for increased funding and resource mobilisation from development partners. viii. There is strong political will to strengthen good governance and democratic elections.	i. The country has limited financial resource base. ii. Negative public perception and institutional mistrust by some stakeholders iii. Delayed enactment/amendment of electoral laws iv. Commercialization of politics v. Election-related violence

2.7 Emerging Issues and Implications

During the course of the implementation of the previous Strategic Plan, a number of issues emerged which had a bearing on EC's roles and responsibilities. The Key issues included:

a) Registration and Voting of Ugandans in the Diaspora and Inmates

There was growing concern that Ugandans in the diaspora, inmates and those deployed to work on polling day (security, polling officials, EC staff, etc.) were disenfranchised from exercising their voting rights. The Commission is therefore carrying out a comparative analysis to ascertain how other countries enforce the right to vote for such persons.

b)   **Use of New Technology**

The use of ICT and its increasing penetration in Uganda, opened up additional avenues for the conduct of free, fair and credible elections. There is, therefore, growing need for the Commission to advance the application of relevant value for money technology in all aspects of the electoral processes.

c)   **Social Media**

Over the past decade, social media has exploded around the world to become a leading source of information, news and dialogue for the public. The growth in the spread and popularity of social media has brought with it great benefits to electoral democracy, including the rapid, convenient and cost-effective dissemination of information to the electorate. However, social media has also been widely abused resulting into disinformation hence the need to work closely with key stakeholders to identify plans and measures that will help reduce its negative impact on elections.

d)   **Parish Development Model**

The Parish Development Model (PDM), launched in 2022, is a strategy for organizing and delivering public and private sector interventions for wealth creation and employment generation at the parish level as the lowest economic planning unit. The Electoral Commission contributes towards the achievement of Governance and Administration Pillar of the Parish Development Model by ensuring that the Parish Development Council (PDC) is fully constituted. The PDC is composed of, among others, LCII Chairperson, Parish Chief, Members of the parish executives, Representatives of the special interest group (Youth, PWD, Women); CSOs, NGOs, CBOs, Opinion Leaders (Male and Female), Chairpersons LC1 Per Parish. Some of these members are elected leaders and the Commission ensures that regular elections and by-elections are organised to fill vacancies as when they occur.

e)   **Global, regional and sub-regional dynamics**

The COVID - 19 pandemic had an extensive impact on the implementation of the previous Strategic Plan and the entire electoral process. The Commission responded to the effects of the pandemic by conducting the elections within the existing legal framework while observing public health safety measures. In order to protect voters, election officials, candidates, the general public, and other stakeholders in the electoral process, the Commission issued guidelines and Standard Operating Processes (SOPs) for every milestone.

CHAPTER 3: THE STRATEGIC DIRECTION OF THE ELECTORAL COMMISSION

3.0   Introduction

This Strategic Plan was informed by a review of the previous Strategic plan, gaps identified, emerging issues, health and safety measures identified and lessons learnt. The EC strategic direction covering the vision, mission, goal and objectives, outcomes indicator, strategic objectives, development outcomes and interventions are covered in this chapter. Also outlined are further alignment of the strategic plan with the NDPIII governance and security programme, and international commitments such as the Sustainable Development Goals (SDGs).

3.1   Vision

A model institution and center of excellence in election management.

3.2   Mission

To organize, conduct and supervise regular, free and fair elections and referenda through citizen participation, stakeholder engagement and information sharing to enhance democracy and good governance.

3.3   Values

The Commission subscribes to the following core values:

a)   **Impartiality:** The Commission carries out its responsibilities in a way that is fair, just and equitable through commitment to equality and diversity.

b)   **Service Oriented:** The Commission engages its stakeholders with the aim of listening, addressing and supporting their needs, in delivering high quality services to their expectations.

c)   **Accountability:** The Commission acknowledges and assumes responsibility for its actions, decisions and policies. This applies to both individual staff and the institution as a whole.

d)   **Professionalism:** The Commission at all times acts with integrity and competence providing quality services reliably and responsibly.

e)   **Innovation:** The Commission seeks solutions towards election modernisation and efficiency.

3.4   Goal

The goal of the Electoral Commission is to promote participatory democracy and good governance.

3.5   Key Result Areas

a)   Enhanced and inclusive citizen participation and engagement;

b)   Strengthened stakeholder collaboration;

c) Regular free and fair elections and referenda;

d) Timely, gender and equity responsive and accurate information sharing; and

e) Strengthened institutional capacity of the Commission.

3.6 Objectives of the Strategic Plan

The objectives of the Strategic Plan are to;

a) Enhance inclusive citizen participation in the electoral process;

b) Strengthen stakeholder collaboration and engagement in the electoral process;

c) Deliver regular free and fair elections and referenda;

d) Improve timely, gender and equity responsive and accurate information sharing, public trust and confidence in the electoral process; and

e) Strengthen the institutional capacity of Electoral Commission.

These objectives, together with the strategic interventions and outcomes aim at enabling the Commission achieve the intended actions spelt out in the NDP III and other regional and international frameworks. Table 9 below shows the Goal, Strategic Intervention, Outcome, Outcome Indicators and targets for the Plan.

Table 9: Goal, Objectives and Adopted Key Intermediate Outcomes

Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline	Actual	Target
				2017/18	2020/21	2026/27
Goal: Promote participatory democracy and good governance.						
Programme Objective	**Intervention**	**Outcomes**	**Outcome Indicators**			
Strengthen citizen participation and engagement in the democratic processes	Strengthen democracy and electoral processes	Free and fair elections	Proportion of eligible citizens registered as voters (UBOS Projection 2020)	89%	92.8%	100%
			Proportion of citizens of voting age engaged in electoral processes	67.6%	59.4%	100%
			Proportion of registered election disputes analyzed and resolved	75%	90%	100%
		Effective citizen participation in the governance and democratic processes	Democratic index	6.5	4.48	8.6
			Percentage expenditure on R&D	0.01	0.02	0.15
	Strengthen the representative role of MPs, Local Government councilors and the Public	Effective citizen participation in the governance and democratic processes	No. of participatory sensitization sessions for elected leaders	0	13	438

Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	Actual 2020/21	Target 2026/27
Strategic Objective 1:	**Enhance inclusive citizen participation in the electoral process**					
	Intensify sensitization through effective voter/ civic education approaches	Stakeholders/ public awareness of the electoral process	Proportion of the public aware of the electoral processes	80%	80%	90%
	Encourage Special Interest Groups (SIGs) to participate in electoral activities.	Increased participation by women and SIGs in national and local electoral processes	Percentage of eligible women registered to vote in national and local elections (UBOS 2020)		90.96%	95%
			Percentage of eligible Youth registered to vote in national and local elections (UBOS 2020)		60.74%	95%
			Percentage of eligible Older Persons registered to vote in national and local elections (UBOS 2020)		92%	100%
	Put in place mechanism to enable citizens in the diaspora and inmates to register and vote	Citizens in the diaspora and inmates participating in the electoral process	Proportion of citizens in the diaspora and inmates participating electoral processes	0%	0%	50%
Objective 2:	**Strengthen stakeholder collaboration and engagement in the electoral processes**					
	Improve sensitization of the stakeholders on the legal framework regarding electoral processes	Stakeholder awareness of their rights and obligations	Reduction in the incidents of violence	70%		90%
	Intensify collaborative sensitization of stakeholders on the Electoral Processes.	Enhanced stakeholders/ public civic competence, confidence and Informed electorate	Proportion of the informed electorate	30%		90%
	Sensitize the stakeholders on the code of conduct for Political Parties/ Organizations to enable a level play field.	Stakeholders aware of the code of conduct of political parties in election processes	Proportion of stakeholders aware of Political Parties/ Organizations code of conduct.	0%		100%

Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	Actual 2020/21	Target 2026/27
Objective 3:	**Deliver regular free and fair elections and referenda**					
	Encourage all eligible citizens to register	Increased voter numbers	Number of eligible voters on the National Voters Register (UBOS Projections, 2020)	15.27M	18.10M	24.0M
		Accurate National Voter Register	Percentage of reported cases of missing particulars of voters on the polling day Register	< 1%		< 1%
	Introduce new methods of registering Special Interest Groups (SIGs).	Credible SIGs registers	Proportion of voters on SIGs Register	100%		100%
	Enhance the use of Voter identification system/ Technology	Voters easily identified and aware of their voting locations	Percentage of voters easily identified and aware of their voting location	100%		100%
	Improved use of Short Messages Services (SMS)	Informed Electorate	Percentage of voters receiving SMSs	60%		95%
	Timely intervention on allegations of violations of electoral laws.	Professional conduct of EC and government employees. Compliance with the law	All held liable for their unlawful and unprofessional actions	0%		100%
Objective 4:	**Improve timely, gender and equity responsive and accurate information sharing, public trust and confidence in the electoral process**					
	Improve gender responsive communication strategy to sensitize and engage the stakeholders and encourage their continuous participation in the Electoral Processes	Improved gender responsive public awareness of the electoral processes.	Evidence of improved gender participation and interaction between the Commission and stakeholders	80%		100%
		Gender mainstreamed in the electoral processes	Gender and Equity rating of the Commission	65%		95%
		Enhanced public image on EC's capacity to administer free and fair elections	Public perception of capacity of EC to administer free and fair elections (disaggregated by gender, population group, etc.)	50% (SIGs inclusive)		85% (SIGs inclusive)

The Electoral Commission Strategic Plan (2022/23-2026/27)

Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline	Actual	Target
				2017/18	2020/21	2026/27
Objective 5:	**Strengthen the Institutional capacity of Electoral Commission**					
	Provide training to all EC personnel performing election related duties and functions on all aspects of election management	Skilled and knowledgeable workforce	Proportion of staff implementing learning outcomes	60%		100%
	Enhance administrative structure of EC	Efficient staff structure	Proportion of electoral services delivered on time.	80%		100%
	Upgrade IT equipment and facilities for effective functioning	Fully functional IT systems	Evidence of system availability, speed, verifiable and efficiency	80%		100%
	Construction of office and storage facilities HQTR, regional and District	New offices and storage facilities constructed	Proportion of purpose-built offices and storage facilities at national (EC HQR), regional and district level	0%		85%
	Intensify Monitoring and Evaluation of electoral activities	M&E reports	Number M&E quarterly Reports analyzed and acted upon by the Commission	1		4
		Electronic M&E system in place connecting Headquarters and the field	Fully operational Management Information System	20%		100%
		M&E skills imparted on Commission and staff	Proportion of directorates, departments/units, regions and districts submitting quarterly performance reports with M&E content	40%		100%
		Aggregated data on evaluation and assessment reports	Availability of statistics on every election activity conducted	80%		100%
	Improve Election Information sharing through digitizing Election Documents	Online Access to Election Documents	Proportion of digitized Election Documents accessible online	0%		75%
	Intensify Research on election activities	Survey Reports	Number of survey reports	1		4

3.7   Objectives, Interventions and Actions.

During the five years, the Electoral Commission will perform the actions outlined in Table 10.

Table 10: Objectives, Interventions and Actions

STRATEGIC OBJECTIVES	STRATEGIES/ INTERVENTIONS	OUTPUTS	ACTIONS
Objective 1: To enhance inclusive citizen participation and engagement in the electoral process	Strengthen voter education	Effective and comprehensive Voter Education conducted	Decentralization of voter education activities through regional offices and grass root structures
			Conduct school and community outreaches
			Conduct outreaches through community radios
			Integration of voter education in school curriculum
			Involve local leadership to mobilize eligible voters
		Aligned budget allocation to voter education activity schedules	Lobby government to align periodic allocation of voter education funds to the voter education calendar
		Effective publicity of electoral activities conducted	Effective publicity of electoral activities conducted through dissemination of information using print, digital and social media, megaphones, radios, outdoor and TVs
	Extend voting rights to formerly excluded citizens (citizens in diaspora and inmates)	Organized and conducted voting for Diaspora and inmates.	Establish legal framework and mechanisms to allow citizens in the diaspora and inmates to vote
	Facilitate Special Interest Groups (SIGs) (women, PwDs, Workers, youth, older persons, and other traditionally marginalized groups) to participate in electoral activities	Inclusive voter education messages reaching diverse categories of women, PwDs, Workers, youth, older persons, and other traditionally marginalized groups (SIGs)	Use of inclusive messages in voter education to reach diverse (women, PwDs, Workers, youth, older persons, and other traditionally marginalized groups) audiences
Objective 2: To strengthen stakeholder collaboration and engagement in the electoral processes	Collaborate with other MDAs and CSOs to promote civic and voter education	Improved citizenry civic competence	Collaborate with EOC, UHRC and CSOs in civic education
		Improved civic education	Collaboration with CSOs to promote voter education
		Voter education integrated in school curriculum	Lobby MoES to include voter education in school curriculum
		Improved competence of voter educators	Train accredited CSOs and voter educators on standard practices

STRATEGIC OBJECTIVES	STRATEGIES/ INTERVENTIONS	OUTPUTS	ACTIONS
	Collaboration with Parliament and Local government councils to sensitize elected leaders	Sensitization meetings conducted across the country with elected leaders	Collaboration and sensitization sessions on representative role of elected leaders
	Benchmark with other EMBs to promote, training, learning and good practices	Learning and benchmarking studies conducted	Benchmarking with other election management bodies to promote learning
		Training opportunities created in election management	Coordinate with other stakeholders for training opportunities
	Engage political parties to mobilize citizens to engage in electoral activities	Political Party/ Organizations activities harmonized	Coordination of political party activities
			Dissemination of political parties code of conduct to stakeholders
Objective 3: To deliver regular free and fair elections and referenda	Ensure respect of democratic principles of freedom, fairness, and transparency	Free, fair and transparent elections conducted	Strengthen integrity of staff engaged in electoral activities
	Demarcation of parliamentary constituencies and Local Government electoral areas. Re-organisation of Polling stations	Parliamentary constituencies and electoral areas demarcated. Polling Stations reorganized	Timely demarcation of Parliamentary Constituencies and Electoral Areas. Timely re-organization of Polling Stations
	Improve the accuracy and accessibility of the Voters Registers	Credible, accurate and accessible Voters Registers produced	Compile and update voter registers
	Continuous delivery of quality election materials and services	Develop and deliver quality election materials and services	Timely delivery of polling and other election materials and services
	Nomination of candidates	Effective nomination of candidates	Automate nomination process
	Effective supervision of campaigns	Campaign guidelines complied with	Supervise candidate campaigns
	Conduct of polling day activities	Peaceful polling	Supervise poling day activities
	Tallying, ascertaining and declaration of results	Turnaround time for tallying, ascertaining and declaring in statutory time reduced	Integrate tallying and nomination systems
	Strengthening administrative sanctions	Officials and Stakeholders with integrity	Enforce ethical code of conduct for officials and stakeholders deployed during elections

STRATEGIC OBJECTIVES	STRATEGIES/ INTERVENTIONS	OUTPUTS	ACTIONS
Objective 4: To Improve timely gender and equity responsive and accurate information sharing, public trust and confidence in the electoral processes	Enhance communication and stakeholder engagement	Inclusive media and communication study conducted	Conduct benchmarking studies on inclusive media and communication
		Digital communication strategy implemented	Promote use of digital communication and social media to engage stakeholders
		Media relations strengthened and election reporting improved	Strengthen relations with the media. Train media in election reporting
	Increased use of technology in the electoral system	New technologies adopted in time	Adopt new technologies in time for General Elections to allow comprehensive testing and implementation
		Terms of reference for technology service providers improved	Develop key performance indicator for technology service providers in a timely manner including training and maintenance to improve performance
		Staff capacity in operating technology improved	Improve capacity of staff in new technologies, including investment in in-house ICT solution and innovation
	Strengthening complaints management mechanisms	complaints management mechanisms improved	Establish functional management mechanisms at regional and district level to address electoral complaints/petitions
Objective 5: To Strengthen the institutional capacity of the Electoral Commission	Enhance human resources capacity	Election resource training center established	Establishment of a training center for staff in election management
		Staffing levels improved	Filling of vacant positions to increase effectiveness of staff.
		Human Resource management services provided in a timely manner	Permanent staff provided with relevant training
			Regular staff performance appraisal
			Training and capacity enhancement of ad hoc staff in election management
	Promote research and knowledge management	Research and knowledge management conducted	Conduct research and knowledge management initiatives
		Monitoring and evaluation regularly conducted	Monitoring and evaluation reports analyzed and acted upon
	Review of organization and management structures	Directorates and departments/units streamlined to strengthen technical support	Review of directorates and departments/ units for improved performance
		Staff positions revised to accommodate new roles and responsibilities	Review the positions of the REOS and DEAs

STRATEGIC OBJECTIVES	STRATEGIES/ INTERVENTIONS	OUTPUTS	ACTIONS
	Enhance ICT systems and procedures	Election Management Information Systems developed/integrated	Develop integrated/automated election management processes and systems
		Administrative and ICT support services enhanced	Upgrade and align ICT platforms and systems to suit business and technological needs
	Strengthen internal controls	Internal audit regularly undertaken	Statutory audit reports prepared and submitted in a timely manner
	Strengthen financial management systems	Financial Management	Statutory financial reports prepared and submitted on time
	Strengthen legal support to electoral processes	Legal services enhanced	Timely handling of election complaints
			Reduce election related cases handled by external lawyers
			Timely and comprehensive guidelines on management of elections
			Timely publication of statutory notices and instruments.

3.8   Priority Areas

The Commission identified key priorities that will be of focus in the financial years 2022/2023 to 2026/2027 and these include the following:

a)   Organisation and Conduct of the 2025/2026 General Elections;

b)   Construction of headquarter, regional, district offices and storage facilities;

c)   Advocate for early enactment/amendment of enabling laws and adherence to the deadline for creation of administrative units;

d)   Inclusive participation of citizens (in Diaspora, Persons in Prison, and officials deployed on polling day) in electoral Process and enhancing voting by PWDs;

e)   Recruitment, Training and Deployment of Adhoc election officials;

f)   Acquisition of equipment, materials and systems for the General Elections;

g)   Demarcation of Parliamentary Constituencies and Local Government Electoral Areas;

h)   Re-Organisation of Polling Stations;

i)   General Update, Display and Processing of the Voter Registers for polling;

j)   Increasing civic and voter education of the population including Traditionally marginalized groups.

k)   Facilitate Special Interest Groups (Workers, PwDs, Youth and Older Persons) committees and other traditionally marginalized groups to participate in Electoral processes;

l)   Innovative deployment of ICT systems and tools to improve electoral processes and assure data confidentiality, integrity and availability;

m)   Capacity building/training of EC staff, Media, Judiciary, Police, Civil servants, CSOs and other stakeholder on electoral operations, human rights based approaches, gender inclusivity, voter integrity, fair reporting on elections, law and order maintenance in electoral processes among others;

n)   Partnership with Development Partners, NGOs and Research/Academic Institutions in civic/voter education, M&E, R&D and knowledge management;

o)   EC Image building and enhancement campaigns;

p)   Mobilization and effective utilization of resources including enhancement of efficiency and effectiveness of plans and systems;

q)   Reorganisation of the EC organisational/administrative structure;

r)   Re-orientation of the staff through change management and behaviour change programmes to build capacity and promote partnership, collaboration, stakeholder engagement, co-operation and synergy; and

s)   Co-ordination and synergy with MDAs, CSOs & LGs through joint planning, joint implementation and joint monitoring and evaluation.

CHAPTER 4: FINANCING FRAMEWORK AND STRATEGY

4.0.   Introduction

This chapter presents the financing framework of the plan. It provides the overall and disaggregated costs of the plan and the strategies for mobilizing the required financing. The Commission will utilise resources allocated through the Medium Term Expenditure Framework (MTEF).

The source of funding for the implementation of this plan is the Government of the Republic of Uganda.

4.1   Summary of Strategic Plan Budget

The total funding requirements for the 5 years, including the 2025/2026 General Elections, is estimated at Ugx. 2,541,408,871,289 /- (Two Trillion, Five Hundred Forty-One Billion, Four Hundred Eight Million, Eight Hundred Seventy-One Thousand, Two Hundred Eight Nine Shillings only). The funding sources include GoU medium term expenditure framework. The annualised summary of the Strategic Plan Budget is provided in Table 11 while Table 12 captures the funding requirement for the 2025/2026 General Elections roadmap.

Table 11: Annual cost estimates of the Strategic Plan (Recurrent and Capital)

Financial Year	Presidential and General Parliamentary & Local Government Council Elections, 2025/26	Election of Youth, PwD and Older Persons Councils And Committees (Village To District Levels)	Administrative Units (LC I & II) and Women Councils/ Committees Elections, 2027	Wage Bill	General Finance & Administration & Capital Development	Total Cost of the Strategic Plan
FY 2022/23	48.858			37.667	59.772	146.297
FY 2023/24	195.958			59.859	336.490	592.306
FY 2024/25	422.853	146.835		59.860	120.895	750.444
FY 2025/26	622.175			59.860	115.453	797.488
FY 2026/27	8.059		67.502	59.860	119.453	254.874
GRAND TOTAL	1,297.903	146.835	67.502	277.106	752.064	2,541.409

The interventions being budgeted for are those that have been prioritized and contribute to the EC priority areas in the five years.

Table 12: Annual cost estimates of the 2025/2026 General Elections Roadmap

Financial Year	Presidential and General Parliamentary & Local Government Council Elections, 2025/26	Election of Youth, PwD and Older Persons Councils and Committees (Village to District level)	Total Cost of the Roadmap
FY 2023/24	195.958		**195.958**
FY 2024/25	422.853	146.835	**569.688**
FY 2025/26	622.175		**622.175**
GRAND TOTAL	**1,240.99**	**146.835**	**1,387.821**

a) **Major cost drivers over the planning period.**

The cost of conducting and organizing elections in Uganda has been on the rise. The increasing cost of conducting elections has been largely due to the continuous improvement/reforms in the electoral processes, increase in the number of Constituencies and administrative units, increase in the voting population, increase in the number of elective positions, increase in the number of nominated candidates, adoption of ICTs, increase in pay of adhoc staff, increase in the number of polling stations, costs of observing standard operating procedures for the prevention of COVID-19 pandemic, price changes and exchange rates.

4.2   The Electoral Commission (EC) Budget Allocation in the Medium Term

Financing of this Strategic Plan will be dependent on the allocation from the GoU. The available resources allocated to the Electoral Commission over the five years is (Ugx.566.20Bn), as captured in Table 13 below. The MTEF allocation is supposed to finance the 5 years Strategic Plan which includes 3-year Roadmap cost for the 2025/2026 General Elections. The allocated Ugx.566.20Bn out of the Commission budget estimate of Ugx. 2,541.409Bn, that is 22.28%, is not even adequate to fund the General Elections Roadmap which is projected to cost Ugx. 1,387.821Bn.

Table 13: MTEF Allocation for FY 2022/23 – FY 2026/27

Budge Item	Financial years					Total
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Wage	37.670	37.670	37.670	37.670	37.670	**188.350**
Non-Wage	69.370	69.370	69.370	69.370	69.370	**346.850**
Domestic Arrears	-	-	-	-	-	**0.000**
Development	6.200	6.200	6.200	6.200	6.200	**31.000**
Total	**113.240**	**113.240**	**113.240**	**113.240**	**113.240**	**566.200**

The funding gaps identified in Table 14 may be addressed through collaboration and partnerships with Organizations and institutions performing similar tasks and interests, such as MDAs, CSOs, LGs, academic/ research institutions.

Table 14: Funding gap in the implementation of the Strategic Plan

Classification	Financial Years					Total
	2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	
Wage Gap	0.000	22.192	22.193	22.193	22.193	88.771
Non-Wage Recurrent Gap	29.950	253.077	611.214	658.258	115.644	1,668.143
Domestic Arrears	3.110					3.110
Total Recurrent Gap	**33.060**	**275.269**	**633.407**	**680.451**	**137.837**	**1,760.024**
Total Development Gap	**0.000**	**203.800**	**3.800**	**3.800**	**3.800**	**215.200**
Total Funding Gap	**33.060**	**479.069**	**637.207**	**684.251**	**141.637**	**1,975.224**
%ge of Funding gap	**22.60%**	**80.88%**	**84.91%**	**85.80%**	**55.57%**	**77.72%**

4.3 Resource Mobilization Strategy

In order to deliver its mandate, the Commission developed a resource mobilization strategy for the FY 2022/23 – 2026/27, taking into account the lessons learned from current resources mobilization efforts. The Electoral Commission introduced measures that were tested through a number of electoral activities conducted in order to improve the funding of electoral activities. The strategies include;

a)   Adoption of the phased approach of funding General Elections as a project over a period of three years;

b)   Development of the election Roadmap to guide the timely implementation of electoral activities;

c)   Costing of electoral activities within the MTEF ceilings; and

d)   Supplementary funding to cover any resource gaps.

4.4 Sources of Financing for the Plan

The Commission depends entirely on Government for funding of its activities from the Consolidated Fund and will continue to be funded by Government during the implementation of this plan. Table 15 shows the Summary Cost of the Strategic Plan covering Five Years.

Table 15: Summary Cost of outputs of the Strategic Plan

EC Strategic Objective	Output	FINANCIAL YEARS					Total
		22/23	23/24	24/25	25/26	26/27	
1. To enhance inclusive citizen participation and engagement in the electoral process	Effective and comprehensive Voter Education conducted	0.322	3.330	3.330	3.330	3.330	**13.642**
2. To strengthen stakeholder collaboration and engagement in the electoral process	Political Party/ Organizations activities harmonized	0.450	3.300	3.300	3.300	3.300	**13.650**
	Transfers to Political Parties/ Organisations with representations in Parliament effected	45.000	45.000	45.000	45.000	45.000	**225.000**
3. To deliver regular free and fair elections and referenda	Credible, accurate and accessible Voter Registers produced	0.050	0.170	0.330	0.420	1.060	**2.030**
	Free, fair and transparent elections conducted	48.858	195.958	569.688	622.175	75.561	**1,512.240**
4. To Improve timely, gender responsive and accurate information sharing, public trust and confidence in the electoral process	Effective publicity of electoral activities conducted	1.050	0.180	0.189	0.020	1.022	**2.461**
	Management Information Systems developed/ integrated	0.000	0.002	1.990	1.930	1.420	**5.342**
	Strong programme coordination, communication and cooperation	0.400	0.400	0.400	0.580	0.780	**2.560**

EC Strategic Objective	Output	FINANCIAL YEARS					Total
		22/23	23/24	24/25	25/26	26/27	
5. To Strengthen the Institutional capacity of Electoral Commission	Institutionally strengthened Election Management Body (EMB)	6.200	220.920	10.000	10.000	10.000	**257.120**
	Administrative and ICT support services enhanced	0.450	0.670	0.710	0.760	0.350	**2.940**
	Asset management	0.030	0.890	1.030	0.180	0.730	**2.860**
	Financial Management	0.070	0.070	0.070	0.070	0.070	**0.350**
	General Administration (utilities, bills and top management and corporate services)	4.910	58.437	52.946	47.253	46.395	**209.942**
	Human Resource management services provided	37.670	59.859	59.859	59.859	59.859	**277.106**
	Internal audit undertaken	0.080	0.270	0.280	0.290	0.330	**1.250**
	Legal services enhanced	0.095	1.300	0.220	0.350	1.196	**3.161**
	Records management	0.110	0.420	0.250	0.620	0.830	**2.230**
	Research and Development undertaken	0.325	0.350	0.380	0.590	1.300	**2.945**
	M&E undertaken	0.110	0.610	0.310	0.660	1.210	**2.900**
	Planning and budgeting reporting undertaken	0.120	0.170	0.160	0.100	1.130	**1.680**
GRAND TOTAL		**146.300**	**592.306**	**750.443**	**797.487**	**254.873**	**2,541.409**

4.5   Planned cost for implementation of the Plan

The planned expenditure costs of priority programmes and overall cost of the planned (recurrent and capital) for this plan is Ugx. 2,541,408,871,289 /- (Two Trillion, Five Hundred Forty-One Billion, Four Hundred Eight Million, Eight Hundred Seventy-One Thousand, Two Hundred Eight Nine Shillings only).

CHAPTER 5: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.0 Introduction

The EC Strategic Plan implementation strategy underscores the need to have a well-coordinated and strategic partnership with government, development partners, private sector, Civil Society Organizations and non-state actors in implementing the plan since this is a shared responsibility.

5.1 Coordination of the Implementation Process

The following critical elements will, therefore, be combined to create an effective implementation strategy:
i. Action/operational plans;
ii. Tools and structures for reviewing progress and regularity for implementation; and
iii. performance standards, measures and reporting systems.

The Commission has, therefore, developed a detailed implementation plan which contains basic performance standards and measures as articulated in this chapter.

a) Leadership Commitment.

The Commission's involvement and commitment to provide leadership of the entire Election Management Body (EMB) is of critical importance for the effective implementation of this Strategic Plan. The commitment will be displayed visibly in several ways, including:
i. Setting up staff performance standards and appraisal mechanisms;
ii. Making public its commitment to the implementation of the Strategic Plan;
iii. Timely provision of resources needed for its implementation;
iv. Making use of the Strategic Plan to guide policy and decision making;
v. Regularly communicating with staff on the progress of the Strategic Plan; and
vi. Monitoring and evaluation of the implementation of electoral activities.

b) Key Result Area Team Leaders.

Each Key Result Area is assigned to a Commissioner as a Team Leader as an initial and important positive step to show the commitment of the senior leadership to the reform process.
The Team Leader will provide guidance to implementers within the respective Key Result Areas. Together with the Strategic Plan Project Manager and Lead Persons, the Team Leaders shall participate in addressing gaps identified.

c) Steering Committee

A Steering Committee will be headed by the Secretary to the Commission as Project Manager. The Committee will be composed of technical staff as Lead Persons for each Key Result Area, who shall oversee the implementation of the strategic plan activities. The Committee shall be a coordinating body which will address and resolve identified gaps during the implementation of the Strategic Plan.

The Committee will submit monthly reports to the Commission.

d)   Project Manager.

The overall project manager will be the Secretary to the Commission, assisted by the Directors. The Project Manager will coordinate and monitor the implementation of the Strategic Plan.

e)   Lead Person (s)

Each Key Result Area shall be headed by a Lead Person who shall be responsible for the timely coordination and implementation of all activities. The Lead Person shall regularly report to the Project Manager on the progress of each activity.

f)   Technical Working Groups (TWGs)

TWGs will be formed to handle specific technical tasks within and across Key Result Areas or Departments.

g)   M&E Secretariat

The M&E Secretariat shall be coordinated by the Director of Finance and Administration.   The M&E secretariat will be responsible for the Communication, Coordination and Monitoring Functions

i.   The Project Manager shall convene regular meetings of the Steering Committee to coordinate activities and to keep abreast of the project activities being implemented.

ii.   The Project Manager shall update the Commission on a regular basis about the Strategic Plan implementation status.

iii.   He will ensure that project implementation is well documented, regularly monitored and reported.

iv.   He must ensure that there is an audit trail of the progress of the Strategic Plan.

h)   General staffing requirements

The Commission will require different categories of staff to implement the plan. The organization's staff establishment is expected to grow from the current 844 filled positions out of 874 approved to the expected 1,077, mainly due to increasing number of cities/districts as indicated in Table 16.

Table 16: Categories of staff to implement the Strategic Plan

Sno	Category	Approved	Expected
1	Commission	7	7
2	Secretary	1	1
3	Directors	3	5
4	Heads of Department	12	15
5	Principal Election Officers	32	33
6	Senior Election Officers	36	43
7	Election Officers	354	422

Sno	Category	Approved	Expected
8	Principal Assistant Election Officers	8	8
9	Senior Assistant Election Officers (I)	15	15
10	Senior Assistant Election Officers (II)	14	14
11	Assistant Election Officers	51	60
12	Senior Election Assistants	2	2
13	Election Assistants	124	182
14	Support Staff	215	270
	Total	**874**	**1,077**

Implementation and Coordination Structure of the Strategic Plan

Figure 3: Implementation and Coordination Structure of the Plan
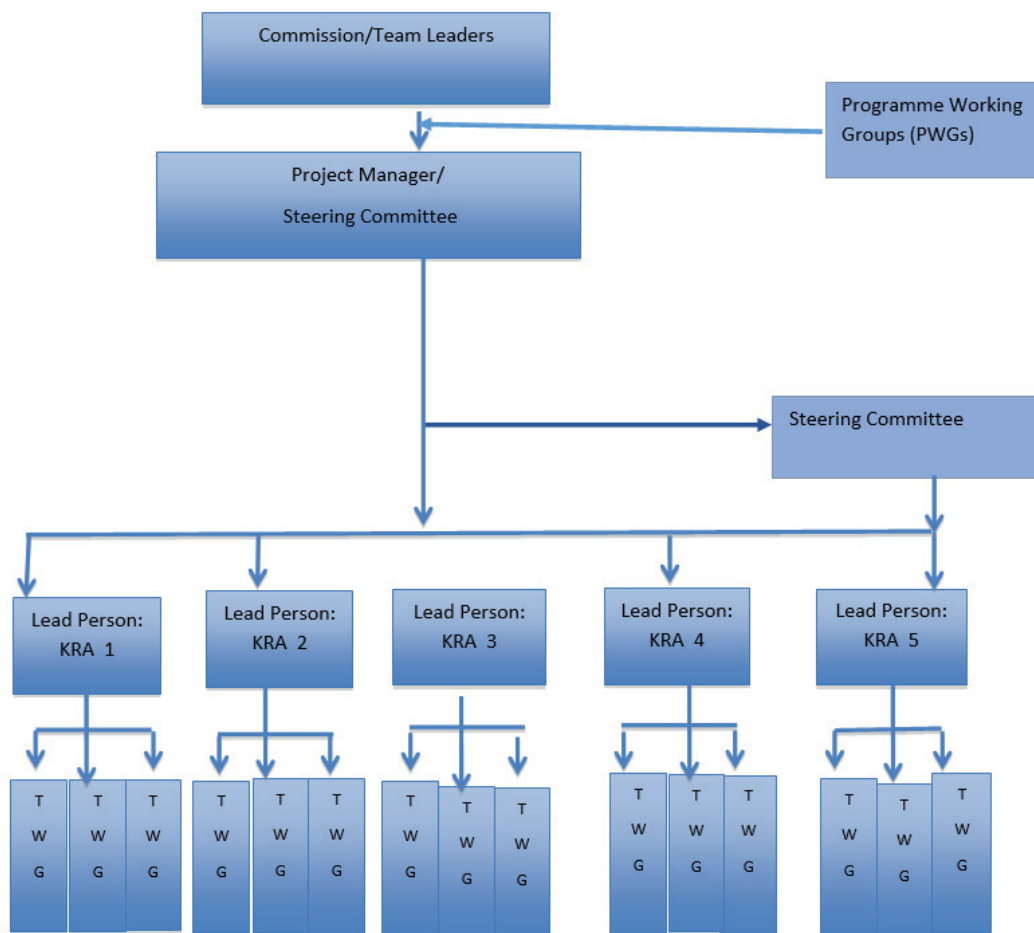
Key Results Team Leaders - Commissioners
Project Manager – Commission Secretary
Asst. Project Manager – Directors
KRAs and Lead Persons

Key Result Areas	Lead Person(s)
1. Enhanced and Inclusive Citizen participation & engagement	Head, Voter Educ. & Training
2. Strengthened Stakeholder Collaboration	Head, Legal, FOD, EM
3. Regular free and fair elections and referenda	Director, Operations
4. Timely, gender responsive and accurate information sharing	Head, Public Relations
5. Strengthened Institutional Capacity of EC	Director, Finance & Admin; Head HRM, P&I

5.2 Roles and Responsibilities of Other Stakeholders

The following section describes the respective mandates of the stakeholders and their respective roles during the implementation of the Strategic Plan.

a) Technical Coordination

The Commission will implement the interventions in this plan in collaboration with Office of the President (OP), the Programme Technical Coordinator/ Lead for the Governance and Security to achieve the action plans. As partners in implementation of the NDPIII programme Action Plans, EC will coordinate all actions and the delivery of the outputs under the intervention to strengthen democracy and electoral processes. The progress on implementation will be reported to the overall coordinator at the Office of the Prime Minster (OPM).

b) Ministries, Departments Agencies and Local Governments (MDAs and LGs)

The Commission will work with various MDAs and LGs on the basis of their roles in the electoral process to facilitate the delivery of regular, free and fair elections in Uganda. EC will work with the MDA and LGs to synchronize and harmonize their activities which may affect the management of elections, where possible through MoUs.

c) Development partners

The Strategic Plan provides for establishment of partnerships and collaboration with organizations and institutions in the areas of research, civic/ voter education and resource mobilization, and in all areas that improve on the management of elections in Uganda.

d) Civil Society Organizations.

Civil Society Organizations (CSOs) play a critical role in the implementation of the Strategic Plan and Roadmap to the General Elections. In their individual capacities CSOs are champions for free and fair elections. They complement the efforts of the Commission in delivering voter education messages and information to the Communities and Voters.

5.3 Sustainability Arrangements

The Commissions' operations will continue to be supported from the consolidated fund. The effort to establish partnerships and collaborations with development partners and Non-Governmental Organizations (NGOs) in areas of research and development, civic/ voter education and resource mobilization are expected in the long run to reduce funding pressure on Government, which will help increase funding of the Strategic Plan and Roadmap to the elections. On the issue of institutional arrangement, capacity will be built for the EC Commissioners/leadership, Steering Committee and Technical Working Groups to enable them to execute their functions. The Commission will solicit stakeholders support so that they play their respective roles for effective implementation of the Plan. The Human Resource Capacity will be streamlined and aligned to ensure that activities of the Strategic Plan are effectively implemented. It is hoped that the projected number of staff (1,077) will be filled and the staff equipped with requisite skills and competence to deliver free and fair elections as mandated. A detailed training plan will be developed and implemented.

CHAPTER 6: COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY

6.0   Rationale and objectives of the communication strategy;

This chapter presents the strategies the Commission will use to engage the various stakeholders in order to increase awareness and build their trust and confidence in the electoral process. The communication and engagement strategy shall reflect the core values of Electoral Commission.

To enhance delivery of participatory free and fair elections, the Communication Strategy shall have the following objectives;

6.1   Objective of the communication and stakeholder engagement strategy

To create an enabling environment for dissemination, coordination and flow of information between the Commission and multi-sectoral stakeholders involved in electoral processes.

6.2   Strategies;

a)   Strengthening the coordination and implementation of communication and feedback mechanisms in electoral processes;
b)   Strengthening equity and gender inclusive stakeholder dialogue, engagement and multi-sectoral collaboration for effective delivery of free and fair elections;
c)   Strengthening media relations and improving election reporting; and
d)   Establishing a comprehensive Elections Communication Knowledge Management System to facilitate standardized reporting, information sharing, and access to learning and vital resources.

6.3   Expected Outcomes.

a)   Enhanced public and stakeholder confidence and participation in electoral processes
b)   Improved flow of information of electoral processes and feedback
c)   Improved collaboration in the implementation of election communication programmes.
d)   Improved media relations and professional coverage of electoral activities.
e)   A functional knowledge management system for the Commission established and maintained.

6.4   Dissemination Methods

To ensure effective execution, it is critical that the Strategic Plan is widely disseminated and shared with key stakeholders. Some of the dissemination methods will include:
a)   National launch of the Strategic Plan.
b)   Publishing on the official EC website https://www.ec.or.ug and use of social media i.e., Facebook, YouTube, WhatsApp, Instagram and Twitter.
c)   Publishing road maps, civic/voter education and awareness programmes and newsletters.

d) Distribution of hard copies (main report/abridged version) to key stakeholders.

e) Presentations at national conferences and stakeholder meetings.

f) Using the media- (press releases, brochures, flyers, banners and advertising events, radio and television)

6.5 Implementation of communication priorities.

In the process of implementing the Strategic Plan, the Commission will engage its staff and external stakeholders. These stakeholders have differing interests and influence on different issues which necessitates use of different channels of communication. The Key stakeholders and their communication priorities in the electoral process is captured in table 17 below;

Table 17: Key stakeholders, their influence, issues and channels of communication

Stakeholder	Key issues/areas/ Influence/ messages to communicate with the stakeholders	Channels and frequency of communication
Electorate/ General Public	· Civic/Voter rights and responsibilities · Civic/Voter information · Electoral programmes · Electoral outcomes · Emerging issues	· Media (print, online, TV, Social media, etc) · Elections and by-elections roadmap, Statistics and reports; · Reports/Presentations · Statistical abstract (Disaggregated by gender and equity) · Workshops/Seminars · Dramas, road shows, and performing arts · Person to person communication · IEC materials · Corporate/Branded Materials · Training
Political Parties & Organisations/ Candidates and agents	· Participation in electoral activities; · Compliance with electoral laws, guidelines and regulations; · Promoting peaceful electoral processes; · Mobilising supporters/voters to participate in electoral activities;	- Regular correspondence via mail, telephone; - Scheduled stakeholder meetings - Elections and by-elections roadmap, Statistics and reports; - Workshops - Seminars and Conferences - Training sessions - Media (print, online, TV, Radio, Outdoor, Social media, etc)
Parliament	· Enactment and/or amendment of relevant electoral laws; · Appropriation of election budgets; and · Prescribing constituencies.	- Regular communication through line ministry (MoJ&CA) and other relevant ministries; - Statutory presentations/reports - Elections and by-elections roadmap, Statistics and reports; - Scheduled meetings - Stakeholder workshops, Seminars, Conferences

Stakeholder	Key issues/areas/ Influence/ messages to communicate with the stakeholders	Channels and frequency of communication
MoFPED, NPA, EOC	· Policy and Planning guidelines · Budgetary resource allocation · Formulating & implementing EC Strategic Plan conforming to International, Regional and National Development Agenda, NDP III & Vision 2040 inclusive · Mainstreaming of Gender and Equity responsive planning and Budgeting	- Regular correspondence via mail, phone calls; - Scheduled meetings; - Training workshops, e.g. on gender and equity, E-government systems (Navision & PBS); - Statutory presentations and reports - Elections and by-elections roadmap, Statistics and reports;
Office of the President	· Support relevant policy formulation; · Coordinate the Governance and Security Programme	- Regular correspondence; - Scheduled planning meetings; - Statutory presentations/reports - Review meetings - Elections and by-elections roadmap, Statistics and reports;
OPM	· Overall policy guidance; · Coordinate implementation and Monitoring of government programmes · Status of implementation of government programmes	- Regular correspondence; - Programme meetings; - Statutory presentations/reports - Regular correspondence via letters, e-mail, press notices; - Official presentations and reports; - Elections and by-elections roadmap, Statistics and reports;
Judiciary	· Adjudication of election disputes; · Appointment of Members of Parish tribunals	- Regular correspondence (letters, phone calls, e-mail); - Official notices/press release - Training workshops for members of Parish Tribunal; - Guidelines for Tribunals - Legal documents - Elections and by-elections roadmap, Statistics.
MoGLSD	· Formulation of Regulations on Special Interest Groups (SIGs) · Availing data for compiling the register for Special Interest Groups (Workers) · Convene meetings for election of delegates of non-unionised workers	- Regular correspondence (letters, phone calls, e-mail); - Official public/press notices; - Guidelines for electoral activities - Stakeholder engagements - Elections and by-elections roadmap, Statistics and reports.

Stakeholder	Key issues/areas/ Influence/ messages to communicate with the stakeholders	Channels and frequency of communication
MoIA, Uganda Police Force, Uganda Prison Services, DCIC.	· Policy guidance on relevant citizenship issues; · Provision of security in the electoral process; · Supporting processes to facilitate prisoners to participate in electoral activities	- Regular correspondence (letters, phone calls, e-mail); - Official public/press notices; - Guidelines for electoral activities - Stakeholder meetings - Training workshops - Code of conduct for security - Elections and by-elections roadmap, Statistics and reports.
NIRA	· Support on citizen identification and registration;	- Regular correspondence (letters, phone calls, e-mail); - Official public/press notices; - Guidelines for electoral activities - Stakeholder meetings - Training workshops
Ministry of Justice and Constitutional Affairs	· Line Ministry of the Commission · Draft proposals for amendment/ enactments; · Presentation of statutory election reports to Parliament · Legal advice	- Regular communication via letters, e-mails, phone calls; - Legal documents and reports; - Physical meetings - Elections and by-elections roadmap, Statistics and reports.
Ministry of Public Service	· Advisory on recruitment of staff · Guidance on regulations governing staff recruitment, retention, discipline and retirement	- Regular correspondence via letters, e-mail, press notices; - Official presentations and reports; - HR and Policy documents; - Scheduled meetings - Elections and by-elections roadmap, Statistics and reports.
Ministry of Local Government	· Creation of Administrative units · Proposals for amendment of relevant sections of the Local Government Act · Logistical support	- Regular correspondence via letters, e-mail, press notices; - Official presentations and reports; - Scheduled meetings - Elections and by-elections roadmap, Statistics and reports.
MoFA and Missions abroad	· Support effort to engage and mobilise Ugandan citizens in the diaspora to register and participate in elections. · Coordinating the accreditation process of international observers	- Regular official correspondence - Joint mobilisation events and engagement activities - In person meetings; - Communication via mail, web, video, digital & online platform - Elections and by-elections roadmap, Statistics and reports.

Stakeholder	Key issues/areas/ Influence/ messages to communicate with the stakeholders	Channels and frequency of communication
Other MDAs	· Provide relevant policy guidance; · Relevant necessary administrative support and co-ordination; · Provide facilities, logistics and personnel during the conduct of electoral activities · Logistical support	- Regular correspondence via letters, e-mail, press notices; - Official presentations and reports; - Scheduled meetings - Elections and by-elections roadmap, Statistics and reports.
The Media	· Inform and educate stakeholders on elections · Disseminate election-related Information; · Promoting awareness of rights, duties and responsibilities; · Provide positive coverage of electoral processes; · Promote peaceful and fair electoral processes; · Provide fair platform for alternative and diverse political views	- Planned visits to media houses; - Call center - Press releases, feature articles and supplements - Radio and TV programmes; - Scheduled press interviews; - Engagement via online and digital platforms; - Twitter sessions, videos, posts; - Training workshops on electoral activities; - Media code of conduct - Elections and by-elections roadmap, Statistics and reports.
Election Observers	· Observe electoral activities; · Issue reports on the conduct of the electoral processes; · Support promotion of transparent electoral processes	- Official correspondence; - Guidelines for accreditation; - Guidelines for observation; - Election manuals, materials; - Code of conduct for observers - Elections and by-elections roadmap, Statistics and reports.
Civil Society Organisations, Faith based organisations and Cultural Institutions	· Sensitise and mobilise citizens to participate in electoral activities; · Civic and voter education partnerships; · Promote peaceful and fair electoral processes; · Promote awareness on rights, duties, obligations and responsibilities	- Regular official communication - Interactive, consultative and engagement meetings - Joint public forum and awareness events - Official publications and reports - Training workshops; - Memorandum of Understanding - Elections and by-elections roadmap, Statistics and reports. - Guidelines for accreditation - Outreach programmes

Stakeholder	Key issues/areas/ Influence/ messages to communicate with the stakeholders	Channels and frequency of communication
EC Staff	· Effective and efficient management of electoral processes · Partnerships and Collaborations with stakeholders to deliver free and fair elections · Disseminating election Programmes, roadmap, statistics and reports	- Regular communication via circulars, letters, e-mails, phone calls; - Legal documents and reports; - Elections and by-elections roadmap, Statistics and reports. - Training workshops; - Interactive, consultative and engagement meetings

CHAPTER 7: RISK MANAGEMENT

7.0   Introduction

This chapter highlights identified risks that have the potential to hinder the implementation of this Strategic Plan. The major risks together with their causes have been identified. Most of the risks are external and operational in nature. In the risk analysis, the likelihood of occurrence, impact, rating and mitigation strategies have been put in place to avert the effects. Lead actors have been identified to proactively manage the said risks. Table 18 below shows the anticipated risks and mitigation measures.

7.1   Electoral Commission Risk Management

Table 18: Key Risks and Mitigation Measures

SN	Identified Risk	Risk category	Analysis				Mitigation	Lead Actor
			Causes	Likelihood	Impact	Risk rating		
1	Late Release and Inadequate funding	External	Late disbursement	High	Significant	High	Engage parliament to raise MTEF	MoFPED
			Limited MTEF ceiling					
2	Failure by supplier in contractual obligations	External	Inadequate and less efficient due diligence processes	Medium	Significant	Medium	Undertaking due diligence processes on significant service providers	EC, PPDA URA, UNBS
							Adequate service level agreements Contract management processes	
							Contingent planning	
3	Late creation of administrative units	External	Political pressure to create administrative units	High	Significant	High	Adherence to cutoff date for creation of administrative units	MoLG, Parliament

SN	Identified Risk	Risk category	Analysis			Risk rating	Mitigation	Lead Actor
			Causes	Likelihood	Impact			
4	Late amendment and enactment of electoral laws	External	Delays by the Office of the Attorney General to submit reforms to parliament	High	Significant	High	Engage parliament	MoJCA, Parliament
5	Low Caliber of adhoc staff	Operational	Inadequate funding for remuneration which cannot attract high Caliber of staff	High	Significant	High	Advocate for budget increase to attract high Caliber adhoc staff Funding for adequate training of adhoc staff	EC, Parliament
6	Information technology (IT) risk	Operational	Continuous Advancements in technology and hacking threats	High	Significant	High	Funding for Continuous monitoring and review of security threats and processes Funds to keep in pace with advancements in technology	EC, NITA-U, Parliament and MoFPED
7	Pandemics, Natural Disasters	External	Outbreak of Pandemic, Endemic and Natural Disasters	Moderate	Significant	High	Enforcement of Standard Operating Procedures and emergency measures	MoH, OPM
8	Multi-sectoral approach to Delivering Government programmes with input to electoral processes	High	The Independent approaches and powers of autonomous players in Elections	High	Significant	High	Having MoUs with MDAs with input to electoral processes.	NIRA and other MDAs
9	Misinformation/ Disinformation on the Commission and its activities	High	Negative public perception and attitude on Commission and its activities	High	Significant	Very High	Continuous engagement and information sharing	EC, UCC

The Electoral Commission Strategic Plan (2022/23-2026/27)

CHAPTER 8: MONITORING AND EVALUATION OF THE PLAN

8.0   Introduction

In this chapter, the strategy for monitoring and evaluation of the Commissions' Strategic Plan has been highlighted. Monitoring and Evaluation (M&E) will help track progress during implementation of all the interventions in the Electoral cycle. This will be done to ensure that the resources allocated towards the implementation of the Plan are converted into outputs which translate into the desired Commissions achievements. The M&E strategy will have two components, namely, the narrative and the results framework components.

8.1   Monitoring and Evaluation (M&E) Arrangements

This will entail the field data collection, analysis, monitoring, evaluation and reporting carried out on a continuous basis during the implementation process. This will be done to ensure that resources allocated towards implementation of the Strategic Plan are disaggregated in activities and converted into outputs which will translate into outcomes.

There will be clear linkage between the Strategic Plan, annual work plans, budgets, departmental goals all leading into the Performance Management System to ensure full accountability and progress tracking on implementation of the strategic objectives, initiatives and activities.

The Commission will continuously conduct monitoring and evaluation activities and collaborate with other MDAs & LGs in creating awareness of the M&E function during the implementation of the Plan. In delivering the M&E function, the Commission will ensure that the annual work plans and budgets are aligned to the Strategic Plan.

The Commission will adopt participatory monitoring and evaluation practices to ensure that collection of performance data is embedded in their routine performance reports as per the electoral cycle to ensure ownership of results. In collecting and validating performance information, engagements with other MDAs will be vital for ownership of the performance results and buy-in towards the implementation of recommendations therein. The engagements will also act as an avenue for assessment and providing feedback.

The Commission will continue to strengthen the monitoring, evaluation and reporting function and this will include;

a)   A monitoring and evaluation committee constituted for the implementation of the Strategic Plan in order to strengthen monitoring, evaluation and reporting process;

b)   Capacity building through filling of vacancies in the Planning & Research Department, staff training on M&E, Research and Policy Analysis;

c) Periodic joint reviews (i.e. Quarterly, semi-annual, annual, midterm and end of term evaluation) containing specific targeted and actionable recommendation;

d) Analysing progress in implementation of activities, and

e) Assigning specific responsibilities to the players in the M&E framework.

In order for the M&E Strategy to be successfully adopted and implemented, the following preconditions have to be effected by the Commission;

a) Continued desirable leadership commitment to M&E and reporting;

b) Results focused Strategic Plan, Projects and Programmes;

c) Willingness to embrace policy and guidelines in the pursuit of results;

d) Strong accountability, quality control systems and strict enforcement of laws and regulations;

e) Existence of a functional Management Information System;

f) Establishment of a strong incentive and sanction system for compliance with M&E and reporting requirements;

g) Establishment of a comprehensive and well streamlined M&E and reporting infrastructure and capacity; and

h) Commitment of financial and human resources for implementation of M&E and reporting.

8.2 Reporting/ Tracking data generation and consolidation

Quarterly and annual progress reports will be produced by the Commission and submitted to the office of the Prime Minister and National Planning Authority as required. These reports will feed into the Governance and Security programme report produced by the technical secretariat at the Office of the President. These reports will be synthesized into the Government Annual Performance Report (GAPR) by the OPM.

Table 19 gives an overview of planned activities during the implementation coordination of the programme.

Table 19: M&E Reporting Arrangement of the Plan

Levels	Output
Departments/Units	Departmental/Units Performance Report
Directorates	Directorate Performance Report
Vote/Institution	Electoral Commission Performance Report
MDP III Programme Technical Coordinator/Lead	Consolidated MDAs Performance Report
National	Integrated Sector M&E results in the Government Semi Annual and Annual Performance Report

8.3 Reporting and Dissemination of M&E Results

a) Monitoring and Evaluation Processes

The Commission will carry out a number of activities which will include; monthly departmental meetings, field data collection and aggregation, quarterly departmental and directorate performance meetings, regular and periodic stakeholder's meetings, annual performance reviews, midterm and end of term reviews to assess the progress of the implementation of the plan.

b) Management Information System

The Commission will put in place a Management Information System (MIS) which integrates the PIAPs, work plan, budgets, procurement plans and M&E implementation plan. MIS will capture data on a daily, weekly, monthly and quarterly basis and generate statistics to facilitate easy data management and reporting of critical indicators in the electoral processes.

c) Reports

The activity-based reports, quarterly, semi-annual and annual performance reports are of critical importance. These will outline performance, challenges and proposed mitigation measures. The reports will be based on guidelines emphasizing the need to assess the logical relationships as embedded in this plan.

d) Schedules of Annual and final review of the Strategic Plan

Annual reviews will be conducted at the beginning of every Financial Year to assess the significant constraints, the successful activities and to generally assess whether the strategies of the Commission, equity and gender inclusivity were addressed by the set objectives. At the end of the implementation period, a final review will be conducted to evaluate performance and compliance with the set plans and stated goals in line with the mission and the overall vision and values of the Commission.

e) Mid -term Evaluation

A comprehensive mid-term review of the implementation of the Strategic Plan will be undertaken in the first six months of the third year of plan implementation, FY2024/2025. This review will aim to evaluate the cumulative successes achieved in the first half of the Plan and also focus on the second half of the period remaining. The review will further assess whether the Commission will be on track to attain all its targets as set out in the Plan or if there would be need to vary the targets accordingly specifically to accommodate any emerging issues.

f)   End of Term Evaluation

Within the last six months of the final implementation period, the evaluation will be undertaken as a final review focusing on the impact and outcomes, their relevance, cost-effectiveness and sustainability, as well as analysis of reasons why certain results were achieved and others not and to develop lessons for possible policy revision and for preparation of the next Strategic Plan.

8.4   Monitoring and Evaluation Results Frame work

The results framework is aligned to NDP III Programme Implementation Action Plan (PIAP) results matrix which should lead to better achievement of the outcome of the NDP III Programme Implementation Action Plan (PIAP) (Appendix A): EC Monitoring & Evaluation Results Matrix). The results framework focuses on the measurement of performance. It therefore includes outcome indicators and Strategic Interventions. The Result Framework will be used to measure and assess progress during implementation of this strategic plan. The Key Roadmap Milestones to the 2025-2026 General Elections is attached in Appendix B.

CHAPTER 9: PROJECT PROFILES

9.0   Introduction

In this chapter, projects which will be undertaken by the Commission in the financial years 2022/2023 to 2026/2027 have been identified. The Commission has proposed 3 projects with their descriptions, expected deliverables, outputs, resources and timelines as presented in the Table 20, Table 21 and Table 22 Below:

9.1   Project Identification

Table 20: Capacity Building Project for Electoral Process

PROJECT SUMMARY	
Project Title	Capacity Building for the Electoral Process
Vote	Electoral Commission
Vote Function	Electoral Commission
Vote Function Code	102
Implementing Agency	Electoral Commission
NDPIII Programme	Governance and Security
Project Title	Capacity Building for Electoral Process
Location	Nation Wide
Estimated Project Cost	12,702,000,000 UGX
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of the next NDP	Formulation
Funding gap at commencement of the NDP	12,702,000,000 UGX
Project Duration/Life span (Financial Years)	Not yet
	30th June 2025
Officer Responsible	Secretary/Electoral Commission
PROJECT INTRODUCTION	
Problem Statement	Whereas voter education has always been conducted during the past General Elections, it is evident that a big portion of the population has remained uninformed. The Election Observation reports of 2015 and 2021 depicted that the poor turnout in election activities in Uganda is largely attributed to insufficient civic/voter education. This calls for a comprehensive and effective civic/voter education programme to ensure that all citizens are fully aware of their civic duties and informed of all important elements of the electoral processes ranging from voter registration, display of the National Voters' Register, nomination of candidates, campaigns and polling day activities.

PROJECT SUMMARY	
Project Title	Capacity Building for the Electoral Process
Situation Analysis	There is perennial underfunding of Voter Education Programmes. The Commission is allocated UGX 312 Million annually to carry out voter education countrywide. This is insufficient and the Commission has therefore, resorted to activity based voter education rather than conducting voter education on continuous basis.
Relevance of the project idea	a) The project is necessary in order to enhance democratic governance among the population. b) The project will be able to reach areas that were previously affected by insecurity and nomadic nature of the society; including categories of voters, such as Ugandans in the Diaspora and inmates to enable them to exercise their constitutional rights to elect their leaders. c) The project will increase effective participation of Ugandans in the Electoral processes.
Stakeholders	The project will impact civic awareness among citizens and keep all stakeholders fully informed on the electoral process and programmes
Project objectives/outcomes	a) To enhance people's participation in the electoral processes by bridging the gap created by insufficient civic/voter education. b) To sensitize voters on their roles and responsibilities in the electoral processes to enable them make informed decisions. c) To equip the voters with knowledge to exercise their fundamental human rights as enshrined in the Constitution of the Republic of Uganda. d) To reach areas that were previously affected by insecurity and nomadic nature of the society; including categories of voters, such as Ugandans in the Diaspora to enable them to exercise their constitutional rights to elect their leaders.
	An informed citizenry fully aware of their civic/voting responsibilities
Project inputs/activities/ interventions	The Commission in conjunction with MDAs and other stakeholders will produce and disseminate civic/voter education materials and messages, conduct public lectures and debate on topical issues in different parts of the country including institutions of Higher learning. Civic/Voter education sessions will be conducted amongst all Special Interest Groups (Youth, Women, Older Persons, Persons with Disabilities) and Ugandans in the Diaspora and prisons. The Commission will also monitor progress and evaluate the impact of the project on the democratization process in the country.
STRATEGIC OPTIONS	
Strategic options	Collaborative partnerships with non-governmental organisations in resource mobilization and civic/voter education.
Coordination with government agencies	The Commission in conjunction with relevant MDAs will conduct civic/voter education.

PROJECT ANNUALISED TARGETS (OUTPUTS)

Project annualized targets	Outputs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
	Number of Outreaches annually: 155 Electoral Districts; 2500 institutions/ organizations; 5 national events, 155 roadshows and 155 mobile vans	155 outreaches conducted	500 Institutions/ Organisations reached	5 National events 500 Institutions/ Organisations reached	Radio talk shows covering all 155 electoral districts 1,000 Institutions/ Organisations reached	Hiring and implementing mobile vans in 155 districts 500 Institutions/Organiza-tions reached
			Number of Social Media followers annually: 500,000 Facebook; Twitter 500,000; Instagram 100,000	Number of Social Media followers annually: 500,000 Facebook; Twitter500,000; Instagram 300,000	Number of Social Media followers annually: 1,000,000 Facebook; Twitter 500,000; Instagram 300,000	Number of Social Media followers annually: 1,000,000 Facebook; Twitter500,000; Instagram 300,000
	155 workshops; 26 electronic	155 workshops; 0 electronic	155 workshops; 2 electronic	155 workshops; 6 electronic	155 workshops;	155 workshops; 10 electronic
	media; 48 billboards; 36 televisions; 155 road shows; 200 drama competitions; 3 Conduct training of staff and election officials on basic election management skills	media; 3 billboards; 3 televisions; 155 road shows; 10 drama competitions;	media; 5 billboards; 3 televisions; 155 road shows; 50 drama competitions; 0 Conduct training of staff and election officials on basic election management skills	media; 10 billboards; 10 televisions; 155 road shows; 50 drama competitions; 1 Conduct training of staff and election officials on basic election management skills	8 electronic media; 15 billboards; 10 televisions; 155 road shows; 70 drama competitions; 1 Conduct training of staff and election officials on basic election management skills	media; 15 billboards; 10 televisions; 155 road shows; 70 drama competitions; 1 Conduct training of staff and election officials on basic election management skills
	155 Procure and deploy voter education equipment/ facilities (mega phones, etc)	155 Procured and deployed voter education equipment/ facilities (mega phones, etc)	155 Procured and deployed voter education equipment/ facilities (mega phones, etc)	155 Procured and deployed voter education equipment/ facilities (mega phones, etc)	155 Procured and deployed voter education equipment/ facilities (mega phones, etc)	155 Procured and deployed voter education equipment/ facilities (mega phones, etc)

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
155 IEC materials Produced and disseminated for voter education in all Electoral Districts popular celebrities,		155 IEC materials Produced and disseminated for voter education in all Electoral Districts popular celebrities,	155 IEC materials Produced and disseminated for voter education in all Electoral Districts popular celebrities,	155 IEC materials Produced and disseminated for voter education in all Electoral Districts popular celebrities,	155 IEC materials Produced and disseminated for voter education in all Electoral Districts popular celebrities,
155 Voter education radio and TV talk shows Conducted in all Electoral districts	155 Voter education radio and TV talk shows Conducted in all Electoral districts	155 Voter education radio and TV talk shows Conducted in all Electoral districts	155 Voter education radio and TV talk shows Conducted in all Electoral districts	155 Voter education radio and TV talk shows Conducted in all Electoral districts	155 Voter education radio and TV talk shows Conducted in all Electoral districts

ESTIMATED PROJECT COST AND FUNDING SOURCES

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
Project annualized cost	5.36	1.72	1.264	2.03	2.33
Percentage progress of project implementation	42.22%	55.76%	65.71%	81.66%	100%

Table 21: Construction of Headquarter, Regional and District Offices for the Electoral Commission

PROJECT SUMMARY	
Project Title	Construction of Headquarter, Regional and District offices for the Electoral Commission
Vote	Electoral Commission
Vote Function	Electoral Commission
Vote Function Code	102
Implementing Agency	Electoral Commission
NDPIII Programme	Governance and Security
Project Title	Construction of Headquarter, Regional and District offices for the Electoral Commission.
Location	Nation Wide
Estimated Project Cost	210,000,000,000UGX
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of the next NDP	Initiation Stage
Funding gap at commencement of the NDP	200 Billion for Headquarters offices and Storage Facilities and 10 billion for 4 Regional/ District Offices
Project Duration/Life span (Financial Years)	2022 up to 2027
Officer Responsible	Secretary/Electoral Commission
PROJECT INTRODUCTION	
Problem Statement	The Electoral Commission (EC) Capital budget allocation remains significantly low and inadequate to enable the undertaking of the required investments especially acquisition and construction of a befitting headquarters, regional and district offices. Provision of office and storage space for Field Electoral Commission Offices remains a key priority for the Commission. The Commission has acquired some land for the construction of regional offices and district offices.
Situation Analysis	The Commission headquarters has always been housed in a flood-prone area. This means the Commission is prone to floods and loss of property and data. Additionally, the Commission has been requested to relocate its current premises to pave way for the Kampala-Jinja Highway flyover construction. In this regard that the Commission must acquire land and construct suitable premises as its headquarters.
Relevance of the project idea	Shortage of office accommodation in Government has over the years led to huge sums of money being spent on renting office premises. The Commission rents warehouses, offices for Regional and District Election Offices and pays colossal sums of money. This could be eliminated if resources were allocated towards construction of offices and storage facilities. Additionally, the Commission requires purposely built headquarters and warehouses for its election materials and equipment. This would also provide adequate and befitting office accommodation for the Electoral Commission Field Staff, which is vital for effective conduct of electoral activities.
Stakeholders	The Headquarters shifting will pave way for the ongoing Kampala-Jinja Highway road Project

Project objectives/ outcomes	Acquire decent accommodation for Electoral Commission Offices and storage facilities in line with the objective of decentralising the EC's services and institutional representation in all regions/districts of the country. Construction of Regional Electoral Commission Offices remains a key priority over the Medium Term. Accordingly, fifteen (15) regional/district office blocks/storage space are planned to be constructed in the twelve election regions in a phased manner.				
Project inputs/activities/ interventions	• Procurement of Electoral Commission Headquarters • Procure consultancy services for the construction, equipping and furnishing of Electoral Commission Offices and storage. • Procurement of the Contractor for the Construction of the Headquarters, Regional and District Offices.				

STRATEGIC OPTIONS

Strategic options	Public Private Partnerships				
Coordination with government agencies	The Commission will work in conjunction with Ministry of Works and Transport on bid evaluations and supervision of the works by the contractors.				

PROJECT ANNUALISED TARGETS (OUTPUTS)

Project annualized targets	**Outputs**	**FY22/23**	**FY23/24**	**FY24/25**	**FY25/26**	**FY26/27**
	Number of Districts Offices/Storage Constructed	2	2	2	2	2
	No Regional Offices/ Storage Constructed	2	2	2	2	2
	EC Headquarters Premises acquired		01	0	0	0

ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualized cost		**FY22/23**	**FY23/24**	**FY24/25**	**FY25/26**	**FY26/27**
		2.361	33.51	158.043	8.043	8.043
Percentage progress of project implementation		**FY22/23**	**FY23/24**	**FY24/25**	**FY25/26**	**FY26/27**
		1.1%	17.1%	92.3%	96.2%	100.0%

Table 22: Development of Uganda Election Management Integrated System (UEMIS)

PROJECT SUMMARY	
Project Title	Development of **Uganda Election Management Integrated System (UEMIS)**
Vote	Electoral Commission
Vote Function	Electoral Commission
Vote Function Code	102
Implementing Agency	Electoral Commission
NDPIII Programme	Governance and Security
Project Title	Development of **Uganda Election Management Integrated System (UEMIS)**
Location	Nation Wide
Estimated Project Cost	171,056,000,000UGX
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of the next NDP	Initiation Stage
Funding gap at commencement of the NDP	171,056,000,000UGX
Project Duration/Life span (Financial Years)	2023-2026
Officer Responsible	Secretary/Electoral Commission
PROJECT INTRODUCTION	
Problem Statement	The Commission is generally faced with the challenge of limited time between nomination of candidates and printing of Ballot Papers and Declaration of Results Forms. The legal requirement of announcing election results within 48 hours after closure of polling is another challenging requirement in view of the increasing participation of candidates in the electoral processes. There is an increase of stakeholders' participation in the electoral processes. This is evident by the increasing number of candidates, voters and levels of accuracy of electoral processes in Uganda. This increase calls for quicker and better tools being used in the management of election related data. Over the years, the Commission has deployed disjointed systems to tackle critical areas of the electoral processes. Currently we stand alone systems that are not integrated making data management problematic.
Situation Analysis	The Commission usually encounters errors resulting out of the local government Statutory Instruments creating these administrative units. Some Statutory Instruments contain errors omissions of existing units, mis-posting of some units in wrong areas such as a parish posted in a wrong sub-county. Usually such errors in the Statutory Instrument are not detected in a timely manner until it's too late when some processes are already done or when an electoral activity is taking place. Undoing such errors requires another Instrument which disrupts the Commission timed activities. The introduction of Information and Communications Technologies (ICT) into the electoral processes has generated both interest and concern among voters, as well as practitioners across the globe. Today, most electoral management bodies (EMBs) around the world use new technologies with the aim of improving the electoral processes.

	From its formation in 1996, Uganda Electoral Commission has undergone a revolution of technological advancements in systems with the aim of achieving result contentment in executing free and fair elections in the country. The push for continuous improvement in the technology is as a result of the complexity of data management as more and more people get involved in the electoral activities. Statistics have shown that the number of electoral areas increased from 13,997 in 2006 to 45,965 in 2021. This number of elective positions also increased from 750,568 in 2006 to 1,612,295 in 2021. This calls for faster and better tools to manage electoral data. Some of the complexities and challenges in the data management has noticeably arisen from the following errors; a) Errors resulting out of the local government Statutory Instruments creating administrative units; b) Inaccuracies in electoral information on nomination forms results into mismatches during ballot paper printing and at times leads to postponement of elections in some electoral areas. Candidates may also be nominated in wrong electoral areas if the database contains errors; c) Paper based nomination process by submitting hard copies to the Returning Officers during nomination days and then the Commission compiles/captures the candidates' particulars later for purpose of printing ballot papers. The process of capturing candidates' particulars for purposes of gazetting and ballot paper printing is so tedious and prone to errors; and d) Challenges in producing and analysing election results.
Relevance of the project idea	This project seeks to provide a software platform where all electoral processes are merged into one system. The independent modules that the project seeks to merge are outlined below; a) **Voter registration** shall be used for building and maintaining a voter register with personal details of all eligible voters in electronic format, including biometric information such as photographs and finger print scans. Voter registration data in electronic format can be used in many ways (e.g. data cross-checks, duplicate detection, issuing voter identification documents, targeting voter information, planning and electoral logistics, producing voter lists for polling stations and obtaining demographic information about the electorate); b) **Voter identification** includes both electronic and manual voters register for checking the eligibility of each voter at the polling station level by comparing his or her personal details to a database of all eligible voters; c) **Nomination of candidates.** Nomination data to be captured at source and in real time using the system; d) **Verification of supporters for nomination** of candidates to be done on the system; e) **Database for production of ballot papers and DR Forms** to be extracted from the system; f) Harmonization and management of campaign programmes to be done on the system; g) **Party and candidate registration**, for tracking the registration status of supporters and verifying their authenticity, checking any required support signatures and providing the data in appropriate formats for designing ballot papers and tally sheets, configuring voting machines, etc; h) **Observer registration and accreditation**, for tracking the accreditation process for citizen and international observers and issuing their identification documents;

	i)	**Demarcation of electoral areas and reorganisation of polling stations** using geographical information systems;
	j)	**Vote tallying, result tabulation and transmission**, to speed up the counting process and publish results as fast as possible;
	k)	**Result Publishing**, for presenting and visualizing election results in various formats including maps, charts, detailed results databases and overviews;
	l)	**Voter information** to provide voters and other electoral stakeholders with detailed data about electoral process. This will include polling station locators allowing voters to easily find their polling station, legal databases of regulations, information about parties and candidates running for election, databases allowing access to detailed election results and statistics desegregated by gender, and continuously updated calendars with key events and deadlines;
	m)	**E-learning systems**, for the professional development of EMB staff; and
	n)	**Complaints management** for timely complaint reporting, resolution and feedback of electoral disputes.
Stakeholders		The immediate beneficiaries shall be the Commission, candidates, political parties, voters and scholars. However, the Commission shall also realise greater improvements in its electoral processes.
Project objectives/outcomes		To design, develop and implement a scalable Integrated election management system with a view of providing timely and accurate election information to stakeholders.
		To ensure Accuracy of data i.e.
		a. Improve the accuracy of the Administrative Units Data. b. Ensure accurate data of Electoral Areas for representation at different levels. c. Ease of making updates by RO's. d. Returning Officers will have direct access and thus own the data • To Save administrative time i.e.
		a. Ease the processing of data; and b. Provide for real-time data on Administrative units. • Capture data on nomination and election results; and
		• To involve candidates in verification of their particulars before printing of ballot papers.
Project inputs/activities/ interventions		• Formation of a project team
		• Perform a feasibility study to determine the technical, economic, operational, time, management and legal feasibilities
		• Gathering requirement for the system (User views)
		• Design of system requirement document (SRS) and software architecture
		• Implementation or Coding
		• Testing and quality assurance
		• Deployment
		• Maintenance
Project Risks		• UEMIS systems need a significant amount of dedication and organisation transformation.
		• Systems analysts are usually hired as consultants on UEMIS projects and this tends to make the initial costs very high.
		• In-house developed UEMIS tend to be time consuming thus total dedication is required to achieve the target mile-stones.
		• Maintenance costs tend to be high because technology keeps changing and therefore the need for constant training of technical staff.

STRATEGIC OPTIONS	
Strategic options	The project seeks to build a traditional On-Premise UEMIS system that shall be hosted in EC's own servers and maintained by the IT department with help of external consultants from both private and other government MDA's such as NITA-U.
Coordination with government agencies	The Commission will work in consultation with NITA-U, NIRA, MoICT, URA and UCC.

PROJECT ANNUALISED TARGETS (OUTPUTS)

Project annualized targets	Outputs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
	Project team formally appointed (Persons)		5	10	20	
	Modules developed		3	5	1	
	Modules Tested		4	4	1	
	Modules Deployed		1	5	2	
	Modules Maintained		1	6	2	

ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualized cost		FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
			32.92	73.134	65.002	0
Percentage progress of project implementation		FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
			19.25%	62%	100%	100%

APPENDIX A: EC Monitoring & Evaluation Results Outcome Matrix

Goal	Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	22/23	23/24	24/25	25/26	26/27
	PIAP Objective	**PIAP intervention**	**PIAP Outcomes**	**PIAP outcome Indicators**						
The goal of the Electoral Commission is to promote participatory democracy and good governance.	Strengthen citizen participation and engagement in the democratic processes	Strengthen democracy and electoral processes	Free and fair elections	Proportion of eligible voters registered	89%	90%	91%	92%	100%	100%
				Proportion of citizens engaged in electoral process	80%	90%	90%	90%	90%	90%
				Proportion of registered election disputes analysed and resolved	75%	82%	84%	100%	100%	100%
			Effective citizen participation in the governance and democratic processes	Democratic index	6.5	7.0	7.3	7.6	7.9	8.6
				Percentage expenditure on R&D	0.01	0.05	0.05	0.08	0.08	0.1
		Strengthen the representative role of MPs, Local Government councillors and the Public	Effective citizen participation in the governance and democratic processes	No. of participatory sensitization sessions for elected leaders (Sessions with Parliament and Local governments)	-	60	60	60	60	60
EC Strategic Objective		**Intervention**	**Outcomes**	**Outcome Indicators**						
	Objective 1: To enhance inclusive citizen participation and engagement in the electoral process	Intensify sensitization through effective voter/civic education approaches	Stakeholders/ public awareness of the electoral process	Proportion of the public aware of the electoral processes	80%	90%	90%	90%	100	100%
		Encourage Special Interest Groups (SIGs) to participate in electoral activities.	Increased participation by women and SIGs in national and local electoral processes	Percentage of eligible women and SIGs registered to vote in national and local elections	100%	100%	100%	100%	100%	100%

Goal	Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	22/23	23/24	24/25	25/26	26/27
		Put in place mechanism to enable citizens in the diaspora and inmates to register and vote	Citizens in the diaspora and restricted areas participating in the electoral process	Proportion of citizens in the diaspora and inmates participating electoral events	0%	0%	0%	35%	50%	50%
	Objective 2: To strengthen stakeholder collaboration and engagement in the electoral process	Improve sensitization of the stakeholders on the legal framework regarding electoral processes	Stakeholder awareness of their rights and obligations	Reduction in the incidents of violence	70%	75%	78%	80%	85%	90%
		Intensify collaborative sensitization of stakeholders on the Electoral Processes.	Enhanced stakeholders/ public civic competence, confidence and Informed electorate	Proportion of the informed electorate	30%	50%	50%	80%	100%	100%
		Sensitize the stakeholders on the code of conduct for Political Parties/ Organizations to enable a level play field.	Stakeholders aware of the code of conduct in election processes	Proportion of stakeholders aware of the electoral code of conduct	0%	100%	100%	100%	100%	100%

The Electoral Commission Strategic Plan (2022/23-2026/27)

Goal	Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	22/23	23/24	24/25	25/26	26/27
Objective 3: To deliver regular free and fair elections and referenda		Encourage all eligible citizens to register	Increased voter numbers	Proportion of eligible voters added on the voter's registers	95%	95%	95%	95%	95%	95%
			Accurate National Voter Register	Percentage of reported cases of missing particulars of voters on the polling day Register	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
		Introduce new methods of registering Special Interest Groups (SIGs).	Credible SIGs registers	Proportion of voters on SIGs Register	50%	100%	100%	100%	100%	100%
		Enhance the use of Voter identification system/ Technology	Voters easily identified and aware of their voting locations	Percentage of voters easily identified and aware of their voting location	100%	100%	100%	100%	100%	100%
		Improved use of Short Messages Services (SMS)	Informed Electorate	Percentage of voters receiving SMSs	60%	70%	75%	90%	95%	95%
		Timely intervention on allegations of violations of electoral laws.	Professional conduct of EC and government employees ·Compliance with the law	All held liable for their un law full and unprofessional actions	0%	100%	100%	100%	100%	100%

Goal	Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	22/23	23/24	24/25	25/26	26/27
Objective 4: To Improve timely, gender responsive and accurate information sharing, public trust and confidence in the electoral process		Improve gender responsive communication strategy to sensitize and engage the stakeholders	Improved gender responsive public awareness of the electoral processes.	Evidence of improved gender participation and interaction between the Commission and stakeholders	80%	90%	90%	100%	100%	100%
			Gender mainstreamed in the electoral processes	Gender and Equity rating of the Commission	65%	70%	75%	90%	95%	95%
			Enhanced public image on EC's capacity to administer free and fair elections	Public perception of capacity of EC to administer free and fair elections (disaggregated by gender, population group, etc.) (SIGs inclusive)	50%	70%	75%	90%	95%	95%
Objective 5: To Strengthen the Institutional capacity of Electoral Commission		Provide training to all EC personnel performing election related duties and functions on all aspects of election management	Skilled and knowledgeable workforce	Proportion of staff implementing learning outcome	60%	70%	80%	90%	95%	95%
		Upgrade IT equipment and facilities for effective functioning	A sound and fully functional IT system	Evidence of system availability, speed and efficiency	80%	80%	80%	85%	95%	95%
		Construction of office and storage facilities	New offices and storage facilities constructed	Proportion of purpose-built office and storage facilities	0%	50%	55%	60%	60%	80%

| Goal	Goal and Objectives	Strategic Intervention	Outcome	Outcome Indicators	Baseline 2017/18	22/23	23/24	24/25	25/26	26/27
		Intensify Monitoring and Evaluation of electoral activities	M&E reports	Number M&E Reports analysed and acted upon	-	4	4	4	4	4
			Electronic M&E system in place connecting Headquarters and the field	Fully operational Management Information System	0%	20%	50%	70%	85%	85%
			M&E skills imparted on Commission and staff Aggregated evaluation and assessments Data	Availability of statistics on every election activity held	80%	85%	85%	90%	100%	100%
		Improve Election Information sharing through digitizing Election Documents	Online Access to Election Documents	Proportion of digitized Election Documents accessible online	0%	50%	50%	50%	60%	80%
		Intensify Research on election activities	Survey Reports	Number of survey reports	1	4	4	4	4	4

APPENDIX B: Approved Key Roadmap Milestones To The 2025-2026 General Elections

No.	Electoral Activities Milestones *	Start	Finish	FY
1	Benchmarking on Electoral Participation by Citizens in Diaspora, Prison, PwDs and Special Institutions	Saturday, 3 June 2023	Friday, 1 September 2023	2023/2024
2	Procurement of Materials and Services for the Demarcation of EAs and Reorganisation of Polling Stations	Wednesday, 3 April 2024	Saturday, 1 June 2024	
3	Recruitment, Training and Deployment of Parish and Sub-county Supervisors for purposes of Reorganisation of Polling Stations	Wednesday, 29 May 2024	Thursday, 27 June 2024	
4	National Training Workshop for Staff on Commencement of Roadmap, Demarcation of EAs and Reorganisation of Polling Stations	Thursday, 13 June 2024	Saturday, 15 June 2024	
5	Regional Stakeholders Engagement Workshops on Strategic Plan, Roadmap, Demarcation of EAs and Reorganisation of Polling Stations	Saturday, 22 June 2024	Saturday, 22 June 2024	
6	Field Demarcation of Constituencies and Electoral Areas and Reorganisation of Polling Stations	Thursday, 4 July 2024	Saturday, 13 July 2024	2024/2025
7	General Update of the Register in each Parish. In line with Article 61 (1)(e).	Friday, 3 January 2025	Friday, 24 January 2025	
8	Compilation of Youth, PWDs, Older Persons, Workers, UPDF and Professional Bodies Voters Registers. In line with ECA Sec. 18(1).	Friday, 3 January 2025	Friday, 24 January 2025	
9	Cut-off of Update of the National Voters' Register and Compilation of Youth, PWDs, Older Persons & Workers Registers. In line with ECA Sec. 19(7) & 19(8)(a).	Friday, 24 January 2025	Friday, 24 January 2025	
10	Display of the National Voters' Register at each Polling Station. In line with ECA Sec. 24(1) & Sec. 25(1).	Friday, 18 April 2025	Thursday, 8 May 2025	
11	Display of the SIG Committees Voters Register in each Village/ KCCA/UPDF/EC/Workers Offices.	Friday, 18 April 2025	Monday, 28 April 2025	
12	Display of Tribunal recommendations at each Parish. In line with ECA Sec. 25(1a).	Friday, 9 May 2025	Monday, 19 May 2025	
13	Nomination of Village SIG Committees Candidates (OP, PwD, Youth).	Monday, 2 June 2025	Tuesday, 10 June 2025	
14	Nomination of Parish/Ward SIG Committees Candidates (OP, PwD, Youth)	Thursday, 26 June 2025	Friday, 27 June 2025	

The Electoral Commission Strategic Plan (2022/23-2026/27)

No.	Electoral Activities Milestones *	Start	Finish	FY
15	**Deadline for establishment of academic papers with the EC by aspiring candidate**			
	Local Governments	Thursday, 3 July 2025	Thursday, 3 July 2025	
	Presidential	Friday, 1 August 2025	Friday, 1 August 2025	
	Parliamentary	Wednesday, 16 July 2025	Wednesday, 16 July 2025	
16	**Deadline for resignation by Public Servants intending to contest**			
	Local Governments	Saturday, 2 August 2025	Saturday, 2 August 2025	
	Presidential	Wednesday, 1 October 2025	Wednesday, 1 October 2025	
	Parliamentary	Friday, 13 June 2025	Friday, 13 June 2025	
17	Nomination of Sub-county, Town and Municipal Division SIG Committees Candidates (OP, PwD, Youth)	Monday, 14 July 2025	Tuesday, 15 July 2025	2025/2026
18	Holding of Sub-county Conferences to elect Nonunionised Workers Delegates to the District	Friday, 11 July 2025	Friday, 11 July 2025	
19	Nomination of Municipality/City Division SIG Committees Candidates (OP, PwD, Youth)	Thursday, 24 July 2025	Friday, 25 July 2025	
20	Nomination of District and City SIG Committees Candidates (OP, PwD, Youth).	Monday, 11 August 2025	Tuesday, 12 August 2025	
21	Holding of District Conferences to elect Nonunionised Workers Delegates to the Regions	Thursday, 7 August 2025	Thursday, 7 August 2025	
22	Nomination, Campaigns and Polling for National Youth Council Committee	Wednesday, 27 August 2025	Friday, 29 August 2025	
23	Nomination of Candidates (Local Governments including SIGs). In line with Section 119(1)	Wednesday, 3 September 2025	Friday, 12 September 2025	
24	Nomination of Candidates (Parliamentary). In line with Section 9	Tuesday, 16 September 2025	Wednesday, 17 September 2025	
25	Nomination of Candidates for Presidential Elections	Thursday, 2 October 2025	Friday, 3 October 2025	
26	Nomination of candidates for SIGs Representatives to LGs	Monday, 8 December 2025	Friday, 12 December 2025	
27	Polling Period for Presidential, Parliamentary and Local Governments Councils including SIGs Representatives in line with Article 61(2)	Monday, 12 January 2026	Monday, 9 February 2026	

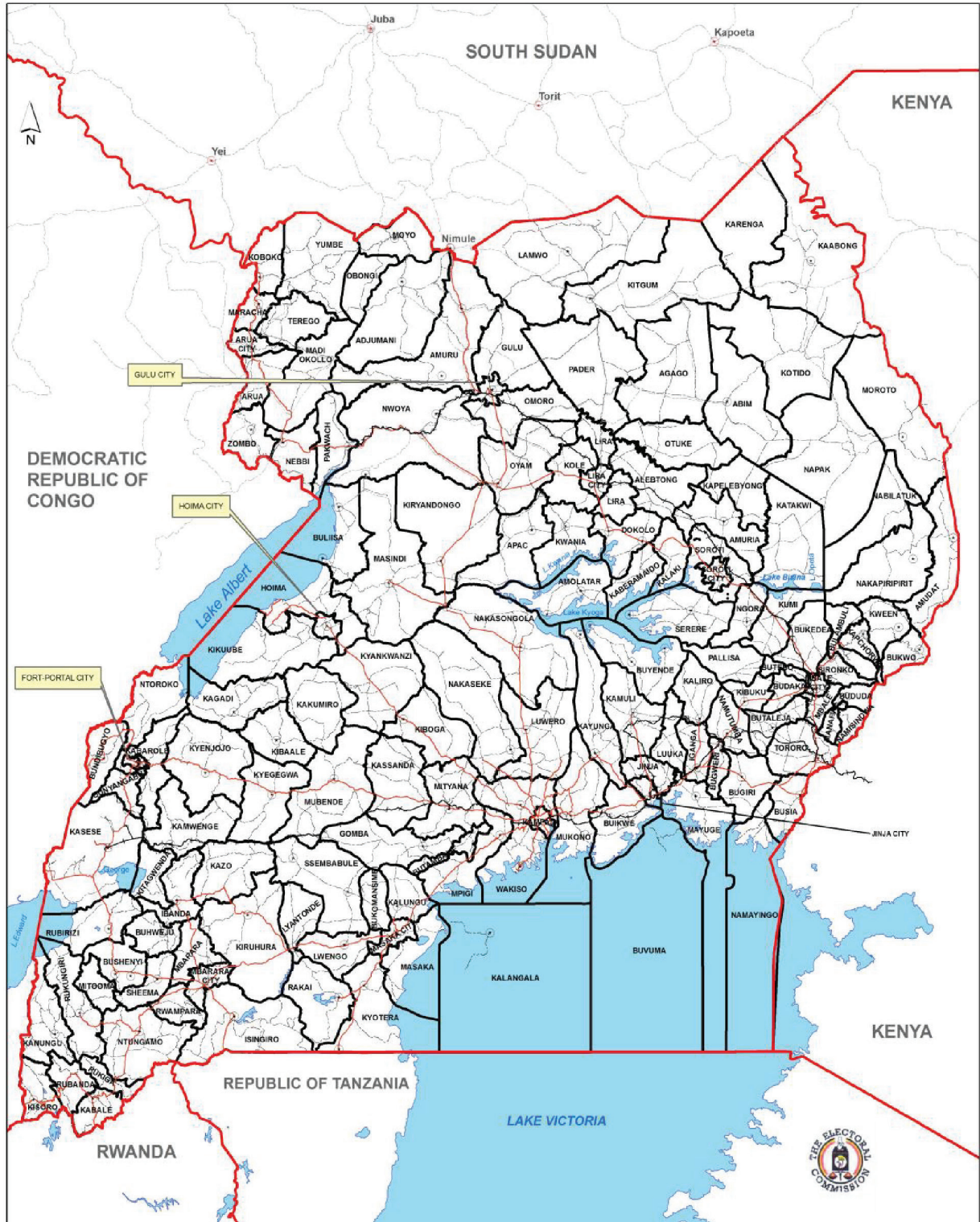Approved Key Roadmap Milestones to the 2025-2026 General Elections as of 13 December 2022
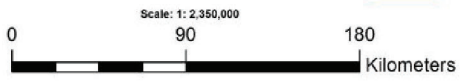
APPENDIX C: Strategy Map
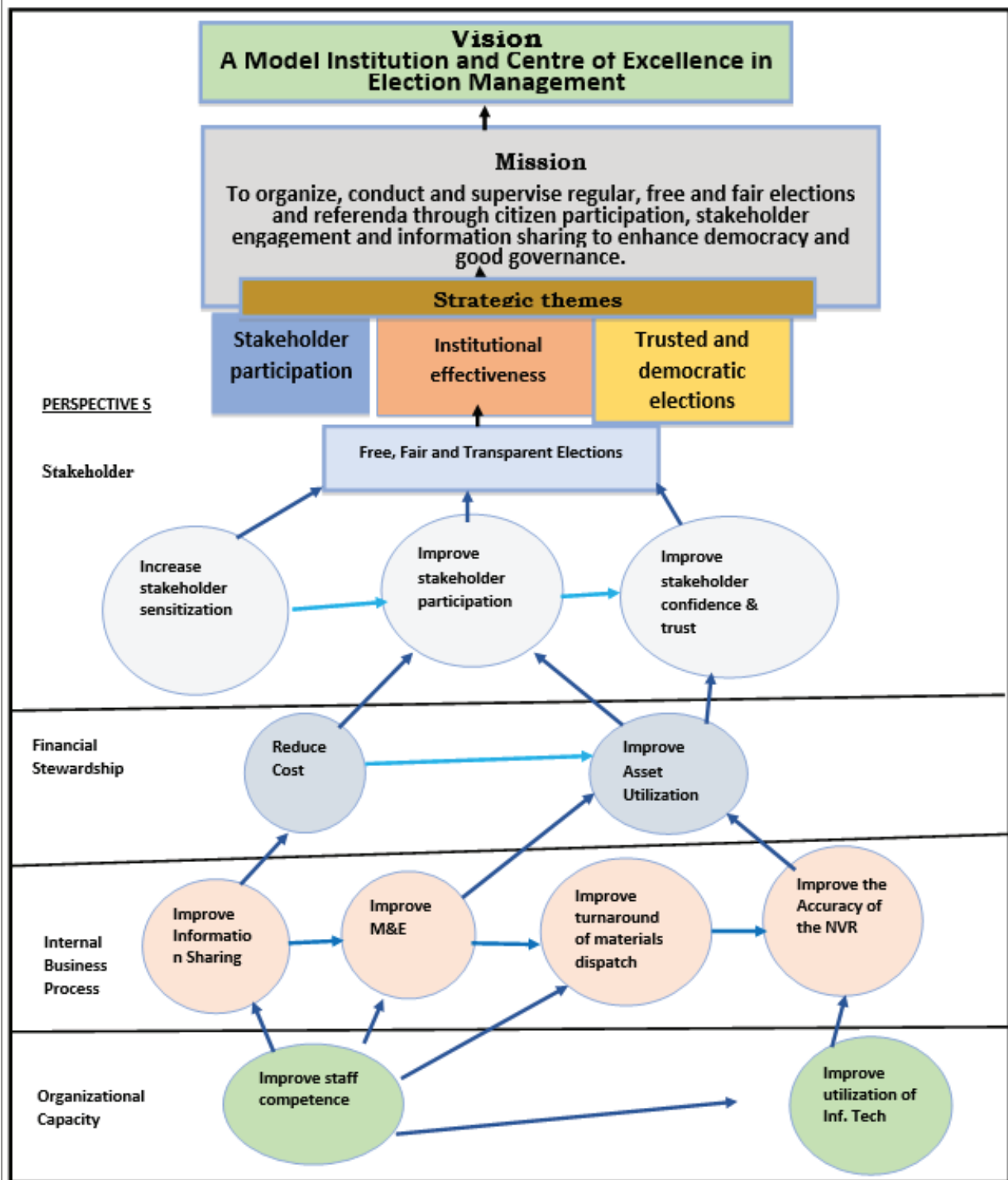
THE DISTRICTS OF UGANDA AS AT 1/7/2020