



ZIMBABWE ELECTORAL COMMISSION

STRATEGIC PLAN 2020 – 2024



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CHAIRPERSON'S **FOREWORD**

After the Zimbabwe 2018 Harmonised Elections held on 31 July 2019, the Zimbabwe Electoral Commission (ZEC) embarked on an ambitious programme to get objective reviews from seconded staff, political players, civic society organisations (CSOs) and election observers. The reviews started with internal reviews which collected internal stakeholders' perceptions of how the election was managed. After the internal review, several stakeholders' reviews were done with Disabled People Organisations (DPOs), Civic Society Organisations that were involved in voter education, media practitioners and political parties. A post-election gender survey which examined factors affecting women's participation in elections was also carried out.

The purpose of these reviews was to capture the aspirations of all Zimbabweans on how they would like to see election management in the future. These views formed the basis of this new strategic plan. The new strategic plan intends to realign the operations of ZEC to be electoral cycle compliant with emphasis on rebranding, alignment of electoral laws and regulations to the Constitution, institutional capacity development, delimitation of electoral boundaries, and enhancement of electoral processes and procedures.

A major development in the new Strategic Plan is the addition of Inclusivity as one of our values. This was done in order to recognise recent trends to make election processes participatory for men, women, youths, the elderly and people with disabilities. Another key feature of the new Strategic Plan is the simplified language and presentation to make the document accessible to all our stakeholders.

The Commission wishes to acknowledge the technical and financial support it received from all its development partners during the post-election reviews and during the drafting of this Strategic Plan. The Commission would also like to thank all members of the Secretariat who contributed to the development of this Strategic Plan. May I conclude by reiterating the Commission's commitment to the full implementation of this Strategic Plan.

Justice Priscilla Makanyara Chigumba

Chairperson, Zimbabwe Electoral Commission

CHIEF ELECTORAL OFFICER'S **REMARKS**



The new Zimbabwe Electoral Commission Strategic Plan for the period 2020 – 2024 comes at a time when the Commission has successfully implemented biometric voter registration (BVR) which culminated in the compilation of a new voters' roll and polling station specific voting. This Strategic Plan continues from where the last one left with a thrust towards improving the management of elections through the electoral cycle programming. As the Electoral Management Body in Zimbabwe, we want to make electoral processes transparent, inclusive and interactive.

The ZEC Strategic Plan is a public document that serves as a record of what ZEC stands for, what it does and why, and what it intends to achieve. It is a road map that guides and motivates the Commission for a defined period and plays an important role as a marker against which stakeholders can measure our performance. For this strategic plan period, the Commission intends to focus on stakeholder engagement, improvement of our procurement processes through the establishment of an independent Procurement Management Unit, move towards Programme Based Budgeting (PBB), and ISO/TS54001 certification. This will greatly improve the Commission's internal processes. The Commission will continue exploring ways of expediting our electoral processes through strengthening strategic synergies and the adoption and deployment of relevant ICTs.

I wish to thank our Chairperson, Deputy Chairperson, all the Commissioners, and members of the Secretariat for working towards the completion of this Strategic Plan. We look forward to the usual support from the Government of Zimbabwe and development partners.

Utloile Silaigwana

Chief Electoral Officer, Zimbabwe Elections Commission



1 STRATEGIC FOUNDATIONS OF ZIMBABWE ELECTORAL COMMISSION

The vision and mission statements, as well as the values, below are important to help communicate the goals of the Zimbabwe Electoral Commission (ZEC) identified within its Strategic Plan to its employees, stakeholders and the citizens. The Commission emphasizes the new vision and mission statements to its employees, to clarify the purpose and primary, measurable objectives of ZEC. The vision statement gives directions for employee behaviour and help provide inspiration. The mission statement helps to measure whether the strategic plan aligns with the overall goals of ZEC. The statements are therefore the strategic foundation of ZEC. The Strategic Plan has a new vision and mission statement to reflect a new direction of the organization.

1.1. THE VISION

To be a centre of excellence in the management of elections and referendums.

1.2. THE MISSION

To conduct credible elections and referendums in Zimbabwe.

1.3. VALUES

Transparency: We commit to promote transparency through candid communication with both internal and external stakeholders. The transparency will be reflected in the operations of ZEC and perceptions within the public. Key indicators of transparency include being receptive to the public, regular communication with the public, political parties and media and access to information.

Independence: We commit to being an autonomous, self-regulatory institution as per the Constitution of Zimbabwe. ZEC is established as an independent commission supporting democracy under Chapter 12 of the Constitution. Structural independence of ZEC is guaranteed within the Constitution and ZEC is “not subject to or control of anyone”.¹ The Commission is an autonomous self-regulatory institution as per the Constitution. In terms of normative independence, the Commission values to implement its actions without any undue interference from the executive, political parties or interest groups.

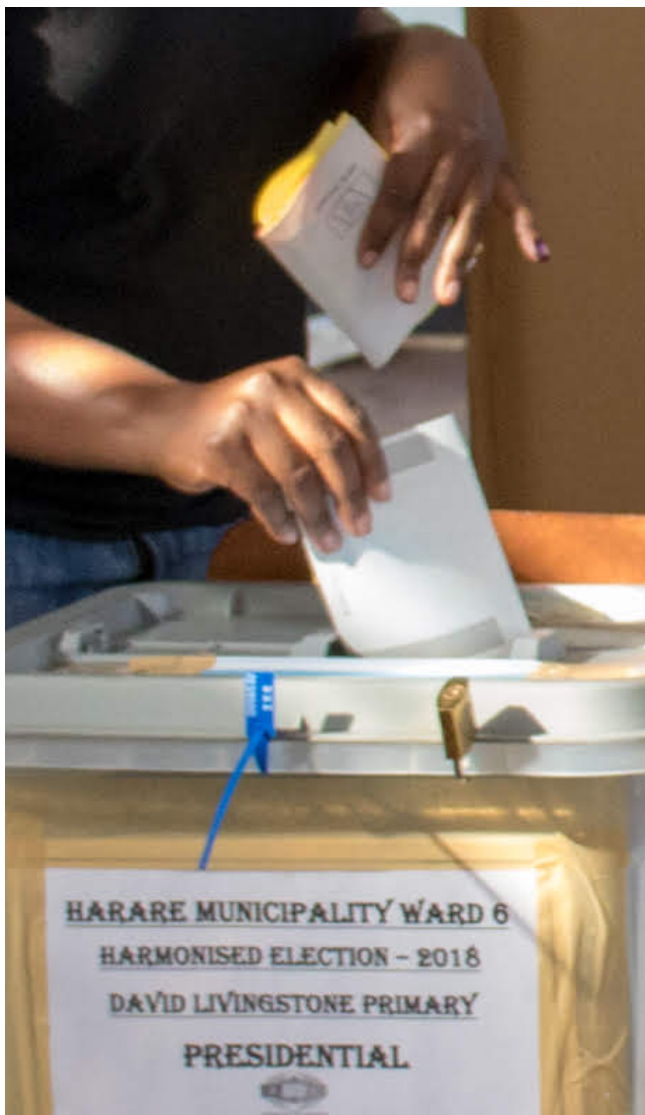
Teamwork: We commit to observe and promote teamwork. We believe in the inherent worth for all people. We provide opportunity and encouragement to help our people reach their potential. Employees of ZEC are the source of its strength; their imagination, determination and dedication are essential to the growth of ZEC. We celebrate and reward the unique backgrounds, viewpoints, skills, and talents of everyone.

Impartiality: We commit to treat all our stakeholders in a fair manner. As elections promote democracy and its values and protect political rights of citizens, the Commission shall ensure free political choices for all citizens. We will promote the constitutional rights of the citizens without fear or favour. Whatever personal ideological or political convictions the electoral officials may have, every contestant and voter shall be treated equally by the Commission.

Integrity: We commit to integrity of the election process through the commitments made by Zimbabwe to the international standards governing the conduct of credible elections, including the United Nations’ (UN), the African Union’s (AU) and the Southern African Development Community’s (SADC) charters and covenants.

Inclusivity: We commit to include all marginalized groups in all electoral processes. Inclusivity will be promoted within ZEC and within all stages of the electoral process. In terms of social inclusion, participation of women, provinces, religions, communities, persons with disabilities, youth and elderly as defined in the Constitution will be ensured. Internally within ZEC, human resource policies shall be guided by the principle of gender balance and inclusion.

1 Section 235 Section 1 (a) Independence of Commissions



2 GUIDING PRINCIPLES

The guiding principles of the Commission are the laws, statutes, conventions, protocols etc below, which provide the political rights of citizens to freely make their political choices. Every citizen has the right to take part in the conduct of public affairs, directly or through freely chosen representatives, and to vote and to be elected at genuine periodic elections. These elections must be universal and of equal suffrage and shall be held by secret ballot, guaranteeing the free expression of the will of the citizens. These foundational parameters are provided for in the Constitution (Section 67 Political Rights) and reflected in the International Convention on Civil and Political Rights, (ICCPR) Article 25, ratified by Zimbabwe.

2.1. DOMESTIC LAWS AND REGULATIONS

- (a) The Constitution of Zimbabwe
 - Public Procurement and Disposal of Assets Act (Chapter 22:23)
- (b) Acts of Parliament
 - Electoral Act (Chapter 2:13)
 - Referendum Act (Chapter 2:10)
 - Public Finance and Management Act (Chapter 22:19)
 - Political Parties (Finance) Act (Chapter 2:11)
 - Traditional Leaders Act (Chapter 29:17)
- (c) Subsidiary legislation
 - Election Regulations

2.2. REGIONAL FRAMEWORKS

- African Charter on Human and Peoples Rights
- AU Principles governing Democratic Elections in Africa
- African Charter on Democracy, Elections and Governance
- African Union Principles governing Democratic Elections in Africa
- SADC Forums, Norms and Standards
- Principles for Election Management Monitoring and Observation (PEMMO)
- SADC Principles and Guidelines
- Electoral Law Reform in Africa

2.3. INTERNATIONAL FRAMEWORKS

- United Nations Charter (UN Charter)
- The Universal Declaration of Human Rights (UDHR)
- International Covenant on Civil and Political Rights (ICCPR)
- Convention on Elimination of All forms of Discrimination Against Women (CEDAW)
- International Convention on the Elimination of All forms of Racial Discrimination (ICERD)
- Convention on the Rights of People with Disabilities (CRPD)
- The Beijing Declaration and Platform of Action
- UN General Assembly Resolution on Women and Political Participation (66/130)



3 CONSTITUTIONAL MANDATE OF ZEC

The development of an election management body (EMB) in Zimbabwe has been an incremental process that has been strengthened over the past decades, transforming from the Office of the Registrar-General, the Election Supervisory Commission and the Delimitation Commission to the Zimbabwe Electoral Commission following the adoption of the SADC Principles and Guidelines Governing Democratic Elections in 2004. The role of ZEC was further strengthened as an independent commission with the 2013 Constitution providing it the mandate to conduct voter registration. This completed the process of establishment and formation of an independent EMB.

3.1. PRINCIPLES GOVERNING THE MANDATE OF ZEC

The principles governing the mandate of ZEC have been outlined in the Constitution, Chapter 7, Elections, Section 155, as:

- (1) Elections, which must be held regularly, and referendums, to which this Constitution applies must be—
 - (a) peaceful, free and fair;
 - (b) conducted by secret ballot;
 - (c) based on universal adult suffrage and equality of votes; and
 - (d) free from violence and other electoral malpractices.

- (2) The State must take all appropriate measures, including legislative measures, to ensure that effect is given to the principles set out in subsection (1) and, in particular, must:
 - (a) ensure that all eligible citizens, that is to say the citizens qualified under the Fourth Schedule, are registered as voters;
 - (b) ensure that every citizen who is eligible to vote in an election or referendum has an opportunity to cast a vote, and must facilitate voting by persons with disabilities or special needs;
 - (c) ensure that all political parties and candidates contesting an election or participating in a referendum have reasonable access to all material and information necessary for them to participate effectively;
 - (d) provide all political parties and candidates contesting an election or participating in a referendum with fair and equal access to electronic and print media, both public and private; and
 - (e) ensure the timely resolution of electoral disputes.

Additionally, Section 156 states that “at every election and referendum, the Zimbabwe Electoral Commission must ensure that”:

- (a) whatever voting method is used, it is simple, accurate, verifiable, secure and transparent;
- (b) the results of the election or referendum are announced as soon as possible after the close of the polls; and
- (c) appropriate systems and mechanisms are put in place—
 - (i) to eliminate electoral violence and other electoral malpractices; and
 - (ii) to ensure the safekeeping of electoral materials.

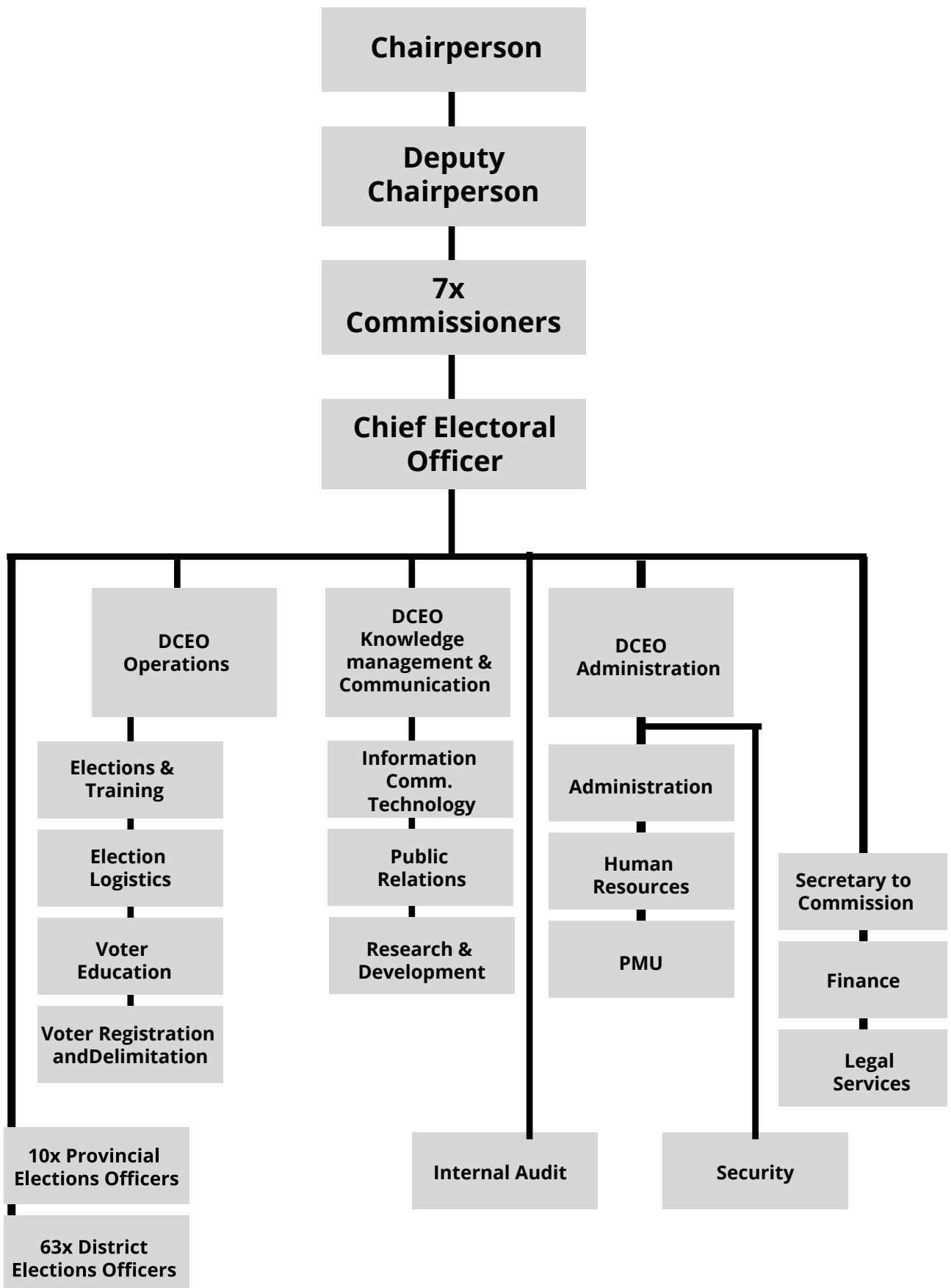
3.2. MANDATE AND FUNCTIONS OF ZEC

The mandate and functions of ZEC are elaborated in Article 239 of the Constitutions:

- (a) To prepare for, conduct and supervise-
 - (i) Elections to the office of the President and to Parliament;
 - (ii) Elections to provincial and metropolitan councils and the governing bodies of local authorities;
 - (iii) Elections of members of the National Council of Chiefs; and
 - (iv) Referendums,and to ensure that those elections and referendums are conducted efficiently, freely, fairly, transparently and in accordance with the law,
- (b) To supervise elections of the President of Senate and the Speaker and to ensure that those elections are conducted efficiently and in accordance with the law;
- (c) To register voters;
- (d) To compile voters' roll and registers;
- (e) To ensure the proper custody and maintenance of voters' roll and registers;
- (f) To delimit constituencies, wards and other electoral boundaries;
- (g) To design, print and distribute ballot papers, approve the form of and procure ballot boxes, and establish and operate polling centres;
- (h) To conduct and supervise voter education;
- (i) To accredit observers of elections and referendums;
- (j) To give instructions to persons in the employment of the State or of a local authority for the purpose of ensuring the efficient, free, fair, proper and transparent conduct of any election or referendum; and
- (k) To receive and consider complaints from the public and to take such action in regard to the complaints as it considers appropriate.

3.3. DIVISIONS AND FUNCTIONS OF ZEC

ZEC comprises of nine Commissioners: as well as the Chairperson and the Deputy Chairperson, who are working for ZEC full time with the responsibility for policy direction and strategic oversight. They undertake the oversight of the work of the Secretariat, approve key policy measures and issue directives to the Secretariat. The day-to-day operations of the Commission is the responsibility of the Secretariat which is headed by the Chief Elections Officer (CEO). The Secretariat operates under the CEO, with a Senior Management Team of three Deputy Chief Elections Officers (DCEOs) each one heading a division (Operations, Knowledge Management and Communication [KMC], and Administration). The core of the election operations is within the operation's division, which includes the departments of logistics; election and training; voter registration and delimitation; and voter education. The KMC division includes information communication and technology, public relations and research departments.





4 STRATEGIC PLANNING PROCESS

The strategic planning process for the 2020-2024 Strategic Plan was undertaken in mid-2019. It is intended to enable the Commission to respond to the challenges and needs of the institution during the next electoral cycle to implement its mandate, while ensuring a continued focus on long-term institutional strengthening. In line with the electoral cycle approach, the objective of the strategic planning process was to ensure that the Commission does not focus solely on organizing and delivering elections but also to enable the institution to plan strategically and long-term and to proactively identify change when needed. The strategic planning process analysed the internal and external dynamics of the Commission and engaged with the electoral stakeholders in institutionalizing a strategic approach to ensure that strategic planning processes are incorporated into its management culture and work ethos.

4.1. DESK REVIEW PROCESS

The work on the Strategic Plan was started with a desk review of policy documents including the Transitional Stabilization Programme (TSP), domestic and international observational reports, ZEC's own election report and the legal framework for elections in Zimbabwe. Key documents include the ZEC Strategic Plan 2016-2020, observer reports from AU, SADC, European Union (EU), the Commonwealth, NDI/IRI, the Zimbabwe International Election Observation Mission, other SADC platforms (SADC-PF and SADC-ECF), Common Market Place for Eastern and Southern Africa, Zimbabwe Election Support Network and several other organizations. Regarding the legal framework, reference was made to the following: Constitution of Zimbabwe (2013), Elections Act (Chapter 2:13) and other legal instruments, conventions and protocols mentioned on pages 6-7.

4.2. STAKEHOLDER FEEDBACK AND REVIEWS

In planning, the process is often as important as the result. To enhance transparency and to ensure that the new Strategic Plan is reflective of stakeholders' needs and expectations, a participatory strategic planning process was employed in the development of the Strategic Plan 2020-2024. This consultation process made part of the broader post-election review process. The following consultations were organized in this regard with different stakeholders and culminated with a National Multi-Stakeholder Post Election Review Conference in April 2019:

- Review on the Role of Media during Elections with Private and Public Media Entities (4-7 November 2018)
- Review of Voter Education Process with Civil Society Organizations (8-9 November 2018)
- Review of the Inclusion in 2018 Harmonized Elections with Disabled People Organizations (3-4 December 2018)
- Review of the Role of Multiparty Liaison Committees with major Political Parties (Consultant Review from February to March 2019)
- National multi-stakeholder post-election review conference (10-12 April 2019)

The process included extensive consultations with a broad range of key stakeholders, including political parties, Civil Society Organisations (CSOs), media, election observer groups, law enforcement agencies, the judiciary and other independent institutions.

4.3. ZEC INTERNAL REVIEW AND PLANNING PROCESS

A Strategic Planning Workshop was organized from 19-23 August 2019 with the participation of both the Commission and the Secretariat. The workshop offered an opportunity for the Commissioners and Secretariat to reflect, discuss and develop the institution's strategic foundations; namely the mission, vision and guiding principles. Priority strategic areas for the new Strategic Plan were identified at this workshop, with an initial outline of the strategic outcomes and strategic initiatives the Commission has planned to meet over the next five-year period. A SWOT (strengths, weaknesses, opportunities and threats) analysis was conducted, facilitating the development of a strategic plan through a systematic assessment of the internal status of the Commission and the external environment in which it operates.

In addition to the Strategic Planning Workshop, the ZEC staff at the district, provincial and headquarter level, as well as the seconded staff hired during the election (polling staff, ward and constituency election officers), participated in the post-election review processes. This was an important feedback loop that provided the Commission with much needed insight on the issues, challenges and needs at all the levels. This rich data has been extensively used in the strategic planning process.



5 ORGANIZATIONAL ASSESSMENT THROUGH SWOT ANALYSIS

This chapter presents an analysis of the operational environment of the Commission. The analysis highlights issues in both the internal and external environment of ZEC. The analysis of the internal environment focuses on the strategic issues that relate to its operations while the analysis of the external environment is an assessment of how the actions of electoral stakeholders are likely to impact the operations of the Commission. It is also an assessment of the potential opportunities inherent in the external environment. It includes a self-assessment by ZEC about its strengths and weaknesses both internally and externally.

5.1 STRENGTHS

Constitutional mandate of ZEC as an Independent commission under the 2013 Constitution.

Institutional experience of conducting presidential, parliamentary, local council and proportional representation (quota) elections over the last two decades as well as numerous by elections. ZEC is seen as an organization that can undertake complex logistic operations.

Strong working relations with other Chapter 12 Independent Commissions such as the Zimbabwe Human Rights Commission (ZHRC), the Zimbabwe Gender Commission (ZGC), the National Peace and Reconciliation Commission (NPRC) and the Zimbabwe Media Commission (ZMC).

Development of a credible, accurate and inclusive biometric voters roll that has been recognized by stakeholders.

Stakeholder engagement platforms established with political parties, CSOs, FBOs and media that were active during the lead up to the elections

Multi Party Liaison Committees (MPLCs) seen as an effective platform for election dispute resolution (EDR).

Innovative, creative and effective national voter education campaign implemented for voter registration and election during the 2018 elections leading to the highest ever voter turn-out of 85%.

ZEC has established a Media Monitoring Unit and undertook monitoring of electronic and print media in 2018 elections.

ZEC has a new Gender and Inclusion Policy (ZGIP) which will guide the Commission in integrating gender equality, equity and inclusion in its organisational procedures, practices, in the execution of its mandate, and in managing its partnerships.

5.2 WEAKNESSES

Perception surveys point to lack of confidence of the citizens on the independence of the Commission, with half the citizens seeing ZEC as being too close to the Government.

- Long-term institutional work has often been side-lined due to operational imperatives of elections taking precedence including the plethora of by-elections that are organized on a monthly basis.
- Institutional capacity development is not in place, weak management of human resources, including staff turn-over, understaffed departments and limited capacity of district offices. Weak internal management practices such as poor internal communication, overly bureaucratic processes and lack of a knowledge management system.

There is a need to establish a platform for Chapter 12 Institutions where issues of constitutionalism, democracy, human rights and accountability are discussed as outlined in the Constitution.

Continuous voter registration process has not been very effective with low levels of registration witnessed, some provinces have lower participation rates and it will be a challenge to keep the voters roll updated.

Stakeholder engagement is not institutionalised and as a result, stakeholders, including political parties, do not express full confidence in ZEC. Poor communication strategy negatively impacts quality and consistency of information that public receives.

The MPLCs are only active during the campaign period and not during the post and pre-election periods. MPLCs are more effective at provincial than at national level.

Continuous voter education campaigns have not been implemented leaving too limited time for undertaking voter education during the campaign period with competing information from stakeholders, particularly political parties.

No effective measures are available to ensure compliance with the provisions of the law. The media monitoring capacity of ZEC is limited and there is dependence on external resources of the Media Commission and the Broadcasting Authority of Zimbabwe.

There are a number of challenges that have been faced to achieve the constitutional provisions of 50:50 representation.

5.3 OPPORTUNITIES

Openness to a shared democratic value and culture with high levels of political participation and citizen engagement witnessed by high voter turnout.

Enabling political environment that allows for the holding of elections and promotes democracy

Enabling political environment that allows for the holding of elections and promotes democracy.

National dialogue process started by the Government, through NPRC, brings dividends, closure on pending issues and harmony among stakeholders.

Electoral reform process, started by the Government through executive and parliamentary activities, will lead to a stronger and more credible election procedure.

Liberalization of the economy, Transitional Stabilization Program and Vision 2030 will address issues of economic stabilization and development, and enable ZEC to get sufficient and timely funding for election preparations.

Considering the successful voter education campaigns in the past ZEC can further strengthen an inclusive campaign and address disparities among provinces, ethnicities, gender and people with disabilities

Development of new electoral management technology improves the credibility, transparency and accuracy of the election process

Traditional leaders play an important non-partisan role in promoting democracy and strengthening democratic values based on the Constitutional provisions

A new delimitation process leads to equitable representation of voters across the country as per the provisions of the Constitution

The expiry of the gender quota provides an opportunity to promote and legislate better representation measures for gender equality

Liberalization of electronic media, and transformation of public broadcasters through media reforms, enables broader media freedom and freedom of expression.

ZGIP should be prioritized to ensure that ZEC's policies and programmes are aligned with the agenda of promoting free, fair and inclusive elections.

5.4 THREATS

The contentions around the election results and post-election violence have undermined the confidence for and public perception of elections.

Mistrust among the political parties and lack of appreciation by stakeholders may lead to an unfavourable political environment for elections.

The non-participation of some opposition parties in the national dialogue, demonstrations, protests and stay-aways may create uncertainty and an unfavourable environment for elections.

Delays in the timeframe for the promulgation of the laws leading to limited reform or delayed reform without any meaningful impact.

Uncertainty in fiscal reforms, unstable currency exchange rates, sanctions, global recession, natural calamities, climate change, shortage of basic commodities etc leads to economic challenges affecting the public and ZEC operations and leaves no room for improving democratic participation.

Voter apathy and natural calamities may lead to poor participation in the next election.

Technological failures, cyber-attacks, lack of technological knowledge and poor communication network can lead to failures affecting the credibility of elections negatively.

On election matters, traditional leaders are perceived by some stakeholders as partisan and as an extension of the executive leading to limited trust in the institution.

Delays in the delimitation process may lead to another election cycle without equitable representation. If conducted in time, the provinces losing constituencies may see it as politically motivated.

The next election cycle may see reduced representation owing to no or limited legislative measures and the skewed perceptions in society on gender equality.

Limited or no reforms are implemented leading to continuous perceptions of biased and unequal media coverage of different political parties and marginalised groups during the next election cycle.

Violence against women in elections negatively impacts ZEC's agenda of free, fair and inclusive elections. Other institutions that are well placed to prevent and mitigate violence against women in elections have low credibility amongst communities, which may lead to a negative perception of ZEC's abilities to fulfil its functions.



6 PRIORITY AREAS, STRATEGIC OUTCOMES AND PERFORMANCE INDICATORS

The Strategic Plan 2020-2024 has been developed based on extensive internal and external feedback, consultations, discussions and reflections from domestic and international observer reports. The first section of the Strategic Plan identifies the priority areas that the Commission plans to implement during the next election cycle, followed by the strategic outcomes, the strategic initiatives and finally the performance indicators.

6.1. PRIORITY AREAS FOR STRATEGIC PLAN PERIOD

6.1.1. LEGAL FRAMEWORK

An Electoral Reform Bill was passed by the Parliament and was enacted by the President in May 2018, which provided the much-needed measures to improve the electoral legal framework. The bill was progressive in relation to the new Code of Conduct of Political Parties, improvement of voter registration processes with inclusion of biometric voter registration (BVR), gender mainstreaming elements, simplification of voter education and improvements in EDR. During the post-election review process, it was acknowledged by all stakeholders that several improvements have taken place in terms of the amendments undertaken to the Electoral Act in May 2018, but aspects related to delimitation, right to vote, measures to curb violations of electoral law, rights of people with disabilities, gender parity in representation, media freedom, accreditation of observers and EDR still need to be addressed. Full alignment of the Electoral Act to the new Constitution is needed. The same goes for other legislation affecting elections such as POSA and AIPPA. ZEC will be working with the Executive and the Parliament on the reform proposals. Legal reform is not only a key strategic priority but also impacts on the effectiveness of all the other areas listed below. Furthermore, integrity depends on public confidence in the electoral process and so the public needs to be kept informed of the electoral reform process.

6.1.2. INSTITUTIONAL CAPACITY

ZEC's attention has been principally taken up by the conduct of elections over previous years, including the continuous by-elections, with insufficient attention given to institutional strengthening. While steps have been taken to reduce the centralization that led to bureaucratic blockages and delays, the changes that have been made to the organization chart needs to be operationalized through capacity building initiatives and training. The policies, processes and procedures within ZEC need to be streamlined, documented and continuously updated and the Commission plans to use ISO/TS 54001: 2019 Quality Management System certification for EMBs. It is important to develop the office space, especially in the district offices, in a sustainable manner. Currently, many offices are rented, and any infrastructure improvements may be lost if the offices are moved. An institutional capacity development programme is not in place. A training needs assessment must be conducted for the new electoral cycle. Going forward, staff needs to be engaged in an assessment of organizational, departmental and individual goals, identifying existing capacities as well as capacity gaps. There is a clear need for a BRIDGE (Building Resources in Democracy, Governance and Elections) training programme as well as context specific trainings.

The human resources policies of the Commission need improvement and the structures of workers committees need to be made more effective for developing a cordial working relationship between the employer and the employees. A staff appraisal system that clearly outlines staff welfare policies, training opportunities, promotion policies and career development need to be developed. On the ICT side there is no integrated election management system (EMS) and resources are needed for constant upgrading of technology and enhancing cyber security. To increase efficiency of service delivery, there is a need for the Commission to expand e-services to stakeholders.

6.1.3. VOTER REGISTRATION AND DELIMITATION

The development of a credible, inclusive and accurate BVR system was an important achievement of ZEC for the 2018 harmonized elections. It is equally important that the same level of credibility, quality and accuracy is maintained towards the 2023 harmonized elections. This will require ZEC to have a continuous voter registration exercise including targeting areas and groups of low registration. Before the next election there will be a need to undertake another intensive voter

registration exercise to register as many potential voters as possible. One of the major challenges faced during the capture of data related to the addresses of the voters, which were captured using Alpha Lists. These anomalies will be addressed and for capture of new voter's, the process needs simplification and accurate capture of data is required. The Registrar General (RG) houses civil registry data and there is a need for linkages and interface on data sharing between ZEC and the RG office. This will enable ZEC to ensure that the voter registration data is updated periodically with information on deceased persons and undertake targeted mobilization of citizens who are getting their IDs including those turning 18.

The Constitution stipulates that for electoral purposes, the State is divided into 10 provincial constituencies, 210 National Assembly constituencies and as many wards as the number of members to be elected to the local authorities concerned. According to Section 161 of the Constitution, the boundaries of constituencies and wards across the country should be delimited to achieve as far as possible an equal number of registered voters in each constituency and ward with a margin of 20 percent more or fewer registered voters than the other constituencies or wards. There were large variations in the constituencies during the 2018 harmonized elections with the largest constituency of Harare South, with 76,425 voters and the smallest of Gutu North, with 14,198 voters. Half of the constituencies differ from the average by more than 20% and as such ZEC plans to undertake constituency delimitation during this election cycle to ensure equitable suffrage.

6.1.4. VOTER EDUCATION AND PUBLIC OUTREACH

The current voter education plan was developed for each of the processes starting with BVR to inspection to candidate nomination to election. It was therefore targeting a specific event and needs to have a continuous, longer term and more comprehensive approach. It was identified by the observer reports and ZEC's internal review process that a more continuous voter education plan is needed. Voter education tools and materials (electronic and printed) used for the 2018 harmonized elections needs to be updated, revised, creative and innovative. It is suggested to do field testing of the material before producing them for mass usage.

To better understand the dynamics of participation of citizens in the voter registration and polling day, it is important to undertake a deeper analysis of the gender, age and disability profile, assisted voter statistics, turned away voter statistics etc. This analysis will provide insight to ZEC in areas of future voter registration, polling preparations and arrangements, and targeting special needs.

6.1.5. STAKEHOLDER ENGAGEMENT

During the post-election review process, it was identified that interaction with electoral stakeholders has taken place on an ad hoc basis with no clear mandate for its coordination and, for the most part, only during election peak periods. The only regulatory mechanism that exist is the MPLC during the campaign period. There are no institutionalized structures during the post- and pre-election periods. Electoral stakeholders play a key role in creating public confidence in ZEC and ensuring public support for its policies and programmes. To ensure trust in the electoral process, there is a need for the Commission to institutionalize stakeholder engagement and to develop an operational culture that makes it responsive to the needs of its stakeholders.

ZEC's public relations and engagement has been identified both by the Commission's internal review and all observer reports as the weakest link. Addressing this would enable ZEC to be more proactive with timely provision of information about all steps of the election processes and making effective use of the stakeholder engagement platforms. Development on an effective public relations and engagement strategy and support implementation in piloting proposed actions. Continued engagement with stakeholders including political parties, CSOs, FBOs and media in the post-election and pre-election period will be required to build trust and confidence between ZEC and stakeholders.

The issues of lack of accountability in campaign finance, lack of legislative measures to monitor use of state resources, the role of traditional leaders and advantage of incumbency create an unlevel playing field and are major impediments towards a credible election process. To address

these issues ZEC will focus on policy advocacy on changes required in the laws to curb use of state resources and strengthening the code of conduct and its enforcement.

All Chapter 12 Commissions play an important role in strengthening democracy in Zimbabwe and have coordinated with ZEC in areas such as peaceful conduct of elections (NPRC), promoting and protecting human rights during elections (ZHRC), promoting gender mainstreaming and protecting violence against women (ZGC) and providing oversight over media (ZMC). ZEC plans to build on the successes achieved in the 2018 harmonized elections and further strengthen the partnership established among the Chapter 12 Commissions.

The recommendations from the Media Review Workshop, where the public and private media entities participated together with ZEC, proposed for new thinking around Zimbabwe's electoral laws, especially SI 233 of 2008, that needs to be amended and transformed as it preceded the 2013 Constitution. The media laws and regulations need to be reviewed to come up with proposals for an effective media monitoring process to be implemented by ZEC. ZEC's Media Monitoring Committee should be strengthened to do qualitative and quantitative analysis as part of the media monitoring. Training of the media personnel, both editors and reporters will be important to ensure non-partisan and objective reporting and for the media to adopt a code of conduct for reporting on elections.

6.1.6. GENDER AND INCLUSIVITY

Gender issues were not addressed in the last Strategic Plan. This was a major oversight and needs to be reflected in the new plan, with both an internal and external focus. The women representation in Parliament dropped from 35% to 31%, whereas local government seats saw a drop of three percentage points with only 13% women represented as councillors. Women constituted only 15% of the nominated candidates for National Assembly and therefore Zimbabwe ranks at 27 out of 188 countries on the Inter Parliamentary Union World Classification of Women in parliament. This represents a major challenge for women who wish to enter politics. The women's quota in the parliament will expire by the 2023 harmonized elections and if advocacy and policy efforts are not made towards gender parity of 50:50 as provided for in the Constitution, this will lead to a greater set back in the next elections. Similar challenges of representation are faced by the people with disabilities and youth.

ZEC has, therefore, adopted a more proactive approach of developing a policy that strives to ensure development of strategies to advance gender equality, equity and inclusivity in electoral processes. ZGIP seeks to guide the Commission in its efforts to integrate gender equality, equity and inclusion in its organisational procedures, practices as well as in the execution of its mandate and in managing its partnerships. The Policy seeks to ensure that ZEC policies and programmes are aligned with the agenda of promoting free, fair and inclusive elections.

For the 2018 harmonized elections ZEC put in place steps and made efforts to have a more inclusive process. These included improving access to people with disabilities for registration and polling by using shorter polling booths, targeted campaign of voter education and limited translation of voter education in braille. The observer reports and ZEC's internal review has recommended deeper engagement with this marginalized group to ensure that their rights are protected, and services provided to them. ZEC's engagement with disabled people organizations is required to build capacity of ZEC to better ensure inclusion. This will also include advocacy to incorporate the Convention on the Rights of Persons with Disabilities into domestic law.

Engagement with youth is a long-term process and needs to have a special focus considering the needs and desires of youth to engage in democratic processes. For this long-term engagement the relationship needs to focus on areas of democracy, participation, rights and obligations of citizens within the framework of the Constitution and the international charters and instruments of UN, AU and SADC.

6.1.7. CONDUCT OF ELECTIONS

The core area of ZEC is to ensure the conduct of peaceful and credible elections. ZEC plans to review its polling processes, strengthen the transparency of the process and address the weaknesses identified. One of the areas is related to the strengthening of the results management system, which includes ensuring the accuracy of the tabulation and collation processes. ZEC staff appointed during elections to conduct different duties require extensive training on their areas of responsibilities. There are recommendations from ZEC and observer reports to improve the quality of these trainings, to develop specific trainings for the different categories and have a pool of professional trainers. There is a need to have management level trainings for the other categories that cover areas such as the legal framework, transparency in polling operations, conflict management, communications, logistics management, results transmission etc. One of the major areas identified during the ZEC internal review process has been the cumbersome, complex and arduous business processes that resulted in delays in decision making thereby impacting the preparations of elections. There is a need for business process re-engineering to bring efficiency in the election processes.

6.2. STRATEGIC OUTCOMES, STRATEGIC INITIATIVES AND PERFORMANCE INDICATORS

Strategic Outcome	Strategic Initiatives	Performance Indicators
To contribute towards an enabling legal framework to conduct elections Code: SP13LS	<ul style="list-style-type: none"> • Developing coherent and comprehensive input to the legislative framework •Lobbying key stakeholders on electoral legislative reform •Reviewing regulations and internal procedures •Drafting new regulations, where needed •Strengthening of Election Dispute Resolution processes through an effective complaints management system and capacitating of MPLCs 	<ul style="list-style-type: none"> •Inputs to the legal reforms provided by ZEC to Ministry of Justice and Parliamentary Affairs •Legal reforms enacted by the Parliament •Revision of existing regulations to ensure credible elections •Development of new regulations •Development of a complaints management system and training of MPLC members and relevant stakeholders on conflict management
To develop adequate institutional and human resource capacity for program implementation Code: SP14HR, SP15IS, SP12PC, SP11AD, SP18RM, SP17FN	<ul style="list-style-type: none"> •Development of a new ZEC Strategic Plan and its implementation •Electoral cycle programming •ISO/TS 54001: 2019 Quality Management System for EMBs certification. •Strengthening of corporate governance •Development of a risk management strategy. •Capacity and training needs assessment 	<ul style="list-style-type: none"> •New Strategic Plan 2020-24 developed, and M&E framework rolled out for its implementation •Election cycle dashboard produced •ISO/TS54001: 2019 implementation framework produced and approved •Corporate governance framework in place. •Risk management strategy implemented. •A Capacity and Training needs assessment report identifying the requirements

Strategic Outcome	Strategic Initiatives	Performance Indicators
<p>A credible and accurate voter register and equitable representation of voters</p> <p>Code: SP23VR, SP22DR, SP21VE, SP16RD, SP14HR, SP15IS, SP12PC</p>	<ul style="list-style-type: none"> •Legal reforms on biometric voter registration. •Continuous voter registration at ZEC Provincial and District offices. •Mobile registration of voters for delimitation purposes. •Strategic synergies with institutions such as the office of the Registrar-General, Ministry of Local Government, Ministry of Lands. •Continuous updating of the roll through removal of dead voters, transfers, new registrations and alpha lists. •Legal reforms on delimitation, delinking of the Census date with delimitation. •Needs assessment and baseline survey on delimitation. •Recruitment and training of staff for delimitation. •Procurement of equipment and software licences. •Stakeholder engagement and dispute resolution initiatives. 	<ul style="list-style-type: none"> •Legal reforms on biometric voter registration undertaken. •Maintaining registration of 80% eligible voters for 2023 Harmonized Elections. •Number of duplicate voters removed from roll. •Number of transfers effected. •Number of dead voters removed. •Alpha lists corrected and made accurate. •Legal reforms on delimitation done. •Needs assessment survey done and report produced. •Delimitation Action Plan produced and approved. •Number of delimitation staff recruited. •Training manuals produced. •Training reports. •Procurement of equipment and software done. •Stakeholder engagement reports produced. •Delimitation report produced.
<p>To have an informed electorate aware of its rights and obligations</p> <p>Code: SP22DR, SP21VE</p>	<ul style="list-style-type: none"> •Developing continuous voter education throughout the electoral cycle. •Targeted voter education for special groups such as women, men, youth, the elderly and people with disabilities. •Voter education programmes specific for delimitation. •Development of a knowledge centre at Head Office. •Partnerships with institutions of higher learning. 	<ul style="list-style-type: none"> •Number of voter education activities carried out throughout the electoral cycle. •Number of people reached through voter education activities. •Voter education materials targeting women, men, the youth, the elderly and PWDs developed. •Knowledge centre developed and functional. •MoUs signed with institutions of higher learning. •Voter education activity reports from institutions of higher learning

Strategic Outcome	Strategic Initiatives	Performance Indicators
<p>To promote gender and inclusivity throughout the electoral cycle for ensuring equitable representation</p> <p>Code: SP14HR, SP17FN, SP23VR, SP22DR, SP21VE</p>	<ul style="list-style-type: none"> •Developing a workplace Code of Conduct •Promoting equal opportunities for employment •Promoting equal and equitable staff development and advancement •Gender and inclusion budgeting •Training on Gender and Inclusion •Mainstreaming gender in voter education, stakeholder engagement 	<ul style="list-style-type: none"> •An enforceable Code of Conduct for workplace implemented. •HR policies including staff development are inclusive and promote gender equality. •ZEC budget reflects gender considerations •Gender focal points trained on implementing gender and inclusion policy
<p>To build trust and confidence of stakeholders on the electoral process and contribute towards level a playing field</p> <p>Code: SP26PR, SP22DR</p>	<ul style="list-style-type: none"> •Development of a stakeholders' engagement strategy. •Development of a Public Relations and Communication Strategy •Promoting the Constitutional role of traditional leaders •Strengthening media monitoring regulations •Reviewing the Code of Conduct for political parties and proposing measures for strengthening its enforcement •Advocating with the Chapter 12 Institutions on promoting Constitutionalism including level playing field 	<ul style="list-style-type: none"> •Continuous stakeholder engagement to build trust and confidence on ZEC. •Rebranding of ZEC and implementation of proactive communications during the entire electoral cycle •Capacity building of traditional leaders on their role during the electoral process •Effective media monitoring and enforcement of penalties for violations •Effective Code of Conduct for political parties and its implementation •Chapter 12 platform advocacy efforts to ensure Constitutionalism and level playing field
<p>To deliver a peaceful and credible elections that reflects the will of the people</p> <p>Code: SP24PT, SP25LG, SP26PR, SP11AD, SP12PC, SP14HR, SP13LS</p>	<ul style="list-style-type: none"> •Developing operational planning and implementation of electoral activities •Procuring of sensitive and non-sensitive electoral materials and equipment •Developing adequate technology for results management system and developing system that maximises transparency of results •Developing checks within the electoral system to ensure free and fair elections 	<ul style="list-style-type: none"> •Elections Operations Plan for 2023 Harmonized Election developed •All sensitive and non-sensitive election material procured in time and ensuring fairness, competitive, ensuring best value for money •Implementation of a new results management system that is credible and transparent Training of Election Staff, including police to ensure fair and transparent conduct of elections

6.3. PERFORMANCE MANAGEMENT FRAMEWORK

This strategic plan has two programmes, which both have sub-programmes. Each programme has a Programme Manager responsible for the overall performance of the programme. Sub-programmes fall within one or two existing Directorates within the Zimbabwe Electoral Commission depending on the extent to which sub-programme goals coincide with the day-to-day work of the Directorate. Directors in charge of sub-programmes are responsible for ensuring the implementation and overall success of the sub-programmes. Monitoring and realignment of performance of this strategic plan will be done annually to suit changes in the operating environment.



7 PROGRAMMES AND SUB PROGRAMMES

The programmes and sub programmes have been identified for each of the departments to ensure that individual responsibilities and accountabilities are identified. The roles of each of the departments has been linked with the strategic outcomes and strategic initiatives to ensure that each department is cognisant of their role and responsibility towards achieving the targets set in the strategic plan.

7.1. PROGRAMME 1: ADMINISTRATION AND INSTITUTIONAL DEVELOPMENT CODE: PR01AID

7.1.1. PROGRAMME OBJECTIVE

The objective of this programme is to strengthen institutional capacity and governance structures of the Commission to ensure efficient and effective service delivery.

7.1.2. SUB-PROGRAMMES

Programme 1 has eight sub-programmes as follows:

7.1.3. ADMINISTRATION

CODE: SP11AD

Goal Lead: Director Administration

Objectives of sub-programme:

- i. To provide effective stewardship of the assets of the Commission.
- ii. To provide quality and responsive service to internal and external stakeholders.
- iii. To provide all Departments and Commission staff with appropriate facilities.

7.1.4. PROCUREMENT

CODE: SP12PC

Goal Lead: Head PMU

Objective of sub-programme:

- i. To implement an effective and efficient procurement system.

7.1.5. LEGAL SERVICES

CODE: SP13LS

Goal Lead: Director Legal Services

Objectives of sub-programme:

- i. To identify and direct legal reforms recommended by internal and external stakeholders and submit to Parliament for enactment.
- ii. To ensure adherence of all Commission activities to applicable laws in Zimbabwe.

7.1.6. 13.2.4 HUMAN CAPACITY DEVELOPMENT

CODE: SP14HR

Goal Lead: Director Human Resources

Objectives of sub-programme:

- i. To ensure that the Commission is adequately staffed to achieve its programmes.
- ii. To develop the capacity of employees to execute the mandate of the Commission.
- iii. To implement strategies to strengthen the corporate governance of the Commission.

7.1.7. ICT SYSTEMS

CODE: SP15IS

Goal Lead: Director ICT

Objective of sub-programme:

- i. To implement efficient and effective administration and electoral ICT systems.
- ii. To put in place measures to ensure the sustainability of ICT systems.

7.1.8. RESEARCH AND DEVELOPMENT

CODE: SP16RD

Goal Lead: Director Research & Development

Objectives of sub-programme:

- i. To improve the efficiency and effectiveness of all electoral processes through research.
- ii. To develop capacity for results-based management in the Commission.
- iii. To monitor the performance of the Strategic Plan.
- iv. To monitor the implementation of all gender and inclusion programmes of the Commission.

7.1.9. RESOURCE MOBILISATION AND MANAGEMENT

CODE: SP17FN

Goal Lead: Director Finance

Objectives of sub-programme:

- i. To ensure the availability of financial resources for planned programmes and projects.
- ii. To put in place and maintain sound financial management practices.

7.1.10. RISK MANAGEMENT

CODE: SP18RM

Goal Lead: Chief Security Officer

Objective of sub-programme:

- i. To develop and implement a risk management system for the Commission.
- ii. To develop the capacity of ZEC Commissioners and staff on risk management.

7.2. PROGRAMME 2: MANAGEMENT OF ELECTIONS AND REFERENDUMS CODE: PR02MER

7.2.1. PROGRAMME OBJECTIVE

The objective of this programme is to consolidate electoral democracy through delivery of credible and democratic elections and referendums in Zimbabwe.

7.2.2. SUB-PROGRAMMES

This programme has five sub-programmes as follows:

7.2.3. VOTER EDUCATION

CODE: SP21VE

Goal Lead: Director Voter Education

Objective of sub-programme:

- i. To expand people's understanding of election processes and electoral systems in Zimbabwe.

7.2.4. STAKEHOLDER ENGAGEMENT & ELECTION DISPUTE RESOLUTION

CODE: SP22DR

Goal Lead: Director Public Relations

Objectives of sub-programme:

- i. To implement effective election dispute resolution strategies.
- ii. To engage with stakeholders for collaboration and adherence to democratic electoral principles.

7.2.5. VOTER REGISTRATION AND DELIMITATION

CODE: SP23VR

Goal Lead: Director VR and D

Objectives of sub-programme:

- i. To register all eligible citizens as voters.
- ii. To maintain an up-to-date register of voters.
- iii. To delimit ward and constituency boundaries.

7.2.6. POLLING

CODE: SP24PT

Goal Lead: Director Elections and Training

Objective of sub-programme

- i. To conduct elections and referendums.

7.2.7. LOGISTICS

CODE: SP25LG

Goal Lead: Director Election Logistics

Objective of sub-programme

- i. To provide logistical support and infrastructure for elections and referendums.

7.2.8. COMMUNICATION

CODE: SP26PR

Goal Lead: Director Public Relations

Objective of sub-programme

- iii. To manage the integrity of the Zimbabwe Electoral Commission as an inclusive, impartial, independent and professional election management body



8

TIMELINE FOR THE IMPLEMENTATION OF STRATEGIC PLAN

TIMELINE FOR THE IMPLEMENTATION OF STRATEGIC PLAN 2020-2024

Strategic Outcome	Strategic Initiatives	Performance Indicators	2020				2021				2022				2023				2024			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To contribute towards an enabling legal framework to conduct elections Code: SP13LS	Developing coherent and comprehensive input to the legislative framework	Inputs to the legal reforms provided by ZEC to Ministry of Justice and Parliamentary Affairs	█																			
	Lobbying key stakeholders on electoral legislative reform	Legal reforms enacted by the Parliament		█	█																	
	Reviewing regulations and internal procedures	Revision of existing regulations to ensure credible elections		█																		
	Drafting new regulations, where needed	Development of new regulations			█																	
	Strengthening of Election Dispute Resolution processes through an effective complaints management system and capacitating of MPLCs	Development of a complaints management system and training of MPLC members and relevant stakeholders on conflict management				█	█															
	Development of a new ZEC Strategic Plan and its implementation	New Strategic Plan 2020-24 developed, and M&E framework rolled out for its implementation		█																		
To develop adequate institutional and human resource capacity for program implementation Code: SP14HR, SP15IS, SP12PC, SP11AD, SP18RM, SP17FN	Electoral cycle programming	Electoral cycle dashboard produced	█																			
	ISO/TS 54001 : 2019 Quality Management System for EMBS certification.	ISO/TS54001 : 2019 implementation framework produced and approved		█	█	█																
	Strengthening of corporate governance	Corporate governance framework in place.	█																			
	Development of a risk management strategy.	Risk management strategy implemented.	█																			
	Capacity and training needs assessment	A Capacity and Training needs assessment report identifying the requirements	█																			

Strategic Outcome	Strategic Initiatives	Performance Indicators	2020			2021			2022			2023			2024						
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
A credible and accurate voter register and equitable representation of voters	<p>Legal reforms on biometric voter registration.</p> <p>Continuous voter registration at ZEC Provincial and District offices.</p> <p>Mobile registration of voters for delimitation purposes.</p> <p>Strategic synergies with institutions such as the office of the Registrar-General, Ministry of Local Government, Ministry of Lands, etc.</p> <p>Continuous updating of the roll through removal of dead voters, transfers, new registrations and alpha lists.</p> <p>Legal reforms on delimitation, delinking of the Census date with delimitation.</p> <p>Needs assessment and baseline survey on delimitation.</p> <p>Recruitment and training of staff for delimitation.</p> <p>Procurement of equipment and software licences.</p> <p>Stakeholder engagement and dispute resolution initiatives.</p> <p>Training manuals produced</p> <p>Training reports.</p> <p>Procurement of equipment and software done.</p> <p>Stakeholder engagement reports produced.</p> <p>Delimitation report produced.</p>	<p>Legal reforms on biometric voter registration undertaken.</p> <p>Maintaining registration of 80% eligible voters for 2023 Harmonized Elections.</p> <p>Number of duplicate voters removed from roll.</p> <p>Number of transfers effected.</p> <p>Number of dead voters removed.</p> <p>Alpha lists corrected and made accurate.</p> <p>Legal reforms on delimitation done.</p> <p>Needs assessment survey done and report produced.</p> <p>Delimitation Action Plan produced and approved.</p> <p>Number of delimitation staff recruited.</p> <p>Training manuals produced</p> <p>Training reports.</p> <p>Procurement of equipment and software done.</p> <p>Stakeholder engagement reports produced.</p> <p>Delimitation report produced.</p>																			

Strategic Outcome	Strategic Initiatives	Performance Indicators	2020				2021				2022				2023				2024			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To have an informed electorate aware of its rights and obligations	Developing continuous voter education throughout the electoral cycle.	Number of voter education activities carried out throughout the electoral cycle.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Targeted voter education for special groups such as women, men, youth, the elderly and people with disabilities.	Number of people reached through voter education activities.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Voter education programmes specific for delimitation.	Voter education materials targeting women, men, the youth, the elderly and PWDs developed.	█																			
	Development of a knowledge centre at Head Office.	·Knowledge centre developed and functional.	█	█																		
	Partnerships with institutions of higher learning.	MoUs signed with institutions of higher learning.	█	█																		
		Voter education activity reports from institutions of higher learning	█																			
Code: SP22DR, SP21VE	Developing a workplace Code of Conduct	An enforceable Code of Conduct for workplace implemented.	█																			
	Promoting equal opportunities for employment	HR policies including staff development are inclusive and promote gender equality.	█	█																		
Code: SP14HR, SP17FN, SP23VR, SP22DR, SP21VE	Promoting equal and equitable staff development and advancement	ZEC budget reflects gender considerations																				
	Gender and inclusion budgeting	Gender focal points trained on implementing gender and inclusion policy	█	█																		
	Training on Gender and Inclusion																					
	Mainstreaming gender in voter education, stakeholder engagement																					



9 IMPLEMENTATION OF THE STRATEGIC PLAN 2020-2024

There are two key elements to ensure effective implementation of the Strategic Plan 2020-2024. One is the development of the Annual Plans in line with the budget requirements submitted to the Treasury on a yearly basis and the targets set by the Commission for the year. The second important aspect of implementation is monitoring and evaluation (M&E) of the strategic plan.

9.1. ANNUAL PLANS

The strategic planning provides a vision for the future, whereas to ensure that the goals and outcome of the strategic plan are achieved, ZEC will be developing annual plans that indicates; the detailed activities; timeline; budget; source of funds; and program planning. Annual planning establishes specific, measurable outcomes to serve as the basis for ZEC and its staff activities and evaluations. Before the start of each fiscal year, ZEC will develop an Annual Plan with activities that are strategic, measurable, achievable, relevant and timely, along with a corresponding budget outlining proposed cost and source of funds.

9.2. MONITORING AND EVALUATION

Developing of an effective monitoring and evaluation plan is important to ensure accountability, progress and oversight over the implementation of the strategic plan. This needs capacity within ZEC for M&E to ensure successful implementation of planning. An effective way to assess achievement on a given strategic priority and outcome is to monitor the way in which it is implemented, outcomes achieved under given deadlines, flaws, shortcomings and missed timelines. Monitoring on a periodic basis will assist ZEC in adapting the plan to changing circumstances and continue targeting to the proposed outcomes. Moreover, the establishment from the outset of clearly identifiable measurable indicators, or in any case some benchmarks of performance, will allow for reliable evaluation of outcome from the different activities. Measurable indicators and, in their absence, some benchmarks of performance, are specified for all activities included in the five-year planning exercise. An M&E committee shall be established comprising a small group of technical staff. The Committee will report to the CEO and present its findings to the Secretariat after its periodic meetings (once every three months) where the results of monitoring activities are consolidated and summarized by the committee members. Templates will be developed where measurement and assessment of performance for each activity can be recorded. Once all results are consolidated, the M&E Committee shall propose those actions which are deemed necessary to ensure that the activities keep running according to the initial or modified strategy.



ZIMBABWE ELECTORAL COMMISSION