REPUBLIC OF KENYA

OFFICE OF THE REGISTRAR OF POLITICAL PARTIES

ORPP

Strengthening Political Parties

OFFICE OF THE REGISTRAR OF POLITICAL PARTIES

STRATEGIC PLAN
2020 - 2025

Vision

A model regulator of political parties for a credible democratic multiparty system

Mission

To promote the realization of political rights through registration and regulation of political parties in Kenya

Core Values

- ◆ Professionalism
- ◆ Integrity
- ◆ Respect for the rule of law
- ◆ Impartiality
- ◆ Innovativeness
- ◆ Inclusivity

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ACRONYMS AND ABBREVIATIONS

5 G	Fifth Generation Technology
AGPO	Access to Government Procurement Opportunities
A-I-A	Appropriation in Aid
CSR	Corporate Social Responsibility
EFT	Electronic Funds Transfer
EISA	Electoral Institute for Sustainability of Democracy in Africa
EMB	Electoral Management Body
EVT	Electronic Votes Transmission
FY	Financial Year
GOK	Government of Kenya
ICT	Information Communication and Technology
IDEA	Institute for Democracy and Electoral Assistance
IEBC	Independent Electoral and Boundaries Commission
IFES	International Foundation for Electoral Systems
IIEC	Interim Independent Electoral Commission
KADU	Kenya African Democratic Union
KANU	Kenya African National Union
KPU	Kenya Peoples Union
KRA	Key Result Area
M, E & R	Monitoring, Evaluation and Reporting
MTEF	Medium Term Expenditure Framework
NDI	National Democratic Institute
ORPP	Office of the Registrar of Political Parties
PP	Political Parties
PPA	Political Parties Act
PPF	Political Parties Fund
PPLC	Political Parties Liaison Committee
RPP	Registrar of Political Parties
SIGs	Special Interest Groups
SRC	Salaries and Remuneration Commission
UNDP	United Nations Development Programme
USSD	Unstructured Supplementary Service Data

FOREWORD

The Office of the Registrar of Political Parties developed the 2020-2025 Strategic Plan in a bid to align its priorities with the National Development Agenda and the third Medium Term Plan as well as incorporate the changing circumstances in the political and electoral environment. Therefore, the Office will be well equipped to implement the Political Parties Act, 2011 and fulfil the aspirations of the public as envisaged by the Constitution of Kenya, 2010. This five-year Strategic Plan provide a framework for the development of annual work plans which will streamline and strengthen the capacity of the Office to successfully implement its mandate. Achievements, challenges and lessons drawn from the previous Strategic Plan will inform objectives and strategies that will enable the Office to be effective and relevant in a changing political environment.

The Office of the Registrar of Political Parties is fundamental to the achievement of the Political Pillar of the Kenya Vision 2030, which envisions a democratic political system that is issue based, people-centred, result-oriented and accountable to the public. The core mandate of the Office is to register and regulate political parties as well as to administer the Political Parties Fund. The mandate centres on facilitating institutionalization of political parties as important bodies in the promotion of democracy as recognized under Articles 91 and 92 of the Constitution.

We will continuously train and capacity building political parties officials (Party Leaders, Secretary Generals, Women leaders, Youth leaders etc.) and conduct Inter and intra party dialogue forums to institutionalize political parties. Political parties provide the conduit through which citizens exercise their democratic rights during elections. A vibrant political system is critical for citizenry participation in the political decision making process. Therefore, political parties need to be strengthened to ensure inclusivity and empower women, youth and persons with disability participate fully in the political and electoral processes for sustainable development. Strengthening the Political Parties Liaison Committee tripartite dialogue forum will ensure coexistence and harmony between the ORPP, IEBC and political parties.

It is our endeavor to continue to administer the Political Parties Fund whose purpose is among others, to promote the representation of women, persons with disabilities, youth, ethnic and other minorities, and marginalized communities in parliament and in the County Assemblies among others. In addition, the office will upgrade the Integrated Political Parties' Management System (IPPMS) to make it a vibrant platform that manage political party

records including party symbols, party membership, party officials, offices and branches and Political Parties Fund. This will significantly reduce fraudulent registration of members and ensure that no person is a member of more than one political party thus implementing one of the key functions of the Office. The IPPMS also continues to be a key tool for ease of service delivery as authorised party officials are able to 'self-serve' its well-defined modules.

The 2020-2025 Strategic Plan contains a situational analysis that highlights the strategic issues facing the Office with a corresponding strategy matrix, which articulates the strategies to address the challenges while harnessing the opportunities identified. The implementation of strategies is pegged on the availability of financial resources and a team of competent staff to execute the Plan. Support from the government, development partners and other like-minded stakeholders is therefore important to enable the Office achieve its objectives. A Monitoring and Evaluation framework will assist in ensuring the Office is on track and provides feedback on the status of implementation for informed decision-making.

I take cognisance of the dedication and commitment of ORPP staff in development of this strategic plan as well as the support received from UN Women. The entire exercise is a reflection of Office's past, present and the vision for its future. I have great optimism that the Office will continue on the successful trajectory it has been on since inception and aim higher for better execution of its mandate.

Ann Nderitu, MBS

Registrar of Political Parties

EXECUTIVE SUMMARY

The Office of the Registrar of Political Parties is established under the Political Parties Act, 2011 as a State Office within the meaning of Article 260 of the Constitution of Kenya. The Constitution underpins multiparty politics and political rights. Political parties are key institutions of social, economic and political governance and play key role in the promotion of pluralistic debates by presenting alternative policy platform and providing a forum for selection of leadership. The Political Parties Act, 2011 is the primary legal reference for management of political parties in accordance with Articles 91 and 92 of the Constitution. It provides the institutional, legal, and regulatory framework for registration, regulation and funding of political parties.

Effective and efficient execution of the Office mandate is actualized by developing strategies and ensuring subsequent implementation. The 2020-2025 Strategic Plan clearly addresses the aforementioned and provides resources as well as mobilization mechanisms to operationalize the strategies. Lessons learnt in the previous Plan have provided much needed insights that will aid the Office in developing tools and mechanisms in order to excel in the existing political environment and predictions for the future. This Strategic Plan is within the national development agenda of Kenya and the third Medium Term Plan of the Kenya's Vision 2030. Chapter one highlights the background of the ORPP and the legal and administrative framework that guide the Office. It provides a brief on the role of ORPP and political parties in the National Development Agenda. It summaries the role of political parties globally, challenges they face and the way to empower them.

Chapter two of the Strategic Plan outlines the situational analysis involving a summary of past Office performance indicating achievements, challenges and lessons learnt. The SWOT and PESTEL analysis were conducted to assess the internal and external environment. Dynamic political and legal environment means that strategies have to be continuously changed to suit current conditions. Strategic issues identified informs the strategies to adopt in order to realize set objectives. The output areas not sufficiently addressed in the previous Strategic Plan have been factored in this Strategic Plan. Further, a stakeholder analysis was undertaken to identify the key stakeholders, their expectations and those of the Office.

Chapter three presents the strategic matrix, which identifies five (5) Key Result Areas (KRAs) that are aligned to the mandate of the Office. The thematic areas are: Registration and Documentation of Political Parties; Regulation of Political Parties; Strategic Partnerships and Collaboration; Institutional Capacity and Political Parties Participation in Elections. The strategy mapping in the strategy matrix indicates a logical cause and effect relationship between the KRAs (Strategic Issues), strategic objectives and strategic actions/options.

Strategies are not an end in themselves but rather a means to an end. As such, chapter four highlights Implementation of the strategies, which require both financial and human resources. The human resource strategy is geared towards filling vacant posts by attracting, training, motivating and retaining quality human resources and maintaining an optimal staffing level. Financial sustainability on the other hand is guaranteed by adopting mobilization strategies including lobbying for increased allocation from The National Treasury, enhancing partnership with development partners as well as enhancing own revenue generation measures through the Appropriation in Aid (A-I-A) to supplement the funding shortfall. The implementation matrix outlines the execution of the plan by clearly showing the Key Result Areas, Strategic Objectives, Key Outputs, Key Activities, Key Performance Indicators, Targets, Budget Allocation and the responsible departments. Risk factors, which may affect the implementation of the Strategic Plan, have been identified and appropriate mitigating factors recommended.

Lastly, chapter five involves a Monitoring, Evaluation and Reporting mechanism, which is imperative in keeping track of progress, and trigger corrective actions where actual results deviate from expected outcomes. To enhance effectiveness of the framework, the M&E is linked to the staff appraisals and reward systems in order to direct efforts towards organizational objectives.

ACKNOWLEDGEMENT

The development of the 2020-2025 Strategic Plan adopted a participatory approach encompassing the Office of Registrar of Political Parties management team and staff. I acknowledge all our stakeholders and development partners (both state and non-state actors) whose contribution and valuable input went a long way in developing this Strategic Plan. Sincere appreciation to UN Women for the support during the entire process.

I applaud the active participation and input of ORPP management and staff who were instrumental in articulating operational and statutory issues that relate to overall Office performance. Indeed, ownership of the Strategic Plan is paramount for successful implementation.

CHAPTER ONE

INTRODUCTION

CHAPTER ONE: INTRODUCTION

1.1 Background

Kenya became a multi-party democracy in 1992 after repeal of section 2A of the former Constitution of Kenya. Political parties were registered and governed by the Societies Act, Cap 108, under the Attorney General's Office. The legal framework prior to the enactment of the Political Parties Act, 2007 did not provide for registration, regulation and funding of political parties.

The Political Parties Act, 2007 became operational on 1st July 2008. It established the Office of the Registrar of Political Parties (ORPP) as an Office within the defunct Electoral Commission of Kenya (ECK). The ECK consequently setup a department of political parties headed by a Registrar vide Kenya Gazette Notice No. 9202 of 25th September, 2008 in accordance with the provisions of section 3 of the Political Parties Act, 2007.

Following the disbandment of ECK on 1st December, 2008 the department of political parties was retained in accordance with the provisions of Section 41(15) of the Constitutional Amendment Act, 2008. The Interim Independent Electoral Commission (IIEC) was established on 7th May, 2009. During an IIEC meeting of 28th August, 2010 a resolution was passed to integrate ORPP as one of the Directorates within the Commission.

The Constitution of Kenya, 2010 which was promulgated on 27 August, 2010 declares that the Republic of Kenya shall be a multi-party democratic State. Articles 91 and 92 of the Constitution recognize political parties as important governance institutions in the promotion of democracy. To operationalize these two Articles, the Political Parties Act, 2011 (PPA) was enacted. The Act which became operational on 1st November, 2011 established ORPP as a State Office within the meaning of Article 260 of the Constitution.

1.2 Mandate of ORPP

The mandate of ORPP is to register and regulate political parties as well as administer the Political Parties' Fund (PPF). The functions of the Office as outlined under section 34 of the Political Parties Act, 2011 include to;

Register, regulate, monitor, investigate and supervise political parties to ensure compliance with the Act;

i.   Administer the Political Parties Fund;
ii. Ensure publication of audited annual accounts of political parties;

iii. Verify and make publicly available the list of all members of political parties;
iv. Maintain a register of political parties and the symbols of the political parties;
v. Ensure and verify that no person is a member of more than one political party and notify the Independent Electoral and Boundaries Commission of the findings;
vi. Investigate complaints received under this Act; and
vii. Perform such other functions as may be conferred by this Act or any other written law.

1.3 Legislation Relevant to ORPP

i.   Constitution of Kenya, 2010
ii. Political Parties Act, 2011
iii. Public Finance Management Act, 2012
iv. Public Procurement and Assets Disposal Act, 2015
v.   Public Audit Act, 2015
vi. Intergovernmental Relations Act 2012
vii. Public Private Partnership Act, 2013
viii. Leadership and Integrity Act, 2012
ix. Public Officers Ethics Act, 2003

1.4 Policies and Guidelines

The following policy documents are relevant to the functions of ORPP:

i.   The Kenya Vision 2030
ii. Medium Term Plan III 2018 – 2022
iii. Big 4 Agenda
iv. Mwongozo – Code of Governance for State Corporations
v.   Africa Agenda 2063
vi. African Charter on Democracy, Elections and Governance
vii. Sustainable Development Goals (goal number 5 and 16)
viii. ORPP Corporate Policies
ix. Performance Contracting Guidelines as released on annual basis

1.5 The Central Role of Political Parties

Organized political parties serve two fundamental purposes: First, they define and express a group's needs in a way that the public and political system can understand and respond to. They create grounds for compromise hence halt chaos and this helps societies unite and remain united. Second, political parties develop common ideas among a significant group in order to exert

pressure upon the political system. The expression of conflicting viewpoints can actually help to create a better understanding of the issues and to identify solutions. When the political system functions, these exchanges can lead to the attainment of new insights or workable compromises essential to the existence of a democratic system. In short, they produce tangible results.

In addition to these fundamental purposes, political parties operate day-to-day to nominate candidates, organize political competition, translate policy preferences into public policies, act as a training ground for political leaders who will eventually assume a role in governing a society and seek to win elections in order to manage government institutions. When out of power, they provide a constructive and critical opposition by presenting themselves as the alternative government voters may wish to choose thus pressuring the incumbents to be more accountable and responsive to the public's interests.

1.6 Challenges facing Political Parties

A political party is an organized group of people who have the same ideology, or who otherwise have the same political positions. Political parties perform an important task in governance. They bring people together to achieve control of the government, develop policies favourable to their interests or the groups that support them, and organize and persuade voters to elect their candidates to office. However, in nascent multi-party systems, political parties are in a state of near crisis. Globally, citizens have grown increasingly frustrated with their political parties and leaders. Established political parties have experienced a dwindling membership that is aging. Young people are hesitating to join or become associated with political parties. At the same time, support has risen for independent candidates, special interest parties, and anti-party movements.

In emerging democracies worldwide, political parties are either too weak, personalist, largely constrained by oppressive governments, or corrupt and out of touch to earn the respect and support of the public. In countries experiencing political crisis, the troubled state of parties lies at the heart of their political problems. The anxieties about the state of democracy are clearly linked to the absence of strong, democratic political parties.

Confidence index of democratic institutions in Europe, Latin America and Africa show that religious bodies enjoy the greatest level of trust, followed by presidents. Armed forces rank third; courts of justice came in fourth; parliaments rank fifth with political parties in sixth place. Parties rank bottom of these institutions because they have tended to act without inclusivity and transparency. Citizens do not know how parties make decisions; and having open rules, being accessible and accountable is the foundation upon which political trust is built.

1.6.1 Strengthening Political Parties

Political parties have been forced to address their weaknesses and the growing lack of credibility in a variety of ways. These include placing greater emphasis on issues of ethics in public office, inclusivity, modernizing party structures to allow for greater participation, openness and transparency in the operation of government and political systems generally.

Democratization within parties must be a priority in efforts to restore public confidence in political parties and the democratic process. Greater citizen participation, accountability of leadership, transparency and institutional safeguards are now more important than ever for the democratization of political parties.

1.6.2 Political Parties in Africa

The democratic content of African political parties is still fragile and the prospects of genuine democratic consolidation vary from country to country. Factors that support this proposition include:

i. The vast majority of African governing political parties are still heavily dependent on the direct or indirect use or abuse of government resources;
ii. The African private sector is too small to support the establishment of strong and vibrant civil society organizations and a non-political middle class that are autonomous of the State;
iii. The weakness of the private sector is not only detrimental to civil society's ability to make demands on the State and protect the interests of its membership; it also means that civil society is incapable of creating coalitions of interests with the political parties;
iv. Political parties often perceive State capture for the control of the resources and personnel of the State as a source of elite enrichment; therefore politics itself becomes a means to an end, devoid of any idea of protecting public interests vis-à-vis private gains;
v. African political parties are sustainable only at the elite level because the elite depend on them to access the resources of the State; and
vi. The weakness of African opposition parties and the inability of their leaders to aggregate interests with the governing political parties deny them the opportunity to play their oversight role.

1.6.3 Way Forward

The following initiatives need to be undertaken to empower political parties:

i. Increased capacity-building on the centrality of political parties for thriving democratic governance
ii. Training programmes on political party management and organization in order to increase their effectiveness, transparency and accountability
iii. Training on decision-making processes that can help to alleviate the lack of Special Interest Groups (SiGs) representation.

1.6.4 Empowerment of Political Parties in Kenya

In Kenya the enactment of Political Parties Act 2011, brought about Political Parties reforms. These reforms have focused on internal democratization of parties and reforming systems for financing parties and electoral campaigns. These include: higher levels of transparency, participation and inclusivity in the selection of party leaders and candidates for public office, including the use of party primaries; greater public funding for parties; limits on private contributions to parties; public disclosure of contributions; and enhanced outreach efforts to Special Interest Groups.

1.7 The Role of ORPP in the National Development Agenda

The political pillar of Vision 2030 envisions *"a democratic political system that is issue based, people-centred, result-oriented and accountable to the public"*. One of the key players in the realization of this state of affairs is Political Parties. The Office of the Registrar of Political Parties is the Constitutional body mandated to register and regulate political parties, and administer the Political Parties Fund.

1.7.1 Role of Political Parties in Kenya

Political Parties have a significant impact on democratization process and economic growth of a country. Well established political parties help nations realize the development agenda by playing the following roles:

i. Advance freedom of association as stipulated in the Constitution of Kenya. The Constitution guarantees freedom of association and allows citizens to join political parties of their choice.
ii. Promote democratic governance. This is because they encourage democratic governance and provide a broad range of candidates for citizens to choose from during elections.
iii. Educate citizens on governance issues such as corruption, democratic rights and responsibilities, importance of inclusivity and public participation and

public service delivery. They also sensitize citizens on possible solutions to national issues through platforms like political rallies, conventional and new media avenues.

iv. Promote respect of individual choices. They do this by amplifying the political rights of citizens to belong to political parties of their choice. This means that parties constituting opposition in the national or county assemblies are representatives of citizens.

v. Oversight the ruling government. Political parties outside government constitute the opposition in parliament and county assemblies. The opposition serves as a watchdog to keep the ruling government on toes by ensuring that the government considers the needs of the people when allocating and spending revenue.

1.7.2   Role of ORPP

The ORPP ensures that registered political parties undertake their respective roles through the following activities:

i. Registration of Political Parties - political parties are means via which the people can speak to the government and have a say in the governance of any country. Therefore, every political party must have; leaders, active members and followers. Parties must fulfill these criteria before they are registered.

ii. Sensitizing political parties on Political Parties Act, Political Parties Code of Conduct and other related matters

iii. Empowering Political Parties through administration of the Political Parties Fund.

iv. Capacity building of political parties to achieve the objectives of the Constitution to attain the Vision 2030.

v. Policy advice to the Government on administration and management of matters relating to Political Parties.

vi. Establishment of a collaboration framework with development partners to undertake joint functions between the ORPP and political parties.

1.8   Rationale for Development of Strategic Plan

The Strategic Plan provides the framework to guide the development and implementation of annual work plans to ensure efficient and optimal use of resources to achieve the set goals and objectives. The development of this

Strategic Plan is critical for a number of reasons;

i. Expiry of previous 2015-2020 Strategic Plan. End term reviews of strategic plans is a good practice that is highly recommended. The review allows organizations to make appropriate adjustments in their subsequent Strategic Plans;
ii. To align the Office's operations with the changing environment;
iii. Align the Office's programmes and activities with the National Development Agenda;
iv. To achieve gender equality and empower all women and girls in line with United Nations Sustainable Development Goal (SDG) goal number 5; and
v. To promote peaceful, inclusive and cohesive societies coexistence for sustainable development with access to justice to all in line with SDG goal 16 (Peace, justice and strong institutions).

1.9   The Process of Development of the Strategic Plan

The Strategic Plan was developed through a consultative process between the management and staff of the ORPP. The process involved the following activities:

i. Desk review of the office documents such as the previous Strategic Plan, and relevant policy guidelines;
ii. Consultative meetings between management and staff of the ORPP to craft the strategy;
iii. Documentation of the proceedings of strategic planning workshops;
iv. Validation of draft Strategic Plan by both internal and external stakeholders;
v. Finalization of the Strategic Plan; and
vi. Publication and launch of the Strategic Plan.

CHAPTER TWO

SITUATION ANALYSIS

CHAPTER TWO: SITUATION ANALYSIS

2.0   Introduction

The development of this Strategic Plan commenced with an internal and external assessment of ORPP. This focused on a critical review and analysis of achievements, challenges and lessons learnt in the implementation of the 2015-2020 Strategic Plan. The situation analysis also involved undertaking SWOT, PESTEL and Stakeholder Analysis.

2.1   Situational Performance

Situational analysis outlines the achievements realized, challenges faced and lessons learnt by the organization as it implemented the Strategic Plan. These are outlined in the following sections.

2.1.1 Achievements

Key achievements realized by the Office during the Strategic Plan 2015 – 2020 are outlined in table 2.1.

Table 2.1: Key Achievements

S. No.	Outcome	Milestone	Key Achievements	
1.	The legal and regulatory framework strengthened	1.1 Legal and regulatory framework reviewed	1.1.1	Political Parties Act, 2011 Reviewed and amended in 2016
			1.1.2	Developed and published Political Parties (Registration) Regulations and Political Parties (Funding) Regulations, 2019
			1.1.3	Developed Draft Political Parties (Membership)Regulations
			1.1.4	Developed Political Parties Primaries Policy Framework
			1.1.5	Developed Draft Political Parties Primaries Bill

S. No.	Outcome	Milestone	Key Achievements	
2.	Institutional Capacity of ORPP Strengthened	2.1 Organisational structure and procedures reviewed and enhanced;	2.1.1	Organizational structure reviewed and adopted
			2.1.2	Human Resource Procedures Manual developed
			2.1.3	Continuous staff trainings conducted
			2.1.4	Draft Training Policy developed
			2.1.5	Staff Mortgage and Car Loan Regulations developed and published
			2.1.6	Motor vehicles, office basic furniture and equipment procured
		2.2 Regional Offices established and operationalized	2.2.1	Established and operationalized seven (7) Regional Offices
		2.3 The use of ICT in the ORPP upgraded	2.3.1	Developed Integrated Political Parties Management System (IPPMS)
			2.3.2	Customized and implemented Integrated Personnel and Payroll Database (IPPD)
			2.3.3	Developed and maintenance ORPP website and Email platforms
			2.3.4	Staff Performance Appraisal system digitized
			2.3.5	Installed Closed Circuit Television (CCTV) System
			2.3.6	Developed Disaster Recovery Plan and
			2.3.7	Developed Information and Communication Technology (ICT) Policy

S. No.	Outcome	Milestone	Key Achievements
3.	Enhanced Compliance by the Political Parties.	3.1 Compliance policy guidelines reviewed and disseminated 3.2 Political parties officials trained 3.3 Sanctions and enforcement procedures developed 3.4 Compliance with code of conduct for political parties strengthened 3.5 Political education strategy on political rights developed and implemented; 3.6 Road map to 2017 General Elections implemented	3.1.1 Developed the following policy guidelines • Popular Version of the Political Parties Act, • Political Parties Act in a nutshell • Agents training manual • Developed Political Parties Leadership Training Source Book • Coalitions and mergers • Political parties Nominations checklist • Dispute resolution model rules 3.2.1 458 political parties officials trained on leadership 3.6..1 2017 General Elections road map developed and implemented
4.	The Management and Administration of ORPP Finances Strengthened	4.1 Effective and efficient Management of ORPP finances 4.2 Finance and Procurement Manual reviewed and implemented 4.3 Political Parties Fund Administered 4.4 Financial reports audited	4.1.1 Financial reports audited and audit report unqualified

S. No.	Outcome	Milestone	Key Achievements
5.	ORPP Corporate Image Enhanced	5.1 Communication strategy developed and implemented;	5.1.1 ORPP Communication Policy and Strategy, Cooperate Social Responsibility (CSR)Policy and Strategy, and Service Charter developed, launched and implemented
		5.2 Resource Centre established;	5.2.1 Resource centre equipment procured
		5.3 ORPP website updated	5.3.1 website continuously updated
6.	Political Parties Liaison Committee (PPLC) Platform Strengthened	6.1 PPLC Regulations developed and disseminated	6.1.1 Developed Draft Political Parties (Political Parties Liaison Committee) Regulations 2020
			6.1.2 Developed draft PPLC Code of Conduct
			6.1.3 Developed draft Political Parties Guidelines on Dispute Resolution mechanisms
		6.2 Inter and intra party dialogue forums conducted	6.2.1 Regular inter and intra forums held
7.	Strategic Partnerships with Stakeholders Strengthened	7.1 Stakeholders engagement policy developed and implemented	7.1.1 ORPP Stakeholders extensively engaged (Political Parties, Parliament, IEBC, Judiciary, The National Treasury, Media, Development partners, among others)
		7.2 Partnership mechanisms with the relevant institutions enhanced	7.21 Mechanisms enhanced
8.	Monitoring, Evaluation and Reporting Framework Enhanced	8.1 M, E & R framework developed and implemented	8.1.1 Monitoring tool for elections developed 8.1.2 Election checklist developed 8.1.3 ORPP annual reports and work plans prepared

2.1.2 Challenges Faced

The Office faced the challenges outlined in table 2.2 as it implemented the Strategic Plan 2015 – 2020.

Table 2.2 Challenges Faced

S/ No	Challenges	Mitigation Measures
1.	Inadequate funding	1.1 Constant lobbying with relevant authorities to provide funds as provided for in the Act. 1.2 Collaborate with development partners in execution of projects
2.	Inadequate staff	2.1 Engage and place critical staff as per staff establishment
3.	Overlapping mandates	3.1 Harmonize the laws

2.1.3 Lessons Learnt during implementation

Lessons learnt will improve effectiveness in the implementation of the reviewed Strategic Plan. The following are lessons the Office learnt in implementing the strategic plan.

i. Engagement of all stakeholders at the beginning of the strategic planning process is important. This helped to gain early buy-in and familiarity of the resultant Strategic Plan. The Plan was effective because key individuals understood objectives and deliverables in their respective areas.

ii. Top management should always be involved as part of the Strategic Plan development team. Management has the big picture goal in mind; they play a key role in the conceptualization of the strategy.

iii. Implementation of the Strategic Plan was affected by both internal and external factors. An analysis of these environments helped identify these factors and design strategies for managing them. The effects of these factors informed mid-term review of the strategic plan.

iv.   Small wins mattered. The accomplishment of small, meaningful tasks and objectives created a positive momentum for "implementation confidence" and developed "implementation muscles." As people experienced success, they got better at implementation of the Strategic Plan.

v.   Assigning responsibility to specific officers. Dividing work tasks between employees was an essential step in the development and implementation of the Strategic Plan. This allowed employees to specialize and perform their tasks efficiently.

vi.   Align plans to the budget and other resources. Recognizing this, ORPP used its implementation plan to create its annual budget, ensuring that its priority activities would be properly resourced and had every opportunity to succeed.

vii.   Fostering a culture that contributes to success. Building awareness of corporate culture into strategy development sets the stage for effective implementation. ORPP assessed its existing cultural characteristics and identify those it would need to cultivate in order to advance its new strategies. It now embraces both, drawing from its strengths and creating new ones that will serve it well in a rapidly changing environment.

2.2 SWOT Analysis.

A SWOT analysis is a framework used to evaluate the strength, weaknesses, opportunities and threats that impact on organization's ability to achieve its strategic objectives. This strategic analysis informed strategic choices that were adopted. The strength and weaknesses are internal factors while opportunities and threats are external to the Office.

2.2.1   Strengths

These are the capabilities and resources that give the Office a competitive advantage and which can be utilized to make the greatest impact. Some of these strengths are put into perspective in table 2.3.

Table 2.3: Strengths

S/No	Strengths	Strategic Implications	Strategic Responses
1.	Competent top management team	• Spearhead strategic direction	• Continue enhancing Management capacity • Prompt information sharing
2.	Skilled, committed and diversified members of staff	• Effective execution of Office mandate	• Continuous staff development • Strengthen performance management appraisal and reward system • Continuous improvement of terms and conditions of service
3.	Establishment and operationalization of 7 county offices	• Efficiency due to decentralization of services	• Establish offices in remaining counties • Capacity building of county officers • Create awareness on Office location in each County, Services and products offered
4.	IPPMS infrastructure in place	• Enhanced efficiency and effectiveness in execution of Office mandate.	• Continuous capacity building of ICT officials of parties • Reengineering IPPMS
5.	Conducive work environment. The Office acquired additional office space	• Enhanced productivity • Increased staff morale	• Furnishing additional office space • Adopt work space new models
6.	An elaborate legal and regulatory framework in place	• Enhanced enforcement	• Continuous sensitization of stakeholders
7.	Positive corporate brand	• Enhanced office visibility	• Continual evaluation of corporate brand • Continuous engagement with stakeholders (media, talk shows • Enhance positioning of county offices

2.2.2 Weaknesses

These are constraints that place the Office at a disadvantage relative to others. These weaknesses shall be managed to enable the ORPP realize its objectives. These weaknesses are summarized in table 2.4.

Tablw 2.4: Weaknesses

S/No	Weaknesses	Strategic Implications	Strategic Responses
1.	Inadequate budgetary allocation& budgetary cuts	• Delayed / lack of implementation of planned projects	• Strategic partnership with development partners • Continuous engagement with relevant government bodies for additional funding (Treasury, Parliament)
2.	Inadequate staffing	• Inadequate capacity to implement projects	• Lobby with relevant institutions to fill vacant positions
3.	Limited presence at the counties	• Limited service delivery	• Enhance partnerships with devolved public entities • Open more county offices

2.2.3 Opportunities

Opportunities are external factors that the Office could take advantage of to realize its mandate. Some of the opportunities are summarized in table 2.5.

Table 2.5: Opportunities

S/No	Opportunities	Strategic Implications	Strategic Responses
1.	Recognition of Kenya as a multiparty democratic state	• Enhanced enforcement of political rights as Bill of Right	• Develop regulations and enactment of legislation with regards to political rights

S/No	Opportunities	Strategic Implications	Strategic Responses
2.	Political goodwill from political parties	• Creates conducive environment for political parties regulation	• Sensitize political parties and the public on the political rights • Review policies and regulatory framework • Robust engagement with key stakeholders
3.	Informed citizenry	• Wider public participation • Enhanced democratic space • Enhanced dispute resolution system	• Continuous sensitization and dissemination of information
4.	Existence of PPLC	• Harmonious working relationships • Platform for dialogue in electoral process	• Continuous engagement between PPLC members • Sensitize stakeholders and the public on the role of PPLC

2.2.4 Threats

Threats are external unfavourable factors in the ORPP environment that could inhibit success. Some of the threats of the Office and their respective strategic implications and responses are outlined in table 2.6.

Table 2.6: Threats

S/ No	Threats	Strategic Implications	Strategic Responses
1.	Political intolerance	• Lack of political trust	• Create awareness on political processes • Encourage political participation • Advocate for open dialogue and diversity of political opinions • Advocate for pluralistic discourse
2.	Numerous litigations	• Cost and time implications	• Sensitize political parties on Internal dispute resolution mechanisms

S/ No	Threats	Strategic Implications	Strategic Responses
3.	Fraudulent registration of political parties members	• Impedes accuracy of political parties membership database	5. Continued vigilance and investigations
4.	Hacking of IPPMS	• Compromised integrity and credibility of political parties membership data	6. Enhance security of data 7. Innovative continual review of IPPMS
5.	Weak internal democracy in parties	• Inter and intra wrangles • Prolonged litigations	• Institutionalize parties through sensitization on the need for party structures
6.	Insecurity to members of staff	• Productivity of staff curtailed	• Liaise with security organs for additional security
7.	Stringent allocation criteria for political parties funding	• Limits compliance enforcement	8. Lobby for the review of allocation criteria

2.3   Environmental Scanning (PESTEL Analysis)

A broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken with a view to describing the circumstances under which the Office operates so as to appreciate the factors that will either support or impede the process of implementing the Strategic Plan. A synthesis of the outcome of the PESTEL analysis is presented in the following tables.

2.3.1 Political factors

Political factors relate to how the government intervenes in the economy. Some of these factors including tax policy, labour law, environmental law, trade restrictions, tariffs and political stability.

Table 2.7: Political Factors

S/No.	Factor	Strategic Implication	Strategic Response
1.	Changes in government	• Changes in government policies and priorities • Delays implementation of programmes	• Align the ORPP activities to the legal and regulatory framework
2.	Devolution	• Increased demand for services	• Decentralise the ORPP services
3.	Political alignments and mergers	• State of political environment	• Advocate on national unity and cohesion • Advocate for strong political parties • Enforce relevant laws
4.	Weak Political Parties structures	• Lack of institutionalized Political parties	• Capacity building of political parties officials
5.	Boundary delimitation	• Representation	• Dialogue forums through PPLC

2.3.2 Economic Factors

Economic factors determine economy's performance. These factors include economic growth, exchange rates, inflation rates, interest rates, disposable income of consumers and unemployment outlook.

Table 2.8: Economic Factors

S/No	Factor	Strategic Implication	Strategic Response
1.	High un-employment rates	• Manipulation of unemployed to cause political malpractices • High crime rates posing security threat to staff	• Implementation of Access to Government Procurement Opportunities (AGPO) • Equity in employment opportunities

S/No	Factor	Strategic Implication	Strategic Response
2.	Government austerity measures	• ORPP budget cuts • Low ORPP staffing levels • Service delivery	• Diversify sources of funding • Collaborate and partner with strategic partners • Lobby The National Treasury for additional funding • Realign ORPP work plan with available resources • Innovativeness in service delivery
3.	Corruption	• Flawed practices in political processes such as credibility of party list, issuance of nomination certificates, election of party officials • Quality of leadership	• Develop legal framework on the conduct of political parties primaries • Develop corruption detection mechanisms

2.3.3 Social Factors

Social factors represent the demographic characteristics, customs and values of a population.

Table 2.9: Social Factors

S/No	Factor	Strategic Implication	Strategic Response
1.	Demographic changes	• Need for mainstreaming Special Interests Groups	• Ensure inclusivity in political parties processes • Ensure compliance with the PPA • Advocate for youth empowerment programmes
2.	Cultural diversity	• Various political point of views	• Advocate for national unity and cohesion

S/No	Factor	Strategic Implication	Strategic Response
3.	Social unrest	• Perceived historical injustices	• Advocate for the implementation of various reports that address perceived historical injustices
4.	Fake news	• Misinformation • ORPP reputational risk	• Targeted messaging • Enhanced access to information

2.3.4 Technological Factors

Technological factors pertain to innovations that may affect the operations of the Office. These include technology incentives, the level of innovation, automation, research and development (R&D)

Table 2.10 Technological Factors

S/No	Factors	Strategic Implication	Strategic Response
1.	Rapid technological advancements e.g. Fifth Generation 5G, technology Unstructured Supplementary Service Data (USSD)	• Service delivery • Cybercrime e.g. hacking of IPPMS, ORPP website, email • Risk of technological obsolescence	• Continuous upgrading ICT infrastructure • Training staff on information security • Develop and implement cyber security policies • Review ICT policy and Disaster recovery plan
2.	Increased adoption of new technology in service delivery by government institutions	• Cost and time in service delivery • Greater information access • Transparency and accountability	• Training of staff to keep pace • Increase speed of adoption of new technology

S/No	Factors	Strategic Implication	Strategic Response
3.	Adoption of social media in corporate messaging	• Diffusion of information • Speed of customer feedback • Content dissemination • New platform to create awareness on the mandate of ORPP	• Increase presence on social media • Integrate ORPP systems with social media • Continual security review and verification of ORPP social media platforms • Due processing of social media content • Social media monitoring and reporting

2.3.5 Environmental Factors

Environmental factors include ecological and environmental aspects such as weather, climate, environmental offsets and climate change, which affect institutions

Table 2.11 Environmental Factors

S/No	Factors	Strategic Implication	Strategic Response
1.	Natural calamities and pandemics e.g. Covid 19, locust invasion	• Political gathering and service delivery • Short-term and long-term planning • Political instability	• Develop contingency plans • Adopt new work place models and working tools
2.	Global Warming	• Service delivery • Environmental degradation • Changing weather patterns	• Institutionalize and mainstream CSR • Collaborate with relevant agencies to put in place environmental friendly policies • Adopt international protocols

| 3. | Waste Management | • Environmental degradation
• Health hazards | • Strict adherence to waste management policies
• Collaborate with relevance waste manage entities
• Adopt "green" practices |

2.3.6 Legal Factors

Legal factors include laws such as discrimination laws, employment laws, consumer protection laws, copyright and patent laws, and health and safety laws.

Table 2.12: Legal Factors

S/No	Factors	Strategic Implication	Strategic Response
1.	Legal reforms e.g. Elections Act and PPA	• Electoral timelines • Service delivery • Party primaries	• Adopt and comply with legal and regulatory frameworks • Creating awareness of the legal reforms • Review and disseminate popular versions • Policy and legal framework on party primaries
2.	Executive Orders	• Service delivery • Restructuring of government departments and centralization of government services	• Comply with orders • Enhance inter agency relations
3.	Constitution	• Public participation • Inclusivity • Litigation	• Develop framework for public participation • Implement the CoK

2.3 Stakeholder Analysis

Effective stakeholder engagement is a key to success of the ORPP. A stakeholder analysis was therefore, conducted as part of the planning to identify the key stakeholders; their roles with implications on the work of the ORPP and how to engage with them.

Table 2.13: Stakeholder Analysis

S/No	Stakeholder	ORPP Expectation	Stakeholder Expectations
1.	Political Parties	• Compliance with the PPA	• Participation in elections and other relevant matters
2.	Parliament	• Passage of legislations • Approval of budget	• Comply with the law • Timely submission of statutory reports
3.	Treasury	• Approval of subject • Timely release of requested funds	• Timely submission of budget • Adherence to Financial Guidelines • Timely submission of statutory reports
4.	Attorney General	• Legal advice	• Timely requests for legal advice
5.	Judiciary	• Timely determination of disputes among parties	• Timely information on requests of political parties matters
6.	Political Parties Dispute Tribunal	• Timely resolution of political parties disputes	• Active player in the dispute resolution process

S/No	Stakeholder	ORPP Expectation	Stakeholder Expectations
7.	Independent Electoral and Boundaries Commission.	• Conduct elections • Engagement in PPLC • Interlinkage in IPPMS • Register and maintain the register of voters • Regulate and supervise political parties nominations • Conduct and share elections results • Propose changes to the law • Organize capacity building of party agents	• Mobilize political parties to have their member register as voters • Register political parties • Share the membership list • Share the political parties symbols • Share the political parties rules and regulations • Disburse the PPF using the election results
8.	Security Agencies	• Thorough vetting of applicants for political party registrations • Providing security during electoral process • Investigation of complaints	• Timely reporting of incidences • Full corporation during investigations and prosecutions
9.	Auditor General	• Timely audit of books of accounts and submission of reports	• Timely submission of books of accounts • Provide information on the office processes • Respond to audit queries

S/No	Stakeholder	ORPP Expectation	Stakeholder Expectations
10.	National Gender and Equality Commission	• Source of Data and information • Capacity building for SIGs in political parties • Monitoring compliance of ORPP and Political Parties with the constitution on inclusivity	• Mainstreaming gender in the Political Process
11.	National Council for Persons with Disabilities	• Source of Data and information on PWDs in political parties	• Inclusion of PWDs in the Political Process
12.	Media	• Dissemination of information • Objective reporting and priming	• Provide accurate and timely information • Verification and fact-checking of information
13.	Civil society	• Provide advocacy • Conduct civic education • Supports programmes and activities of the ORPP	• Share experiences and knowledge
14.	Development Partners	• Financial and Technical support	• Prudent use of financial support • Transparent and accountability of financial Support • Timely reports on programs implementation progress

CHAPTER THREE

STRATEGIC MODEL

CHAPTER THREE: STRATEGIC MODEL

3.0   Introduction

The Office intends to strategically focus on its core functions and operations as stipulated in the Political Parties Act, 2011 and other relevant laws. The PPA formed the basis of designing the strategic direction of the Office. The ORPP vision, mission and core values are explained below:

3.1   Vision:

A model regulator of political parties for a credible democratic multiparty system

3.2   Mission:

To promote the realization of political rights through registration and regulation of political parties in Kenya.

3.3   Core Values

The core values represent our fundamental beliefs as an organization. Core values help us determine if we are on the right path and fulfilling our goals by creating an unwavering guide.

The core values of ORPP are:

i.   **Professionalism**- The Office will inculcate competence and skills in order to efficiently, effectively and transparently serve internal and external clients.
ii. **Integrity**- The Office will uphold high moral standards and honesty in the provision of services.
iii. **Respect for the rule of law**- The Office shall adhere to the applicable laws, rules and regulations.
iv. **Innovativeness**- The Office will adapt creative processes aided by modern technology
v.   **Impartiality**- The Office will observe political neutrality and offer equal treatment in the provision of services
vi. **Inclusivity** –The Office will provide equal access to opportunities and resources for all people including special interest and marginalized groups.

3.4   Key Result Areas

Key Result Areas(KRAs) refer to the general areas of outputs or outcomes for which the organization's role is responsible and performance is measured. KRAs defines strategic issues to be addressed and therefore have an impact on the overall performance of the Office. In line with Office mandate, the following are KRAs for ORPP:

1. Registration and documentation of political parties
2. Regulation of political parties
3. Institutional capacity
4. Strategic partnerships and collaboration
5. Political parties participation in elections

3.5   Strategy Matrix

The strategy matrix for ORPP is outlined in table 3.1:

Table 3.1 Strategy Matrix

Key Result Area/ Strategic Issue	Strategic Objectives	Strategic Options/Actions
1. Registration and documentation of political parties	1.1 To undertake effective registration of political parties	• Scrutinize applications and verify records • Ensure inclusivity in the leadership of the parties before registration • Ensure public participation through publications • Decentralize registration processes through automation of key registration processes • Deregistration
	1.2 To strengthen political parties structures at county level	• Develop guidelines and procedures on the coordination of county political parties officials
	1.3 To maintain a secure, reliable and verifiable database of political parties	• Establish data and records management framework • Enhance security of ICT infrastructure and systems • Secure and update data management systems • Create platform (online, mobile) for public to verify party membership and launch complaints • Integrate Political Party Membership database with key stakeholders' databases including Voter Register, Integrated Population Registration System (IPRS), National Council for People with Disabilities (NCPWD), and National Gender and Equality Commission (NGEC).

Key Result Area/ Strategic Issue	Strategic Objectives	Strategic Options/Actions
	1.4 To continuously update records of political parties	• Timely update of records • Avail publicly disaggregated data of political parties
2. Regulation of political parties	2.1 To enhance compliance with PPA and any other applicable laws	• Monitor and supervise political parties • Oversight the procedures for political parties change of particulars to ensure conformity with their party constitutions • Ensure National Governing Councils of political parties are inclusive of Special Interest Groups (SIGs) and ethnically balanced. • Implement policy on party primaries to ensure level playing field (e.g. where there is no rigging and disenfranchise of women and Persons with Disabilities in vying for elective positions)
	2.2 To strengthen the legal and regulatory framework	• Review the Political Parties Act, 2011 • Develop compliance guidelines and manuals and disseminate to stakeholders. • Develop post-merger / coalition internal procedures and disseminate to political parties • Develop and implement sanctions and enforcement procedural guidelines. • Develop and implement guidelines and procedures on the coordination of county political parties officials • Develop Political Parties (Membership) Regulations • Develop and Implement Political Education Strategy on political rights • Lobby for enactment of the Political Party Primaries Bill to enhance fairness and credibility of the party primaries process and address issues of inclusion of Special Interest Groups to participate in political parties' affairs • Develop (Political Parties Primaries Act) Regulations. • Strengthen legal advisory services

Key Result Area/ Strategic Issue	Strategic Objectives	Strategic Options/Actions
	2.3 To monitor prudent financial reporting by political parties	• Confirm timely publication of sources of funds by PP • Confirm submission of PP accounts to the Auditor General • Confirm publication of PP audited accounts • Undertake timely disbursement of the Political Parties Fund • Review Finance and Procurement Manual
	2.4 To investigate complaints received under the Act	• Develop policies and guidelines to respond to specific complaints • Review and enforce Political Parties Code of Conduct • Conduct public education in conjunction with IEBC and develop sanctions for non-compliance.
	2.5 To Institutionalize political parties	• Training and capacity building of political parties officials (Party Leaders, Secretary Generals, Women leaders, Youth leaders) • Conduct Inter and Intra Party Dialogue Forums
	2.6 To undertake public education on participation of Special Interest Groups in political process	• Develop strategies to create incentives for increased participation of SIGs.
3.1 Institutional Capacity	3.1 To enhance human resource capacity as per staff establishment	• Fair and competitive recruitment and placement of qualified staff • Automate HR processes and operations • Develop Human Resource Policies • Establish wellness and HIV/AIDs Units in line with workplace regulations • Retain qualified and competent staff • Develop staff training policy • Enhance workplace environment

Key Result Area/ Strategic Issue	Strategic Objectives	Strategic Options/Actions
	3.2 To decentralize ORPP services	• Establish additional county offices
	3.3 To enhance Corporate image / brand.	• Strengthen communication with stakeholders • Promote corporate governance • Review service charter • Enhance access to information • Develop media engagement framework • Operationalize Resource Centre • Institutionalize customer service experience • Continually review communication infrastructure • Implement communication policy and strategy
	3.4 To enhance ICT infrastructure and systems	• Automate operations of ORPP • Enhance security of ICT infrastructure and systems
	3.5 To strengthen prudent Financial Management and Reporting	• Timely preparation of ORPP budget • Compliance with statutory financial reporting. • Monitor expenditure of voted funds. • Monitor absorption of allocated funds
	3.6 To improve mobilization and utilization of resources	• Participate in the Medium Term Expenditure Framework (MTEF) process for resource bidding. • Lobby the National Treasury and Parliament for additional budget allocation. • Develop funding concept notes and proposals to development partners. • Develop Finance and Accounts policy and procedure manuals

Key Result Area/ Strategic Issue	Strategic Objectives	Strategic Options/Actions
	3.7 To strengthen quality management and good governance systems of ORPP	• Develop and disseminate internal control manual • Monitor compliance with internal controls • Establish and implement Standard Operating Procedures • Institutionalize Risk Policy Framework • Strengthen the Internal Audit Function and Audit Committee • Review and operationalize the ORPP Fraud Policy Statement • Streamline procurement, inventory control and asset disposal processes and procedures of ORPP
	3.8 To Institutionalize research function	• Develop research policy • To develop robust research and development systems/mechanisms • Identify research thematic areas • Conduct research to guide office policies and processes • Develop and issue policy advisories on political parties and relevant emerging issues • Conduct media monitoring and research on coverage on ORPP political parties and political processes • Develop collaboration mechanisms with like-minded institutions on current events and trends
4. Strategic partnerships and collaboration	4.1 To enhance linkages and synergies with partners and stakeholders	• To strengthen tripartite dialogue platform (PPLC) • Develop and implement stakeholder engagement framework that will guide ORPP engagement mechanism • Mapping and creation of Partners database • Develop public participation policy and guidelines • Implement CSR policy and strategy

Key Result Area/ Strategic Issue	Strategic Objectives	Strategic Options/Actions
5. Political parties participation in elections	5.1 To Prepare political parties to participate in elections	• Guide in the formation of relevant political party election organs e.g. the Elections Board, Nominations Boards • Review of party nomination rules • Guidelines for party lists nominations
	5.2 To develop and implement Roadmap to 2022 elections	• Develop ORPP election timelines/calendar • Communication and reporting on electoral processes • Monitoring and evaluation of electoral process • Train Political Parties Agents. • Verify membership status and symbols of independent candidates

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0   Introduction

This chapter outlines the implementation and coordination frameworks to be put in place by ORPP to strengthen its institutional capacity and effectively implement this Strategic Plan.

4.1   Governance Structure

The Human Resource Strategy must anticipate the quantity and quality of changes in skills and behaviour that will be needed to support the strategy, modify the human resource practices and plan for an orderly and timely transition. Achievement of planned activities set out in this Plan will be pegged on filling the vacant posts and maintenance of an optimal staffing level. To meet the human resource gaps and attain appropriate staffing levels, the Office will proactively seek to attract, develop and retain the highest quality of human resources at all levels. An appropriate succession plan will be put in place. The functions of each of these offices is explained in the following sections.

4.1.1   The Registrar of Political Parties

The Office is headed by the Registrar of Political Parties who is deputized by three Assistant Registrars.

i.   The Registrar of Political Parties is responsible for:-
ii.   Registration of political parties in accordance with the provisions of the Political Parties Act;
iii. Keeping and maintaining a register containing a list of registered political parties and such other particulars relating to a registered political party as may be prescribed;
iv.   Receiving, analyzing and maintaining information of Political Parties as well as monitoring their activities to ensure they conform to the Act;
v.   Issuing the statutory gazette publications;
vi.   Cancellation of certificates of political parties within the provisions of the Political Parties' Act;
vii. Ensuring due compliance and observance of and with the provisions of the law by registered political parties;
viii. Investigation and litigation of matters arising from the implementation of the Act;
ix.   Administering the Political Parties' Fund; and
x.   Performing such acts and duties as provided for under the Act.

The Registrar is accountable for: mobilization of resources; establishing and managing linkages and partnerships with political parties, stakeholders and other political actors; and make regulations for the implementation of the Act.

4.2   Organizational Structure

The Registrar of Political Parties is deputised by three (3) Assistant Registrars who are heads of broad departments namely; Registration and County Coordination; Compliance and Regulation; and Corporate Service. The Assistant Registrars are deputized by directors and Assistant directors. There are four (4) units that report directly to the Registrar. This is illustrated in figure 4.1

Figure 4.1: Organization Structure
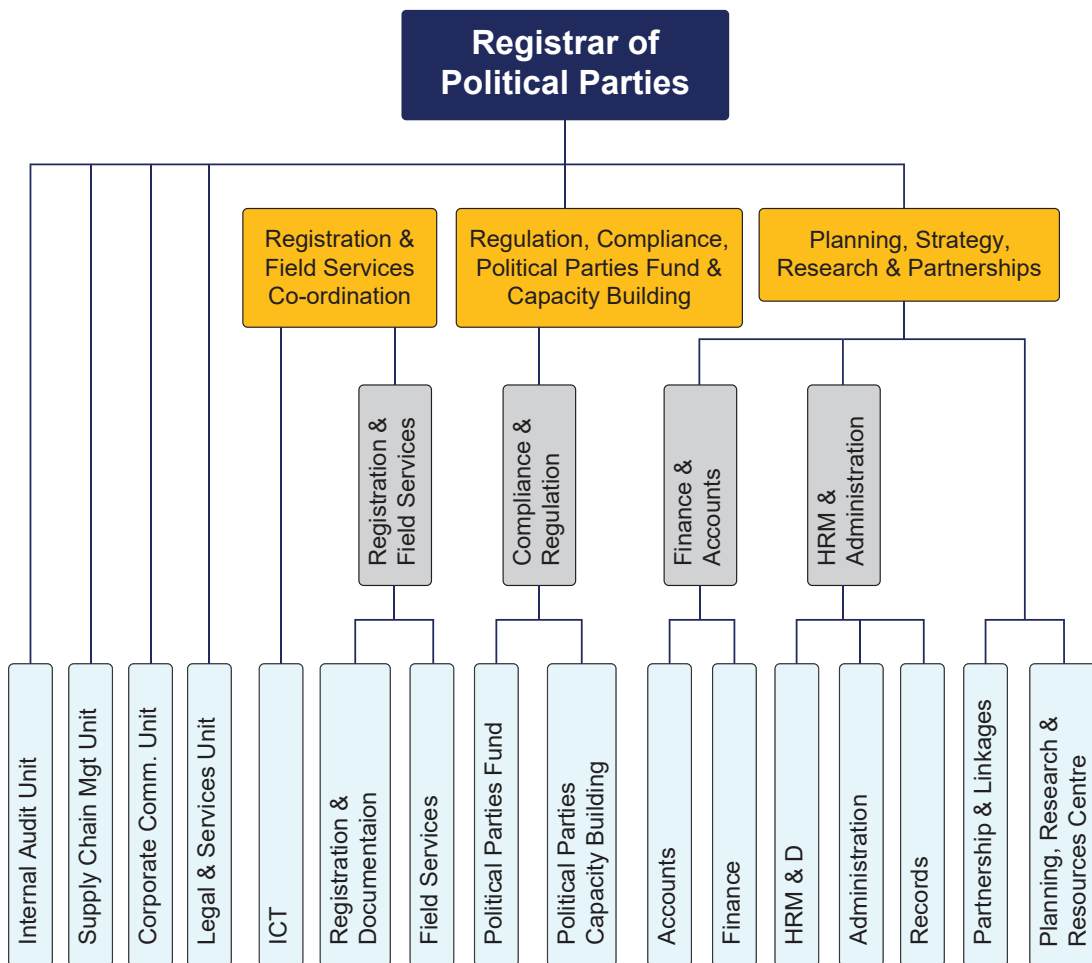
4.3   Staffing Levels

The Office had an in post of sixty-six (66) against approved staff establishment of two hundred and nine (235). The Office shall endeavour to fill all the critical positions during the planning period in order to attain optimal staffing level and ensure successful implementation of this Strategic Plan. The staff establishment for the Office is shown in table 4.1

Table 4.1: Staff Establishment

DESIGNATION	Grade	AE	In-Post	Variance
Registrar Of Political Parties	1	1	1	0
Assistant Registrar of Political parties	2	3	2	-1
Registration Officers	6-3	6	1	-5
Compliance Officers	6-3	9	3	-6
Compliance/ Registration Officers(Field Services)	6-4	55	5	-50
Partnerships and Linkages Officer	6-4	2	0	-2
Finance Officers	6-3	4	1	-3
Accountants	7-3	6	4	-2
Legal Officers	7-4	4	1	-3
Planning Officer	6-4	3	2	-1
Research Officers	6-5	2	1	-1
Supply Chain Management Officers	7-4	6	4	-2
Librarian	7-5	2	0	-2
Administrative Officers	6-4	3	1	-2
Human Resource Management Officers	6-4	5	2	-3
Records Management Officers	7-4	6	3	-3
Corporate Communication Officers	7-4	5	2	-3
Customer Service Assistants	7-6	3	0	-3
ICT Officers	7-4	6	4	-2
Internal auditors	6-4	3	2	-1
Office Administrators	7-5	15	2	-13
Clerical Officers	8-7	59	19	-40
Drivers	9-8	18	3	-15
Office Assistants	10-9	9	3	-6
TOTAL		235	66	-169

4.4   Financial Resources:

Financial requirements by Key Result Areas per financial year and total for plan period are summarized table 4.2.

Table 4.2: Financial Resources Requirements

Key Result Area	Resource Requirements						
	Baseline estimates 2019/2020	Projected Estimates (Ksh. Mn)					
		Year 1 2020/ 2021	Year 2 2021/ 2022	Year 3 2022/ 2023	Year 4 2023/ 2024	Year 5 2024/ 2025	Total
Registration and documentation of political parties	75.24	171.20	214.15	178.08	134.67	101.40	799.50
Regulation of political parties	150.48	342.40	428.31	356.17	269.33	202.80	1,599.01
Institutional Capacity	1,004.83	3,784.63	4,598.15	4,671.36	4,620.42	4,598.15	22,272.71
Strategic partnerships and collaboration	24.60	95.10	103.24	113.24	95.23	70.25	477.06
Political parties participation in elections	43.56	188.85	225.00	270.00	195.40	172.45	1,051.70
Total	1,298.71	4,582.18	5,568.85	5,588.85	5,315.05	5,145.05	26,199.98

4.4.1 Resource Gaps.

Resource gaps as per recurrent and development expenditures are shown in table 4.3

Table 4.3 Resource Gaps

Expenditure	Year 1 2020/2021	Year 2 2021/2022	Year 3 2022/2023	Total
Requirement	4,582.18	5,568.85	5,588.85	**15,739.88**
MTEF Allocation (Ksh. Mn)	1,255.68	1,345.68	1,426.98	**4,028.34**
Variance	**3,326.50**	**4,223.17**	**4,161.87**	**11,711.54**

4.4.2 Resource Mobilization and Utilization

Successful implementation of the Strategic Plan will depend on the quality and commitment of the stakeholders, availability and efficient utilization of resources required to undertake the various activities. Resource mobilization for assured financial sustainability is a fundamental concern during this Strategic Plan period.

4.5 Resource Mobilization Strategies

The overall goal of resource mobilization is to strengthen the Office's funding through diversification of revenue streams. In this regard, ORPP will mobilize financial resources and technical support from the following sources:

i.   The National Treasury.
ii. Development partners

4.5.1 Measures to Manage Resources

To promote efficient and timely resource utilization, the Office shall ensure that guidelines on expenditure control are fully applied. In addition, the Office will improve costing of programmes and activities, in order to avoid duplication and wastage. The Office will put in place measures to ensure prudent resource management as follows:

i.   Integrate ICT infrastructure in service delivery;
ii.   Adhere to statutory requirements for implementation of policy on disposal of assets;
iii. Outsourcing provision of some services;
iv.   Proper budgeting and procurement of items;
v.   Timely and proper servicing of machines, vehicles and equipment;
vi.   Proper use of utilities; and
vii. Regular compliance and system audits.

4.6 Strategy Implementation

Implementation of this Strategic Plan largely depends on commitment of all stakeholders as the Office provides the appropriate governance and policy direction. Implementation responsibilities of this Plan will therefore be cascaded to all levels in order to allow for maximum participation of all the relevant stakeholders. The cascading will be done by developing and implementing annual corporate and work plans for all functional areas. Formal existing institutional structures will be charged with carrying out their appropriate roles.

4.6.1 Pre-Implementation

The following critical factors will be undertaken to ensure successful implementation of the Plan:

i.   Communicate to all implementers to ensure clarity of vision and purpose;
ii. Mobilize and allocate resources in accordance with prioritized activities as stipulated in the Plan;

iii. Cascade the Strategic Plan to departments, sections and units;
iv. Develop Office capacity to implement the Plan;
v. Develop annual work plans and action plans;
vi. Review the monitoring, evaluation and reporting plan to be used throughout the implementation period.

4.6.2 Implementation

The Management will provide strategic leadership, and be responsible for policy formulation. The Registrar is the principal Accounting Officer and will be in charge of ensuring the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. The day-to-day operationalization of the Strategic Plan is the responsibility of heads of departments, divisions and sections. Each employee will be responsible for achievement of the targets assigned to the respective areas.

The Registrar shall ensure:

i. Annual work programmes and the annual budget of the Office are prepared;
ii. Members of staff develop and implement work plans in line with the Strategic Plan;
iii. A performance management system is implemented;
iv. Coordination of meetings to review progress and resolve issues that may arise in implementation;
v. The day-to-day implementation, monitoring, evaluation and reporting of the plan is undertaken and feedback provided to key actors in the implementation; and
vi. Actual performance is measured against negotiated targets at all levels.

4.7   Risk Analysis and Mitigation Measures

ORPP anticipates to face the following risks as it implements the Strategic Plan. Appropriate mitigation measures have been proposed as per table 4.4.

Table 4.4: Risk Analysis

Type of Risk	Description of Risk	Mitigation measures
Strategic Risks	Weak internal and external communication structures.	• Develop and implement a Communication Strategy • Regular staff meetings • Regular updates on Office activities to all stakeholders
	Failure to cascade Strategic Plan effectively to lower levels.	• Involve all in the development of the strategic plan • Cascade the Strategic Plan to all cadres.
	Resistance to change	• Sensitize on all stakeholders Office mandate and functions • Effective communication of change initiatives • Involve staff in decision making • Offer appropriate rewards and sanctions • Train and motivate staff
Operational Risks	Inadequate staff and high turnover of skilled staff	• Outsource services • Recruit and deploy staff • Build capacity for staff • Develop and implement a Succession Management Plan. • Improve terms and conditions of service for staff.
	Theft of information resources	• Install a modern security system.
	Weak Monitoring, Evaluation, and reporting (M E &R) framework.	• Develop and implement a robust M E &R framework; • Build capacity on M&E.

Type of Risk	Description of Risk	Mitigation measures
	Weak teamwork	• Implement team building programs, and • Enhance culture integration and bonding
	Outdated policy framework	• Regular review of policies
	Registration of unqualified parties	• Adhere to registration legal and regulatory framework
	Unsecured information system	• Enhance security features • Maintain electronic database of all records issued
	Procurement Fraud/ Corruption	• Adhere to procurement regulations
	Depletion of revenue reserves to fund operational expenditure.	• Use resources prudently • Diversify sources of revenue
Financial Risks	Poor budgeting	• Promote a participatory approach in budgeting. • Adopt activity based budgeting
	Cash liquidity	• Diversify revenue streams • Strengthen linkages with development partners
	Fraudulent financial practices	• Strengthen internal control systems • Enforce employee code of conduct
Technological Risks	Rapid changes in technology	• Regular upgrading of technology and skills • Adopt e-learning modes
	Systems and information security.	• Improve information security; • Regular updates of systems' firewalls • Offshore backup system

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.0   Introduction

An effective Monitoring, Evaluation and Reporting (ME&R) system is critical to the successful implementation of this Plan. The system will seek to measure progress towards planned objectives and provide feedback on the status of implementation for informed decision-making.

5.1   Monitoring, Evaluation, Reporting and Learning Framework

The MERL framework for this Plan will be based on the various Key Result Areas, strategic objectives and specific outputs that the Office envisages to achieve. Specifically, the MERL will consider the objectives of various functional areas to ensure corrective actions are taken to avoid any deviations from the targets.

Monitoring the implementation of the Strategic Plan shall be undertaken as follows:

i.   The Office shall develop an annual work-plan which shall be cascaded to all functional areas;
ii. Each functional area shall in turn develop an annual work-plan with appropriate targets, activities, performance indicators and budgets as derived from this Plan;
iii. All employees shall prepare individual performance targets from the annual work-plans in their respective functional areas;
iv. Progress for each activity shall be measured against specific targets and schedules included in the Plan;
v.   Data capture templates shall be developed and used for data collection;
vi. Reporting shall be done quarterly, half-yearly and yearly to management;
vii. Results from the analysis shall be used to inform decision-making, identify challenges and to take immediate corrective action.

5.2   Linking MERL to Performance Management

For the implementation of the Plan to be effective, the ME&R will be an integral part of ORPP performance Management system and will be linked to staff appraisal and reward systems. The Office shall monitor and evaluate its activities and performance in the process of reporting on its Performance Contract on quarterly, semi-annually and annual basis. The tracking of the Plan will be regularized to become part of this process.

5.2.1 Cascading the Plan to all Staff

The Plan shall be cascaded to all staff members. This will enable each member of staff to understand and plan for their respective roles.

5.2.2 Departmental and Individual Annual Work Plans

Detailed work plans with clear performance indicators and responsibility for their achievement shall be developed taking into consideration the activities in the Plan. The M&E designated department will be responsible for coordinating all the activities in the Plan.

5.2.2 Data and Information Collection Procedures

Data and information collection templates and procedures shall be developed and used by the departments to measure performance as per the indicators and report to Management. The reports shall describe actions taken by the departments towards achieving the specific strategies of the Plan and will include achievements, challenges and emerging issues, costs, benefits and recommendations.

5.3 Reporting on Performance

Reporting provides a useful way of communicating with all stakeholders regarding the implementation of programmes and thus gaining valuable feedback and support.

The Heads Departments and Units will be required to submit the following reports to the Registrar on their progress in implementation of strategies contained in the Strategic Plan for discussion and policy guidance:

i.   Quarterly reports – Departments and Management
ii. Biannual reports– Management
iii. Annual reports – Management and Stakeholders

5.4 Review of the Strategic Plan

The mid-term review of the Strategic Plan will be carried out toward the end of 2023. The aim of the review will be to assess overall implementation rate and provide critical learning points for the next Strategic Plan.

5.5   Indicators for Monitoring Implementation

The key indicators for external monitoring of implementation of this Strategic Plan will be:

i.   Number of political parties registered
ii.   Compliance with legal requirements
iii. Customer Satisfaction Index

The key indicators for internal monitoring of implementation of this Strategic Plan will be:

i.   Decentralization of ORPP to the Counties
ii.   Integration of ICT in ORPP functions
iii. Level of employee satisfaction
iv.   Effectiveness of ORPP's positioning

Appendix I: Implementation Matrix

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
KRA 1: Registration and documentation of Political parties											171.20	214.15	178.08	134.67	101.40	799.50
Strategic objective 1: To undertake effective Registration of political parties																
1.1.1	Applications for political parties registration scrutinized	Reserve political parties names	Percentage of political parties (applications) names reserved	100	Registration	100	100	100	100	100						
		Reserve political parties symbols	Percentage of political parties (applications) symbols reserved	100		100	100	100	100	100						
		Review proposed political party constitution	Percentage of political parties (applications) constitutions reviewed	100		100	100	100	100	100						
		Verify statutory (forms/county offices/inclusivity) requirements	Percentage of political parties (applications) statutory requirements verified	100		100	100	100	100	100						
		Issue certificate for provisional/full registration	Percentage of political parties (applications) Issued with registration certificates	100		100	100	100	100	100						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.1.2	Registration process decentralized	Identify specific functions to be devolved	Report on specific functions to be devolved	1	Registration	0	1	0	0	0						
		Develop reporting tool for counties	Reporting tool in place	1		0	1	0	0	0						
1.1.3	Merger and coalition agreements deposited, reviewed and registered	Review merger and coalition checklist	Mergers and coalition Checklist	1	Registration	1	0	0	0	0						
		Gazette/ Publish the dissolution of merged parties	Percentage of dissolution of merged parties	100		100	100	100	100	100						
1.1.4	Non-compliant parties deregistered	Issue formal warning and notices to show cause	Percentage of non-compliant political parties issued with notices	100	Registration	100	100	100	100	100						
		Publish notices of deregistration in the Kenya Gazette	Percentage of non-compliant political parties notices of deregistration published in the Kenya Gazette	100		100	100	100	100	100						
		Submit particulars of deregistered political parties to AG for winding up	Percentage of deregistered political parties particulars submitted to AG for winding up	100		100	100	100	100	100						

Strategic Objective 2: To strengthen political parties structures at county level

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.2.1	Guidelines and procedures on the coordination of county officials developed	Establish database of political parties county officials	Comprehensive Database for political Parties County Officials	1	County Coordination	1	0	0	0	0						
		Sensitize County officials	Number of County officials registered and trained	2350		470	470	470	470	470						
		Conduct inter county PPLC dialogue forums	Number of County PPLC dialogue held	235		47	47	47	47	47						

Strategic Objective 3 : To maintain a secure, reliable and verifiable database of political parties

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.3.1	Data and records management framework established	Prepare draft data and records management framework	Draft data and records management framework	1	ICT	1	0	0	0	0						
		Consultative meetings with Stakeholders on draft data and records management framework	No. of Consultative Meetings	4		4	0	0	0	0						
		Sensitize political parties officials on data and records management framework	No. political parties officials sensitized on data and records management framework	142		142	0	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.3.2	An up to date data management systems secured	Integrate the current ORPP database with other stakeholders' databases	No. of databases integrated	1	ICT	1	0	0	0	0						
1.3.3	Platform for public to verify party membership and launch complaints created	Procure online and mobile verification system;	Platform developed and rolled out	1	ICT	0	1	0	0	0						
		Integrate membership database with online and mobile system		1	ICT	0	1	0	0	0						
Strategic Objective 4: To continuously update records of political parties																
1.4.1	Political parties records timely updated	Receive particulars and documents	No. of particular received		Records											
		Update records of political parties continuously	Reports of political parties records	20		4	4	4	4	4						

Strategic Objective 4: To continuously update records of political parties

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.4.2	Political parties data publicly available	Develop a mechanism for availing the data	Mechanism for availing date in place	1	ICT	1	0	0	0	0						
		Monitor the implementation process	Monitoring reports	10		2	2	2	2	2						
											342.40	428.31	356.17	269.33	202.80	1,599.01

KRA 2: Regulation of political parties

Strategic objective 1: To enhance compliance with PPA and any other applicable laws

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)
2.1.1	Political parties monitored and supervised	Develop monitoring and verification tool	Monitoring tool	1	Compliance	1	0	0	0	0						
2.1.2	National governing councils of political parties are inclusive of special interest groups (SIGs)	Compliance audit carried	Compliance Audit Reports	5	Compliance	1	1	1	1	1						
2.1.3	Policy on party primaries implemented	Sensitization and dissemination of the policy	No. of Sensitization meetings	4	Compliance	4	0	0	0	0						
		Monitoring of party primaries conducted	Monitoring report on party primaries			0	1	0	0	0						

Strategic Objective 2: To strengthen ORPP Legal and Regulatory Framework

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.2.1	Political Parties Act, 2011 reviewed	Prepare draft PPA	Draft PPA	1	Compliance	0	1	0	0	0						
		Consultative meeting with stakeholders	No. of consultative meetings	4		0	4	0	0	0						
		Lobby for enactment of the reviewed Act	Enactment of the PPA													
2.2.2	Guidelines and procedures on coordination of county political parties officials	Prepare draft guidelines and procedures	Draft guidelines and procedures	1	Compliance	0	1	0	0	0						
		Consultative meeting with stakeholders	No of meetings held	4		0	4	0	>	0						
		Disseminate the guidelines and procedures	No of copies circulated	4,700		0	4,700	0	0	0						
2.2.3	Sanctions and enforcement procedural guidelines developed	Prepare draft sanctions and procedure guidelines	Draft sanctions and procedures guidelines	1	Compliance	1	0	0	0	0						
		Consultative meetings with Stakeholder	No. of consultative meetings	4		4	0	0	0	0						
		Disseminate sanctions and enforcement procedural guidelines	No. of sanctions and enforcement procedural guidelines documents disseminated	4700		4,700	0	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)
						Annual Targets					Budget(Kshs. Million)					
2.2.4	PPA membership regulations developed	Prepare draft PPA membership regulations	Draft PPA membership regulations	1	Compliance	1	0	0	0	0						
		Consultative meetings with Stakeholder	No. of consultative meetings	4		4	0	0	0	0						
		Disseminate membership regulations	No. of copies of membership regulations disseminated	4,700		4,700	0	0	0	0						
2.2.5	Enactment of Political Parties Primaries Bill	Lobby through the parliamentary caucus group for enactment of Political Parties Primaries Bill	Political parties primaries bill	1	Compliance	1	0	0	0	0						
2.2.6	(Political Parties Primaries Act) Regulations developed	Prepare draft political parties primaries regulations	Draft Political parties primaries regulations	1	Compliance	1	0	0	0	0						
		Consultative meetings with Stakeholder	No. of consultative meetings	4		4	0	0	0	0						
		Disseminate political parties primaries regulations	No. of copies of political parties primaries disseminated	4700		1000	3700	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.2.7	Compliance guidelines and manuals developed and disseminated to stakeholders	Prepare draft policy and compliance guidelines	Draft compliance on compliance guidelines	1	Compliance	1	0	0	0	0						
		Consultative meetings with Stakeholder	No. of consultative meetings	4		4	0	0	0	0						
		Disseminate compliance guidelines	No. of copies of compliance guidelines disseminated	4,700		4,700	0	0	0	0						
2.2.8	Compliance Policy and guidelines implemented	Monitor and evaluate implementation process	No. of cases received; No. M &E reports	5		1	1	1	1	1						
2.2.9	Legal advisory services strengthened	Capacity build legal advisory services staff	No. of officers trained	5	Legal Unit	1	1	1	1	1						
Strategic Objective 3: To monitor Prudent Financial Reporting by Political Parties																
2.3.1	Sources of funds of political parties published	Follow-up with Political parties to ensure timely publications of sources of funds	Number of political parties that publish their sources of funds	71	Finance	71	71	71	71	71						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets Y1	Y2	Y3	Y4	Y5	Budget(Kshs. Million) Y1	Y2	Y3	Y4	Y5	Budget (Mn)
2.3.2	PP Accounts submitted to the Audi-tor-Gen-eral	Follow-up with Political parties to ensure timely submission of their accounts to Auditor general	Number of political parties that submit their accounts to Auditor general	71		71	71	71	71	71						
2.3.3	Published audited political parties accounts	Follow-up with political parties to ensure publication of their audited accounts	Number of political parties that submit their accounts to Auditor general	71		71	71	71	71	71						
2.3.4	PP funds timely disbursed	Inform political parties of available funds	Gazette notices	5		1	1	1	1	1						
		Publish in the Gazette eli-gible political parties with respective allocation	Gazette notices	5		1	1	1	1	1						
		Disburse of Funds as per the PPA	Report on funds disbursement	5	Finance	1	1	1	1	1						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.3.5	Reviewed Finance and procurement Manual	Identify gaps in the existing manual	Report on gaps identified in the Finance and procurement Manual	1	Finance	1	0	0	0	0						
		Develop a draft Finance and procurement Manual	Draft manual	1		1	0	0	0	0						
		Consultative stakeholders meetings on that draft finance and procurement manual	No. of Meetings; Report on stakeholders engagement	4		4	0	0	0	0						
		Publish re-viewed manual	Reviewed manual	1		0	1	0	0	0						
		Implement the Finance and procurement Manual	No. of political parties that comply with the finance and procurement manual	71	Finance	71	71	71	71	71						
Strategic objective 4: To investigate complaints received under the Act																
2.4.1	Policies and guide-lines to respond to specif-ic com-plaints devel-oped	Prepare draft Policies and guidelines	Draft Policies and guidelines	1	Compliance	0	1	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Consultative meetings with Stakeholders	No. of consultative meetings	4		0	4	0	0	0						
		Disseminate Policies and guidelines	No. of copies of Policies and guidelines disseminated	4,700		0	4700	0	0	0						
		Liaise with relevant investigative agencies	Number of investigations													
2.4.2	Political Parties code of conduct reviewed and enforced	Consultative meetings with political parties	Number of meetings	4	Compliance	0	4	0	0	0						
		Political Parties code of conduct reviewed and disseminated	All political parties sensitized	71		0	71	0	0	0						
		Conduct public education and develop sanctions for non-compliance	Number of engagement forums													
Strategic objective 5: Institutionalize political parties																
2.5.1	Trainings of political parties officials conducted	Identify training/ capacity building needs of political parties officials	Report on Training/Capacity building needs of political parties officials	1	Compliance	1	0	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Review the Leadership Training Source Book	Reviewed Leadership Training manual	1		1	0	0	0	0						
		Train political parties officials	No. of political parties officials trained	2350		850	1500	0	0	0						
2.5.2	Inter and Intra party dialogue forums conducted	Conduct National and county dialogue forums	Report	16		4	4	4	4	4						

Strategic Objective 6: To undertake public education on participation of SIGs in political processes

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)
2.6.1	Strategies to create incentives for increased participation of SIGs developed	Consultation with stakeholder	Number of meetings	16	Compliance	4	4	4	4	4						
		Develop incentives including but not limited to review of PPA, to remove barrier	Incentives put in place		Compliance											
KRA 3: Institutional Capacity											3,784.63	4,598.15	4,671.36	4,620.42	4,598.15	22,272.71

Strategic Objective 1: To enhance human resource capacity as per staff establishment

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)
3.1.1	Qualified staff fairly and competitively recruited	Identify key vacant positions to be filled every year	Identified key vacant positions reports	30	Human Resource	10	5	5	5	5						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Seek Authority for recruitment from the National Treasury every year	Recruitment approvals	5		1	1	1	1	1						
		Advertise vacancies	Copies of the adverts (one every year)	5		1	1	1	1	1						
		Shortlist candidates	Shortlisted candidates reports	5		1	1	1	1	1						
		Interview shortlisted candidates	Interview reports	5		1	1	1	1	1						
		Appoint and deploy officers	Appointment and deployment letters	5		1	1	1	1	1						
3.1.2	HR Processes and operations automated	Automate Leave Management System	Automated Leave management System	1	Human Resource	0	1	0	0	0						
		Develop and implement an electronic Recruitment System	Electronic recruitment system in place	1		0	0	1	0	0						
		Fully implement the Automated Staff Performance Appraisal System (SPAS)	Automated SPAS implemented	1		0	1	1	1	1						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.1.3	Human Resource policies developed	Review Human Resource Policies and Procedures Manual	Reviewed HR Policy and procedures Manual	1	Human Resource	0	1	0	0	0						
		Review career progression guidelines	Reviewed Career progression guidelines	1	Human Resource	0	1	0	0	0						
	Qualified and competent staff retained	Develop succession policy and plan	Succession managed policy and plan	1		0	0	1	0	0						
3.1.4		Develop a couching and mentorship Policy	Couching and mentorship policy in place	1		0	0	1	0	0						
		Develop an employee reward and recognition system	Employee reward and recognition system in place	1		0	0	0	1	0						
3.1.5	Staff training Policy developed	Develop staff training and Development policy	Training and development policy in place	1	Training	0	1	0	0	0						
		Carry out a Training Needs Analysis	TNA Report	2	Training	1	0	0	1	0						
		Train staff	Training reports	5	Training	1	1	1	1	1						
3.1.6	Workplace environment enhanced	Acquire additional office space	Addition office space in place	1	Administration	0	1	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Partition and refurbishment additional office space	Partitioned and refurbished office in place	1	Administration	0	1	0	0	0						
		Sensitize staff on health and safety	Health and safety sensitization reports	5	Training	1	1	1	1	1						

Strategic Objective 2: To decentralize ORPP services

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)
3.2.1	Addition-al county offices Estab-lished	Select the counties where the offices will be established	Number of se-lected counties	30	County Coordi-nation	2	4	8	8	8						
		Identify viable office location and space	Number of viable office locations iden-tified	30	County Condo-nation	2	4	8	8	8						
		Procure office spaces	No of Signed Lease agree-ments for County offices	30	Supplies Chain Management	2	4	8	8	8						
		Furnish the offices	No of Offices Furnished	30	Administration	2	4	8	8	8						
			No of Lease agreements signed	30	Legal	2	4	8	8	8						
		Register lease agreements	Lease agree-ments Registered	30	Administration	2	4	8	8	8						

Strategic Objective 3: To Enhance Corporate image / brand.

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.3.1	Service charter implemented	Disseminate service charter	No. copies	600	Communication	600	0	0	0	0						
		Sensitize on service charter	No. of staff sensitized	66		66	0	0	0	0						
3.3.2	Service charter reviewed	Translate service charter to Swahili	Translated Service Charter	1		0	1	0	0	0						
		Transcribe Service Charter into Braille	Transcribed service Charter	1		0	1	0	0	0						
3.3.3	Access to information enhanced	Develop access to information procedures manual	Information procedures Manual developed		Communication	1	0	0	0	0						
		Sensitize front line staff on the Access to Information	No. of staff sensitized			1	0	0	0	0						
		Disseminate access to information procedures	No. of copies disseminated	600		600	0	0	0	0						
		Coordinate and/participate in corporate events	No. of corporate events	10		2	2	2	2	2						
		Coordinate and/participate in ASK shows	No. of ASK Shows held	40		8	8	8	8	8						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Produce and disseminate Information, Education Communication/promotional material	No. of material disseminated	40,000		8,000	8,000	8,000	8,000	8,000						
3.3.4	Media engagement framework developed	Develop media engagement and publicity plan	Media and publicity plan	1	Communication	1	0	0	0	0						
		Maintain a media repository	Corporate media repository Maintained	1		1	1	1	1	1						
		Coordinate media advertisement s/ placements	No. of placements/advertisements;	30		6	6	6	6	6						
		Coordinate media engagement	No. of engagements													
3.3.5	Resource Centre operational	Identify and maintain information resources	No. of information resources subscribed or acquired	25	Communication	5	5	5	5	5						
		Review user needs	No. of user review reports	20	Communication	4	4	4	4	4						
		Equip Resource Centre	Resource Centre equipped		Administration	1	0	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.3.6	Customer service institutionalized	Review and source for customer feedback tools	No. of tools	10	Communication	2	2	2	2	2						
		Monitor and report on customer feedback	No. of feedback reports	5		1	1	1	1	1						
		Undertake corporate branding	No. of branding artefacts/items	40		5	5	5	5	5						
3.3.7	Communication infrastructure reviewed	Monitor and review communication platforms	No. of Reports of Communication platforms reviewed	10	Communication	2	2	2	2	2						
		Create and disseminate content through communication platforms	No. of posts/ uploads	60		12	12	12	12	12						
		Monitor and review communication platforms	No. of Reports of Communication platforms reviewed	10		2	2	2	2	2						
3.3.8	Communication policy and strategy implemented	Create staff awareness on communication policy and strategy	No of staff sensitized	66	Communication	66	0	0	0	0						

Strategic Objective 4: To enhance ICT Infrastructure and systems

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.4.1	ORPP operations automated	Develop terms of reference	Terms of reference developed	1	ICT	0	1	0	0	0						
		Install IP phones in the county offices	IP phones installed	7		0	7	0	0	0						
		Configure Virtual Private Network (VPN)	Configuration of the phones completed													
3.4.2	ICT infrastructure and system secured	Implement an off-site backup	Functional Off-site back up	1	ICT	0	1	0	0	0						

Strategic Objective 5: To strengthen prudent financial reporting

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.5.1	ORPP budgets timely prepared	Prepare budget in line with Treasury Circulars	Approved budget reports	5	Finance	1	1	1	1	1						
3.5.2	Statutory financial reporting complied with	Prepare and submit financial reports in line with statutory timelines	Approved and submitted financial reports	5		1	1	1	1	1						
3.5.3	Expenditure of voted funds monitored	Prepare expenditure reports	Quarterly reports	5		1	1	1	1	1						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.5.4	Absorption of allocated funds monitored	Undertake quarterly recurrent expenditure analysis	Quarterly reports	5		1	1	1	1	1						
Strategic Objective 6: To improve mobilization and utilization of resources																
3.6.1	Participated in the MTEF process for resource bidding	Participate in GJLO sector work shop	Sector budget													
3.6.2	National treasury and parliament lobbied for additional budget allocation	Prepare for budget defense	Approved budget	5	Finance	1	1	1	1	1						
3.6.3	Funding concept notes and proposals to development partners developed	Develop concept notes and proposals and share with development partners	Approved proposals	5	Finance/planning	1	1	1	1	1						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.6.4	Finance and accounts policy and procedures manuals developed	Develop draft policy and procedures manual	Approved policy and procedures manual	1	Finance/accounts	0	1	0	0	0						
		Disseminate the policy and procedures manuals	No of copies circulated	50		0	50	0	0	0						
Strategic Objective 7: To strengthen quality management and good governance systems of ORPP																
3.7.1	Internal control manual developed and disseminated	Undertake risk analysis on existing controls	Report on findings	1	Internal Audit	0	1	0	0	0						
		Develop draft Internal Control manual	Draft Internal Control manual													
		Submit to management for review and input	Reviewed internal control manual	1												
		Develop final Internal Control manual	Internal Control manual developed and disseminated	1		0	1	0	0	0						
3.7.2	Compliance with internal controls monitored and reported	Engagement plan issued	Report/findings	5		1	1	1	1	1						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.7.3	Standard operating procedures established and implemented	Draft Standard operating procedures	Operationalized Standard operating procedures	1		0	1	0	0	0						
		Sensitize staff on Standard operating procedures	No of staff sensitized	66		0	66	0	0	0						
3.7.3	Developed and implemented risk management framework	Draft risk management framework developed	Operationalized risk management framework	1		0	1	0	0	0						
3.7.4	ORPP fraud policy statement reviewed and operationalized	Review fraud policy statement	Operationalized fraud policy statement	1		0	1	0	0	0						
		Operationalize and strengthen risk champions and fraud policy committee	Operationalized risk champions and fraud policy committee			0	1	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.7.5	Procurement, inventory control and asset disposal processes and procedures of ORPP streamlined	Review processes and procedures	Approved and operationalized processes and procedures			0	1	0	0	0						
Strategic Objective 8: To institutionalize research function																
3.8.1	Research policy developed	Develop Research policy	Research policy	1	Research	0	1	0	0	0						
		Submit to management for review and input														
		Develop final Research policy														
3.8.2	Research conducted on Office policies and processes	Identify research thematic areas	Report	5		1	1	1	1	1						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget (Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.8.3	Collab-oration mecha-nism with likemind-ed institu-tions on current events and trends devel-oped	Develop collaboration framework	Mechanism operationalized	1		0	1	0	0	0						
3.8.4	Develop and issue policy adviso-ries on political parties and relevant emerging issues	Research on emerging political parties issues	Report	5	Research	1	1	1	1	1						
		Advisories issued to politi-cal parties	No of adviso-ries issued													

KRA 4: Strategic partnerships and collaboration

Strategic Objective 1: To enhance linkages and synergies with partners and stakeholders

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget (Kshs. Million)					Budget (Mn)
4.1.1	Tripartite dialogue platform (PPLC) strength-ened	Decentralize PPLC	Number of county forums held	47	Compliance	47	47	47	47	47						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
4.1.2	Stakeholder engagement framework developed and implemented	Draft engagement framework/ mechanism	Draft engagement framework	1	Partnership	0	1	0	0	0	95.10	103.24	113.24	95.23	70.25	477.06
		Consultative meeting with stakeholders on the draft framework	Number of meetings	1		0	1	0	0	0						
		Implementation of the framework	Framework in place	1		0	1	0	0	0						
4.1.3	Stakeholder database mapped and created	List of stakeholders (state and non-state)	Number of stakeholders identified and engaged	30	Partnership	0	10	10	10	0						
4.1.4	Public participation policy and guidelines developed and implemented	Prepare draft policy and guidelines	Draft public participation policy	1	Partnership	1	0	0	0	0						
		Consultative meeting with Stakeholders on public participation policy	No. of stakeholders consultative meetings	4		1	0	0	0	0						
		Disseminate public participation policy	No of copies of public participation policy disseminated	47,000		47,000	0	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
4.1.5	CSR policy and strategy implemented	Participate in CSR program	Number of engagements	5	Communication	1	1	1	1	1						
		Monitor and evaluate CSR program	Monitoring reports	5		1	1	1	1	1						
	KRA 5: Political parties participation in elections										188.85	225.00	270.00	195.40	172.45	1,051.7
	Strategic Objective 1: To prepare political parties to participate in elections															
5.1.1	Formation of relevant political party election organs e.g Elections board, Nomination Boards guided	Train organs on specific roles	No. of political parties trained	71		71	71	71	71	71						
5.1.2	Political parties nomination rules reviewed	Conduct consultative meetings with political parties	No. of meetings	4	Compliance	0	2	2	0	0						
		Draft nomination rules	Reviewed nomination rules													
	Strategic Objective 2: To develop and implement Roadmap to 2022 elections															

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.2.1	Effective collaborations with electoral players established	Hold PPLC & stake holders meetings	No of meetings held	16	Partnerships	6	10	0	0	0						
5.2.2	ORPP Elections timelines/calendar developed	Develop ORPP Election timelines	ORPP Election guidelines	1	Partnerships	0	1	0	0	0						
		Sensitize political parties on the electoral timelines	Number of political parties officials sensitized	142		0	142	0	0	0						
5.2.3	Effective communication and Reporting on electoral processes achieved.	Develop Communication and reporting channel	Communication channel in place		Communication	0	1	0	0	0						
		Establish response call centers	Response call Centres	8		0	8	0	0	0						

S/No.	Key Output	Key Activities	Key Performance Indicator	Target for 5 years	Department/ Unit responsible	Annual Targets					Budget(Kshs. Million)					Budget (Mn)
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.2.4	Electoral processes effectively monitored and evaluated	Monitor the party primaries, campaigns, pre, during and post-election activities.	Monitoring reports	6	Compliance	0	6	0	0	0						
		Recruit county and constituency monitors	Number of monitors recruited	337	Human Resource	0	337	0	0	0						
5.2.5	Political party agents trained	Conduct Agents training	Number of agents trained.	470	Training	0	470	0	0	0						
		Identify chief agents	Number of chief agents sensitized	47		0	47	0	0	0						
5.2.6	Independent candidates	Certify political party membership status	Report on independent candidates cleared		ICT											
	membership status and symbol verified	Check name and symbol to ensure it does not mirror that of existing political party														
					TOTAL BUDGET						4,582. 18	5,568. 85	5,588. 85	5,315. 05	5,145. 05	26,199.98