



OFFICE OF THE REGISTRAR OF POLITICAL PARTIES

STRATEGIC PLAN

2025-2028

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Addressing inadequate participation of Special Interest Groups [SIGs] in political processes



ORPP institutional capacity strengthening



Institutionalization of political parties



Digitalization of ORPP processes



Enhancing engagement with partners and stakeholders



Improving political parties' compliance with policy and legal framework



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
- Innovativeness
- Impartiality
- Inclusivity

FOREWORD



The Office of the Registrar of Political Parties is pleased to present the 2025-2028 Strategic Plan that sets out strategic priorities of the Office for the next three years. The achievements and lessons learnt during implementation of the previous Strategic Plan, 2020-2025 and need to align the Office strategy with long term development aspirations as prescribed in the Vision 2030 and Fourth Medium Term Plan provided the impetus to develop the 2025-2028 Strategic Plan.

The Plan is anchored on Six (6) Key Result Areas (KRAs) on which the Office aims to deliver results. The KRAs are Registration of Political Parties; Regulation of Political Parties; Political Parties Participation in Elections; Digital Transformation and Data Management; Partnership and Stakeholder Engagement; and Institutional Governance and Capacity. Being a critical player in Kenya's electoral process, the lessons learnt during the 2022 General Election as captured in the ORPP Post-Election Evaluation Report provided valuable insights on strategic interventions that need to be developed and implemented to better prepare political parties to participate in the future elections.

To implement the Plan, the Office endeavours to continuously strengthen its human resource capacity through recruitment, training and development. To successfully execute the strategy, it is imperative to have appropriate and relevant staff at all levels, skill set and competencies. Additionally, the Office will continue to work closely with the Parliament and National Treasury for adequate budgetary allocation to implement the Strategic Plan. Equally important will be to enhance engagement with development partners and other stakeholders to leverage on the technical support.

I remain confident that the ORPP workforce has the commitment and teamwork to actualize the objectives and strategies in this Plan. Implementation of this Strategic Plan will be a step forward towards promoting democratic governance through institutionalized, competitive, accountable and issue based political parties.



Ann N. Nderitu, CBS

Registrar of Political Parties/CEO

PREFACE AND ACKNOWLEDGEMENTS

The Office of the Registrar of Political Parties is operating under dynamic and changing political environment. It is therefore imperative that the Office is positioned strategically to address and react to developments in the environment. The 2025-2028 Strategic Plan outlines the Vision, Mission and Strategic Goals that will provide strategic direction to guide the Office activities for the next three years.

A comprehensive situational analysis of the internal and external environment was undertaken and strategic issues identified. The Strategic Plan identifies seven (7) strategic issues namely Streamlining the political parties' registration process; Improving political parties' compliance with policy and legal framework; addressing inadequate participation of Special Interest Groups (SIGs) in political processes; Institutionalization of political parties; Enhancing engagement with partners and stakeholders; Digitalization of ORPP processes; and ORPP institutional capacity strengthening.

To address the strategic issues, the Plan formulates seven (7) strategic goals namely; Enhanced efficiency in the registration process of political parties; Improved compliance with policy and legal frameworks by political parties; Increased participation of SIGs in political processes; Institutionalized political parties; Enhanced engagement with partners and stakeholders; Improved operational efficiency and service delivery; and Enhanced productivity and performance. To ensure accountability, effectiveness and efficiency, the Strategic Plan has incorporated an implementation and coordination framework to describe how the objectives and strategies will be operationalized. Instructively, the Plan provides for monitoring, evaluation and reporting framework to ensure planned strategies are implemented and corrective actions taken to address deviations.

This Strategic Plan was developed through a consultative and participatory process involving our internal and external stakeholders. Sincere appreciation to Planning and Research Department for technical input and Heads of Departments for the dedicated effort and diligence in the development of the Strategic Plan. Special gratitude to Assistant Registrars, Ali A. Surraw and CPA Florence Biryra for expertise and invaluable insights that greatly enriched the document.

The ORPP leadership is committed to ensure successful implementation of this Strategic Plan and will continue to collaborate with state and non-state actors to ensure its full realization.



Ann N. Nderitu, CBS

Registrar of Political Parties/CEO

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ACRONYMS AND ABBREVIATIONS

BETA	Bottom-Up Economic Transformation Agenda
BCP	Business Continuity Plan
CPD	Continuous Professional Development
DRP	Disaster Recovery Plan
EDRMS	Electronic Document and Records Management System
FiRe	Financial Reporting
HR	Human Resource
IEBC	Independent Electoral and Boundaries Commission
IFMIS	Integrated Financial Management Information System
IPPMIS	Integrated Political Parties Management Information System
KANU	Kenya African National Union
KPIs	Key Performance Indicators
KSHS	Kenya Shillings
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
ODPC	Office of the Data Protection Commissioner
ORPP	Office of the Registrar of Political Parties
OSHA	Occupational Safety and Health Act

PCs	Performance Contracts
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
PPA	Political Parties Act
PPDT	Political Parties Dispute Tribunal
PPF	Political Parties Fund
PPLC	Political Parties Liaison Committee
PSC	Public Service Commission
RMC	Resource Mobilization Committee
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SP	Strategic Plan
SPAS	Staff Performance Appraisal System
SRC	Salaries and Remuneration Commission
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
WIBA	Work Injury Benefit Act

OPERATIONAL DEFINITION OF KEY TERMS

AU Agenda 2063	A strategic framework for the socio-economic transformation of the continent over the next 50 years from 2013 to 2063.
Baseline	A description of the initial state of an indicator before the start of project/programme.
Bottom-Up Economic Transformation Agenda	Sets out the Government Administration's priority programs, policies and reforms under five core pillars to be implemented over a five-year period (2022-2027). The Agenda is geared towards economic turnaround and inclusive growth. Special focus is placed on increased employment, more equitable distribution of income, social security while also expanding the tax revenue base, and increased foreign exchange earnings.
Evaluation	The process of collecting and analyzing data to measure how well the programme activities have met expected objectives.
Indicator	A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result.
Kenya Vision 2030	A long-term development blueprint that aims to transform the country into a newly industrialized, middle-income nation providing high quality of life to all its citizens by 2030 in a clean and secure environment.

Key Result Area	This is an outline of the Office's area of focus. It also refers to the general areas of outputs or outcomes for which the Office is responsible. It is also referred to as Strategic Focus Areas or Themes.
Medium Term Plan	Five-year plan through which Kenya Vision 2030 is implemented.
Monitoring	A continuous collection and analysis of data on specified indicators to provide information on the extent of progress and achievements in an ongoing project.
Outcome	This describes the actual change in conditions/ situation as a result of an intervention output. It refers to intermediate results generated relative to the objective of the intervention.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities
Strategic Goals	These are general qualitative statements on what the Office is hoping to achieve in the long term.
Strategic Issues	These are fundamental policy gaps, critical challenges/ gaps or opportunities that require strategic response and must be addressed or tapped in order for the Office to achieve its Vision. They are the foundations upon which strategies are developed.

Strategic Objectives	These are what the Office commits itself to accomplish in the strategic planning period; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.
Strategies	These are broad abstractions which are descriptive of the means of achieving the Strategic Objectives.
Sustainable Development Goals	These are a set of global objectives established by the United Nations to address various social, economic, and environmental challenges facing the world.
Target	A result to be achieved within a given timeframe.
Top Leadership	Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate.

EXECUTIVE SUMMARY

The Office of the Registrar of Political Parties is established under the Political Parties Act Cap. 7D as a State Office within the meaning of Article 260 of the Constitution of Kenya. The Constitution entrenches multiparty politics and political rights and therefore political parties are key institutions of social, economic, and political governance. They play important roles including promoting pluralistic debates by presenting alternative policy platform and providing a forum for selection of leadership. The Political Parties Act Cap. 7D 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 2025-2028 strategic plan addresses the aforementioned and provides resources as well as mobilization mechanisms to operationalize the strategies. Lessons learnt in the previous strategic 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 also predictions for the future. This Strategic Plan is within the national development agenda of Kenya and the fourth Medium Term Plan of the Kenya's Vision 2030.

Chapter one highlights background of the preparation of the ORPP strategic plans, the context of strategic planning which includes the United Nations 2030 Agenda for sustainable development, Africa Union Agenda 2063 among others. The chapter also outlines the history of ORPP and the methodology of developing the strategic plan.

Chapter two of the strategic plan presents the mandate and functions of ORPP, vision and mission statement, strategic goals, core values and the quality policy statement of ORPP. Chapter three outlines the situational analysis involving external and internal environment, a summary of past Office performance indicating achievements, challenges and lessons learnt. In addition, a stakeholder analysis was undertaken to identify the key stakeholders, their expectations and the Office's expectations.

Chapter four presents the strategic issues, strategic goals and six key result areas that are aligned to the mandate of the Office. The thematic areas are: Registration of Political Parties, Regulation of Political Parties, Participation of Political Parties in Elections, Digital Transformation and Data Management, Partnership and Stakeholder Engagement, and Institutional Governance and Capacity while chapter five highlights the strategic objectives and strategic choices.

Strategies are not an end in themselves but rather a means to an end and therefore chapter six highlights Implementation plan, Institutional Framework, Staff Establishment, Skills Set and Competence Development, and Risk Management Framework while chapter seven provides details of Financial Requirements, Resource Gaps and Resource Mobilization Strategies. To implement this strategic plan in the next three (3) years, the ORPP will require Kshs 6,699.37 million for Operational Management and Personnel Emoluments. To ensure adequacy of financial resources, the Office will lobby for increased Government funding as well as engage partners to adequately fund its programmes. Efforts will be made to ensure efficiency in utilization of allocated funds.

Lastly, chapter eight 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. As part of tracking results, the M&E framework will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Various indicators will be tracked and used to measure performance as presented in Chapter 8. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans of the Office.

CHAPTER ONE

INTRODUCTION

1.0 Overview

The chapter presents the background information of the Office of the Registrar of Political Parties (ORPP); strategy as an imperative for ORPP success, the context of strategic planning, history of ORPP; and the methodology used to develop this Strategic Plan.

1.1 Background

The Office of the Registrar of Political Parties (ORPP) is established under the Political Parties Act Cap. 7D. This is the third strategic plan for the Office and covers the period 2025 - 2028, and is aligned to the Kenya's Vision 2030 and its fourth Medium Term Plan (MTP IV) and was prepared through consultative process involving ORPP key stakeholders. It envisions 'A model regulator of political parties for a credible democratic multiparty system' while its mission is "To promote the realization of political rights through registration and regulation of political parties in Kenya". The Office is committed to upholding the following core values: Professionalism, Integrity, Respect for the rule of law, Innovativeness, Impartiality and Inclusivity.

The Office, in this strategic plan, will play a crucial role in ensuring Kenya achieves its aspirations as contained in the Constitution. Article 4 (2) dictates that the Republic of Kenya shall be a multi-party democratic State founded on the national values and principles of governance referred to in Article 10. In Article 27 (3), women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres, while in Article 38 (1), every citizen is free to make political choices, which includes the right (a) to form, or participate in forming, a political party, (b) to participate in the activities of, or recruit

members for, a political party; or (c) to campaign for a political party or cause. In part (2) of the Article, every citizen has the right to free, fair and regular elections based on universal suffrage and the free expression of the will of the electors.

Further, Kenya has committed herself towards implementation of international obligations such as realization of 2030 Agenda for Sustainable Development, Africa Agenda 2063, East Africa Community Vision 2050, among other frameworks. The spirit of some of these international commitments is captured in Kenya's long term development blue print through the Medium-Term Plans (MTPs), in which the ORPP works towards ensuring a credible democratic system.

In the third planning cycle, the Office has identified six (6) key areas of focus. These are: Registration of Political Parties, Regulation of Political Parties, Participation of Political Parties in Elections, Digital Transformation and Data Management, Partnership and Stakeholder Engagement, and Institutional Governance and Capacity. These key result areas have been matched with clear and coherent strategic objective and various strategies.

For improved service delivery, the Office will undertake a Training Needs Assessment (TNA) in the first year of the plan and prepare and implement training interventions targeting all staff members. Efforts will be made to ensure equitable representation by diverse groups. Towards improved performance, the Office will implement Staff Performance Appraisal System (SPAS) for all staff. It will also endeavour to apply rewards and sanctions strategies.

1.2 Strategy as an Imperative for Organizational Success

In 2001, the Government developed and launched the Strategy for Performance Improvement in the Public Service, which sought to increase productivity and improve service delivery. A key hinge of the strategy was Results Oriented Management (ROM) approach, which culminated into the introduction of Results Based Management (RBM) in 2004. This was a deliberate policy to improve performance, service delivery and governance. The policy encompassed Strategic Plans (SPs), service delivery standards and benchmarks, Service Charters, Annual Work Plans, Staff Performance Appraisal, merit-based promotion and performance contracts.

Since then, it is a requirement that each Ministry, Department and Agency (MDA) prepares a five-year strategic plan as a guide in the implementation of its mandate aligned to the Medium-Term Plans (MTPs). Coupled with this, the Public Finance Management Act, (2012) Section 68(2) (g) requires that Accounting Officers (at National level) prepare a strategic plan for the entity in conformity with the medium-term fiscal framework and fiscal policy objectives of the national government. This is further amplified by the Public Service Commission Management (Performance Management) Regulations of 2021, Part III on Planning for Efficient and Effective Delivery of Services.

The ORPP has embraced strategic planning since its establishment in 2008 in line with the regulations and guidelines issued by the various government agencies, the national development policy priorities and international best practices. The strategic plans have provided strategic direction in the implementation of the ORPP mandate; Registration and Regulation of political parties as well as Administration of the Political Parties' Fund (PPF). Strategic Plan is an important tool for improving ORPP's efficiency

and effectiveness in the registration and regulation of political parties.

The 2025-2028 Strategic Plan builds on the lessons learned and achievements from the implementation of the previous strategic plan 2020-2025. This new Strategic Plan seeks to address Seven (7) strategic issues and provide a roadmap for directing ORPP's efforts and resources towards the successful realization of its mandate, in line with constitutional requirements and national priorities including the fourth Medium Term Plan. It establishes a framework for fostering effective and efficient collaboration between ORPP and its key stakeholders. Additionally, it will enhance the monitoring and evaluation (M&E) of ORPP's programs, ensuring that all activities are carried out efficiently and in alignment with established objectives

Specifically, the Strategic Plan covering the period 2025/26 – 2027/28 has been developed to:

- i. Align the work of ORPP with the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and other regional and international development frameworks such as the Agenda 2030 on Sustainable Development Goals (SDGs), Africa Agenda 2063 and EAC Vision 2050.
- ii. Strengthen ORPP's capacity for overseeing and coordinating the registration and regulation of political parties.
- iii. Provide a framework for mobilizing resources towards achievement of ORPP's mandate and functions.
- iv. Provide a framework for monitoring and evaluation of the performance of ORPP.

- v. Communicate the ORPP's Vision to stakeholders.

1.3 The Context of Strategic Planning

The ORPP aligns its strategic focus with Kenya's Vision 2030 and the United Nations 2030 Agenda for Sustainable Development, particularly emphasizing Goal 16 building peaceful, just, and inclusive political parties through its mandate of regulating and strengthening political parties for a vibrant democracy.

1.3.1 The United Nations 2030 Agenda for Sustainable Development

The 2030 Agenda on Sustainable Development sets out a global framework to achieve a more equitable, sustainable and prosperous world by balancing economic, social and environmental dimensions through partnerships by the year 2030. Government development agenda and policy priorities are key drivers and an accelerator towards the aspirations of the agenda. Kenya's development agenda and policy priorities are aligned with the 2030 Agenda for Sustainable Development and its 17 goals. The mainstreaming of the SDGs in ORPP's priorities is a key contribution in advancing national development priorities in a holistic and sustainable manner.

The mandate of the Office of the Registrar of Political Parties (ORPP) in Kenya aligns strongly with SDGs 5, 10, 16, and 17 through its role in promoting inclusive, equitable, and accountable political processes. The ORPP actively supports gender equality (SDG 5) by enforcing the two-thirds gender rule within political party structures and advocating for greater participation of women in politics. It also contributes to reducing inequalities (SDG 10) by promoting the inclusion of SIGs, youth, persons with disabilities,

and marginalized communities in political leadership, ensuring a fair and representative political environment.

The ORPP plays a vital role in fostering peaceful, inclusive, and accountable institutions (SDG 16) by regulating political parties in accordance with the law, ensuring transparency, and mediating political disputes. It also supports partnerships for development (SDG 17) by collaborating with electoral bodies, civil society and international stakeholders to strengthen democratic governance. Through these efforts, ORPP reinforces Kenya's commitment to sustainable development and inclusive political participation.

1.3.2 Africa Union Agenda 2063

Africa's Agenda 2063 is a shared strategic framework for inclusive growth and sustainable development which was formulated through a people-driven process. The agenda is anchored on the African Union (AU) vision and is based on seven (7) aspirations. It is envisaged that execution of ORPP mandate during the plan period will contribute to the second (2nd) aspiration i.e. An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance. Goal 2.1 Endeavors to accelerate progress towards continental unity and integration for sustained growth, trade, exchanges of goods, services, and free movement of people and capital through establishing a United Africa and fast-tracking economic integration.

The ORPP plays an instrumental role in ensuring a credible democratic multiparty system in Kenya, a key ingredient for political unity. 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.

1.3.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 provides a long-term strategic blueprint aimed at transforming the region into a prosperous,

competitive, secure, stable, and politically unified community. The Vision is anchored on eight pillars: including Good Governance, Defense, Peace and Security. Among its primary political objectives are the advancement of democracy and good governance, the reinforcement of the rule of law and human rights, the promotion of peace, security, and regional political integration, and the strengthening of citizen participation and inclusive political processes.

The ORPP endeavours to attain the aspirations of the Vision through the formulated Key Result Areas and corresponding strategic actions outlined in this Strategic Plan.

1.3.4 Constitution of Kenya

The Constitution is the supreme law of the Republic, which binds all persons and all state organs. In addition, no person may claim or exercise state authority except as authorized under the Constitution. This plan will be implemented within the context of the Constitutional tenets. The Constitution presents more robust and progressive provisions on strengthening governance, enhancing democracy and the rule of law as well as promoting transparency and accountability.

There are various provisions of the Constitution that are relevant to the mandate of ORPP and they include: Articles 4,10,27,38,47,85,91,92 and 260. Specifically, Article 4 (2) dictates that the Republic of Kenya shall be a multi-party democratic State founded on the national values and principles of governance referred to in Article 10, while according to Article 27 (3), women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres. In Article 38 (1), every citizen is free to make political choices, which includes

the right (a) to form, or participate in forming, a political party, (b) to participate in the activities of, or recruit members for, a political party; or (c) to campaign for a political party or cause. In part (2), every citizen has the right to free, fair and regular elections based on universal suffrage and the free expression of the will of the electors.

The Constitution of Kenya envisages well governed and managed political parties that meet the basic requirements of Article 91 including but not limited to having a national character, abiding by the democratic principles of good governance and promoting democracy through regular, free and fair elections and respecting the rights of all persons to participate in political processes. The Political Parties Act Cap. 7D was enacted pursuant to provisions of Article 92 that calls for legislation of political parties to provide for registration, regulation, supervision and funding of political parties.

1.3.5 Kenya Vision 2030, BETA and Fourth Medium Term Plan

The Kenya Vision 2030 is the country's long-term development blueprint which aims to create a globally competitive and prosperous nation providing a high quality of life for all its citizens. It aspires to transform Kenya into a newly industrializing, middle-income country by 2030. The vision is implemented through successive five-year Medium-Term Plans (MTPs).

The fourth MTP of the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) envisages conceptualization and implementation of programmes and projects aimed at ensuring quality service excellence for a cohesive, inclusive and prosperous Kenya. 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.

As espoused in the MTP IV, organized political parties serve two (2) 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.

1.3.6 Sector Laws and Regulations

The ORPP Strategic Plan is underpinned by various policies, and legal frameworks. Some of these include, among others, frameworks that support the implementation of government policies.

- i. Political Parties Act CAP. 7D. The PPA establishes the Office of

the Registrar of Political Parties (ORPP) under Section 33 with the mandate to register and regulate political parties as well as administer the Political Parties Fund. The functions of the Office are outlined under section 34 of the PPA.

- ii. Election Act CAP. 7. The Elections Act, CAP 7 is the primary law governing the conduct of elections in Kenya. The Act also contains the Electoral Code of Conduct whose goal is to promote an environment conducive to the conduct of free and fair elections; and promote tolerance in the conduct of political activity during the election period.
- iii. Election Offences Act CAP. 66. The Act aims to inculcate transparency and integrity in the electoral process. It provides for penalties for violations, such as conducting elections in unapproved polling stations, to discourage unlawful activities and enforce adherence to electoral regulations. It seeks to reinforce democratic systems and foster fair electoral practices across the country.
- iv. Political Parties (Registration) Regulations, 2019. The Registration Regulations provides for procedure for application for provisional and full registration, formation and management of coalitions, deregistration, dissolution of political parties. It further provides for notification of change of party particulars including office holders, location of party office, name, color, symbol and constitution.
- v. Political Parties (Funding) Regulations, 2019. The Funding Regulations provides for administration and management of the Political Parties Fund, procedure for application, processing and disbursement as well as accounting and reporting requirements

by political parties.

- vi. Political Parties (Membership) Regulations, 2021. The Political Parties (Membership) Regulations, 2021 provides for the step-by-step process of recruitment of party members including the requirement of continuous updating of the membership register and protection of personal data. The Regulations provides for the process of managing political parties' membership register.

1.4 History of the ORPP

The clamour for multiparty politics resulted in the repeal of Section 2A of the Constitution by Parliament in December 1991, marking the re-emergence of multipartyism and the end of Kenya African National Union (KANU) monopoly. Nevertheless, there was no express provision in the Constitution guiding the registration, regulation and funding of political parties. Political parties were registered by the Registrar of Societies under the Societies Act (Cap.108), which governed the registration of all forms of associations. Political parties did not have legal personality or perpetual succession. Essentially, they operated as private associations.

The democratic space created by the repeal of section 2A in 1991 resulted in the proliferation of many political parties, which were weak and poorly managed. These parties wrangled, split and formed new outfits with almost similar names and/or symbols. This was attributed to the absence of an effective regulatory framework for the registration, operation, management and funding of political parties. Parliament unsuccessfully attempted four times between 1993 and 1994 to enact a law that would provide independent registration and funding of political parties.

Prior to the 2007 general election, there were 168 registered parties and

117 participated in the General Election. The Krieglar report following the disputed presidential results of 2007 proposed development of legislation for better management of political parties. It is against this background that the Political Parties Act, 2007 was enacted. The objective of the Act was to provide for the registration, regulation and funding of political parties. It came into force on 1st July 2008. All political parties registered under the Societies Act were required to register afresh under the new law within 160 days. This led to the reduction of the number of political parties registered under the Societies Act from 168 to 47 by 2009.

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 set up 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. The ECK sought attachment of the Deputy Registrar of Societies from the Attorney-General's Office to set up the Department. In addition, nine (9) officers were deployed to support the Department. Administrative functions were undertaken by officers from other ECK departments.

Following the disbandment of the ECK on 1st December, 2008 the Interim Independent Electoral Commission (IIEC) was established vide Constitutional Amendment, 2008 Section 41 (a) of the former Constitution. Though ECK was disbanded, the Department of Political Parties was retained as per the provisions of Section 41(15) of the Constitutional Amendment Act, 2008. During an IIEC meeting of 28th August, 2010 a resolution was passed to retain the Office as a Directorate within the Commission.

The promulgation of Constitution 2010 provided numerous changes with

regard to the general management of political parties. The Constitution recognized political parties as important institutions in the promotion of democracy. To give effect to Article 92 of the Constitution, the Political Parties Act Cap. 7D was enacted. The new law provided a paradigm shift in the conduct and management of political parties. The Act established the Office of the Registrar of Political Parties (ORPP) as a State Office within the meaning of Article 260 of the Constitution of Kenya, 2010 with the mandate to register and regulate political parties and administer the Political Parties Fund. The Act also provided the process of recruitment of the Registrar and Assistant Registrars. The serving Registrar under the defunct 2007 Act continued as the Registrar in acting capacity.

The process of de-linking of the Office of the Registrar of Political Parties from IEBC did not take place immediately following the enactment of the Political Parties Act Cap. 7D because of the preparations for the General Elections of 2013. In 2014, the decision to have the ORPP de-linked from the IEBC was made through consultations with the Chief of Staff and Head of Public Service.

1.5 Methodology of Developing the Strategic Plan

The development of the Strategic Plan was through a participatory approach. It was developed in reference to the fifth-generation strategic planning guidelines issued by the National Treasury and Economic Planning.

A Technical Committee with membership drawn from all ORPP Departments was constituted by the Registrar with Terms of Reference to guide the development. The Committee spearheaded the development of the Plan with policy guidance of the top leadership

In the development of the Strategic Plan, a comprehensive review of

institutional reports, existing legal and policy documents that provided the context was undertaken. After drafting, the plan underwent several reviews including a final validation workshop with internal and external stakeholders ensuring comprehensive feedback was incorporated. The plan was eventually published and disseminated.

CHAPTER TWO

STRATEGIC DIRECTION

2.0 Overview

The chapter presents the mandate and functions of the ORPP, its Vision and Mission. Further, it captures the strategic goals, core values and the quality policy statement.

2.1 Mandate and Functions

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 Cap. 7D are to:

- i. Register, regulate, monitor, investigate and supervise political parties to ensure compliance with the Political Parties Act;
- ii. Administer the Political Parties Fund;
- iii. Ensure publication of audited annual accounts of political parties;
- iv. Verify and make publicly available the list of all members of political parties;
- v. Keep and maintain a register of political parties and the symbols of political parties;
- vi. 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;
- vii. Certify that an independent candidate in an election is not a member of any registered political party;
- viii. Certify that the symbol intended to be used by an independent candidate in an election does not resemble the symbol of a

- registered political party;
- ix. Certify that the names appearing in a party list are the names of members of the political party presenting the party list;
 - x. Train political party election agents upon the request and financing by the political party;
 - xi. Investigate complaints received under the Act; and
 - xii. Perform such other functions as may be conferred by the Act or any other written law.

2.2 Vision Statement

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

2.3 Mission Statement

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

2.4 Strategic Goals

The ORPP has seven (7) strategic goals based on the outcomes of the identified strategic issues that are aimed at realizing its Vision and Mission. The Strategic Goals are:

- i. Enhanced efficiency in the political parties registration process
- ii. Improved compliance with policy and legal frameworks by political parties

- iii. Increased participation of SIGs in Political process
- iv. Institutionalized political parties
- v. Enhanced engagement with partners and stakeholders
- vi. Improved operational efficiency and service delivery
- vii. Enhanced productivity and performance

2.5 Core Values

The ORPP will uphold the following values:

- 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 will adhere to the applicable laws, rules and regulations.
- iv. Innovativeness - The Office will adopt 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.

2.6 Quality Policy Statement

The ORPP pledges to provide exceptional services to clients in compliance with legal and contractual requirements, best practices and with reference to its policies and standards operating procedures across its functions. The Office is committed to continually improve its business processes through automation. The Office commits to be a forward-thinking entity that entrenches good governance practices for a transformative political landscape in Kenya. The Office pledges to uphold the following quality principles:

- i. Quality of service: Ensure that services of ORPP are reliable and of good quality geared towards increasing political participation.
- ii. Customer Focused: Prioritize the needs and expectations of our clients and stakeholders.
- iii. Continuous Improvement: Inculcate a culture of continuous improvement in all aspects of our operations. The Office is dedicated to enhancing efficiency, effectiveness and sustainability of our services through innovation and adoption of best practices.
- iv. Compliance: Adhere to all relevant laws, policies and standards. The ORPP will hold its staff accountable to the high ethical and professional standards.
- v. Inclusivity and Equity: Ensure equal access to services, opportunities and resources to all, appreciating diversity and eliminating discrimination in all its forms.
- vi. Stakeholder Participation: Engaging and collaborating with stakeholders in implementation of policies.

- vii. Resource Optimization: Ensuring prudent economic use of resources, including budgetary, time, and materials to deliver cost-effective services.
- viii. Risk Management: Assessing and managing risks comprehensively in all ORPP operations to ensure success and sustainability.
- ix. Internal Capacity Development: Invest in the development of ORPP' staff capacity by providing equitable training and career progression opportunities. Fostering a culture of teamwork, professionalism and accountability, as well as implementing commensurate rewards and sanctions' strategies.
- x. Data Security: Protect the privacy and security of sensitive data held by the ORPP through implementation of sound data management and security policies.

CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

The chapter presents a scan of both external and internal environment within which the Office operates. It also presents ORPP's key achievements, challenges faced during the previous planning period while implementing programmes, emerging issues and lessons learnt. In addition, it highlights stakeholders' analysis outlining the relationship and expectations between ORPP and its internal and external stakeholders.

3.1 Situational Analysis

The ORPP operates in a dynamic political, legal, social, and technological environment that influences its mandate and service delivery. The Office has made significant milestones in areas of; prompt processing of registration of political parties through innovations like the Integrated Political Parties Management Information System (IPPMIS), enhancing compliance of political parties, capacity building of political parties and strengthening institutional competencies.

However, challenges such as resource constraints, cybersecurity risks, enforcement gaps, and the need for greater grassroots engagement persist. Emerging issues like increased demands for inclusivity and the impact of technology on politics are shaping ORPP's future priorities. Lessons learned emphasize the importance of stakeholder engagement, continuous capacity building, risk management, and innovation. Going forward, strong partnerships, adaptability, and internal strengthening will be key to achieving the goals of the 2025–2028 Strategic Plan.

3.1.1 External Environment

Political: Political unrests can impact ORPP's planned projects and

programmes. The likelihood of duplication of roles and programmes undermines the tenets of economic use of resources across government. The ORPP benefits from political goodwill at the national and county levels. It's proper anchorage in law gives it an upper hand in registration, regulation, coordination and oversight to political parties to ensure credible political and electoral processes. Further, existing policy and legal frameworks (though not adequate) have a bearing on the performance of the various actors, and subsequently the Office.

Economic: This strategic plan has been prepared at a time when the country's development agenda and policy priorities are geared towards BETA. This has enabled the holistic integration of the agenda into the Office priorities. It has also accorded the ORPP an opportunity to map out its key strategic partners and develop an engagement framework for greater impact. Further, participation in international and regional blocks presents an opportunity for collaboration and integration in delivering the Office mandate. It allows for sharing of best practices and their adoption. At the time of its preparation, Kenya's had recorded positive economic outlook.

Social: Kenya's poverty rate has exhibited a fluctuating trend in the recent past. In 2019, the national poverty rate was recorded at 33.6%, followed by a surge to 42.9% in 2020, before dropping to 38.6% in 2021. However, the poverty rate increased slightly to 39.8% in 2022. It's noteworthy that poverty was more widespread in rural areas, with a rate of 42.9% compared to 33.2% in urban areas in 2022. This discrepancy highlights the economic disparities between rural and urban regions and is a call for the government to ensure equity in distribution of resources. Coupled with this, Kenya has a substantial proportion of youth not in education, employment or training (19.9%).

For transformative and inclusive growth, all population cohorts need to participate in the economic process of the country. Idle youth could also be used by politicians to cause unrests. Owing to growth in social media platforms as well as other advocacy and awareness creation avenue (by both state and non-state actors), there has been increased awareness among Kenyans on government policies, programmes and projects. This calls for continued timely provision of information to inform public discussions.

Technology: The world is moving towards digitalization with the aim of enhancing efficiency in service delivery. To the Office, strong adoption of technology will ensure timely delivery of services, enhance resource mobilization, and strengthen feedback mechanisms, among others. Digitalization of key government processes, including active use of social media platforms for communication and information dissemination is key. In spite of this, rapid technological advancement requires continuous adaptation.

Environment: At the time of preparing this strategic plan, effects of climate change had negatively affected the resilience of communities, hence increasing the proportion of Kenya population in need for assistance. It had derailed infrastructure development, caused destruction of property, and had led to increased resource-based conflicts. This calls for a whole-of-government approach in preparedness, response and recovery efforts.

Legal: There exist supportive legal frameworks (though not adequate). However, timely enactment of laws and regulations is essential for the implementation of this strategic plan. In addition enactment of laws governing electoral and political processes very close to a general election distracts the planning and preparation of the election.

Ethical: The information held by the Office is confidential and should be handled as such. Information loss could affect the Office greatly. Existence of data protection laws is supportive of ORPP.

Table 3.1 presents a summary of opportunities and threat.

Table 3.1: Summary of Opportunities and Threats

Factor	Issue	Strategic Implication (s)	Strategic Response
Political	Political Coalitions/ Coalition Political Parties and mergers	Alignment of like-minded political parties Change of Political Environment	Fosters national unity Enforcement of the Political Parties Act Cap 7D and the other relevant laws
	Political culture - Divisive and ethnic balkanization	Lack of parties' reputation	Political culture - Divisive and ethnic balkanization
	Party loyalty	Sustainability of political parties Ideology erosion	Legal reforms to outline appropriate sanctions for party hopping and deeming Capacity building of party organs Compliance clinics
	Political party disputes	Political parties' reputation Poor governance	Development of Dispute Resolution Manuals Training of parties' disputes organs

Factor	Issue	Strategic Implication (s)	Strategic Response
	Increased political awareness at the grassroots	Increased need for ORPP to monitor and regulate political party activities at the county level, requiring expanded reach and capacity.	Establishment of more offices Increased capacity building and sensitization Increased partnership with other relevant organizations
	Boundary delimitation	Increased membership in political parties	Increased stakeholder engagement and collaboration
	Political Structures	Inadequate institutionalized Political Parties organs and Coalitions	Capacity building of the Political Parties organs
	Change in governments	Changes in National government development plans, policies and priorities	Align the ORPP activities to the legal and regulatory framework

Factor	Issue	Strategic Implication (s)	Strategic Response
Economic	High Unemployment	Manipulation of unemployed youth for political malpractices High crime rates posing security threat to staff, premises and other resources. Political apathy	Implementation of Access to Government Procurement Opportunities (AGPO) Increased level of youth focused sensitization programs at the political parties' structures to enhance their participation, and advocate for policies that address youth unemployment. Undertaking political education Responsive engagement of SIGs at national and
			grassroots levels Develop and implementation of youth mentorship and pupilage programme at ORPP
	Government austerity measures	Budget cuts Sub-optimal staffing Inadequate implementation of ORPP programmes Inadequate funding of political parties as per statutory threshold	Collaborate and partner with strategic partners Lobby The National Treasury for additional funding Realign ORPP work plan with available resources Innovativeness in service delivery

Factor	Issue	Strategic Implication (s)	Strategic Response
	Corruption	ORPP reputational damage Breach of Constitution and Service Delivery Charter Misapplication of resources Misapplication of the use of PPF Flawed practices in political processes such as credibility of party list, issuance of nomination certificates, election of party officials.	Enhance legal framework on regulating, monitoring and supervising political parties Enhance transparency and accountability mechanisms, strengthen internal controls, and collaborate with other agencies. Build capacity of political parties to institutionalize internal party controls Enforcement of staff Code of Conduct
Social	Demographic Changes	Increased demand for SIGs inclusion in political participation and representation	Inclusivity in political party processes and structures Advocate for SIGs empowerment policies and programs Review and update party registration requirements to promote inclusivity Strengthen political education targeting SIGs groups

Factor	Issue	Strategic Implication (s)	Strategic Response
	Social Unrest and activism	Rise in activism may lead to increased party registration Disruption of service delivery Loss of property and records of political party membership hence affects compliance	Develop civic education initiatives that emphasize the importance of peaceful and constructive engagement in the political process as a means of addressing social grievances. Facilitate regular dialogues between political parties and civil society organizations Collaboration with other agencies Elaborate risk mitigation measures Hold accountable members and officials and implementation of the Code of Conduct
	Cultural Diversity	Need to ensure political parties reflect the diversity of Kenyan society and promote inclusivity for marginalized groups. Lack of inclusivity in representation	Stakeholder engagement Promote policies for party inclusivity, promote gender equality, and encourage the participation of persons with disabilities and minority groups. Review party constitutions and Manifestos to ensure they promote cultural diversity and National unity

Factor	Issue	Strategic Implication (s)	Strategic Response
Technological	Rapid technological advancements e.g. Fifth Generation 5G, technology/ Unstructured Supplementary Service Data (USSD)	Emergence of faster and more reliable communication technologies Improved service delivery Cybercrime e.g. hacking of IPPMS, ORPP website, email Risk of technological obsolescence	Invest in robust IT infrastructure, develop user-friendly online systems, and provide training for political parties on digital tools. Training staff on information security Develop and implement cyber security policies Review ICT policy and Disaster recovery plan Upgrade ORPP's ICT infrastructure to leverage high-speed technologies (5G). Establish continuous technology monitoring and upgrade frameworks
	Cybersecurity	Risk of data breaches Potential loss of sensitive political party data undermines public trust. Increased digitization heightens vulnerability to cyber threats	Implementation of data protection act Review and implementation of ICT policy Develop data protection policy Develop and implement cybersecurity policies and frameworks. Conduct regular security audits and risk assessments. Train staff on cybersecurity

Factor	Issue	Strategic Implication (s)	Strategic Response
			awareness and strengthen data protection measures
	Social media	Misinformation and Disinformation Opportunities to enhance ORPP public engagement and transparency	Stakeholder awareness Review and implement MoUs with relevant agencies Implementation of Media guidelines Establish social media monitoring mechanisms Use social media for public communication and civic education.
	Artificial Intelligence (AI)	Improved capacity building especially to PWDs through content dictation and artificially generated voice overs Data Manipulation Need for building capacity to adopt and manage AI solutions	Formulation and implementation of laws governing use of AI. Build internal AI capacity through training and partnerships Develop ethical guidelines for AI use in regulation of political parties

Factor	Issue	Strategic Implication (s)	Strategic Response
Environmental	Environmental Sustainability	Climate change and adverse weather conditions	Implementation of the Government Policies for instance National Tree Growing Restoration. Sustainable political practices, encourage eco-friendly campaigning, and promote environmental awareness among political actors Encourage Political Parties to have environmental sustainability policies in their manifestos and campaigns
	Land and resource conflict	Disrupted operations of the office	Conflict/dispute resolution mechanism Promote peaceful resolution to conflict between political parties and other state agencies
Legal	Legal reforms	Electoral timelines Service delivery Party nominations Frequent amendment to the Act and other supportive legislations too close to elections	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 nominations

Factor	Issue	Strategic Implication (s)	Strategic Response
	Constitution	Public participation Inclusivity Litigation	Develop framework for public participation Implement the CoK
	Court and tribunal cases	Disrupted operations Reputational damage High legal cost	Strengthen legal department Stakeholders' engagement
	Data privacy	Breach of the law	Stakeholders' engagement

3.1.2 Internal Environment

The scanning of the internal environment is important for ORPP to realize the strategic goals and deliver tangible outcomes from the Key Result Areas. The internal environment consists of: Governance and administrative Structure, Internal Business Processes, Financial Resources, Human Resource Capacity, Organizational Culture and Brand Image. Evaluating the strengths and weaknesses of each will help in the optimization of resources for effective service delivery.

a. Governance and Administrative Structure

The Office has an elaborate organizational structure that is well defined within the approved human resource instruments and as provided for by the Public Service Commission. Additionally, the Office has developed various internal policies to ensure operations run optimally. However, opportunities exist to realign the structures for improved efficiency and service delivery.

b. Internal Business Processes

The ORPP has leveraged on the availability of modern technology to automate some of its processes. There is however a need to digitize and archive records as part of the public sector reforms for ease of retrieval and accessibility, as well as a direction towards implementing a paperless Institution. There is also the need to automate core business functions for enhanced efficiency. Existing internal business processes points to the need for strengthened internal controls, streamlined procedures, and improved operational efficiency.

c. Resource and Capabilities

The ORPP has developed encompassing human resource instruments in

a way that, once implemented, it will operate optimally. It is in the process of establishing skills gaps and will develop strategies to address them, both in the short and long term. The Office recognizes the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. Programs to accentuate staff motivation will be implemented in addition to provision of work environment that is safe and conducive. The ORPP will also integrate staff performance and productivity in all its operations, and inculcate good governance tenets to enhance efficiency and effectiveness in service delivery. It will also strengthen the communication function for improved institutional visibility.

The ORPP has an organizational culture that in its core values and integrates national values and principles of good governance, a spirit of teamwork. This creates a positive public perception of ORPP's credibility, promptness, and efficiency in service delivery. However, there exists opportunities for fostering a culture of innovativeness, result-based performance and transparency.

Budgetary allocation has been inadequate, and as such, the Office will develop and implement an innovative resource mobilization strategy as well as strengthen partnerships and collaborations with stakeholders.

3.1.3 Summary of Strengths and Weaknesses

Table 3.2 presents a summary of strengths and weaknesses

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance & Administrative Structures	Competent leadership Established by PPA Cap 7D Institutionalized Policy Framework Institutionalized Risk Management Framework Functional Committees Governance Charter Institutionalized Facilitative Political Parties compliance approach Approved HR instruments Presence in 12 counties Functional financial & accountability structures Clear roles and reporting lines	Not fully devolved to the 47 counties

Factor	Strengths	Weaknesses
Internal Business Processes	Automation of key processes Strong Internal Controls Unique technology- IPPMS Existence of Internal feedback engagement mechanisms Synergy in interdepartmental operations	Partial automation of business processes Frequent system downtime Inadequate departmental SOPs Sub optimal system integration
	Functional DRP and BCP Strong responsive communication practices Prudent political Parties data and records management	
Resources and Capabilities	Competent and dedicated staff Strong and reputable brand Conducive working environment Established & strengthened Partnership and resource mobilization structures Leadership and Staff Diversity Media engagement strategies and public education programs Strong and reputable brand	Understaffing Inadequate funding

3.1.4 Analysis of Past Performance

a. Key Achievements

The ORPP successfully implemented its five (5) years strategic plan and some of the Key achievements are as highlighted below;

- i. Spearheaded the enactment of the Political Parties (Amendment) Act, 2022 and the approval of Political Parties (Membership) Regulations, 2021.
- ii. Established and operationalized five (5) additional county offices,
- iii. Upgraded Integrated Political Parties Management Information System (IPPMIS)
- iv. Launched ORPP services on eCitizen platform namely; Check of membership status, registration to a political party and membership resignation.
- v. Automated key registration processes including payment process, review of documents, management of founder members and searches for party names, symbols, slogans and colors.
- vi. Recruited 54 staff to fill various vacant positions. In the same period, the Office received three (3) State Officers for the positions of Registrar and two (2) Assistant Registrars.
- vii. Conducted a Training Needs Assessment (TNA) in order to establish training gaps and implemented various staff training and development programmes.
- viii. Procured resources, systems and assets to enable it execute its mandate; Secured and partitioned additional office space at

the HQ, procured five (5) motor vehicles to meet the growing transport needs of the Office, Provision of working tools and equipment

- ix. Developed and/or reviewed various policy documents, manuals and guidelines namely; Registration Policy and SOP, Political Parties Ideologies Manual, Compliance SOPs, Records Management Policy, ORPP Finance and Accounts Policy and Procedures manual, Finance and Accounts Manual, Political Parties Finance, Accounts and Procurement Policy and Procedures Manual, Resource Center Policy, Field Services Guidelines Manual, Media Engagement Guidelines, Partnership Engagement Framework, Communication Policy and Strategy, Communication SOPs, Corporate Social Responsibility Policy and Strategy, Business Continuity and Disaster Recovery Plan, Partnership Engagement Framework, Transport Policy, Human Resources Policy and Procedures Manual, Career Progression Guidelines
- x. Developed Citizens' Service Delivery Charter which was translated to Swahili and transcribed to Braille.
- xi. Automated Staff Performance Appraisal and Leave Management.
- xii. Developed Political Parties Education Source Book and five (5) training manuals from the Source Book.
- xiii. Received unqualified audit reports, commendations and FiRE (Financial Reporting) awards
- xiv. Prepared political parties for the 2022 General Election out of which eighty (80) participated in the elections

- xv. Hosted benchmarking teams from other African countries before and after the GE on management of political parties

b. Challenges

- i. Inadequate staff – establishment is way below the optimal staffing level of 299. This also affected human capital and equipping of field offices.
- ii. Inadequate funds that affected implementation of strategic programmes projected in the period
- iii. Covid 19 Pandemic disrupted the in-person engagements and movements thereby grossly affecting the programmes in the year it occurred. In effect, the pandemic affected all the programmes for the period.
- iv. Limited ORPP field offices across the country
- v. Enactment of electoral laws very close to General Election posing a challenge in planning and implementation of election activities.
- vi. Inter and intra political parties' conflicts leading to the Office being enjoined in matters filed in courts and Political Parties Dispute Tribunal (PPDT) which is a burden in terms of resources and time.
- vii. Political narratives that negate ORPP efforts towards institutionalizing and sustainable political parties based on good governance and ideological standpoints.

c. Lessons Learnt

- i. Continue engagement with relevant agencies for adequate funding for its Office establishment, programmes and staffing
- ii. Upscale digitalization of services including full automation of registration and compliance processes as well as various internal procedures.
- iii. Continually upgrade ORPP infrastructure and enhance system security measures to pace up with; technological advancements, risks anticipation and staff and stakeholders' expectations and needs.
- iv. Harness use of digital communication to deepen engagements with given demographics.
- v. Dedicate resources for publicity and political education to grassroot.
- vi. Enhance and broaden collaboration and partnerships with stakeholders in line with stakeholders Engagement Framework
- vii. Enhance collaborations with relevant agencies to enforce the Code of Conduct for Political Parties
- viii. Enhance strategic plan review mechanisms including undertaking periodic reviews on the implementation of the strategic plan that would inform making necessary adjustments to targets to align with changing circumstances.
- ix. Harness the opportunities presented by ORPP being among the continental leaders in management of political parties in Africa including spearheading formation of African Network of Political Parties Regulatory Authorities.

Table 3.3: Stakeholder Analysis

3.2 Stakeholder Analysis

An analysis of the stakeholders is undertaken to clearly outline their roles; what ORPP should do to meet their expectations; and what the stakeholders should do to assist ORPP realize its mandate.

S/ No	Stakeholder	Role	ORPP Expectation	Stakeholder Expectations
1.	Political Parties	• Comply with the PPA, promote political inclusion, participate in elections and civic education	• Compliance with the PPA • Civic education	• Participation in elections and other relevant matters • Compliance with the PPA • Civic education
2.	Parliament	• Enact political parties' legislation. • Approve budgetary allocations	• Timely enactment of legislations • Approval of budget	• Comply with the law • Timely submission of statutory reports • Timely submission of Bills/proposals
3.	Treasury	• Budget approval • Release of funds	• Approval of budgets • Timely release of requested funds	• Timely submission of budget • Adherence to Financial Guidelines • Timely submission of statutory reports
4.	Attorney General	Legal advisory services	Legal advice	Timely requests for legal advice
5.	Judiciary	Resolve political party disputes	Timely determination of disputes among parties	Timely information on requests of political parties matters

S/ No	Stakeholder	Role	ORPP Expectation	Stakeholder Expectations
6.	Political Parties Dispute Tribunal	Resolution of intra/ inter-party disputes	Timely resolution of political parties' disputes	Active player in the dispute resolution process
7.	Independent Electoral and Boundaries Commission.	Oversee elections, voter registration, supervise party nominations	• 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

S/ No	Stakeholder	Role	ORPP Expectation	Stakeholder Expectations
8.	Security Agencies	• Ensure election security • Investigate political offenses	• 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	• Auditing ORPP and political parties' accounts	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
10.	Audit Committee	• Oversight of ORPP's internal financial and governance controls	Adherence to governance standards; timely reports	• Full access to records; support for risk management efforts
11.	National Gender and Equality Commission	• Promote inclusivity of special groups (SIGs)	• 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

S/ No	Stakeholder	Role	ORPP Expectation	Stakeholder Expectations
12.	National Council for Persons with Disabilities	• Mainstreaming PWD participation in politics	• Source of Data and information on PWDs in political parties	• Inclusion of PWDs in the Political Process
13.	Office of the Data Protection	• Oversight on data protection compliance	• Compliance with the Data Protection Act, reporting data breaches, implementing data policies	• Full compliance with the Data Protection Act, 2019
14.	Media	• Dissemination of political information • Shaping public opinion	• Dissemination of information • Objective reporting and priming	• Provide accurate and timely information • Verification and fact-checking of information
15.	Civil society	• Civic education • Monitoring party processes	• Provide advocacy • Conduct civic education • Supports programmes and activities of the ORPP	Share experiences and knowledge
16.	Suppliers and Merchants	• Provision of goods and services	Timely and quality delivery	Timely payments and transparent procurement

S/ No	Stakeholder	Role	ORPP Expectation	Stakeholder Expectations
17.	Development Partners	Financial and technical support	Financial and Technical support	- Prudent use of financial support - Transparent and accountability of financial Support - Timely reports on programs implementation progress

CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KRAs

4.0 Overview

The chapter presents the Strategic Issues, the ORPP strategic goals and the Key Result Areas (KRAs).

4.1 Strategic Issues

- i. Streamline the political parties' registration process.
- ii. Registration of political parties entails various processes that operate under the statutory and regulatory framework including legal and operational timelines. The processes and timelines have to be aligned so as to realize effective registration of political parties.
- iii. Improve compliance with policy and legal frameworks by political parties.
- iv. There exists a gap in political parties adhering to established policy and legal frameworks.
- v. Inadequate participation of SIGs in political processes.
- vi. The SIGs face barriers that hinder meaningful participation in political processes.
- vii. Institutionalization of political parties.
- viii. Political parties do not comprehensively embody the basic requirements of political parties as provided for under Article 91 of the Constitution including upholding of democratic ideals.
- ix. Enhanced engagement with partners and stakeholders.
- x. Digitalization of processes.

- xi. The ORPP is required to use technology in the management of data and records of political parties. The Office is yet to fully undertake comprehensive integration and adoption of requisite technologies for efficient and effective data management.
- xii. ORPP institutional capacity strengthening.
- xiii. The ORPP requires enhanced capacity including human and non-human resources enable effective execution of ORPP mandate.

4.1.1 Strategic Goals

- i. Enhanced efficiency in the registration process of political parties
- ii. Improved compliance with policy and legal frameworks by political parties
- iii. Increased participation of SIGs in political processes
- iv. Institutionalized political parties
- v. Enhanced engagement with partners and stakeholders
- vi. Improved operational efficiency and service delivery
- vii. Enhanced productivity and performance

4.2 Key Result Areas

- i. Registration of Political Parties
- ii. Regulation of Political Parties
- iii. Participation of Political Parties in Elections

- iv. Digital Transformation and Data Management
- v. Partnership and Stakeholder Engagement
- vi. Institutional Governance and Capacity

Table 4.1: Strategic Issues, Goals and KRAs

Strategic Issue	Strategic Goal	KRA
Streamline the political parties registration process	Enhanced efficiency in the registration process (timelines)	Registration of Political Parties
Improve compliance with policy and legal frameworks by political parties	Improved compliance with policy and legal frameworks by political parties	Regulation of Political Parties
Inadequate participation of SIGs in political processes	Increased participation of SIGs in political processes.	
Institutionalization of political parties	Institutionalized political parties	Participation of political parties in elections
Digitalization of processes	Improved operational efficiency and Service Delivery	Digital Transformation and Data Management
Enhanced engagement with partners and stakeholders	Enhanced engagement with partners and stakeholders	Partnership & Stakeholder Engagement
ORPP institutional capacity strengthening	Enhanced productivity and performance	Institutional Governance and Capacity

4.2.1 Critical Success Factors

- i. **Leadership:** The Management will provide direction and guidance towards strategy execution.
- ii. **People, Systems and Policies:** The ORPP will ensure that the right people are engaged, both in skill and competence. Supportive systems and policies will also be put in place.
- iii. **Monitoring and Evaluation:** The ORPP will strengthen the monitoring of the implementation of key interventions and policies.
- iv. **Culture:** The ORPP will maintain and improve a performance-oriented culture at all levels during the implementation of this plan. The performance culture will be aligned with the ORPP performance management framework. This framework will provide periodic review of the Key Performance Indicators (KPIs) for continuous improvement.
- v. **Communication:** The ORPP strategies will be cascaded down to the various levels. To enable support, the Strategic Plan will be communicated to all employees in the most effective manner. Both horizontal and vertical mechanisms will be strengthened for coordinated communication, with internal and external stakeholders. The Office will develop targeted messages for all stakeholder cohorts.
- vi. **Performance-Based Budget:** The ORPP will ensure that the Strategic Plan initiatives are adequately budgeted.
- vii. **Governance:** Quarterly and annual performance review will be undertaken. Regular internal and external audits will be conducted to establish compliance with prudent financial regulations and best practices.



CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

The Chapter presents the Strategic Objectives, Outcomes and their Indicators, and Strategies.

5.1 Strategic Objectives

The ORPP has formulated a number of Strategic Objectives as shown in Table 5.1. The Strategic Objectives have accompanying outcomes to enable the Office ascertain attributable change from the implementation of its interventions.

Table 5.1: Outcomes Annual Projections

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Y1	Y2	Y3
Registration of Political parties	Improved Efficiency in the registration process	Reduction in time taken to register a political party (days)	90	75	60
	Increased Accessibility and Decentralization in Party Registration Process	Proportion of applications made/ processed at county offices	10	100	100

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Y1	Y2	Y3
Regulation of political parties	Institutionalized political parties.	Proportion of compliant political parties i.e. governing body, membership,	100	100	100
		maintenance of offices, party documents and policies.			
	Increase participation of SIGs in Political process	Proportion of SIGs participation in the upcoming 2027 election compared to 2022	60	70	80
Participation of political parties in elections	Improved participation of political parties in elections.	Proportion of parties with fair party nominations and elections including compliant nomination rules, party lists, membership register.	-	100	100

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Y1	Y2	Y3
Digital	Improved operational efficiency and Service Delivery	Proportion of identified processes automated	-	50	100
	Improved data integrity and security	Proportion of parties compliant with data governance	100	100	100
	Enhanced Stakeholder Engagement through Digital Systems	Proportion of stakeholders engaged via the digital systems	-	100	100
	Increased Transparency and Information Accessibility	Proportion of information requests received and processed.	100	100	100
		Response time to information requests	14	10	7

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Y1	Y2	Y3
Partnership & Stakeholder Engagement	Enhance programs supported by partners	Percentage increase in number of programs supported by development partners	-	50	100
	Enhanced Stakeholder Engagement and Public Awareness	Customer satisfaction Index	X	X+3	X+5

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Y1	Y2	Y3
Institutional governance and Capacity	Compliance with PFMA, circulars, and other guidelines	Audit opinion given within a financial year	Unqualified	Unqualified	Unqualified
	Streamline internal controls measures	Proportion of identified internal controls measures implemented	100	100	100
	Enhanced productivity and performance	Organization performance index	-	2.49	2.49
		Staff satisfaction Index	X	X+3	X+5
	Enhanced Corporate positioning	Stakeholders' perception index	X	X+3	X+5
	Improved working environment	Proportion of identified offices established and furnished	-	50	100
		Proportion of staff with adequate working tools	-	100	100

5.2 Strategic Choices

The six (6) Key Result Areas and their Strategic Objectives will be implemented through a number of strategies as provided in Table 5.2:

Table 5.2: Strategic Objectives and Strategies

KRAs	Strategic Objective	Strategy
Registration of Political Parties	To enhance effective and efficient registration of political parties by 2028	Employ multifaceted approach in the registration process improvement, through capacity building, stakeholder engagement, legal reform and technology integration.
Regulation of Political Parties	To strengthen the legal and regulatory framework	Review of the Political Parties Act and review/develop subsidiary legislations.
	To enhance compliance with the PPA	Monitor the implementation of the PPA
	To strengthen political parties funding accountability	Enhance compliance with the Act and Funding Regulations
	To institutionalize political parties	Strengthen capacity of political parties to ensure compliance with PPA.
	To enhance political education on participation of Special Interest Groups (SIGs) in political processes	Enhance SIGs participation in party structures and political processes
Political Parties Participation in Elections	To prepare political parties to participate in elections	Enhance political party participation in elections
		Monitor political party activities in relation to party nominations

KRAs	Strategic Objective	Strategy
Digital Transformation and Data Management	To achieve 100% Digitalization of services by 2028.	Automate political parties' management business processes
	To ensure compliance with the Data Protection Act by 2028	Improve records management
		Digitalize capacity building
		Maintain accurate records of ORPP, political parties and the general public
		Enhance privacy and security of data subjects
	To enhance execution of Office mandate through the use AI and big data analytics by 2028.	Deploy AI and big data analytics
Partnership & Stakeholder Engagement	To strengthen inclusive partnerships and stakeholder engagement for enhanced public participation, advocacy, and democratic governance.	Establish and strengthen mutually beneficial partnerships with key stakeholders.
		Enhance resource mobilization
	To enhance public outreach and advocacy.	Strengthen communication and advocacy programs to increase public awareness and participation
		Enhance citizenry understanding of their constitutional political rights
	To strengthen the PPLC	Enhance the capacity and coordination of the PPLC to promote effective political party engagement.

KRAs	Strategic Objective	Strategy
Institutional Governance and Capacity	To improve financial transparency and accountability	Strengthen prudent financial management
	To improve budget allocation and utilization of resources	Strengthen resource bidding in MTEF process
		Strengthen accountability and internal controls measures
		Strengthen administration of the PPF
	To streamline Supply Chain, Inventory Control and Asset Disposal processes	Streamline the Supply Chain, Inventory control and Asset disposal processes
	To institutionalize research and knowledge management	Promote and mainstream research practices
		Mainstream Knowledge management
		Promote continuous learning
	To strengthen risks and governance processes	Strengthened risk management
	To enhance Human Resource capacity	Improve Human Resource development
		Improve Succession Management
		Institutionalize High Performing Organizational Culture
		Strengthen performance management
		Improve employee Wellness
	To enhance brand visibility and reputation	Revamp communication platforms
		Strengthen Communication practice

KRAs	Strategic Objective	Strategy
		Mainstream corporate branding and customer experience
		Optimize IEC/productions responsiveness
		Enhance media relations
		Enhance advertisement and publicity
		Implement Corporate Social Investment initiatives
	To decentralize ORPP services	Decentralize ORPP services
	To enhance Workplace environment	Strengthen administrative frameworks

CHAPTER SIX

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

The chapter presents the implementation plan and its various components namely action plan, annual work plan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development. It also captures the leadership component, systems and procedures that will be required for effective and efficient implementation of the strategic plan and presents the risk management framework.

6.1 Implementation Plan

This section presents the various components of implementation namely: action plan, annual work plan and budget and performance contracting; and how it will inform the annual work plans and performance contracts.

6.1.1 Action Plan

The Strategic Plan action plan is a detailed presentation of the strategic issues, strategic goals, Key Result Areas (KRA's), outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of the activities. The action plan is captured as Implementation Matrix under Annex I.

6.1.2 Annual Work plan and Budget

The ORPP will extract expected outputs and activities for the annual work plans from the implementation matrix (Annex I). This will ensure that the annual work plans developed over the period are aligned to the strategic objectives, strategies and activities defined in this Strategic Plan. The

annual work plans will be used to inform the ORPP annual budgets for the plan period.

6.1.3 Performance Contracting

The ORPP will extract annual Performance Contracts (PCs) from the annual work plans based on the approved budgets for the respective financial years during the plan period. The PCs will be developed in reference to the issued performance contracting guidelines.

6.2 Coordination Framework

The Office' coordination framework is the structure through which ORPP delivers its mandate through approved policies, structured systems and processes, for prudent utilization of resources. It details the distribution of human resources across various functions, the existing skills and expertise within the Office, and ongoing initiatives to enhance staff competence and capacity.

This section presents the ORPP's institutional framework, staff establishment, skills set, competence development, systems and procedures. These are technical resources required to implement the Strategic Plan.

6.2.1 Institutional Framework

The Office is organized into a three-tier structure as depicted in Figure 6.1. At the top tier is the Registrar of Political Parties, deputized by three Assistant Registrars. The Registrar and Assistant Registrars are responsible for policy formulation and provide strategic oversight for the effective implementation of the Strategic Plan.

The second tier comprises the directorate level, with Directors who report directly to the Registrar/CEO. Each Director is responsible for the overall management, coordination and performance of the respective directorate functions. The Directorates are as follows:

- i. Registration and Field Services Coordination;
- ii. Regulation and compliance;
- iii. Finance, Political Parties Fund & Strategy; and
- iv. Human Resource and Administration.

Each of the directorates is further organized into functional departments headed by Deputy Directors, who carry out specific tasks aimed at delivering on the Office Key Results Areas.

The third tier consists of Deputy Directors who report to the Directors within their respective directorates. They are responsible for coordinating and executing programmes aligned to the institution's Key Result Areas and ensuring the achievement of set objectives.

Additionally, the structure includes four (4) independent departments headed by Deputy Directors, reporting directly to the Registrar/CEO as follows:

- i. Internal Audit and Assurance Department;
- ii. Supply Chain Management Department;
- iii. Corporate Communication Department; and
- iv. Legal & Advisory Services Department.

This structure enables ORPP to efficiently deliver on its mandate by fostering clear reporting lines, functional specialization, and effective accountability mechanisms throughout the implementation phase.

6.2.2 Staff Establishment, Skills Set and Competence Development

The ORPP is committed to maintaining an optimal staff establishment that aligns with its operational needs and the requirements of the Strategic Plan. Regular reviews will be conducted to assess staffing levels and make necessary adjustments.

During this plan period, the Office will implement interventions to ensure that the levels, skills set and competencies are adequate to support implementation of the Strategic Plan. These interventions will include but not limited to recruitment, outsourcing, training and development, coaching, and mentoring. Employees who are already in post and have some skills gaps will receive training based on the identified skill gaps.

The Office will continue to grow and expand its human resource capacity to meet the service delivery needs of the country. There are 118 in-post staff against staff establishment of 299 representing a deficit of 181 as shown in table 6.1.

In addition to the identified staffing deficit, notable skill gaps exist across various cadres, as outlined in Table 6.2. To address these gaps, the Office will develop a functional training plan based on periodic staff Training Needs Assessments (TNAs) in line with the career progression guidelines and training policy. Further, the Office will leverage on partnerships and strategic networks to enhance staff capacity development and training.

Table 6.1: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
Registrar	1	1	1	0
Assistant Registrar	3	3	2	1
Director	4	4	2	2
Deputy Director	24	24	13	11
Assistant Director	35	35	0	35
Principal Officer	50	50	9	41
Officer/ Senior Officer	62	62	46	16
Assistants/ Senior Assistant	67	67	20	47
Clerical/ Senior/ Principal	22	22	9	13
Driver/ Senior/ Principal	24	24	9	15
Office Assistant/ Senior / Principal	7	7	7	0
Total	299	299	118	181

Figure 6.1: Current Organizational Structure

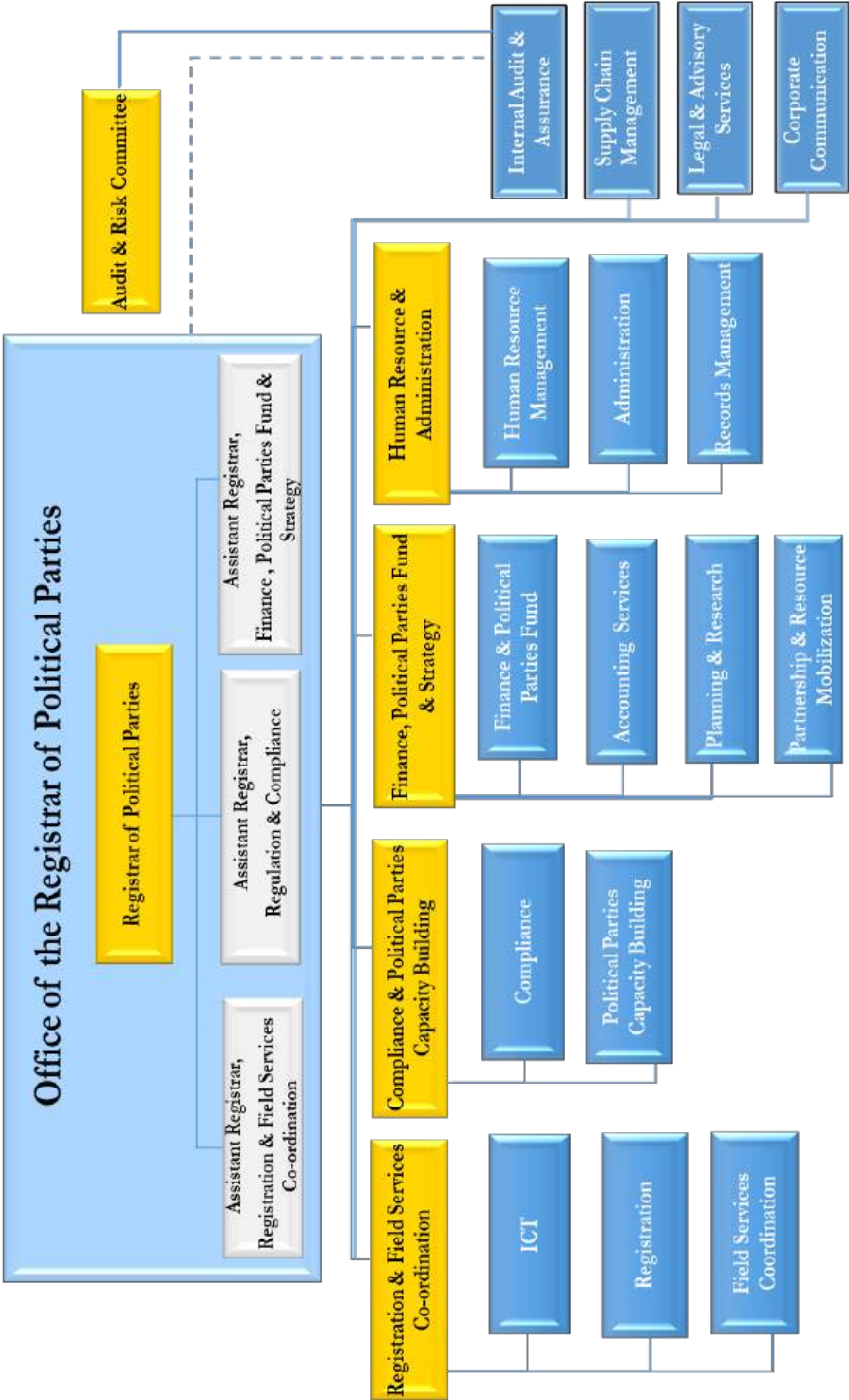


Table 6.2: Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
ORPP 1-3 Top- level management	• Decision making skills • Emotional Intelligence • Conflict resolution skills • People Management Skills • Strategic Leadership Skills • Financial Management Skills • Mentorship & Coaching Skills • Change Management Skills • Customer and stakeholder orientation • Communication Skills	• Change Management • Digital skills	• Leadership & Corporate Governance • Conflict Management • Mentorship & Coaching

Cadre	Skills set	Skills Gap	Competence Development
ORPP 4 Middle-level Management	• Decision making skills • Emotional Intelligence • Conflict resolution skills • People Management Skills • Strategic Leadership Skills • Financial Management Skills • Risk Management • Mentorship & Coaching Skills • Presentation Skills • Negotiation Skills • Communication Skills	• Change Management • Digital skills • Conflict Management • Risk Management	• Leadership & Corporate Governance • Conflict Management • Stakeholder engagement • Mentorship & Coaching • Continuous Professional Development (CPD) training
ORPP 5-6 First-level Management	• Interpersonal Skills • Problem Solving Skills • Report Writing Skills • Technical skills • Communication skills • Presentation Skills • Communication Skills • Planning & Organizing	• Relevant professional skills and expertise in the specific technical area • Conflict Management • Risk Management	• Formal instructor led Training • On the Job Training • Coaching and Mentorship • Continuous Professional Development (CPD) training

Cadre	Skills set	Skills Gap	Competence Development
ORPP 7-10 Technical level	• Technical skills • Analytical skills • Problem solving skills • Interpersonal skills • Citizen focus and responsiveness	• Relevant professional skills and expertise in the specific technical area • Communication	• Formal instructor led Training • On the Job Training • Coaching and mentorship
ORPP 11-12 Support level	• Interpersonal skills • Technical skills	• Administrative skills • Time management	• Formal instructor led Training • On the Job Training • Coaching and mentorship

6.2.3 Leadership

The Registrar of Political Parties will provide overall leadership and oversight during implementation of this Strategic Plan. The Heads of Departments will meet on a quarterly basis to review implementation of the strategic plan, the annual work plans, quarterly reports and financial expenditures in accordance with public financial management circulars and legal procedures. The Head of Planning and Research will be responsible for coordination of implementation and reporting of this Strategic Plan.

6.2.4 Systems and Procedures

During this plan period, the Office envisages development of Standard Operating Procedures. This will facilitate adoption of internal quality standards thus enable ORPP champion quality and excellence. In addition, the Office will focus on full automation of its processes and operations through investment in a robust system infrastructure.

6.3 Risk Management Framework

Table 6.3 presents potential risks that are likely to hinder implementation of this Strategic Plan. These risks have been categorized, their likelihood and impact determined (L – Low, H – Medium and H - High), and mitigation measures proposed.

Table 6.3: Risk Management Framework

Risk Category	Risks	Likelihood (LMH)	Impact (LMH)	Overall Risk Level (LMH)	Mitigation Measures	Risk Owner
Financial	Inadequate funding	H	H	H	Resource mobilization strategy Strengthen collaboration with partners Enhance internal controls Prioritization of activities Communication to the staff on the crisis Austerity measures	Director in charge of Finance
	Un anticipated budget cuts	H	H	H	Proactively committing funds within a reporting period Enhance collaboration with parliament and National Treasury Prioritization and budget reallocations	Director in charge of Finance
	IFMIS downtime	M	H	M	Continuous engagement with National Treasury Sensitization of IFMIS users on new developed	Director in charge of Finance
Financial	Budgetary constraints	L	M	M	Resource mobilization	Director in charge of Finance

Risk Category	Risks	Likelihood (LMH)	Impact (LMH)	Overall Risk Level (LMH)	Mitigation Measures	Risk Owner
Operational	Inadequate staffing	M	M	M	Continuous engagement with National Treasury and Parliament Liaise with PSC for deployment of Interns	Assistant Director HR
	High employee turnover	L	L	L	Review and implement career progression guidelines Seek advisory opinion from SRC on compensative compensation Liaise with PSC for deployment of Interns Temporary staff deployment to understaffed department	Assistant Director HR
	Unresponsive suppliers	M	H	M	Sensitization and vetting of suppliers Provide clear specification to suppliers	Assistant Director, Supply Chain Management
	Negative media coverage	M	H	M	Enhance media training Develop and implement robust media relations strategy Invoke Crisis management Enhanced media engagements	Assistant Director, Communication

Risk Category	Risks	Likelihood (LMH)	Impact (LMH)	Overall Risk Level (LMH)	Mitigation Measures	Risk Owner
	Misinformation and Disinformation	H	H	H	Enhanced media engagements Enhanced social media monitoring Collaboration with social media influencers and opinion shapers Timely response Enhance political education to the public	Assistant Director, Communication
	Unauthorized access to social media and website	H	H	H	Enhance security measures Collaborate with platform administrators Invoke Crisis communication	Assistant Director, Communication
	Physical security breaches	H	H	H	Strengthen security protocols Continuous sensitization on office procedures	Assistant Director, Administration
	Inadequate working tools and equipment	L	M	M	Enhance budgetary allocation for working tools Realign working tools allocation	Assistant Director, Administration

Risk Category	Risks	Likelihood (LMH)	Impact (LMH)	Overall Risk Level (LMH)	Mitigation Measures	Risk Owner
	Unconducive working environment	L	M	M	Implement OSHA and WIBA Enhance budgetary allocation for conducive work environment Improve working facilities	Assistant Director, Administration
	Premature termination of partner MOUs	M	H	M	Continuous engagement and negotiation with partners	Assistant Director, Partnership
	Change of development partner priorities	M	M	M	Diversified partner portfolio Align office programs with donor priorities	Assistant Director, Partnership
	Misinformation, Disinformation, Mal-information.	H	H	H	Communication strategy	Assistant Director, Communication
Operational	Delays in document processing	L	H	M	Adhering to SOPs and service charter	Assistant Director, Registration/ Assistant Director, Records

Risk Category	Risks	Likelihood (LMH)	Impact (LMH)	Overall Risk Level (LMH)	Mitigation Measures	Risk Owner
Operational	Gaps in information flow	H	L	M	Customer Relation Capacity Building	Assistant Director, Communication
Legal	Changes in law including late amendments	L	M	M	Sensitization of relevant stakeholders.	Assistant Director, Legal
	Failure to enact laws	M	H	M	Lobbying of stakeholders and use of strategic litigation.	Assistant Director, Legal
	Non-compliance with court orders	L	H	M	Sensitization of responsible entities/stakeholders.	Assistant Director, Legal
	Court cases which hamper office operations	M	M	M	Capacity building and legal reform.	Assistant Director, Legal
	Strict and competing electoral timelines	H	H	H	Legal reform to amend the timelines Sensitization	Assistant Director, Legal

Risk Category	Risks	Likelihood (LMH)	Impact (LMH)	Overall Risk Level (LMH)	Mitigation Measures	Risk Owner
Political	Inadequate legal provisions	L	M	M	Continuous legal reform	Assistant Director, Legal
	Prolonged litigations	L	M	M	Alternative/ Internal dispute resolution	Assistant Director, Legal
	Increase in independent candidates	H	H	H	Sensitization of political parties. Legal reform to address party candidates in time-lines that enable party candidates in party nominations to resign and contest elections as independent candidates.	Assistant Director, Capacity Building & Assistant Director, Legal
Compliance	Limited political goodwill	M	H	M	Sensitization and lobbying of political actors and the public.,	Assistant Director, Capacity Building
	Political intolerance	M	H	M	Political education	Assistant Director, Capacity Building
	Non-compliance of political parties	H	H	H	Capacity building of political parties	Assistant Director, Capacity Building & Assistant Director, Legal
					Incentives through legal reform	



CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

The chapter presents the financial resource requirements, financial resource gaps and financial resource mobilization strategies required to implement this Strategic Plan.

7.1 Financial Requirements

Table 7.1 enumerates the financial requirements for implementing the FY2025/26 –FY2027/28 strategic plan.

Table 7.1: Financial Requirements

	Projected Resource Requirements (Kshs. Million)			
	FY2025/26 (Y1)	FY2026/27 (Y2)	FY2027/28 (Y3)	Cumulative
KRA 1: Registration of Political Parties	101.70	96.20	46.90	244.80
KRA 2: Regulation of Political Parties	753.76	809.63	904.24	2467.63
KRA 3: Political Parties Participation in Elections	0.30	190.4	49.07	239.77
KRA 4: Digital Transformation and Data Management	92.60	38.60	19.60	150.80
KRA 5: Partnership & Stakeholder Engagement	189.30	294.40	199.30	683.00
KRA 6: Institutional Governance and Capacity	297.54	845.10	276.60	1,419.24
Administrative Cost	419.35	497.57	577.21	1,494.13
Total	1,854.55	2,771.9	2,072.92	6,699.37

To implement this strategic plan in the next three (3) years, the ORPP will require Kshs 6,699.37 million.

7.2 Resource Gaps

Table 7.2 presents the financial resource gap, determined from the financial resource requirements and estimated budget allocation.

Table 7.2: Resource Gaps

FY	Requirement (Kshs. Mn)	Estimated Budget Allocation (Kshs. Mn)	Variance (Kshs. Mn)
FY2025/26(Y1)	1,854.55	557.16	1,297.39
FY2026/27 (Y2)	2,771.90	638.28	2,133.62
FY2027/28 (Y3)	2,072.92	700.26	1,372.66
Total	6,699.37	1,895.7	4,803.67

With an estimated resource envelop of Kshs 1,895.7 million compared to a resource requirement of Kshs 6,699.37 million for activities, the ORPP has a resource gap of Kshs 4,803.67 million. This calls for sound resource mobilization strategies to bridge the gap. To bridge the resource gap and complement exchequer funding, the Office will continue to lobby and mobilize financial resources for its activities through;

- i. Remittance from exchequer;
- ii. Public Private Partnership;
- iii. Donations and grants; and
- iv. Technical assistance

7.3 Resource Mobilization Strategies

The Office will employ efficient utilization of its resources to support the strategies/actions outlined in the Strategic Plan. Emphasis will be placed on financial resource mobilization to enhance the revenue while overseeing expenditures to ensure responsible financial resource management. The measures to be considered are:

- i. Resource Mobilization Strategy: The ORPP will develop and implement a resource mobilization strategy in the first year of the plan. It will also establish and operationalize a Resource Mobilization Committee (RMC).
- ii. GoK Funding: The ORPP will engage the National Treasury for adequate funding to operationalize this plan.
- iii. Stakeholder Engagement Framework: Partnerships between Government MDAs, development partners and other non-state actors, private sector organizations, and community level organizations will seek to exchange information; and/or jointly formulate and implement organizational policies related to specific strategic areas of interest; build social and intellectual capital.
- iv. Multisectoral approach: The Office will establish and strengthen strategic collaborations with Sectors and Industry players. It will foster strategic partnerships with sectors, research institutions and other industry players to enhance implementation of programmes and projects.

7.4 Resource Management

Resource Management is very critical in enhancing efficiency, effectiveness, and prudence in utilization of resources and bridging the resource gap. The ORPP will adhere to the guidelines and circulars issued by the National Treasury, Controller of Budget and Office of the Auditor General. The ORPP will ensure value for money by inculcating best practices.

The ORPP will adhere to Programme Based Budgeting approach. It will capacity built its staff on budgeting, risk management, stakeholder engagement and resource planning. The ORPP will continue to comply with relevant statutes governing public finances for optimal utilization of resource. Several measures will be employed to ensure prudent management of resources, and include:

- i. Business reengineering and Automation of Processes: The ORPP will automate and digitalize key business processes to enhance efficiency and effectiveness in service delivery. It will encourage and support innovation towards realizing prudent resource management.
- ii. Good corporate governance: The ORPP will strengthen management and administration policies, procedures and practices. Governance will be further enhanced by efficient working audit and management committees.
- iii. Effective Planning: All the Departments will develop annual workplans and procurement plans facilitating budget implementation and prioritization of programmes and projects. The Prioritization of resources allocation will be based on the level of importance, urgency, and expected outcomes.

- iv. Expenditure control, financial and programme performance monitoring, and adherence to budgetary implementation guidelines as issued by the National Treasury.
- v. Effective management of ORPP's human resources to maximize productivity and ensure realization of strategic plan goals and outcomes. This includes activities such as workforce planning and succession management, capacity building on financial matters, recruitment/rationalization, training and development, and performance management.
- vi. Risk Management: The ORPP will identify potential risks that could impact resource availability and develop strategies to reduce the likelihood of the events and reduce the impact if they materialize.
- vii. Timely financial reporting: The ORPP will conduct internal Audits and facilitate external Audits by the Office of the Auditor General (OAG). The Audits will inform timely financial reporting and promotion of transparency and accountability.

CHAPTER EIGHT

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

The chapter presents the monitoring framework, performance standards evaluation framework, reporting framework and feedback mechanism that will be used by the ORPP to ensure that implementation of this Strategic Plan is on course. The Office will continuously assess the implementation status of the planned activities, programs and strategies.

8.1 Monitoring Framework

To ensure successful implementation of this Strategic Plan, monitoring will involve a systematic and continuous process of collecting and analyzing information based on the performance indicators, targets and provision of feedback. A monitoring and evaluation framework will be developed and will provide the steps as well as data collection methodologies, frequency and responsibility. At output level, data will be collected at various intervals so as to inform performance of ORPP.

8.2 Performance Standards

The performance standards based on the Strategic Objectives, Strategies, activities and Key Performance Indicators as outlined in this strategic plan will be communicated to employees to provide a framework within which they are expected to deliver. The implementation matrix appended herein (Annex I) will be integrated with the Performance Management System to enhance realization of the aspirations contained in this Plan. All Heads of Departments will be required to draw their activities and programmes from the implementation matrix and generate annual work plans, which will be used to develop the departmental performance contracts and cascaded to individuals in their respective staff performance appraisal. This linkage will

ensure commitment of all staff to the realization of the Strategic Objectives as stipulated in this Plan.

8.3 Evaluation Framework

The ORPP will assess the level of implementation of set targets at outcome level using key metrics presented in Table 8.1. Evaluation will be undertaken, both internally and externally.

Table 8.1: Outcome Matrix

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Baseline	Mid	End
Registration of Political parties	Improved Efficiency in the registration process	Reduction in time taken to register a political party (days)	90	75	60
Regulation of political parties	Institutionalized political parties.	Proportion of compliant political parties i.e. governing body, membership, maintenance of offices, party documents and policies.	100	100	100
	Increase participation of SIGs in Political process	Proportion of SIGs participation in the upcoming 2027 election compared to 2022	60	70	80

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Baseline	Mid	End
Participation of political parties in elections	Improved participation of political parties in elections.	Proportion of parties with fair party nominations and elections including compliant nomination rules, party lists, membership register.	-	100	100
Digital Transformation and Data Management	Improved operational efficiency and Service Delivery	Proportion of identified processes automated	-	50	100
	Improved data integrity and security	Proportion of parties compliant with data governance	100	100	100
	Enhanced Stakeholder Engagement through Digital Systems	Proportion of stakeholders engaged via the digital systems	-	100	100
	Increased Transparency and Information Accessibility	Proportion of information requests received and processed.	100	100	100
		Response time to information requests	14	10	7

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Baseline	Mid	End
Partnership & Stakeholder Engagement	Enhance programs supported by partners	Percentage increase in number of programs supported by development partners	-	50	100
	Enhanced Stakeholder Engagement and Public Awareness	Customer satisfaction Index	X	X+3	X+5
Institutional governance and Capacity	Compliance with PFMA, circulars, and other guidelines	Audit opinion given within a financial year	Unqualified	Unqualified	Unqualified
	Streamline internal controls measures	Proportion of identified internal controls measures implemented	100	100	100
	Enhanced productivity and performance	Organization performance index	-	2.49	2.49
		Staff satisfaction Index	X	X+3	X+5
	Enhanced Corporate positioning	Stakeholders' perception index	X	X+3	X+5
	Improved working	Proportion of identified offices	-	50	100

Key Result Area (KRAs)	Outcome	Outcome Indicator	Targets		
			Baseline	Mid	End
	environment	established and furnished			
		Proportion of staff with a dequate working tools	-	100	100

8.3.1 End-Term Evaluation

The ORPP will conduct an end-term review of the implementation of this strategic Plan to take stock of the achievements and lessons learnt to inform the next planning phase.

8.3.2 Ad-hoc Review

Extreme and significant changes in the operating environment may affect implementation of programmes and activities as contained in the implementation matrix. Such changes will be identified through quarterly and annual reports, and environmental scanning. Therefore, it is imperative that this strategic plan remains as agile as possible. To this end, an ad hoc review of this Strategic Plan may be conducted to enable the ORPP maneuver through turbulent times.

8.4 Reporting Framework and Feedback Mechanism

The Planning and Research department will be responsible for monitoring and reporting progress of implementation of this strategic plan. As such, the department will consolidate performance reports submitted from all departments on an annual basis using prescribed formats. The Heads of

Directorates/Departments will discuss and review the ORPP performance reports. In these reports, actual performance will be compared with set performance targets/ standards and if actual results fall outside the tolerance range, corrective action will be recommended not only to correct the deviation but also to prevent recurrence.

The reporting templates are attached as Annex II.



ANNEXES

ANNEX I: IMPLEMENTATION MATRIX

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility	Y1	Y2	Y3	Lead	
Registration of Political Parties	To enhance effective and efficient registration of political parties by 2028	Employ multifaceted approach in the registration process improvement, through capacity building, stakeholder engagement, legal reform and technology integration.	Review applications for full and provisional registration	Applications reviewed	Percentage of applications reviewed	100	100	100	100	0.2	0.2	0.2	Head Registration	NSRPC Committee ICT Department
			Undertake party's offices verification	Political Parties offices verified	Percentage of political parties whose offices have been verified	100	100	100	100	40	40	8		NSRPC Committee Field Services
			Publish notices via Kenya Gazette and newspapers with nationwide circulation	Notices published	Percentage of notices	100	100	100	100	6.5	10.5	7.2		Records, Communication

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
			Automate registration process	Registration process automated and maintained	Percentage of automation and maintenance	100	100	100	100	1.5	1	1	1	1	ICT Department	
			Deregistration of non-compliant Political Parties	Deregistered non- compliant Political Parties	Percentage of non- compliant parties deregistered	100	100	100	100	2	1	1	1	1	Compliance ICT Record Legal	
			Voluntary dissolution of the Political Parties	Dissolved Political Parties	Percentage of parties dissolved	100	100	100	100	3	3	3	2	2	Compliance Records ICT Legal	
			Registration of mergers	Mergers registered	Percentage of merger applications registered	100	100	100	100	5	5	5	3	3	ICT Committee Compliance Records Legal	
			Confirm coalitions and register coalition political parties	Coalitions confirmed and coalition political parties registered	Percentage of compliant coalitions and coalition political parties registered	100	100	100	100	5	5	5	3	3	NSRPC Committee Records Compliance Legal	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
			Create public awareness on the registration process	Sensitization forums held	No. of forums held	47	24	12	11	24	11	12	11	Compliance Partnership	NSRPC Committee	NSRPC Committee Records ICT Field services Compliance Legal
			Sensitization of staff on the registration process	Staff sensitized.	No. of staff sensitized	390	130	130	6.5	6.5	6.5	6.5				
			Develop registration process policy documents	Registration policy documents developed	No. of policy documents developed	6	2	2	2	5	2	5	2			
KRA 1 Sub Totals																
Regulation of Political Parties	To strengthen the legal and regulatory framework	Review of the Political Parties Act and review/develop subsidiary regulations	Identify gaps in the existing legal framework	Position paper formulated	No. of Position Paper	7	0	7	0	3.9	0	0	0	Planning & Research	Head Legal	Partnerships
				Stakeholder Forums held	No. of forums	24	7	9	8	15.7	20.2	18				

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
			Drafting a bill on the PPA	Draft bills	No. of bills drafted	7	0	7	0	0	4.47	0		Compliance Dept.		
			Initiate amendment to political parties' registration regulations	Draft regulations	No. of Amended regulations	7	0	0	7	0	0	4.47		Registration Dept.		
			Initiate amendment to the funding regulations	Draft regulations	No. of Amended regulations	7	0	0	7	0	0	4.47		Finance Dept.		
			Initiate amendment to Membership regulations	Draft regulations	No. of Amended regulations	7	0	0	7	0	0	4.47		Registration Dept.		
			Development of draft Technology Regulations	Draft regulations	No. of Draft regulations	7	0	0	7	0	0	4.47		ICT Dept.		
			Sensitization of stakeholders on the amended laws (CSO, FBOs, SIGs)	Sensitization forums held	No. of forums	14	0	7	7	0	0	15.93		Compliance Partnership		

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Oversight the procedures for change of political parties' particulars	Reviewed political party particulars	% of reviewed changes of party particulars	100	100	100	100	2.1	2.1	2.1	2.1	2.1	Records	
			Reviewing of draft sanctions and enforcement guidelines	Sanctions and enforcement guidelines reviewed	Percentage of clauses reviewed	100	100	100	100	4.095	4.095	4.095	4.095	4.095	Registration Legal	
			Hold consultative meetings with stakeholders	Meetings held	Number of consultative meetings	4	1	2	1	4.095	9.0	4.095	4.095	4.095	Registration Legal	
			Sensitize stakeholders sanctions enforcement guidelines	Disseminated guidelines	Number of participants sensitized	910	182	273	455	16.35	24.52	16.35	24.52	40.88		
			Investigate complaints under the Act	Investigations undertaken	Percentage of complaints investigated	100	100	100	100	4.095	4.095	4.095	4.095	4.095	Legal	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
	To Strengthen political parties funding accountability	Enhance compliance with the Act and Funding Regulations	Timely publication of political parties' sources of funds	Sources of funds published	Proportion of parties that publish sources of funds	100	100	100	100	0	0	0	0	0	Head Compliance	Audit
			Timely submission of accounts to the Auditor General by political parties	Political parties accounts submitted to the Auditor general	Proportion of parties that submit their accounts to AG	100	100	100	100	0	0	0	0	0		Audit
			Develop Finance & Accounts SOPs	Finance and Accounts SOPs	Number of SOPs developed	1	1	0	0	15.59	0	0	0	0	Head Finance	Audit / SCM
			Political parties' publication of audited accounts	Published, audited political party accounts	Proportion of parties that have published sources of funds	100	100	100	100	0	0	0	0	0	Head Compliance	Audit

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Publish in the gazette notice respective party allocation and disburse the funds as per the PPA	Timely publication and disbursement of political parties' fund	Proportion of political parties receiving funds	100	100	100	100	0.2	0.2	0.2	0.2	0.2	Head Finance	Compliance
			Review finance and accounts procedure manual for office and political parties	Reviewed Finance and accounts manuals	Number of reviewed manuals	2	0	1	1	0	7.53	12.89			Head Finance	SCM/ compliance
			Capacity building of political parties on prudent financial management and reporting	Capacity building forums for all funded parties conducted	No. of forums conducted	3	1	1	1	3.5	3.5	3.5	3.5		Head Compliance	Compliance Legal

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility						
	To Institutionalize political parties	Strengthen capacity of political parties to ensure compliance with PPA.	Research and documentation on the capacity building needs of political parties	Needs assessment conducted	No. of Assessment reports	1	1	0	0	3.38	0	0	0	0	Resource centre and planning
			Review Political Parties training materials	Political parties Training manuals reviewed	Number of reviewed manuals	6	0	4	2	0	7.52	3.76			HRM
			Train political party officials	Training of party officials conducted	Number of officials trained	910	182	273	455	16.35	24.53	40.88			Legal
			Train political party organs	IDRM, Election Boards, Disciplinary Committees Trained	Number organ members trained	910	304	303	303	9.450	9.450	9.450			Legal

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Review submitted political party documents	Party constitution, nomination rules, ideology, policies reviewed	Percentage of documents reviewed	100	100	100	0.2	0.2		0.2			Legal	
			Conduct national and county Inter and Intra party dialogue forums	Inter and Intra party dialogues forums conducted	Number of forums	3	1	1	500.0	1		500.0			Legal	
	To enhance political education on participation of Special Interest Groups (SIGs) in political processes	Enhance SIGs participation in party structures and political processes	Conduct national and grassroots sensitization forums for political party youth, Women and PWDs, Ethnic minorities and marginalized representatives	Political education forums conducted	Number of forums	39	13	13	12.75	13		12.75			Head Compliance	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Train Political Party Women, Youth and PWD Leagues	National and County Leagues Trained	No. of Forums	9	3	3	3	14.7	14.7	14.7	14.7	14.7	Field Services	
			Consultation with stakeholders	Consultation forums with CSOS, FBOs State Actors Elected Leaders and Media	Number of forums	15	5	5	5	15.0	15.0	15.0	15.0	15.0	Head Partnership	Compliance/ Capacity Building
KRA 2 Sub Totals										809.63	809.63	809.63	101.7			
Political Parties Participation in Elections	To prepare political parties to participate in elections	Enhance political party participation in elections	Sensitization of political parties' legal requirements including roadmap, party nomination and election processes	Political party forums held	Number of political party forums	3	0	2	1	0	6.5	3.3	3.3	Head Compliance	Legal	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
			Review and certification of party nomination rules	party nomination rules certified	No. of party nomination rules certified	91	0	91	0	0	11	0		Records		
			Certification of party membership register and party lists for all fully registered parties	Certified membership registers and party lists	No. of parties with certified registers and party lists	91	0	91	0.6	0	1.6	0		ICT		
			Certification of membership status and symbols of independent candidates to ensure they do not resemble the particulars of a fully registered political party	Independent candidate membership status and symbols verified	Proportion of independent candidates certified	100	100	100	100	0	2	0		ICT	Name Search Committee	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
			Conduct national and county agents training	National agents trained	No of agents trained	235	0	0	235	0	4.9	0			Planning	
				County agents trained	No. of county agents trained	1410	0	0	1410	0	17.1	0				
			Training of candidates, aspirants, elections boards, IDRM, IDRC	Training forums	Number of training forums	6000	0	0	6000	0	147	0			Legal	
		Monitor political party activities in relation to party nominations	Document particulars of party nominations including date, time, aspirants, persons eligible to vote in the nomination and the method of nomination	Documentation undertaken	Proportion of parties with record of particulars of party nominations	100	100	100	100	0.30	0.30	0.30			Records	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Verify publication of party nomination details by political parties on their official party websites	Verification done	No. of Verification report	1	1	0	0	0	0	0				
			Review and publish party nomination particulars on ORPP website	Published nomination particulars	% of parties with nomination particulars published	100	100	100	100	0	0	0				Communications
			Monitor elections	Monitoring undertaken	No. of Monitoring report	1			1	0	0	0	42.0			
			Evaluate the conduct of elections	Evaluation undertaken	Evaluation report	7	0	0	0	0	0	0	3.47		Head Planning	
KRA 3 Sub Totals										0.30	190.4	49.07				

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
Digital Transformation and Data Management	To achieve 100% Digitalization of services by 2028	Automate political parties' management business processes	Maintain integrated political parties management information systems	Functional integrated management information systems	Proportion of improvements made	100	60	20	20	12	6	6	6	Head ICT	User departments Capacity building Partnership	
			Develop and deploy EDRMS	Developed and deployed EDRMS	Proportion of EDRMS modules	100	50	30	20	14	6	2	2	Head Records	ICT Capacity building Partnership	
		Improve records management	Digitize and migrate records	Records digitized and migrated	% of records digitized and migrated	100	60	20	20	15	5	5	5	Head Records	ICT Resource Centre Compliance Registration	
			Digitalize capacity building	Develop Learning management system (LMS)	Developed Learning management system (LMS)	Proportion of LMS modules	100	80	20	0	15	6	0	0	Head Resource Centre	ICT Partnership Field Services
		Maintain accurate records of ORPP, political parties and the general public	Integrate ORPP systems with external' databases	Developed API integration documents, guidelines and service level agreements	API integration documents, guidelines and service level agreements developed	3	3	0	0	5	0.5	0.5	0.5	Head ICT	User departments Capacity building Partnership	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility						
				Application Programming Interface module	Developed API management module	1	1	0	0	4	0.6	0.6		Partnership User departments Capacity building	
				Integrate with other databases	Proportion. of databases integrated with IPPMIS API	100	100	100	100	4		3	2	Partnership User departments Capacity building	
	To ensure compliance with the Data Protection Act by 2028	Enhance privacy and security of data subjects	Develop/review and implement data protection policy and guidelines, and register with ODPC	Data protection guidelines and policies developed and up to date registration with ODPC	Compliance percentage	100	100	100	100	6	3	0	Head ICT	Legal Records User departments	
				Certified recruitment systems of political parties	Proportion of political parties' recruitment systems certified	100	100	100	100	6.5	2.5	1.5		Registration Compliance Field Services	
	To enhance execution of office mandate	Deploy AI and big data analytics	Developp policies and guidelines on the use of AI and big data analytics.	Guidelines on use of AI and big data analytics developed.	No. of policies and guidelines developed	3	2	1	0	6	4	0	Head ICT	Legal Plenary Management	

KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility	116.2	174.3	116.2	49	4	4	0.4	0.6	0.4	Head Partnership and Resource Mobilization/ Field Services Coordination	Finance /Account Department
KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility	116.2	174.3	116.2	49	4	4	0.4	0.6	0.4	Head Partnership and Resource Mobilization/ Field Services Coordination	Capacity Building, Partnership and Stakeholder Engagement Committee
KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility	116.2	174.3	116.2	49	4	4	0.4	0.6	0.4	Head Partnership and Resource Mobilization	Finance/Account Department
KRA	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility	116.2	174.3	116.2	49	4	4	0.4	0.6	0.4	Head Partnership and Resource Mobilization	Capacity Building, Partnership and Stakeholder Engagement Committee

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility						
	To enhance public outreach and advocacy.	Strengthen sensitization and advocacy programs to increase public awareness and participation in Political processes	Develop and implement a comprehensive public outreach strategy.	Strategy developed	No. of public outreach strategy developed	1	-	1	-	0	2.5	0	Head Partnership and Resource Mobilization		
				Public sensitization and outreach activities conducted	Number of public outreach activities conducted.	12	4	4	4	1.2	1.2	1.2	Capacity Building and Corporate Communication		
				Media engagement reports on advocacy campaigns conducted	Media engagement reports on advocacy campaigns	196	49	98	49	15	45	15	Partnership, Field Service Coordination department & Capacity Building department		

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Conduct sensitization forums for CSOs, FBOs and CBOs on political and electoral processes	Sensitization forums held	Number of sensitization forums conducted	540	180	180	180	15	15	15	15	15	15	Capacity Building department
			Conduct national and grassroots sensitization forums for Youth, Women and PWDs, Ethnic minorities and marginalized	Sensitization forums held	No. of sensitization forums conducted	196	49	98	49	6.0	9.0	6.0	6.0	6.0	6.0	Capacity Building department
			Engage in community dialogues and town hall meetings.	Dialogues and town hall meetings held	Number of meetings held	196	49	98	49	6.0	9.0	6.0	6.0	6.0	6.0	Capacity Building department

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Finalization, publication and dissemination to stakeholders	Guidelines finalized and disseminated	No. of review and validation forums held	2	2	-	-	3	4	4	4	Capacity Building, Partnership and Stake holder Engagement Committee/ Finance Department		
	To strengthen the PPLC	Enhance the capacity and coordination of the PPLC to promote effective political party engagement.	Develop capacity-building programs for PPLC members.	PPLC consultative meetings held	No. of PPLC consultative meetings	14	4	6	4	14.5	21.8	14.5	Head Partnership and Resource Mobilization	Compliance and Finance Department		
			Establishment and operationalization of County PPLC	Established and Operational County PPLC	No. of CPPLC established and Operationalized	47	24	23	-	10	8	0	Finance Department Legal			
				CPPLC consultative meetings held	No. of CPPLC consultative meetings held	47	-	-	47	0	0	18	Finance Department Legal			
KRA 5 Sub Totals										189.3	294.4	199.3				

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
Institutional Governance and Capacity	To Improve financial transparency and accountability	Strengthen prudent financial management	Prepare budget as per National Treasury circulars	Approved budget	No. of budget approved	3	1	1	1	4.0	4.0	4.0	4.0	4.0	Head Finance	Budget Implementation Committee (BIC)
			Prepare periodic financial statements and reports	prepared statutory statements and reports	No. of statements / reports	60	20	20	20	1.5	1.5	1.5	1.5	1.5	Head Accounts/ Finance / Finance / Accounts	Budget Implementation Committee (BIC)
			Prepare and timely submit audit responses	Responses prepared and submitted	Proportion of audit queries responded to	100	100	100	100	0.5	0.5	0.5	0.5	0.5		Management Committee
	To Improve budget allocation and utilization of resources	Strengthen resource bidding in MTEF process	Prepare and submit sub-sector working report	Approved sub-sector working report	No. of sector report	3	1	1	1	5.5	5.5	5.5	5.5	5.5	Head Finance	Budget Implementation Committee (BIC)
			Review Finance & Accounts Procedure Manual	Reviewed manual	Manual	1	0	1	0	0	4.0	0	0	0	Head Finance / Accounts	Heads of Departments
		Strengthen accountability and internal controls measures														

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Develop Finance & Accounts SOPs	Finance and Accounts SOP	SOP	1	1	0	0	5.0	0	0	0	0	Heads of Departments	
			Capacity build political parties on PPF	Political parties capacity built	No. of forums	12	4	4	4	16	0	16	0	0	Heads of Departments	
	To Streamline Supply Chain, Inventory Control and Asset Disposal processes	Streamline Supply Chain, Inventory and Asset disposal Process	Capacity building Supply Chain Stakeholders on PPRA and National Treasury guidelines	capacity built stakeholders	No. of stakeholders' capacity built	30	30	30	30	3.0	3.0	3.0	3.0	3.0	Head Finance/ Compliance	Head Supply Chain
			Develop The Inventory Management system	Inventory System Developed	No. of automated Inventory Management System	1	1	-	-	4.75	0	0	0	0	ICT, Partnership	
			Dispose obsolete assets	Assets disposed	% . of assets disposed	100	100	100	100	0.5	0.5	0.5	0.5	0.5	Disposal Committee	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Develop knowledge management system/repository	Knowledge management system developed	Operational system	1	-	-	1	3.0	0	0	0	ICT/ Partnership	HRM	Communication
				Staff trained	No. of sensitization workshops	390	130	130	130	6.5	6.5	6.5	6.5			
				Forums held	No. of forums held	3	1	1	1	0.5	0.5	0.5	0.5			
		Promote continuous learning	Upgrade digital library with pertinent information material (e-books, journals, and databases)	Online library updated	Functional online library	3	1	1	1	0.5	0.5	0.5	0.5	Planning/ICT	ICT/HRM	
				Information literate users	No. of user help requests	12	3	3	3	0	0	0	0			
				Training and Sensitization forums	Number Forums	16	8	5	3	15.0	7.4	9.5	Head Internal Audit			
	To strengthen risks and governance processes	Strengthen risk management	Train and Sensitize internal Audit and Audit Committee on Risk Management											Planning department		

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility										
			Review ORPP Institutional Risk Policy framework	Reviewed institutional risk framework	Risk framework	1	0	1	0	0	3	0	Planning department						
			Develop and Review Internal Audit Frameworks	Develop Internal Audit Frameworks	No of Audit Frameworks developed	4	2	2	4.5	3.8	0	0					Audit committee members		
				Reviewed Internal Audit Frameworks.	No. of Frameworks Reviewed	3	0	1	0	5.5	0	0						Audit committee members	
			To Enhance Human Resource capacity	Improve Human Resource Development	Develop HR plan	Approved HR plan	HR Plan	100	100	100	100	0.2	0.2				0.2		SHRMO
					Recruitment of Staff	Qualified staff Recruited	No of staff recruited	30	10	10	10	25	25				25	HODs	
					Develop an in-house payroll Management System	Approved ORPP Payroll Management System	Sustainable ORPP Payroll Management System	1	1	0	0	30	0				0		

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
			Recruitment of county and Constituency Monitors	Election monitors recruited	No of monitors recruited	350	0	350	0	0	500	0			Committees	
			Develop/Review and implement the organizational structure and HR Instruments	Organizational Structure and Instruments reviewed and implemented	No. of approved HR instruments	3	0	3	0	0	5	0			HODs	
			Training Needs Assessment	Training Needs Assessment undertaken	TNA report	1	0	0	1	0	0	3			HODs	
			Implement Training and Development plan	Staff Trained	% of staff trained	100	100	100	100	20	20	20			Training Committee	
			Develop and implement Internship/ Attachment Framework	Approved Internship Framework	Framework	1	1	0	0	3	3	3			HODs	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Responsibility							
		Improve Succession management	Develop and Implement Succession Management Policy	Approved Policy	Policy	1	0	0	0	0	2				HODs	
			Develop and Implement Coaching and mentorship Program	Coaching and mentorship Program developed and implemented	% completion	100	50	75	100	0.5	0.5				HODs	
		Institutionalize High Performing Organizational Culture	Conduct organizational culture Audit	Audit conducted	Report	1	1	0	0	1.5	0				Research/ SCM	
			Onboarding and induction of staff and Monitors	Inducted staff	% of Staff inducted	100	100	100	100		2.5				HODs	
			Carry out employee satisfaction Survey	Survey undertaken	No of Surveys	3	1	1	1	1.5	1.5				Research	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
		Strengthen performance management	Implement Staff Performance Appraisal System (SPAS)	Staff appraised	Proportion of staff appraised	100	100	100	100	0	0	0	0	0	HODs	
		Improve employee Wellness	Develop and Implement reward and recognition Framework	Employee reward and recognition Framework developed and implemented	Framework	1	0	0	1	0	0	3	HRMAC/ performance Management Committee			
				Develop and implement employee wellness programmes	Wellness Programmes Implemented	No. of programmes implemented	6	2	2	2	25	25	25	25	Finance	
	To enhance Brand Visibility and Reputation	Revamp communication platforms	Review website, social media platforms and introduce emerging digital platforms	Functional platforms	No. of platforms established	6	2	2	2	1	1	1	1	Head Corporate Communication	ICT, Resource Centre, Partnership	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility							
			Undertake digital media monitoring	Monitoring undertaken	No. of monitoring reports	6	2	2	2	1.5	0.5	0.5	0.5	Planning		
		Strengthen Communication practice	Review Communication strategy and implement communication policy	Reviewed policy and strategy	Policy and strategy	2	1	1		2	0.3	0.3	0.3	HODs		
				Advisories and tools provided	No of tools/ advisories developed and utilized	12	3	3	3	0.5	0.5	0.5	0.5	HODs		
			Sensitize political parties on communication practices	Sensitization fora	No of sensitization fora held	3	1	1	1	3.0	3.0	3.0	3.0	HODs		
		Mainstream corporate branding and customer experience	Develop and implement brand manual	Brand manual developed	Approved Brand Manual	1	1	-	-	3.49	0	0	0			

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility						
				Brand Manual Sensitization Forums held	No. of Forums held	148	118	10	10	3.5	1.0	1.0	1.0	HRM	
				Branding guidelines reviewed	Guidelines	100	100	100	100	2.5	2.5	2.5	2.5	Committee	
				Branded events	% of corporate events branded	100	100	100	100	2.0	2.0	2.0	2.0	Partnership, Committee	
				Customer Framework reviewed and reports prepared	No. of customer experience consolidated reports	156	52	52	52	0.3	0.3	0.3	0.3	Field Coordination	
		Develop and review Service Charter	Service Charter developed/reviewed	Service Charter	15	15	0	0	5	0	0	0	HR		
			Optimize IEC/ productions responsiveness	IEC materials developed and disseminated	% Categories of IEC materials	100	100	100	100	19.5	32.9	32.9	12	Partnership, Capacity Building, Supply Chain	

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility									
		Enhance media relations	Engage and train Media Outfits	Media engagements	% of engagement finalized	100	100	100	100	9	12	3	Partnership					
				Trainings undertaken	No of trainings	50	10	30	10	10	30	10						
		Enhance advertisement and publicity	Manage Media Publicity and Advertisement initiatives	Publicity and Advertisement initiatives	No. of publicity and advertisement initiatives	50	15	20	15	20	25	19.8	Committee					
				CSR activities held	No. of CSR activities/ programmes	6	2	2	2	2.5	2.5	2.5						RPP
	To decentralize ORPP services	Decentralize ORPP services	Establish new county offices	County offices established	No. of functional county offices established	6	2	2	2	30	30	30	Supply Chain/CIT	Head Administration				
			Refurbishment of existing county offices	Offices refurbished	No. of County offices refurbished	3	1	1	1	5	5	5						
																		Finance/ Supply Chain

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target	Budget (Mn)	Respon- sibility													
	To enhance Workplace environment	Strengthen administrative frameworks	Develop Administrative policy frameworks	Administrative policy frameworks developed	No of policies	4	2	1	1	2	2	1	Head Administration			HoDs						
			Update and maintain asset register	% of assets updated	% of asset register updated	100	100	100	100	0.5	0.5	0.5				Supply Chain/ Accounts						
			Develop and update management systems	Asset management developed	% of asset system developed and updated	100	100	100	100	7	0.5	0.5				HoDs						
				Fleet Management System Developed and Maintained	% Fleet Management System developed and updated	100	100	100	100	7	0.5	0.5				HoDs						
KRA 6 Sub Total																297.54	845.1	276.6				

ANNEX II: REPORTING TEMPLATES

Table 8.2: Quarterly Progress Reporting Template

ORPP QUARTERLY PROGRESS REPORT
FOR THE QUARTER ENDING.....

Expected Output	Output Indicator	Annual Target(A)	Quarterly for the year	Cumulative to Date	Remarks	Corrective Intervention	Actual (F)	Variance (F-E)
			Target (B)	Actual (C)	Variance (B-C)	Target (E)		

Table 8.3: Annual Progress Reporting Template

ORPP ANNUAL PROGRESS REPORT
FOR THE YEAR ENDING.....

Expected Output	Output Indicator	Annual Target(A)	Achievement for the year	Cumulative to Date	Remarks	Corrective Intervention		
			Target (B)	Actual (C)	Variance (B-C)	Target (E)	Actual (F)	Variance (F-E)

Table 8.4: Evaluation Reporting Template

ORPP EVALUATION REPORT

Key Result Area	Outcome	Outcome Indicator	Baseline	Mid-term Evaluation	End of plan period Evaluation	Remarks	Corrective Intervention	
			Value	Year	Target	Achievement	Target	Achievement
KRA 1:								
KRA 2:								
KRA 3:								
KRA 4:								
KRA 5:								
KRA 6:								

ANNEX III: TERMS OF REFERENCE FOR STRATEGIC THEME TEAMS

1. Define and clarify ORPP's Vision, Mission, Core Values, quality policy statement, as well as strategic objectives, strategic priorities and strategies to be pursued by staff under them.
2. Setting performance expectations and goals for staff to enable them (staff) channel their efforts toward achieving ORPP strategic priorities.
3. Developing more effective and encompassing communication and collaboration mechanisms
4. Implement ORPP's Performance Management Framework and establish elements and standards for performance appraisal – ensuring that the elements are measurable, understandable, verifiable, equitable, and achievable
5. Measuring performance (Conducting progress reviews with employees in which their performance is compared against performance expectations) and providing ongoing feedback to employees and working groups on their progress toward reaching their set goals.
6. Holding performance meetings for staff under them.
7. Propose improvements to ORPP culture and inculcate them among staff.
8. Actively engaging with staff, management and other stakeholders

through the use of participatory processes

9. Ensure production of all deliverables in accordance with the requirements and timeframes.
10. Increasing the capacity of staff to perform through recommendation of training interventions, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or using other developmental methods. Providing employees with training and developmental opportunities to encourage good performance, strengthen job-related skills and competencies, and help employees keep up with changes in the workplace, such as the introduction of new technology (in the advent of full automation).
11. Propose and implement (where feasible) strategies for staff motivation such as recognizing them, individually and as members of groups, for their performance and acknowledging their contributions to ORPP's mission.
12. Prepare and present reports on progress made on implementation of the Strategic Plan in quarterly Management meetings.



STRATEGIC PLAN

2025-2028

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