

NEBE Strategic Plan

(Official Version)

Trusted for your vote



የኢትዮጵያ ብሔራዊ ምርጫ ቦርድ
NATIONAL ELECTION BOARD OF ETHIOPIA

February 2024

2024-2028



የኢትዮጵያ ብሔራዊ ምርጫ ቦርድ
NATIONAL ELECTION BOARD OF ETHIOPIA





የኢትዮጵያ ብሔራዊ ምርጫ ቦርድ
NATIONAL ELECTION BOARD OF ETHIOPIA

Contents



Message from the chairperson

1

3

Core Values of NEBE



Strategic Foundations and
Directions

4

6

Strategic Pillars of NEBE



Strategic Goals, Objectives and
Expected Outcomes

10

12

Organizational Structure of NEBE



Message from the chairperson



H.E. Melatwork Hailu

Chairperson

NEBE was largely praised for fostering credibility, engaging with stakeholders and conducting elections in challenging circumstances. However, the conduct of the process was affected by internal as well as external challenges. While there is a general understanding that a lot has been accomplished in a very short time by the new NEBE, its capacity to deliver an election process on its own needs to be consolidated, as the sustainability of the successes achieved during the 6th general elections needs to be maintained. It was very essential to identify growth areas and put in-place priority areas. In light of the leadership of the NEBE has taken actions for the development of five years strategic plan and established a Strategic Planning Committee (SPC).

The established committee has subsequently drafted the plan with broader consultations with officials of Board, heads of regional branch offices and key electoral stakeholders. It has been compiled through concerted efforts of the NEBE and external stakeholders, guided by both internal and external consultants with a support from partner organizations. It has also been prepared in line with best international practices, lessons learnt from the 6th general election, and findings and recommendations of assessments. Internal and external assessments, analysis of SWOT, PESTLE and identification of strategic pillars were conducted one after the other, different methodologies were used as tools to define strategic foundations, strategic, pillars goals, objectives, and expected outcomes. This strategic plan is the basis for developing road maps of the upcoming 7th general election and local election.

NEBE is therefore fully committed to execute this five year strategic plan in order to achieve its strategic goals, objectives, and targets. It is our firm belief that the successful implementation of this plan will ultimately help in further strengthening the electoral process for credibly holding democratic elections in Ethiopia. The Strategic Plan is believed to guide NEBE in modernizing and reforming all electoral processes for its recognition as Model democratic institution trusted for managing elections in compliance with international election management standards.

I am delighted to have the publication of NEBE's five years strategic plan (2024-2028) following the thorough review against its constitutional mandates, needs, and priorities. I present this strategic plan to all staff members of the NEBE and all stakeholders for adoption and support.

I appeal to the government for timely provision of the required resources for the successful implementation of this plan. I further appeal to all members of the Board and staff of the National Election Board of Ethiopia, as well as stakeholders, to consolidate partnerships in order to actualize and enhance free, fair, and transparent general and local elections.

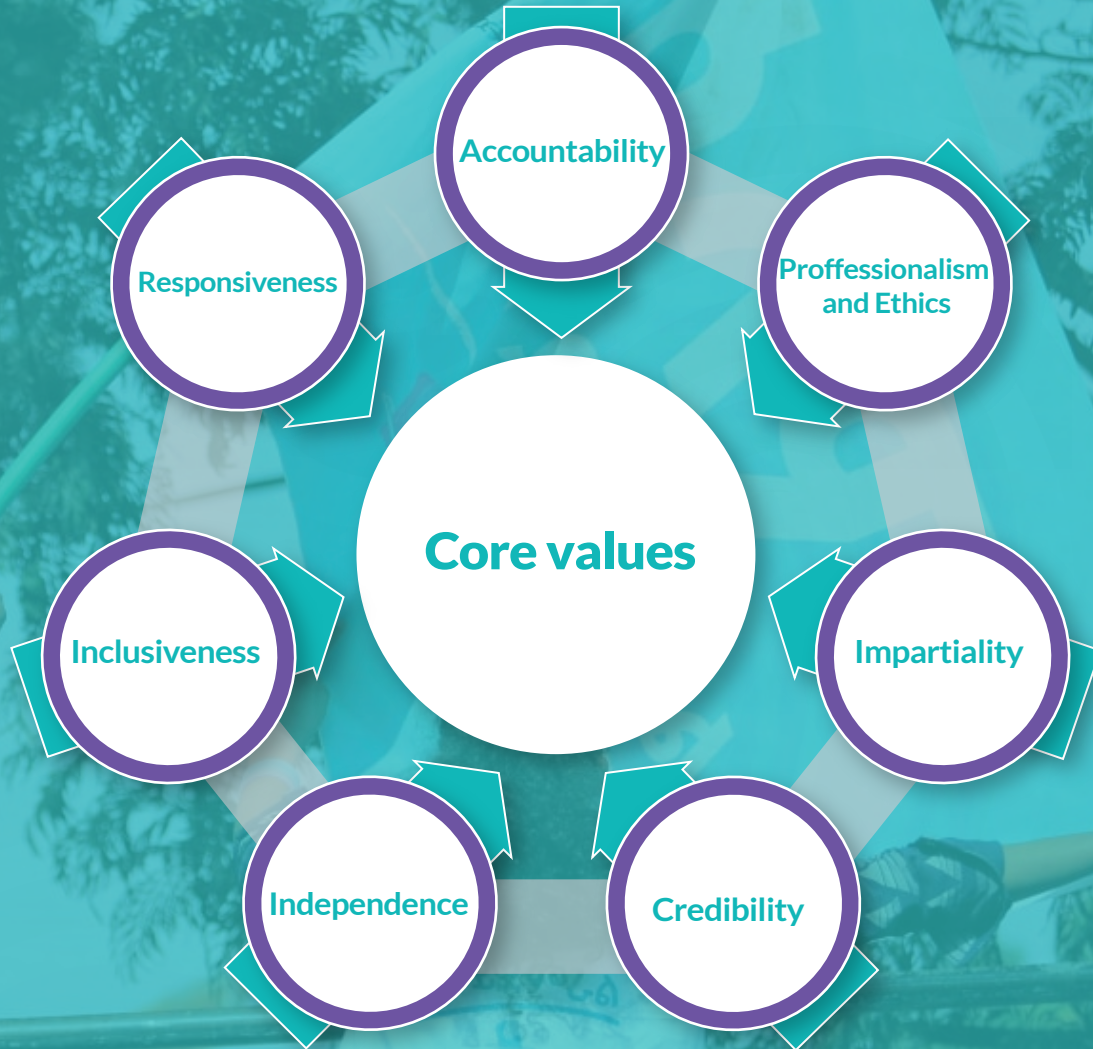
This Strategic Plan by all means is an outcome of a collective leadership and guidance of my fellow Board Members, the SPC, and partners. The NEBE appreciates contribution of the UNDP, ECES, and IFES in providing the required technical assistance in drafting and printing of the SP.

I am confident that we shall live up to NEBE'S vision and mission as a trusted democratic institution in Ethiopia.

God Bless Ethiopia

Excellency W/z Melatwork Hailu
Chairperson, the National Election Board of Ethiopia

Core Values of NEBE



Strategic Foundations and Directions

The overarching goal or strategic direction of the NEBE in the next five years is to contribute to the promotion and consolidation of democracy in Ethiopia through the delivery of free, fair and credible elections and referenda. This will be achieved through improving the electoral legal framework; strengthening the NEBE's institutional independence, impartiality and capacity; and enhancing the effectiveness of the performance of its mandated functions. The strategic plan presents the mission, vision and values of the NEBE that would guide its operation in the next five years. It also defines the pillars under which it organizes its strategic work in the planning period. Under each pillar, the strategic goals to be pursued and the strategic actions to be undertaken for achieving the goals are set out. The expected outcomes for each strategic goal and the indicators to measure the achievement of each expected outcome are also defined.

VISION

Model democratic institution trusted for managing elections in compliance with international election management standards



MISSION

Conduct impartial, free and inclusive elections in accordance with the law and international elections principles; regulate political parties and candidates; ensure that citizens elect their representatives freely and with sufficient understanding; and conduct activities that enable elected officials to come to power "only through the ballot box".



KEY VALUES

- ▤ Independence
- ▤ Credibility
- ▤ Impartiality
- ▤ Accountability
- ▤ Professionalism and ethics
- ▤ Responsiveness
- ▤ Inclusiveness



Strategic Foundations and Directions

Model Democratic Institution Trusted For Managing Elections In Compliance With International Election Management Standards.

Conduct impartial, free and inclusive elections in accordance with the law and international elections principles; regulate political parties and candidates; ensure that citizens elect their representatives freely and with sufficient understanding; and conduct activities that enable elected officials to come to power “only through the ballot box”.

Independence

Credibility

Impartiality

Accountability

Professionalism and ethics

Responsiveness

Inclusiveness

PILLAR ONE:
LEGAL FRAMEWORK

PILLAR TWO:
CITIZENS ENGAGEMENT
AND PARTICIPATION

PILLAR THREE:
ELECTORAL OPERATIONS

PILLAR FOUR:
ELECTORAL STAKEHOLDERS
ENGAGEMENT AND
PARTNERSHIPS

PILLAR FIVE:
INSTITUTIONAL REFORM
AND STRENGTHENING

PILLAR SIX:
INNOVATION AND
TECHNOLOGY

Program one : Strategic Management and Administration.

Program Two : Legal frameworks, Election Operations and Innovation.

Program Three: Political party and Stakeholders Engagement.

Program Four : Citizen's Participation and Engagement.

Independence

Credibility

Impartiality

Accountability

Professionalism and ethics

Responsiveness

Inclusiveness

International Legal Standards and guiding
Principles

Regional
Agreements

The Constitution
Of Ethiopia

Legally Frameworks and
Binding Commitments

Strategic Pillars of NEBE

In order to achieve its mission during the implementation of this strategic plan, the NEBE will organize its work around the following six pillars.

- Pillar 1**
Electoral Legal Framework
- Pillar 2**
Citizen's Participation and Engagement
- Pillar 3**
Elections Operations
- Pillar 4**
Electoral Stakeholders Engagement and Partnerships
- Pillar 5**
Institutional Reform and Strengthening
- Pillar 6**
Innovation and Technology

Strategic Pillars of NEBE

Pillar 1: Electoral Legal Framework

NEBE, as a sole institution for conducting elections, has the responsibility of conducting the elections as envisaged in the Constitution and the attendant legislations. The legal framework in an electoral process is important because it determines the “rules of the game” for different phases of the process. Information about the legal framework, and any changes to it, should be open to citizens and opportunities for public input into reform processes is important. It is in the direct interests of electoral contestants and citizens to ensure that the rules for electoral competition, as well as the way those rules are enforced guarantee that a genuine democratic election takes place. A legal framework that is uncontested is an important foundation for successful and peaceful elections. Improving the electoral legal framework is one of the core mandates entrusted to NEBE. Accordingly, through this pillar, NEBE plans to ensure the existence of an appropriate and comprehensive electoral legal framework that is effectively implemented and accessible to all voters and electoral stakeholders.

Pillar 2: Citizen's Participation and Engagement

For citizens to effectively engage and participate in electoral processes, they need to adequately know or understand their political rights. For any electoral process to have increased voter turnout with lower numbers of spoilt ballots, effective civic and voter education is crucial. A high rate of illiteracy and low levels of access to different medium of communication, particularly outside the big towns, makes it a necessity to develop a robust civic and voter education program. Civic and voter education is crucial to maintaining political stability and long-term consolidation of democracy in the country and creating public confidence in key institutions such as the NEBE. As a result, civic and voter education is included as one of the major mandates of NEBE and reflected in its mission. The strategic pillar plans to ensure that through civic and voter education, there is an increased and effective citizen's participation and engagement in the electoral process.

Strategic Pillars of NEBE

Pillar 3: Electoral Operations

In accordance with the guiding principle, NEBE plans to focus on the strategic goal of achieving pre-eminence in the area of managing free, fair and credible elections and referenda. Electoral operations are a key activity of any election management body. Electoral operations offer the most critical test to the credential and capabilities of an electoral management body. When administered properly, electoral operations contribute to voters and candidates' perception of the legitimacy and credibility of election outcomes. Electoral operations include planning and implementing all phases of the electoral process. This work includes planning and budgeting, boundary delimitation, voter registration, candidate nomination, procurement, logistics, election-day operations, counting and results transmission, election dispute resolution and other special voting services. In this pillar, NEBE plans to improve on the implementation of all the election operation activities.

Pillar 4: Electoral Stakeholders Engagement and Partnership

Political parties are the most important electoral stakeholders of any electoral process. Political parties have significant power and a high level of interest in the Board's activities and normally electoral commissions engage them fully in its decisions and actions. Moreover, registration and regulation of political parties is one of the core mandates of the NEBE, expressly reflected in its mandates and mission statement. To discharge its mandates and mission effectively the NEBE needs, apart from political parties, to enhance the support and engagement of other electoral stakeholders through developing strategic partnerships and relationships with them. Major electoral stakeholders with which the NEBE should build strong and strategic partnerships include: CSOs, Media, various government institutions, and development partners. This pillar focuses on the overall objective of strengthening a cooperative relationship with political parties and other major electoral stakeholders by deepening interactions with them; developing and implementing partnership strategies; and ensuring compliance with the law in their engagement in the electoral processes.

Strategic Pillars of NEBE

Pillar 5: Institutional Reform and Strengthening

Strengthening of NEBE as an institution is a key pillar of this Strategic Plan. There is increasing recognition amongst local and international stakeholders that NEBE is an independent and impartial institution. To strengthen NEBE's institutional independence, effectiveness, efficiency and sustainability in conducting free, fair and creditable elections, it needs to improve its leadership systems and structures as well as the management of its human, financial, infrastructure and other resources.

Pillar 6: Innovation and Technology

Digitalization and automation of election operations and corporate services is very crucial to enhance the efficiency and effectiveness of the NEBE in conducting free, fair and credible elections. Currently, the level of digitalization/automation of both elections operations and corporate services is very low. To provide more focus and attention, innovation and technology or Information and Communication Technology (ICT) is included in this strategic plan as a standalone pillar. The pillar aims at building manpower and infrastructure on ICT and ultimately automating all election operations and corporate services of NEBE. Proper needs assessment and feasibility study must be conducted before introducing technology, at all levels, including human resource capacity in rural areas.

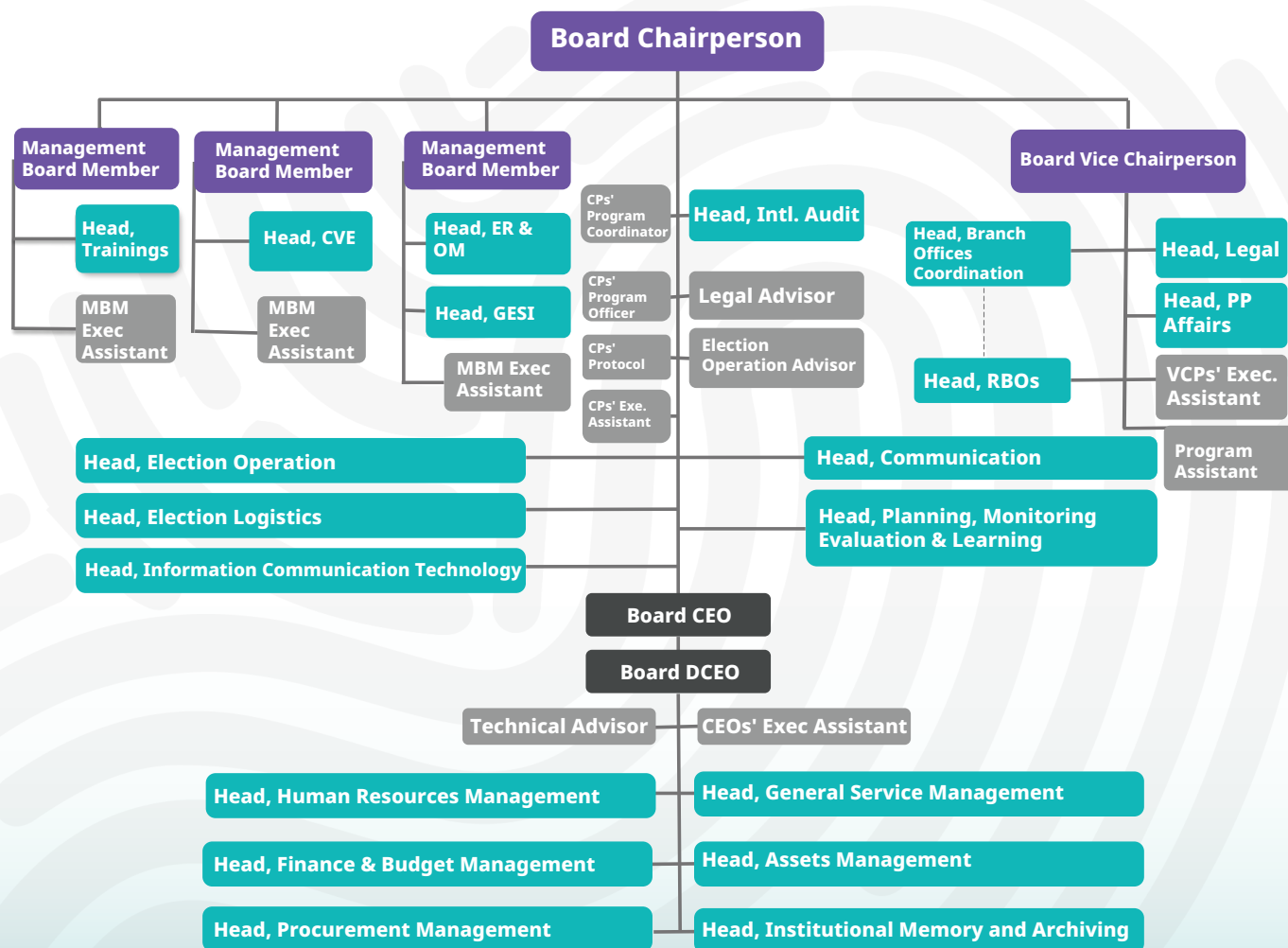
Strategic Goals, Objectives and Expected Outcomes

Overarching Goal: To contribute to the promotion and consolidation of democracy in Ethiopia through the delivery of free, fair and credible elections and referenda			
Pillars	Strategic Goal	Overall Results	Expected Outcome
Electoral Legal Framework	To achieve an enabling legal framework to conduct elections and referenda	Improved electoral legal framework and its implementation	Coherent elections laws and directives that reflect inclusiveness and that align with applicable national and international legal instruments and standards
	To enhance the accessibility and enforcement of the electoral legal framework		Better understanding of the electoral laws among stakeholders
Citizens Engagement And Participation	To enhance citizens awareness and understanding of their democratic rights and civic duties	Increased and effective participation and engagement of citizens in electoral process	Inclusive and enhanced citizens participation in electoral processes
	To enhance the effective participation of voters in elections and referenda		Effective participation of voters in elections
	To strengthen the engagement of stakeholders in civic and voter education		Increased and effective engagement of stakeholders in civic and voter education
Electoral Operations	To have updated and appropriate demarcation of electoral constituencies/boundaries	Improved management and delivery of fair, free and credible elections and referenda	Revised demarcation of electoral boundaries that reflect equitable representation of populations in elected offices
	To improve the accuracy and accessibility of voter registration		Permanent, accurate and efficient voter registration roll
	To improve the effective delivery of elections and referenda		Timely, effective and creditable election are held
	To enhance the participation of marginalized groups in election processes		Social inclusion is adequately ensured in all elections

Strategic Goals, Objectives and Expected Outcomes

Overarching Goal: To contribute to the promotion and consolidation of democracy in Ethiopia through the delivery of free, fair and credible elections and referenda			
Pillars	Strategic Goal	Overall Results	Expected Outcome
Electoral Stakeholders Engagement And Partnership	To strengthen the effective and lawful participation and engagement of political parties in the election and political processes	Increase the effective and lawful participation and engagement of political parties and other electoral stakeholders in electoral processes	Enhanced system for the registration, support and regulation of political parties
	To enhance collaboration and partnership with electoral stakeholders		Enhanced collaboration with electoral stakeholders
			Increased financial and technical support received by NEBE
Institutional Reform And Strengthening	To strengthen the strategic leadership and effective decision-making	Enhanced institutional independence, effectiveness and sustainability of the NEBE to perform its mandated functions	Enhanced leadership and decision making systems and mechanisms
	To enhance effectiveness of finance and asset management		Strengthened financial and asset management systems and procedures
	To increase the capacity of NEBE to attract, develop and retain competent and diversified staff		Enhanced human resources management system that attracts, develops and retain competent, diversified and motivated employees
	To strengthen communication and image building		Enhanced internal and external communication systems and structures
			Strengthened knowledge management systems and structures
	To develop capacity for training and research		A training institute on election is established and well-functioning
Innovation And Technology	To strengthen the ICT infrastructure and capacity	Enhanced infrastructure and application of ICT	Improved ICT infrastructure and capacity at NEBE
	To enhance the application of ICT in all work processes of NEBE		All electoral processes and corporate services are automated

Organizational Structure of NEBE





የኢትዮጵያ ብሔራዊ ምርጫ ቦርድ
NATIONAL ELECTION BOARD OF ETHIOPIA

Trusted for your vote



A person in a white shirt is holding a flag. A large, stylized blue spiral graphic is overlaid on the image. The text "Trusted for your vote" is centered within the spiral.

Trusted for your vote

Strategic Plan

Feb, 2024



Africa Avenue Near Flamingo Restaurant,
Addis Ababa Ethiopia.

www.nebe.org.et

