

# **VOTER INFORMATION NETWORK AND EDUCATION – AFRICA (VINE –AFRICA)**



## **STRATEGIC PLAN (2023 – 2027)**

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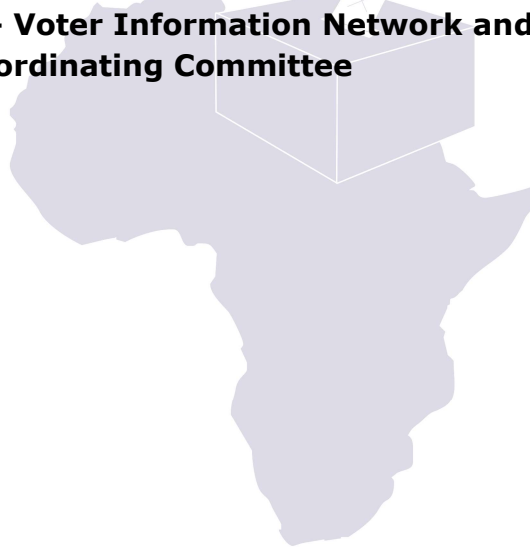
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## **LIST OF ABBREVIATIONS AND ACRONYMS**

- 1. CBO - Community Based Organization**
- 2. CSO - Civil Society Organization**
- 3. E-HORN –The East and Horn Of Africa Election Observers Network**
- 4. ELOG – Election Observation Group**
- 5. IEBC – Independent Electoral and Boundaries Commission**
- 6. IFES – International Foundation of Electoral Systems**
- 7. MCA – Member of County Assembly**
- 8. ORPP - Office of Registrar of Political Parties**
- 9. SDG - Sustainable Development Goals**
- 10. TOC – Theory of Change**
- 11. UKAID- United Kingdom Agency for International Development**
- 12. UNDP – United Nations Development Programme**
- 13. VINE - AFRICA- Voter Information Network and Education – Africa**
- 14. YCC - Youth Coordinating Committee**



## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

This chapter provides background information, objectives of VINE-Africa, structure of Vine-Africa, rationale for the strategic plan and plan linkages with other plans.

### **1.1 Background**

Voter Information Network & Education – Africa (VINE-AFRICA) is a non-profit and non-partisan Civil Society Organisation (CSO) registered in Kenya in 2015 as a Community Based Organisation (CBO). It focuses on civic and voter education regardless of political affiliation, location or voting method.

Kenya is a multi-party democracy that conducts elections after every five years. Kenya is a unitary state with six elective positions namely; President, Members of National Assembly, Senators, Governors, County Women Representatives and Members of County Assemblies. Every five years, Kenyans go to the ballot to elect one president, 290 members of National assembly, 47 senators, 47 governors, 47 county women representatives and 1450 MCAs. The first elections under the new constitution 2010 were held in March 2013, ushering in a devolved system of government in Kenya.

Chapter Seven of the Constitution is on Representation of the People and defines electoral system and process and puts in place the Independent Electoral and Boundaries Commission and Delimitation of Electoral Units. It vests the powers to conduct elections to an independent electoral body, the Independent Elections and Boundary Commission (IEBC).

All Kenya citizens who have attained 18 years and above irrespective of gender, are required to participate in the electoral process, either as a candidate or as a voter. However, due to socio-economic conditions and geographical disparities, information on electoral matters is not symmetrical in the country. Efforts at voter education by IEBC alone cannot reach all corners of Kenya unless supplemented by CSOs and other organisations championing democratic process in the country. It is this

realisation that made IEBC to develop voter education manual to be used in conducting voter education. This has since then been supplemented by materials developed by Uraia which is a national premier civic education programmes provider.

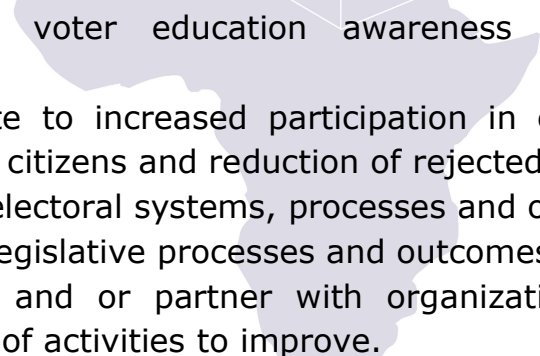
Voter education in Kenya, therefore, brings together several organisations both local and international to orchestrate voter education and information through various outreach and advocacy approaches. VINE-Africa is one of those organisations accredited by IEBC to conduct voter education in Kenya.

## **1.2 Objectives**

### **1.2.1 Main Objective**

To contribute to the improvement of electoral processes in Kenya and the quality of voting.

### **1.2.2 Specific Objectives**

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- (1) To conduct voter education awareness and civic education campaigns.
  - (2) To contribute to increased participation in electoral processes in Kenya by all citizens and reduction of rejected votes.
  - (3) To monitor electoral systems, processes and outcomes.
  - (4) To monitor legislative processes and outcomes.
  - (5) To network and or partner with organizations that work along similar lines of activities to improve.

## **1.3 Structure of VINE-Africa**

The organization is run by an Executive Committee of seven members with an Executive Chairman responsible for the day to day operations. There is also an advisory council, comprising of people from diverse professions such as law, finance, economics and social science. This helps the organization's decision making process and actions to conform to integrity principles and expected professional practices.

The organisation has got short term employees that are generally remunerated through allowances during its outreach activities. Most of its activities are performed by volunteers who fill in the gap of full time employees due to financial constraints. The number of volunteers increases tremendously as election activities approaches. All volunteers are expected to ensure impartiality and that IEBC Voter Training Manual is complied with.

At the moment, VINE-Africa operates from Nairobi and Kisumu offices.

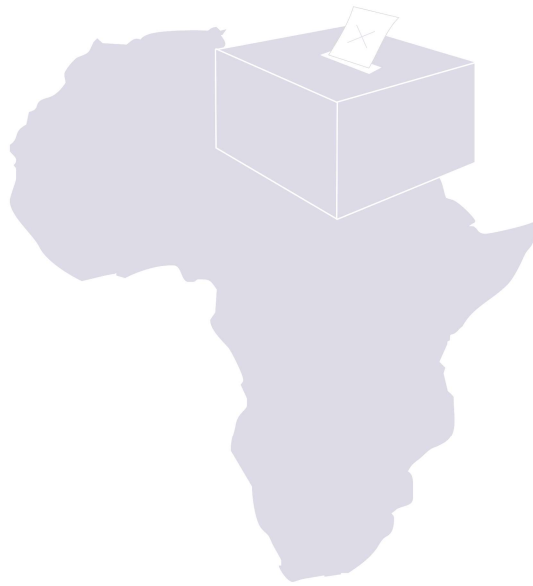
#### **1.4 Rationale for the Strategic Plan**

Development of this strategic plan was driven by the need to align VINE-Africa operations with the Constitution of Kenya, electoral laws and cycle. Establish a framework within which to mobilize and use resources so as to increase the impact of its work to accomplish more of its mission by helping its leadership to be intentional about priorities.

#### **1.5 Linkages with Other Policies and Plans**

- (1) The Constitution of Kenya 2010 spells out national values and principles of governance and Bill of Rights. Chapter Seven details representation of the people and the establishment of Independent Electoral and Boundaries Commission. Critical theme across the two broad spectrum is good governance and free, fair and credible elections which are key to the mission and vision of VINE-Africa.
- (2) Kenya Vision 2030's Political Pillar emphasizes democracy and public participation. Key strategies include encouraging formal and informal civic education and action programmes; and promoting open engagement between Government and civil society, as well as the free flow of information through public participation.
- (3) United Nations Sustainable Development Goals 2030: VINE-Africa's mission and vision are consistent with SDG16 which looks forward to ensure responsive, inclusive, participatory and representative decision making at all levels; and public access to information and protect fundamental freedoms in accordance with national legislation and international agreements.

- (4) **Our Mission** – *To facilitate the acquisition, transfer, strengthening and use of civic knowledge, skills and information.* It is intended to capture the essence of our contributions to sustainable development and as such shapes our logic model.



## **CHAPTER TWO: SITUATION ANALYSIS**

### **2.0 Introduction**

This chapter presents information on past performance of VINE-Africa and the strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

### **2.1 Past Performance**

- 
- i) Long term observers of the 2022 General Elections.
  - ii) In November 2021, VINE- Africa together with other organizations formed IEBC- YCC. With support from IEBC development partners; IFES, UKAID, UNDP and URAIA, we conducted voter education across the country from December 2021- August 2022. In this project VINE- Africa was the lead organisation coordinating voter education in Lake and Western regions with focus on the youth.
  - iii) Conducted a study on the level of participation of voters in political primaries in Nairobi County in December 2015. The study report was published by ORPP in August 2016 and is available online at [www.orpp.or.ke](http://www.orpp.or.ke).
  - iv) 22- 24<sup>th</sup> Nov 2019 VINE- Africa was part of the team together with ORPP and other CSOs that developed amendments to Political Parties Act regulating participation of party members during party primaries. This culminated in the Political Parties Amendment Act 2022.
  - v) VINE-Africa is a member of ELOG on thematic area of voter education. Through ELOG, we are members of Technical Working Group on elections in Kenya and E-HORN.
  - vi) VINE-Africa participates in IEBC's annual Voter Education Week since 2017 where our programmes have been targeted towards registering first time voters in awareness and outreach campaigns.



## 2.2 Key Challenges and Recommendations:

### 2.2.1 Challenges:

- (i) Inadequate resources.
- (ii) Disruptions of operations by COVID 19 pandemic.
- (iii) Limited number of technical officers.
- (iv) Inadequate operational tools and equipment.

### 2..2.2 Lessons Learnt

Networking, partnerships and goodwill are critical in democratisation process targeting improved quality of electoral processes through increased voter participation, reduction in rejected votes, reduced election petitions and improved quality of electoral systems.

### 2.2.3 Recommendations

- (i) Adopt innovative approaches to civic education.
- (ii) Strengthen human and financial resource mobilisation to address evident gaps.
- (iii) To enter into partnerships, exchange programmes and joint programmes to synchronise our synergy towards strengthening our democratic processes.

## 2.3 SWOT

**Table 1: SWOT Analysis**

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Registered as a CBO</li><li>• Operational structures in place</li><li>• Human resources</li><li>• Issuing certificates of service/recommendation to our personnel/volunteers.</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Inadequate technical resources</li><li>• Inadequate human resources</li><li>• Inadequate funds</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• Constitution and the general electoral framework in Kenya emphasises on civic and voter education.</li></ul>	<b>THREATS</b> <ul style="list-style-type: none"><li>• Political instability</li><li>• Legislation of electoral laws close to election.</li><li>• Lack of trust by the electorate who think that we are driving narrative of certain candidates</li></ul>

<ul style="list-style-type: none"> <li>County demographic trends which bring on board new voters who join universal suffrage age.</li> <li>Public participation and active citizenry requires constant and updated information.</li> <li>Geographical expanse that perpetuates marginalisation, hence need to bridge the gap of marginalised.</li> </ul>	<p>in elections.</p> <ul style="list-style-type: none"> <li>Insecurity of our personnel on the ground.</li> <li>Lack of adequate voter education materials.</li> </ul>
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## 2.4 Risks and Mitigation Measures

**Table 2: Risks and Mitigation Measures**

<b>Risk Domain</b>	<b>Type of risk</b>	<b>Probability (Low, Medium or High)</b>	<b>Mitigation (Proposed Strategic Action)</b>
Financial Risks	Failure to meet financial resource mobilisation targets	High	Align cash flow plan to available resources . Lobby donor community for support.
Organisational Risks	Stability of the executive committee	Low	Develop and implement change management strategy
	Legal Changes affecting VINE's mandate	Low	Develop and implement change of registration status to Trust
Operational Risks	Inadequate operational tools, equipment, machinery and office accommodation	Medium	Invest in operational tools, equipment, machinery and office accommodation
	Limited number of technical officers,	Medium	Develop and implement human resource plan Streamline volunteers participation framework Develop capacity building for our personnel
Technological Risks	Low uptake of ICT in service delivery	Medium	Invest in ICT driven service delivery systems
	Interactive website	Medium	Deploying full time digital team
Global Economic Crisis	Shift in priorities for development partners	Low	Develop financing strategy that incorporates mixed finances sources.

## CHAPTER THREE: STRATEGIC PRIORITIES

### 3.0 Introduction

Drawing from the previous chapters, this chapter outlines goals, strategic objectives and priorities of VINE-Africa for the period 2023-2027.

### 3.1 Vision, Mission and Values

**Vision:** Awareness and informed public participation in making informed choices and decisions on political, social and economic matters that represent the will of the people.

**Mission:** To advocate for reforms, conduct civic and voter education and awareness campaigns and to monitor electoral systems and legislative processes and outcomes for consolidation of democracy in Kenya and the rest of Africa.

**Values:**

- Professionalism
- Integrity
- Inclusivity
- Equality
- Impartiality



### 3.2 Logic Model

**Table 2: Logic Model**

<b>Ultimate outcome</b>	Policy, law and government institutions are more effective contributors to development through the influence of informed citizenry.		
<b>Intermediate outcomes</b>	Citizens more effective in holding institutions and duty bearers to account	Enhanced involvement of citizens in policy processes	Public discourse shaped by citizen voices
<b>Short term outcome</b>	Stronger civic voices		
<b>Interventions</b>	Strengthening civic voices capabilities	Supporting civic voices platforms, networks and alliances	Monitoring electoral and legislative processes.
<b>Modalities</b>	Programmes, Knowledge management and communication		

The above logic model is the centre-piece of our strategy because together with a set of key assumptions it constitutes the single Theory of Change

(TOC) for the organization in the 2023 – 2027 period. The term “civic voices” is used quite often because it is a phrase with a broader meaning. It includes informal alliances, individuals, social movements, coalitions and networks. The intermediate and ultimate outcome levels differentiate between civic voice involvement in policy processes and holding institutions to account. E.g. for implementation of policy, application of law and the institutions in delivering services. They also identify the intended results of strengthening of civic voices.

### 3.3 Theory of Change

As a member of the fellowship of democratic ideals and human rights, the organization believes in the pursuit of excellence for common good. As such in seeking accomplishment we have to focus, learn and practice. As communities learn and practice, they gradually become teachers and the process is augmented. Participatory governance increases the potential for effective decision making with a broad consensus for stakeholder ownership and for making institutions more responsive to citizens. This calls for processes and mechanisms that offer people who would have otherwise remained voiceless, a means of participation in decision making through inclusion. This underscores a specific rationale for participatory governance in the context of Sustainable Development Goals (SDGs).

**Table 3: Theory of Change Assumptions**

Outcome	Intervention and results	Key assumptions for progression to the next level
<b>Ultimate Outcome</b>	Policy, law and government institutions are more effective contributors to development through the influence of civic voices	
<b>Intermediate Outcomes</b>	Civic voices more effective in holding duty bearers to account.	Commitment by governments to incorporate civic voices' contributions in new policy, law and the operation of institutions.
	Enhanced involvement of civic voices in policy processes	
	Public discourse shaped by civic voices	Public discourse not limited by repressive measures.
<b>Short term outcome</b>	Stronger civic voices	Commitment by government to institutionalize civic voice participation in policy processes and to provide opportunities for civic voice monitoring of performance.

Outcome	Intervention and results	Key assumptions for progression to the next level
		Civic voices have sufficient and sustained access to public discourse platforms.
<b>Interventions</b>	Strengthening civic voices' capabilities	Civic voices have sufficient opportunities to apply their strengthened capabilities
	Supporting civic voice platforms, alliances and networks	Resources exist outside the organization's contributions for the maintenance of platforms, network and alliances

The above will inform the delivery and outcomes section of the organization's register and will be regularly monitored and adjusted if necessary. Through its creative expression programs, the organization is uniquely placed to promote the transformative role of individuals in positively shaping public discourse to enhance people's participation in governance for development. The organization will adopt a pragmatic but principled approach in engaging with traditional and non-traditional civic voices; deepening its work, balancing innovation with accountability for results.

### 3.4 Goal and Strategic Objectives

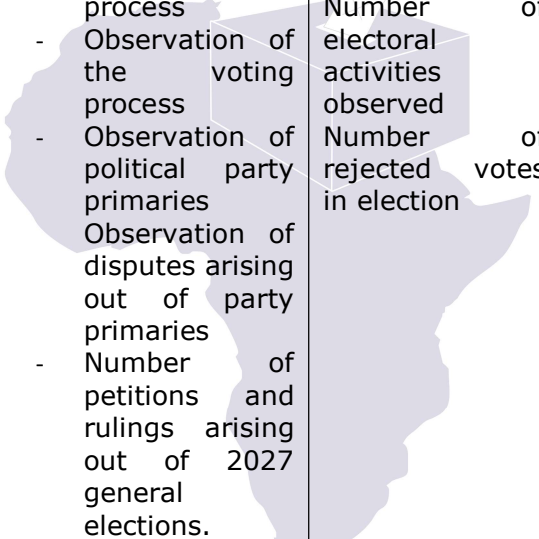
#### Goal

Stronger and informed Public participation in civic processes and quality voting

#### Strategic Objectives

Table outlines strategic objectives, strategies and indicators for the plan period.

**Table 4: Strategic Objectives, Strategies and Indicators**

<b>Objective 1; To conduct civic/voter awareness and education campaigns</b>			
<b>Programme target;</b>	<b>Strategies</b>	<b>Indicators</b>	<b>Source of Data</b>
To establish at least two civic education forums in our wards of reach by 2025	<ul style="list-style-type: none"> <li>- Advocacy</li> <li>- Campaigns</li> <li>- Training workshops</li> </ul>	Number of regions and sessions civic/voter educations campaigns are held	Programme data
To Ensure adequate staffing and Capacity of VINE – Africa to realize its strategic objects by 2025	Staff development programmes Acquisition of equipment and infrastructure	Number of training Programmes Number of equipment acquired	HR documents Training reports
<b>Objective 2; To monitor electoral systems, processes and outcomes</b>			
<b>Programme Target</b>	<b>Strategies</b>	<b>Indicators</b>	<b>Data Source</b>
To assess the level of participation in electoral process by way of voting by 2027	 <ul style="list-style-type: none"> <li>- Observation of voter registration process</li> <li>- Observation of the voting process</li> <li>- Observation of political party primaries</li> <li>- Observation of disputes arising out of party primaries</li> <li>- Number of petitions and rulings arising out of 2027 general elections.</li> </ul>	Number of observers engaged Number of electoral activities observed Number of rejected votes in election	<ul style="list-style-type: none"> <li>- Election observation Reports.</li> <li>- Post election evaluation</li> </ul>
<b>Objective 3; To monitor Legislative processes and outcomes</b>			
<b>Programme Target</b>	<b>Strategies</b>	<b>Indicators</b>	<b>Data Source</b>
To monitor legislative agenda of parliament and county assemblies by 2027	<ul style="list-style-type: none"> <li>-Advocacy</li> <li>Policy engagements</li> </ul>	Number of public participation forums participated in	Activity Reports Hansard reports
<b>Objective 4; To network and or partner with organizations that work along similar lines of activities</b>			
<b>Programme Target</b>	<b>Strategies</b>	<b>Indicators</b>	<b>Data Source</b>
To enhance VINE-Africa's base to facilitate implementation of the strategic plan by 2025	<ul style="list-style-type: none"> <li>-Fundraising</li> <li>-Entering into partnership agreements</li> </ul>	Number of fundraising initiatives -Number of partnership agreements completed	Organization documents

## CHAPTER FOUR: INSTITUTIONAL FRAMEWORK

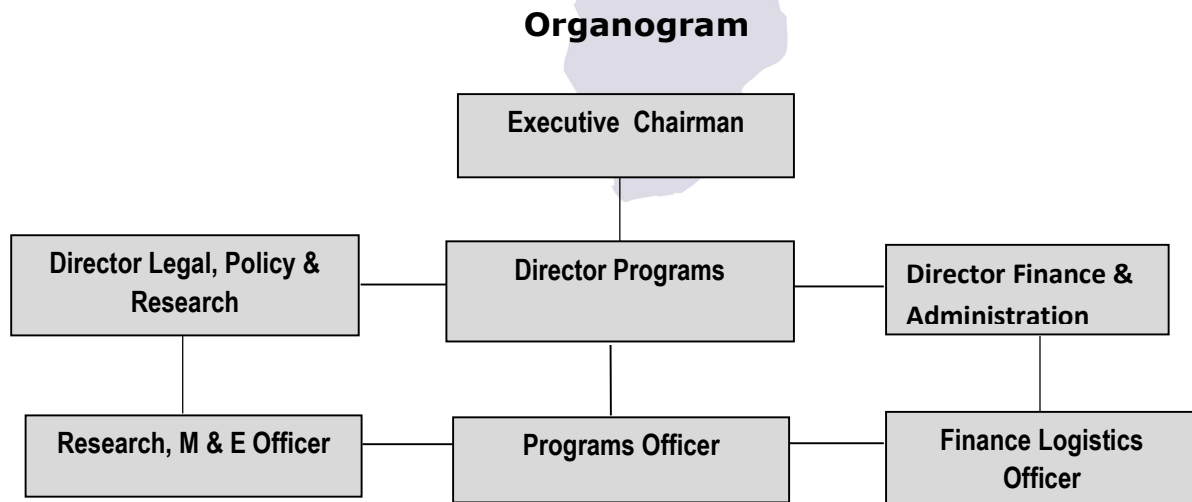
### 4.0 Introduction

This chapter details implementation plan, resources required and monitoring and evaluation of the plan.

### 4.1 Implementation Plan

A Strategic plan is not a rigid document but alive and dynamic document which determines how an organization relates and collaborates with others especially stakeholders. Dynamic changes within the environment may directly affect the organization and its ability to achieve its objectives. It is therefore essential VINE – Africa defines how to keep its plan alive and relevant.

A select team from the executive committee and membership have been nominated facilitate and monitor the achievement of this strategic plan. This team will be drawing yearly work plans for every year. Certain factors in the governance environment in which VINE – Africa works are likely to change. It is important that this is also monitored to ensure that the strategic plan remains relevant.



## 4.2 Financial Resources

This is the estimated budget in (Kshs) and the financial year runs from January to December every year of this plan.

Budget Estimates: Financial year runs from January to December

Interventions / Themes	2023	2024	2025	2026	2027
Strengthening Civic voices capabilities	1400000	1800000	2400000	2400000	2400000
Human resource development	700000	300000	500000	500000	1950000
Supporting civic voices platforms, alliances and networks	450000	650000	950000	950000	1600000
Tools and Equipment	400000	200000	500000	400000	400000
Monitoring electoral and legislative processes	520000	700000	760000	600000	2600000
Monitoring and evaluations	750000	400000	850000	1300000	400000
Miscellaneous	400000	600000	600000	400000	800000
Total	4620000	4950000	6560000	6550000	10150000

## 4.3 Monitoring and Evaluation

The plan has got specific milestones to be achieved. This will be done through annual work plans which will define targets for the year.



### **4.3.1 Progress Monitoring**

This will be done on a quarterly basis. VINE-Africa operations run from January to December each year.

The team will hold quarterly reviews of the programme on the progress of the strategic actions. They will report to the executive committee. Their terms of reference include:

- Report on the achievement of key strategic actions;
- Flag out any actions that are lagging behind and give recommendations;
- Revise the agreed strategic actions and initiatives to ensure that they are appropriate to the changing work environment factors and present these to the executive committee; and,
- Generate new action points as may be necessitated by any changing environment and update the executive committee.

### **4.3.2 Evaluations**

VINE-Africa will conduct mid-term and end term evaluations to determine efficiency, effectiveness, relevance and sustainability.

Evaluations will be contracted to consultants to ensure impartiality in the reports.

## **4.4 Strategic Plan Review**

A formal review of this strategy will be carried out in 2026. Henceforth, VINE-Africa will develop a fresh strategic plan every five years with a review on the fourth year. The process will incorporate lessons learnt.