INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION

ELECTION OPERATIONS PLAN
2015-2017

Vision

A credible electoral management body committed to strengthening democracy in Kenya

Mission

To conduct free and fair elections and to institutionalize a sustainable electoral process

Core Values

Respect for the rule of law

Independence

Integrity

Teamwork

Innovation

"Making the Vote Count for Our Common Prosperity"

Your Vote, Your Future

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LIST OF ABBREVIATIONS AND ACRONYMS

AVEW	Annual Voter Education Week
AWP	Annual Work Plan
BVR	Biometric Voter Registration
CBOs	Community-Based Organisations
CECs	Constituency Elections Coordinators
CEO	Chief Executive Officer
COK	Constitution of Kenya
CSOs	Civil Society Organizations
DCS	Deputy Commission Secretary
DF	Director, Finance
DICT	Director, Information and Communication Technology
DLPA	Director, Legal and Public Affairs
DRC	Disputes Resolution Committee
DRD	Director, Research and Development
ECF	Elections Campaign Financing
DVEP	Director, Voter Education and Partnerships
DVREO	Director, Voter Registration and Electoral Operations
EMB	Electoral Management Body
EOP	Election Operations Plan
ERM	Electoral Risk Management
ESAP	Elections Security Programme
ETAPs	Election Technical Assistance Providers
EVIDs	Electronic Voter Identification Devices
FBOs	Faith-Based Organisations
GE	General Election
GIS	Geographic Information System
GPS	Global Positioning System
ICT	Information & Communication Technology
IDEA	(International) Institute for Democracy and Electoral Assistance
IEBC	Independent Electoral and Boundaries Commission
IFMIS	Integrated Financial Management System
JLAC	Justice and Legal Affairs Committee (of the National Assembly)

LIST OF ABBREVIATIONS AND ACRONYMS

JWCE	Judicial Working Committee on Elections
M&E	Monitoring and Evaluation
MDAs	(Government) Ministries, Departments and Agencies
MTEF	Medium-Term Expenditure Framework
MVR	Mass Voter Registration
NPS	National Police Service
ODPP	Office of the Director of Public Prosecutions
PFMA	Public Finance Management Act
POs	Presiding Officers
PPLC	Political Parties Liaison Committee
RBM	Results-Based Management
REC	Regional Elections Coordinator
RPP	Registrar of Political Parties
RTS	Result Transmission System
TOTs	Trainer of Trainers
TWG	Technical Working Group
VE	Voter Education

SECTION I: INTRODUCTION

1. This Election Operations Plan (EOP) provides the framework for the conduct of the next General Election to be held on **Tuesday, August 08, 2017**. It is a guide for the Independent Electoral and Boundaries Commission (IEBC) to administer and deliver a free, fair and credible election as mandated by the Constitution and other electoral laws. It flows from the Commission's 2015-2020 Strategic Plan and builds on the lessons learnt at the 2013 General Election and subsequent by-elections.

Commission's Mandate and Strategic Focus

2. Article 88 of Constitution of Kenya establishes the Independent Electoral and Boundaries Commission (IEBC) ['the Commission"] as the body mandated to conduct and/or supervise elections and referenda in Kenya. In carrying out its mandate, the Commission is responsible for: the registration of voters and updating the voters roll; delimitation of constituency and ward boundaries; regulation of the process on how parties nominate their candidates; registration of candidates for elections; voter education; resolution of disputes arising out of the nominations; and regulation of the amount of money used by candidates in an election among others. This mandate is further amplified by other Acts of Parliaments and Regulations.

3. In July 2015, the Commission launched a new Strategic Plan that sets out the priorities for the next five years. The plan is anchored on three inter-related pillars on which goals, objectives and outcomes are framed: managing elections, institutional transformation, and trust and participation.

4. **Pillar 1: Managing elections** is the primary mandate of the Commission. Both General Elections and referenda are conducted within a legal framework with specified timelines for various phases, from registration of voters to the declaration of results. Effective management of elections is key to the realization of the democratic system envisaged under the Political Pillar of Kenya's Vision 2030.

5. **Pillar 2: Institutional transformation** and reforms implies better financial management, more innovative ways of conducting business and building staff capacity to ensure sustainable delivery of elections. These are essential to a young and progressive organisation. Core to this pillar is change management to create a respectable brand in elections management

6. **Pillar 3:** **Trust and participation** go hand in hand with effective electoral process management. Different stakeholders — from the general electorate to political parties and candidates — must be facilitated to participate in the electoral process. They must also have trust in the Commission's ability to manage the elections. This trust is built through proactive engagement, civic awareness and transparency. Voter education programmes and constructive dialogue with stakeholders (parties, government agencies and civil society) are some of the activities that will nurture trust and engender participation in the electoral process.

Figure 3. Strategic pillars

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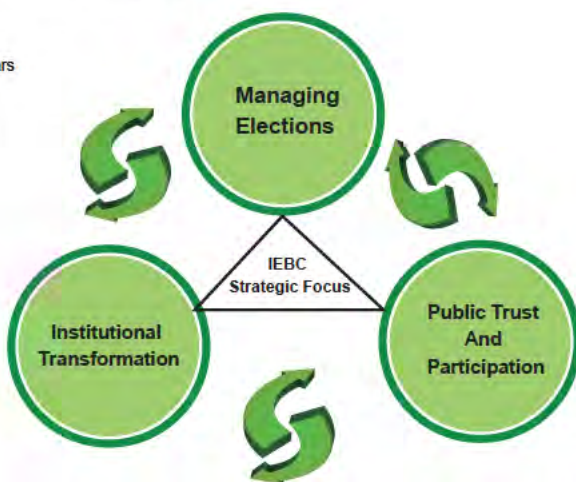
[1] *Article 88 (4) of the Constitution of Kenya, 2010.*

[2] *The Independent Electoral and Boundaries Commission Act, 2011; The Elections Act, 2011; The Political Parties Act, 2011; The Elections (Voter Registration) Regulations, 2012; The Elections (General) Regulations, 2012; The Election Campaign Financing Act, 2013; Rules of Procedure on Settlement of Disputes, 2012; Elections (Parliamentary and County Election) Petition Rules, 2013; Supreme Court (Presidential Election Petition) Rules, 2013; Formula and Criteria for Allocation of Special Seats (Political Party List); and Independent Electoral and Boundaries Commission Fund Regulations, 2012(published and gazzetted but not yet operational).*

Table 1 below shows expected strategic outcomes for the Commission in the next five years

Strategic Pillar	Strategic Outcome	Objectively Verifiable Indicators
1. Managing Elections	1.1 Elections that are efficient, effective and credible	• Elections observer verdict declaring the 2017 General Elections as free, fair and credible. • The 2017 General Elections conducted as per the laid down laws and timeframes. • 2017 elections budget variation (percentage) maintained within allowable legal limits of not more than 10% if at all. • Proportion of pre and post-elections disputes/ petitions reduced by 50%
2. Institutional Transformation	2.1 A respected corporate brand in the provision of electoral services	• IEBC rated as a model EMB in the African region by the year 2020. • IEBC among the top three public sector institutions in service delivery. • Majority of Kenyans perceive IEBC as having gained a positive momentum
3. Public Trust and Participation	3.1 Improved and sustained public confidence and participation in the electoral process	• At least 75% of Kenyans perceive the 2017 General Elections as free, fair and credible. • At least 75% perceive the IEBC as an independent, impartial, and efficient electoral management body by 2017 • Voter turnout maintained at a minimum of 80% in the 2017 General Elections. • Proportion of invalid ballots reduced to 0.40% in the 2017 General Elections • At least additional eight million eligible voters turn out to register as voters by 2017

Table 1: IEBC Five-Year Expected Strategic Outcomes

Successes from Previous Electoral Processes

7.   A reflection on the previous performances and lessons learnt is essential in laying the foundation for planning, organization, coordination and implementation of this plan. Table 2 below gives a snapshot of some of the successes recorded before, during and after the March 2013 General Election.

Pre and Post March 2013 Successes		
Delimitation of 290 constituencies and 1,450 Wards	New electoral laws enacted prior to 2013 Elections	14,388,781 voters registered
Deployment of different forms of electoral technology	Registration of 12,776 candidates for the 2013 Elections	Held first elections for six seats under the 2010 Constitution
A record voter turnout of 86%	Dispute Resolution Committee presided over more than 2,000 disputes	Successfully defended 166 petitions out of the other 184 filed
Successfully conducted 34 by-elections	Completed an in-depth 2013 post-election evaluation	Successfully audited the legal framework for purposes of proposing amendments

Table 2: IEBC Achievements Pre, During and Post 2013

Lessons from Previous Electoral Processes

8. The Commission learnt the following from the March 2013 General Elections and subsequent by-elections:

    i.   **Prioritization of interventions:** Advance planning should enable the Commission to identify priorities and sequence them within the limited timeframe before the elections.

    ii. **Provision of adequate resources:** The Commission may have concrete plans for successful delivery of elections but inadequate funding will frustrate their implementation. The Commission will explore all opportunities to ensure that all priority activities are adequately resourced.

    iii. **Deployment of Result-Based Management:** During the last electoral cycle, the Commission did not fully utilize RBM in execution of its Plan. The Commission now intends to institutionalize performance planning and contracting as strategies for enhancing implementation and accountability within the framework of delivering credible elections in 2017.

    iv. **Monitoring Framework:** Effective execution of the EOP requires a robust monitoring framework including timely risk identification and mitigation strategies.

    v.   **Timely Procurement:** Timely procurement of election material is an imperative. It has to accompany the EOP and staff equipped with the requisite capacity to manage the procurement processes within the law.

    vi. **Deployment of Technology:** Use of various technologies in the last elections was occasioned by certain challenges, which the Commission must overcome in the next elections. Precautions to be taken include early acquisition of all technology to be used, testing and adequate training of staff before deployment.

    vii. **Collaboration:** Both state and non-state actors are critical in the implementation of the EOP. The more actors are brought on board during the implementation of the elections plan, the higher the chances of success.

Methodology

9. The Commission set up a Technical Working Group (TWG) that undertook desk review of other existing plans and consulted IEBC field and headquarter staff to draw up a draft plan. The draft was presented to senior management and commissioners for input, and further reviewed to take on board feedback from key stakeholders within and outside the Commission. It will be evaluated continuously and adjusted to ensure that the Commission remains responsive to the execution of the 2017 General Election.

Structure of EOP

10. The Plan is structured in sections. Sections I – II provide background and contextual information of the EOP. Sections III – IV set out the purpose and objectives of the EOP as well as the principles guiding its implementation. Section V identifies the priority interventions for the 2017 General Election and the performance indicators. Finally, Section VI provides the framework for monitoring and risk management.

Section II: 2017 General Election Operational Context

11. The Commission has identified a number of internal and external issues that must be addressed for the successful management of the 2017 General Election. They are clustered into six main areas: Operations and Logistics; Legal; Electoral Technology; Financial; Security; and Political, Social and Cultural.

Table 3 below highlights some of the critical issues that will impact on the effective execution of this Plan.

A. Operational and Logistics Factors	
1.	High number of candidates likely to participate in the 2017 General Election may heighten logistical complexity for the Commission.
2.	Slow issuance and collection of national identification documents likely to affect voter registration campaigns.
3.	Poor road network, difficult geographical terrain, limited mobile network coverage, and inadequate infrastructural facilities in some areas may increase the cost of provision of electoral services.
4.	Lack of reliable data on citizens of Kenya residing outside the country will affect facilitation of Diaspora voting.
5.	High concentration of voters in some polling centres will require additional logistical arrangements to ensure effective delivery of voting services to all eligible voters.
6.	Weak logistics and warehousing management system that may affect the efficient movement and storage of election materials.
7.	Previous challenges in the transmission of election results that must be overcome significantly.
B. Legal Factors	
8.	Low public awareness on electoral laws leading to low compliance rate.
9.	Elections petitions arising from the 2017 General Election that the Commission must defend.

	A. Operational and Logistics Factors	
10.	Slow operationalization of the Election Campaign Financing Regulations, 2015 hindering the regulation process.	
11.	Increased number of disputes arising from post-nomination, non-adherence to the code of conduct adherence and party list contests will strain the Commission's limited resources.	
12.	Low compliance rate among political parties and candidates with the electoral code of conduct.	
13.	Delays in the enactment of laws or proposed legislative amendments will create a strain on the Commission in time and resources.	
14.	Failure by Parliament to adopt proposed amendments to the electoral legal framework.	
	C. Electoral Technology Factors	
15.	Rapid technology changes leading to obsoleteness of existing election technologies.	
16.	Insufficient mobile network coverage in some parts of the country.	
17.	Low ICT skilled persons in rural, arid and semi-arid areas affecting the Commission's inability to recruit computer literate staff.	
18.	Lack of or unreliable electricity supply in some areas.	
19.	Inadequate capacity in the deployment of different electoral technologies.	
	D. Economic Factors	
20.	Escalating costs of election material and services provided by third parties.	
21.	Inadequate government funding for core electoral activities.	
22.	Strict public procurement procedures that may lead to delays in implementation of the Plan	
23.	Inflexibility among donors on earmarked funds.	
24.	Susceptibility of voters to voter bribery due to high poverty levels.	

		E. Security Factors
25.		Presence of militia groups and gangs whose actions may affect voter turnout.
26.		Sustained terrorism threats.
27.		Over concentration of voters in single polling stations especially in urban areas.
28.		Inter-ethnic tensions over resources and boundaries in some counties.
		F. Social, Political and Cultural Factors
29.		Political polarization along ethnic lines is likely to undermine the electoral process.
30.		Practices and attitudes that discriminate against women, persons with disability and marginalized communities in representation.
31.		Poor coordination and coherence on stakeholder participation in the electoral process.
32.		High level of adult illiteracy in some electoral areas leading to high number of assisted voters.
33.		Migration among the nomadic communities may affect the provision of voter registration and voting services.
32.		Misinformation about the electoral Commission among key stakeholders.

Table 3: 2017 General Election Operating Context

SECTION III: Purpose and Objectives of the EOP

12.   In accordance with the Constitution, the next General Election will be held on Tuesday, August 08, 2017. Thus, this Election Operations Plan (EOP) sets out the Commission's roadmap and framework for the delivery of free, fair and credible elections. Specifically, the EOP intends to accomplish the following objectives:-

i.   Identify 2017 General Election priorities and milestones in line with the Commission's mandate and strategic direction;

ii   Provide an integrated timeline for the achievement of identified milestones towards the General Election;

iii. Establish the relationships and dependencies among the priorities for improved coordination;

iv.   Identify resource requirements for the General Election and ensure they are allocated in a timely, cost-effective and efficient manner.

v.   Establish a framework for monitoring progress, performance management and managing risks associated with planning and execution of the General Election priorities.

13.   The EOP covers essential areas for the delivery of a free, fair and credible election. In particular, the plan focuses on the following priority areas: Legal and Regulatory Framework, Voter Education, Voter Registration, Election Technologies, Electoral Process Logistics, Nominations, Voting, Election Results Management, Election Security, Stakeholders Engagement, Funding, Performance Management, Risk Management, and Monitoring and Evaluation.

14.   In terms of timeframe, the Plan covers the period from 2015-2017.

SECTION IV: Implementation Principles

15.   The Commission will apply key principles during the implementation of this plan based on lessons learnt during the 2013 General Elections and in accordance with the values and principles stipulated in Article 10 of the Constitution. Key guiding principles:

i.   **Inclusiveness:** The Commission will ensure that all electoral services are accessible to eligible voters.

ii   **Equity:** The Commission will pay attention to all special cases to ensure equity in the provision of electoral services.

iii.   **Transparency:** The Commission will be prompt to share information on registration with all stakeholders before, during and after registration.

iv.   **Results-Oriented:** The Commission will ensure that every shilling invested produces more towards achieving the target. Staff of the Commission including temporary staff will be given specific targets to ensure that the overall targets are achieved.

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v.   **Collaboration:** The Commission will be open to work with all key stakeholders including state and non-state actors. Key areas of collaboration will include voter mobilisation, awareness, funding, security among others. The collaboration will be both at the national and county

SECTION V: 2017 EOP Priority Interventions.

Legal and Regulatory Framework

16. Management and execution of a General Election, referendum or by–election is anchored in law. Following the 2013 General Election, an audit of the applicability and practicality of the existing electoral laws was undertaken. Lessons were drawn that now inform the legislative reform agenda. A draft Elections (Amendment) Bill, 2015 is now before the Justice and Legal Affairs Committee of Parliament.

17. There are other legal reform initiatives such as development of the Campaign Regulations, Regulations on Diaspora Voting, among others, which have to be undertaken. Others include policy and institutional reform, and capacity building for Commission staff and other stakeholders critical to the electoral process

Legal and Regulatory Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Advocate for the enactment of amendments to the electoral laws and regulations	Number of amendments passed on time
2.	Sensitize stakeholders on electoral laws	Number of stakeholders reached
3.	Review and disseminate the Investigation and Prosecution Handbook and materials	Number of handbooks disseminated
4.	Finalize policies, procedures and regulations for Election Campaign Financing	Policies, procedures and regulations on ECF in place
5.	Finalize policies, procedures and regulations for Voter Education	Policies, procedures and regulations on VE in place
6.	Finalize policies, procedures and regulations for registration and voting by Kenyans in the Diaspora	Policies, procedures and regulations on Diaspora in place
7.	Finalize policies, procedures and regulations for nomination and registration of candidates for elections	Policies, procedures and regulations on nominations of candidates in place

	Priority Activities	Performance Indicators
8.	Develop policy and guidelines on Commission's liaison with political parties	Policy and guidelines on liaison with political parties in place
9.	Build capacity of non-legal staff involved in the conduct of elections	Number of staff trained
10.	Strengthen Commission's capacity on elections dispute resolution	Number of elections disputes resolved.
11.	Enforce the Electoral Code of Conduct proactively.	Number of cases handled

Voter Education

18. Voter education is meant to inform and empower voters to clearly understand their rights and responsibilities in the electoral process as contained in Article 88(4)(g) of the Constitution of Kenya. Although the Commission in 2013 conducted a voter education drive that resulted in a record voter turnout of 86%, there were challenges in the implementation of Voter Education programmes. Among the challenges cited are: insufficient programmes targeting special needs groups; inadequate time and resources allocated; inappropriate channels of message delivery; and absence of monitoring mechanisms for voter education providers.

19. The success of the 2017 General Election will also depend on robust voter education programmes. The Commission commits to create and implement programmes that will keep citizens constantly informed and interested in participating in elections with the aim of increasing the number of voters registered, ensuring high voter turn-out during polls and realizing peaceful elections.

	PRIORITY ACTIVITIES	Performance Indicators
1.	Develop and implement voter education regulations	Regulations on VE in place
2.	Develop and implement a voter education policy	Policy on VE in place
3.	Develop and implement accreditation guidelines for voter education providers	Guidelines developed
4.	Review the voter education curriculum	Status of VE curriculum
5.	Finalize and mainstream the voter education curriculum for schools	Number of schools implementing the VE curriculum
6.	Revise voter education manuals	Status of manuals.
7.	Translate voter education support materials to Kiswahili.	Number of materials translated to Kiswahili/other languages
8.	Accredit and train voter education providers	Number of voter education providers accredited and trained
9.	Conduct regular voter education outreach programmes	Number of outreach programmes conducted
10.	Undertake the Annual Voter Education Week (AVEW) initiative	AVEWs undertaken
11.	Recruit and induct voter educators and other TOTs	Number of voter educators and TOTs recruited and inducted
12.	Review voter education programmes for citizens living outside Kenya	Voter education program reviewed
13.	Mount media campaigns on traditional media and digital platforms	Number of media campaigns mounted
14.	Review voter education material for special-interest groups such as women, persons with disabilities, youth, ethnic and other minorities and marginalized communities	Number of materials for special interest groups reviewed

	PRIORITY ACTIVITIES	Performance Indicators
15.	Hold regular review meetings with voter education service providers.	Number of review meetings held
16.	Monitor and evaluate performance of accredited voter education providers and educators continuously	Number of education providers and educators monitored

Stakeholders Engagement

20. Engaging stakeholders and their participation promotes the legitimacy of the electoral process. It is observed that the role of strategic stakeholders in the electoral process has not been fully realized in the past leading to perceptions that elections were not free, fair and credible.

21. It is a strategic aim of the Commission to strengthen partnerships and collaborations with the electoral stakeholders. This will entail institutionaliz-ing mechanisms and platforms for involving partners and stakeholders in the implementation of the EOP. The engagement will enhance trust and therefore the credibility of the electoral process.

22. To this end the Commission strategically aims at conducting robust citizen education, sensitization and advocacy forums. It also commits to engage stakeholders with a view of strengthening partnerships and collaborations with Citizens,

Political Parties, Candidates, Special-Interest Groups, Parliament, Judiciary, Office of the Director of Public Prosecutions, Government Ministries, Departments and Agencies (MDAs), Non-State actors, the Media, Development Partners and Election Technical Assistance Providers (ETAPs). A detailed stakeholder mapping and analysis of roles is outlined in Annex III Stakeholders Engagement Priorities for 2015-2017

Stakeholders Engagement Priorities for 2015-2017

	PRIORITY ACTIVITIES	Performance Indicators
1.	Mapping of all key partners and stakeholders	Number of partners identified.
2.	Review and implement partnership policy to guide engagement with state and non-state actors	Partnership policy in place and number of actors engaged
3.	Develop guidelines for engagement with the Office of the Registrar of Political Parties, political parties and independent candidates	Guidelines for engagement with RPP, Parties and Candidates in place
4.	Hold sensitization programmes and advocacy meetings in counties	Number of programs and meetings in counties
5.	Develop and implement advocacy programmes for inclusion of special interest groups	Advocacy program for special groups in place
6.	Partner with government agencies in mobilization for voter registration and other electoral processes	Number of government agencies involved in the electoral process
7.	Coordinate with Government agencies in the provision of facilities for registration, security, and training, polling and tallying	Number of facilities provided by Government agencies
8.	Hold periodic consultations with ETAPs, CSOs, Development Partners, Media, FBOs, Political Parties, and State Actors	Number of periodic engagements held

Electoral Boundaries

23. The Commission successfully undertook boundary delimitation in 2012. However, there have been emerging issues especially after the 2013 General Election. The next delimitation exercise is expected to take place in 2020 at the earliest. The Commission will therefore not engage in activities that suggest there will be delimitation or shift of boundaries especially before the 2017 General Elections.

24. Further, the Commission will avail boundaries data in formats that are user friendly, such as shapefiles and work with ICT experts to integrate data, especially polling stations, into other electoral processes such as results transmission. To do so, data must be collected from polling stations across the country.

Electoral Boundaries Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Monitoring emerging issues on boundaries delimitation	Number of boundaries issues identified
2.	Create awareness on the mandate of the Commission with regard to electoral boundaries	Number of sensitisation interventions undertaken
3.	Collect electoral boundaries data using GPS coordinates	Number of polling stations coordinates collected

Voter Registration

25. The Constitution of Kenya mandates the Commission to carry out continuous registration of citizens as voters and regular revision of the voters' roll. At the end of the exercise, the Commission is required to establish a comprehensive, accurate and complete Principal Register of Voters, which contributes to enhancing the legitimacy of an electoral process.

26. The Commission targeted to register 18 million voters in the build up to 2013 General Elections. As a result, 14,388,781 voters were registered in 24,618 centres in 30 days. Voter registration was also conducted in four East African countries Uganda, Tanzania, Rwanda and Burundi. The Commission intends to extend this progressively to citizens residing in other parts of the world.

27. In the run up to 2017 General Elections, the Commission plans to register 8 million new eligible voters through continuous registration and two phases of Mass Voter Registration (MVR). Phase I and Phase II of the MVR will be conducted in early 2016 and 2017 respectively.

Voter Registration Priorities for 2015-2017

	Priority Activities	**Performance Indicators**
1.	Review voter registration manuals, election training manuals including with animations.	Status of manuals for VR and Electoral training
2.	Review of voter registration centres	Number of registration centres reviewed
3.	Undertake continuous voter registration	Number of voters registered.
4.	Conduct two (2) mass voter registration exercises for a period of 30 days each.	Number of voters registered.
5.	Develop a reliable database of citizens of Kenya residing outside the country who are eligible to vote in elections.	Database reliability

	Priority Activities	Performance Indicators
6.	Map registration centres for Kenyan Diaspora	Number of registration centres identified.
7.	Roll out periodic registration of voters residing outside the country.	Number of voters registered outside the country
8.	Establish structured engagement with other State Agencies in providing reliable information for updating register of voters.	Number of state agencies providing information.
9.	Open the register of voters for public inspection to enable registered voters to verify correctness of their voter information.	A verified register of voters by the public
10.	Update the voter register periodically	An updated voters register
11.	Certify and publish status of the Principal Register of voters regarding accuracy, comprehensiveness and currency of the register of voters periodically	Certified Principal Register of voters published

Electoral Technologies

28. Technology plays a vital role in enhancing the efficiency of the electoral process. It ensures that information is captured, processed, analysed and presented appropriately for effective decision-making. The Elections Act,2011 provides that the Commission may use such technology as it considers appropriate. This allows the Commission to progressively integrate technology in the electoral process.

29. During the 2013 General Elections, the Commission adopted and deployed five technologies for the first time in managing electoral processes, namely; Biometric Voter Registration (BVR System), Candidates Nomination Software, Electronic Voter Identification Devices (EVIDs), Electronic Results Transmission System (RTS) and Electoral Risk Management Software. Some technologies worked while others performed below optimal level.

30. The Commission will integrate electoral technologies in the forthcoming election and build the human resource capacities required for effective management of the electoral process up to the proclamation of the results.

Electoral Technology Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Audit and review existing election technologies to establish their effectiveness	Status of election technologies
2.	Engage with mobile network service providers to improve network coverage and penetration	Level of network coverage and penetration.
3.	Develop a technology implementation roadmap that streamlines the deployment of technology and puts in place systems security and controls	Deployment roadmap in place
4.	Review the specifications and design of the existing technologies with a view to improving their use in the general elections	Number of technologies improved
5.	Train and enhance awareness among internal and external stakeholders on the role and functions of technology in elections	Number of stakeholders trained
6.	Support and maintain of all elections technologies	Performance status of technologies
7.	Undertake and keep an updated inventory of existing election equipment	An updated inventory in place
8.	Acquire and implement a portable and reliable electronic voter identification solution	Number of portable and reliable electronic voter identification solution acquired
9.	Upgrade the primary data-centre infrastructure and establish a disaster recovery site	Status of data centre and recovery site
10.	Upgrade the existing nomination and results transmission system	Performance readiness of nomination and results transmission system
11.	Conduct a nationwide simulation and pilot test for nomination system, electronic voter identification device and results transmission system	Number of nationwide simulation and pilot-test conducted
12.	Maintain and service electronic equipment in the Commission including generators	Performance status of equipment
13.	Recruit temporary ICT staff at the constituency level three (3) months to 2017 General elections.\	Number of temporary ICT staff recruited and trained

	Priority Activities	Performance Indicators
14.	Train all elections officials on the use of election technologies	Number of elections officials trained on elections technology
15.	Establish an ICT help desk/ service desk	Status of ICT help desk

Electoral Process Logistics

31. Kenya has varied geographical landscapes and climatic patterns which have an impact on the logistical operations during elections. These factors determine the kind, level and cost of inputs into the electoral process. Voter registration and conduct of elections are geographically dispersed activities which often have to be organized and implemented within very tight timeframes. Providing cost-effective voter registration and voting for all eligible voters whilst maintaining high standards of integrity, security and professionalism is a major agenda for the Commission.

32. The experience of the 2013 General Election shows that there were disjointed electoral process logistics, non-adherence to the General Election Plan of Operation and Crisis Management. Critical areas affected were procurement, inspection and testing, warehousing, and transportation of equipment, supplies, facilities and personnel. To effectively manage the 2017 General Elections, the Commission will develop a comprehensive logistics framework within the supply chain system.

Logistics Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Conduct electoral logistics and warehousing process needs assessment	Number of elections officials trained on elections technology
2.	Develop an integrated electoral process logistics and warehousing framework	Status of logistics and warehousing framework
3.	Automate the logistics and warehousing functions of the Commission	Extent of automation

Nominations

33. In pursuance to the Commission's mandate as provided in Article 88 (4)(d),(f) of the Constitution of Kenya, 2010, the Commission is responsible for the regulation of the process by which parties nominate candidates for elections and the registration of candidates for election.

34. An audit of 2013 General Elections revealed difficulties experienced during the nomination process with respect to: uploading of candidates' photographs; verification of candidates' particulars against party membership lists; the requirement on candidates to obtain signatures from their parties; submission of supporters' signatures. Political party nominations were further marred by irregular procedures occasioned by non-compliance to applicable rules and procedures by the political parties. The resultant disputes spilled over to the Commission hence overstretching the dispute resolution process.

35. As part of its reforms, the Commission is developing regulations on the process by which parties shall nominate candidates for elections and commits to undertake several steps.

Nomination Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Develop standardized rules and regulations for party nominations	Regulations in place
2.	Review structure and process of candidates' pre-nomination consultations.	Structured candidates consultations
3.	Harmonize election campaign schedules to improve compliance with the electoral code of conduct	Campaign schedule in place
4.	Integrate electronic-based nomination process for candidates at all levels	Status of the integrated electronic based nomination system
5.	Verification by candidates	Number of candidates verifying

Voting

36. The electoral process enables all eligible persons to participate through voting for their choice of representatives in the institutions of governance. The Commission is mandated to facilitate the expression of voter preferences and uphold electoral outcomes. The 2013 General Election was the first where six (6) elections were conducted in one day.

37. The use of Electronic Voter Identification Devices (EVIDs) technology was introduced to identify and validate voters on the polling day.

Coloured ballot papers and the lids of ballot boxes were matched to assist voters to easily identify the respective elective positions. A call centre was set up in each tallying centre to manage and report incidents during the voting process.

38. Based on lessons learnt in 2013, the Commission is committed to ensuring effective and efficient voting operations on the polling day.

Voting Experience Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Map polling stations to confirm mobile network strength	Number of polling stations mapped
2.	Develop Polling Station voting plan indicating size and distribution of voters in a station and personnel deployment for effective and efficient voting	Polling station voting plan in place
3.	Review the queue management system to improve the efficiency especially on the duration taken per voter	Time taken on the queue by voters
4.	Improve on ballot paper colours to make them conspicuously distinct for each election	Visibility and distinctiveness of ballot papers
5.	Introduce ballot-stamping pens with non-bloating ink to improve ballot marking and secrecy of the vote	Quality of ballot marking
6.	Review the number of polling officials per polling stations	Number of polling officials per polling station reviewed
7.	Review voting operations manuals for polling officials	Operations manual in place

Election Results Management

39. Elections results management must be anchored on accuracy, integrity, transparency, and accountability.

40. Procedures of tallying and announcement of results in the 2013 General Elections were governed by Regulations 82-87 of the Elections (General) Regulations, 2012. To facilitate this process, the Commission introduced Elections Results Transmission System (RTS) to ensure promptness in transmission of provisional results from polling stations to the tallying centres at the Constituency, County and National levels. The RTS, however, experienced challenges during the 2013 General Elections. Analyses revealed that not all polling stations were able to transmit provisional presidential results as expected.

41. Towards 2017 General Election, the Commission is developing a new results management framework that will provide guidelines on the results management from the polling station to the tallying centre including security and storage. The ICT infrastructure will be revamped and staff adequately trained on the revised framework.

Results Management Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Conduct polling station and tallying centre workload analysis to inform personnel, material deployment and layout of the polling and tallying centre	Status of workload analysis
2.	Develop an elections results management framework that includes accountability procedures, transmission process, and tallying centre management, among others	Status of Elections results management framework
3.	Establish and build the interface between manual results management with technology	Extent of ICT and manual processes interface
4.	Establish Call Centers equipped with well-trained personnel	Number of call centres in place and personnel trained

Electoral Security

42. The security of electoral material, election officials and processes is vital due to high risks associated with elections. Security agencies play a crucial role in law enforcement during the election period. In 2013, the Commission engaged services of state security agencies that were assigned duties during election period but the number of officers deployed was inadequate. The Commission will therefore reach out in good time to the security agencies for better inter-agency collaboration and coordination.

43. The Commission further plans to implement the enhanced Elections Security Programme of training security agencies on electoral security, which was supported by development partners. It will be useful to ensure that security issues affecting women participation in the electoral process are monitored and addressed.

Electoral Security Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Initiate an interagency collaboration between the Commission and the National Police Service (NPS)	Status of collaboration with NPS
2.	Strengthen interagency collaboration with NPS, Usalama Forum and Safer world	Status of Interagency collaboration
3.	Review the Election Handbook for Security Personnel and Security Guide Role Cards	Status of Election handbook and role cards
4.	Brief and deploy security personnel during elections in all polling stations	Number of security personnel deployed
5.	Implement the enhanced ESAP for the 2017 GE	Status of ESAP
6.	Reactivate the women situation room to track issues affecting women participation in elections	Number of meetings

Communication

44. Effective communication, or lack of it, is increasingly defining the degree to which collaboration and co-operation between election actors and stakeholders takes place. The Commission engages the media and other stakeholders to reach out to the public. The Commission is enhancing both the internal and external communication for improved programme implementation, corporate image and public trust in the electoral process.

45. In the period preceding the 2013 General Elections, the Commission successfully employed a number of strategies that were aimed at building the capacity of journalists towards understanding the electoral process for objective reporting. The Commission in partnership with other stakeholders drafted the 2013 General Elections media coverage guidelines and engaged the media to promote equal media coverage and access by election candidates.

46. The Commission has adopted communication strategies that create more transparency in its processes. This enhances the capacity of the media to report accurately and objectively to promote public trust and confidence.

Communication Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Operationalize the existing communication policy	Status of Commission's Communication policy/strategy
2.	Enhance strategic engagement through alternative communication platforms such as social media and the website to enhance openness	Number of visitors and followers
3.	Establish strategic media engagement throughout the electoral cycle to prepare for the 2017 General Elections	Number of strategic media engagements.
4.	Enhance the visibility of the Commission through strategic brand execution	Commission's brand visibility rating
5.	Develop and implement a crisis communication plan	Crisis communication plan in place
6.	Centralize dissemination of information to avoid contradicting statements that have the potential of creating conflicting situations	Number of contradictory incidence of communication
7.	Revamp the IEBC website to make it customer friendly	Number of visitors and followers

Funding and Procurement

47. Funding for electoral processes is a critical component of election management. Currently, the Commission depends on the exchequer to fund almost all of its planned activities. The Commission is therefore required to define its priorities and quantify requirements to inform the timely preparation of work plans, procurement plans and expenditure.

48. In the run up to 2013 General Election, the sourcing and management of funds had serious implications on elections operations. The top-down budget preparation approach, late approval of the size and number of polling stations and personnel requirements largely led to difficulty in budgeting. These challenges led to inadequate funding that resulted in some activities not being funded properly. In other instances there was implementation of unfunded activities further resulting in accumulation of pending bills.

49. Successful implementation of procurement and expenditure plans is hinged on adequate funding, existence of financial management skills and timely disbursement of funds to facilitate the implementation of the EOP. To ensure a seamless implementation of electoral activities, the Commission is putting in place measures to mitigate the risks related to inadequate funding, weak procurement and financial management controls.

50. The funding of the EOP MTEF budget is expected to be determined between November 2015 and February 2016. To ensure effective implementation of the activities of the EOP, all the funds needed should be secured during this period. Going by the government budgetary cycle, the earliest the implementation of EOP activities can begin is August 2016, a year to the General Election. The implementation matrix envisages that procurement of all election goods and services except for ballot papers and statutory forms will be concluded by May 2017. This is expected to allow for ample time for distribution of election material.

51. Owing to the IFMIS e-procurement processes, the Commission will negotiate with Treasury and Parliament to ensure that funding for activities to be implemented or paid for in August 2017 is availed in the preceding financial year.

Funding and Procurement Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Prepare and review the General Election budget	General Election budget prepared
2.	Integrate EOP with Annual Work Plan and Procurement Plan.	Status of AWP and Procurement Plan
3.	Develop and implement finance and procurement policy and procedure manuals	Policy and procedure manuals in place
4.	Procure General Election materials, goods and services	Material, goods and services procured in time
5.	Prepare an inventory of Commission's elections material and equipment across the country	An inventory of elections materials and equipment
6.	Undertake annual disposal of obsolete equipment and stock	Number of obsolete items disposed of.
7.	Automate the procurement and inventory management system	Status of automation
8.	Engage development partners for complimentary funding	Level of donor funding
9.	Operationalize the IEBC Fund	Status of Fund Account

Human Resource and Performance Management

52. Implementation of an Election Operations Plan requires a balance of material capital and manpower. Thus, there is need to audit staff skills and the extent of utilization. The implementation of the EOP requires adequate skilled staff and the Commission will deploy different strategies to ensure it has the requisite capacity. This may entail continuous improvement of the capacities of the existing staff in relevant skill areas, recruitment, re-organization or redeployment. The Commission will also be open to hiring qualified consultants in areas of special requirements.

53. The Commission is also in the process of institutionalizing the performance management system. The activities of performance management, thus, will include specifying the tasks and outcomes of a job that contribute to the IEBC success in the 2017 General Election. Annual work plans and plans of operations developed from this EOP will form the basis of performance planning, contracting and appraisal

Human Resources Priorities for 2015-2017

	Priority Activities	Performance Indicators
1.	Recruit and train temporary personnel for voter registration and elections	Number of qualified temporary personnel recruited and trained
2.	Launch a new performance management system	New performance management system in place
3.	Conduct semi-annual performance appraisals for staff	Number of performance appraisals conducted

Section VI - Monitoring and Risk Management

Risk Management

54. Risk management is a core process in the management of electoral activities. The EOP risk framework will prioritise the management of the following risks: political, financial, reputational, project management and operational risks. The purpose of risk management in the implementation of the EOP is to manage uncertainties, assist the Commission cope with actual incidents of risks, identify opportunities for continuous improvements, help achieve performance targets, reduce potential loss of resources and enhance accountability.

55. These risks have been classified in order of their consequences, likelihood of occurrence and level of impact. Annex IV provides a risk manage-ment matrix for the EOP.

Monitoring and Evaluation

56. During the 2013 General Election, the progress of critical activities as envisaged in the Strategic Plan, Election Operations Plan, Work Plans and Procurement Plans were not monitored to inform corrective and timely decision making. Consequent-ly, the weak Monitoring and Evaluation framework affected the timely implementation of the critical electoral activities and programmes.

57. The monitoring and evaluation of various activities will include the identification of performance challenges with a view to establishing mitigation measures and solutions.

58. In the implementation of the EOP, a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of electoral activities specified in the EOP will be continuously monitored and reviewed.

59. The non-existence of harmonized data storage and record systems made it difficult to store and efficiently retrieve information to improve institutional effectiveness. A sustainable records and archives management system that is in place now is essential in the effective and efficient service delivery.

	Priority Activities	Performance Indicators
1.	Establish a comprehensive M&E framework for the EOP	EOP M&E framework in place
2.	Establish monitoring teams both at headquarters and regional levels to track the implementation of EOP	Number of monitoring teams established
3.	Train monitoring and evaluation champions in each directorate.	Number of M&E champions trained
4.	Conduct quarterly review meetings	Number of review meetings conducted
5.	Prepare IEBC monthly, quarterly and annual reports	Number of M&E reports prepared and disseminated
6.	Establish regional and head quarter resource centres	Number of resource centres established
7.	Conduct surveys on critical electoral processes to inform decision-making	Number of surveys conducted
8.	Continuous monitoring of risks and advising on mitigation measures	Number of reports disseminated and action taken
9.	Deploy the Election Risks Management Tool with support from IDEA	Status of deployment
10.	Build capacity of staff on the use of ERM Tool	Number of staff trained
11.	Disseminate ERM reports to relevant actors for action	Number of reports disseminated
12.	Track and report on risks affecting women participation in the electoral process	Number of reports disseminated

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
NO.	**2017 ELECTION OPERATION PLAN**	**1,378**	**1,437**	**Wed, Oct 30, 2013**	**Thu, Oct 05, 2017**
A	**ESTABLISHMENT OF RESPONSIVE AND ENFORCEABLE LEGAL FRAMEWORK**	**1,378**	**852**	**Wed, Oct 30, 2013**	**Sat, Feb 28, 2015**
1.	Review election laws to align to constitution and in line with lessons from 2013				Sun, Feb 28, 2016
2.	Enactment and Publishing of the amended Electoral Laws.	**1,378**	852	Wed, Oct 30, 2013	Sun, Feb 28, 2016
3.	Develop, enact and gazette Election Campaign Financing Regulations	680	154	Mon, Sep 28, 2015	Sun, Feb 28, 2016
4.	Develop, enact and publish the amended electoral regulations	638	112	Mon, Nov 09, 2015	Sun, Feb 28, 2016
5.	Review and adopt Elections Results Management framework	914	448	Fri, Feb 06, 2015	Sun, Feb 28, 2016
B	**DIASPORA**	**914**	**778**	**Fri, Feb 06, 2015**	**Fri, Mar 24, 2017**
6.	Policy on Voter Registration and Voting by Kenyans residing outside the Country(Diaspora)	914	267	Fri, Feb 06, 2015	Fri, Oct 30, 2015
7.	Development of Policy and Regulations and Hold Stakeholder Meeting	914	329	Fri, Feb 06, 2015	Sun, Feb 28, 2016
8.	Enactment and Publishing of the Regulations for registration and Voting by Kenyans residing outside the County.	914	329	Fri, Feb 06, 2015	Sun, Feb 28, 2016
9.	Map Kenyan Citizens Residing outside Kenya (Diaspora Portal)	624	39	Mon, Nov 23, 2015	Thu, Apr 28, 2016
10.	Mapping Stations, Training Officers, and conducting voter Registration in the diasporaa	295	31	Mon, Oct 17, 2016	Wed, Nov 16, 2016

The timelines are prepared subject to the prevailing legal framework and they are subject to change if events in legal environment change.

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
11.	Training of Staff on Voter Registration	159	9	Thu, Mar 02, 2017	Fri, Mar 10, 2017
12.	Commence Voter Registration for Kenyan Citizens residing outside Kenya	151	15	Fri, Mar 10, 2017	Fri, Mar 24, 2017
C	**VOTER REGISTRATION**	**735**	**765**	**Tue, Aug 04, 2015**	**Wed, May 10, 2017**
C-1	**Mass Voter Registration**	**735**	**270**	**Tue, Aug 04, 2015**	**Fri, Apr 29, 2016**
13	**Mass Voter Registration (Phase I)**	540	29	Mon, Feb 15, 2016	Tue, Mar 15, 2016
14	Procurement of MVR materials	729	166	Mon, Aug 10, 2015	Fri, Jan 22, 2016
15	ICT preparedness and readiness for MVR (BVR System testing)	677	128	Thu, Oct 01, 2015	Fri, Feb 05, 2016
16	Planning, recruitment and deployment of voter registration personnel	585	22	Fri, Jan 01, 2016	Fri, Jan 22, 2016
17	Planning, Preparaton of training Materials,Training of Trainers, Training of Voter Registration Officials and Implemetation of Voter Registration Human Resource Training Proramme	658	104	Tue, Oct 20, 2015	Sun, Jan 31, 2016
18	Voter Information Outreach and Communication	622	114	Fri, Nov 13, 2015	Tue, Mar 15, 2016
19	Development, Approval and Implementation of Mass Voter registration action plan	466	270	Tue, Aug 04, 2015	Wed, Nov 25, 2015
20	Risk Management, Monitoring and Evaluation of MVR	90	1,123	Mon, Apr 14, 2014	Fri, Apr 29, 2016
21	Continuous Voter Registration	645	92	Mon, Nov 02, 2015	Mon, Feb 01, 2016
22	Kick start a commission multi-sectoral committees on voter registration-data sharing (stakeholders at national and regional for mobilization of voters and data-sharing)	645	1	Mon, Nov 02, 2015	Quarterly

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
23	Gazettement of VR centers and registration officials	554	4	Fri, Jan 29, 2016	Mon, Feb 01, 2016
24	Mass Voter Registration Phase II	175	85	Tue, Feb 14, 2017	Wed, May 10, 2017
C-2	**GENERAL ELECTION OPERATIONS**	**308**	**338**	**Tue, Oct 04, 2016**	**Wed, Sep 06, 2017**
25	Notice of General Election	134	1	Mon, Mar 27, 2017	Mon, Mar 27, 2017
26	Launch of a commission multi-sectorial General Election Committee	165	36	Fri, Feb 24, 2017	Fri, Mar 31, 2017
27	Establishment of General election stakeholders committees	96	93	Thu, May 04, 2017	Fri, Aug 04, 2017
28	Inter agency and stakeholders committees consultation meetings	182	1	Tue, Feb 07, 2017	Tue, Feb 07, 2017
29	Appointment of Returning Officers & respective Deputies	196	67	Tue, Jan 24, 2017	Fri, Mar 31, 2017
30	Briefing of Political Parties (PPLC)	308	60	Tue, Oct 04, 2016	Fri, Dec 02, 2016
31	Notice of Suspension of Registration of Voters	90	151	Wed, May 10, 2017	Tue, Aug 15, 2017
32	Gazettement of VR Inspection	98	1	Tue, May 02, 2017	Tue, May 02, 2017
33	Publicizing Voter Register Inspection notice	90	1	Wed, May 10, 2017	Wed, May 10, 2017
34	Certification of completion of compilation of register of voters	50	8	Mon, Jun 19, 2017	Mon, Jun 26, 2017
35	Gazette of Polling Stations and Tallying Centers	110	98	Thu, Apr 20, 2017	Wed, Jul 26, 2017
36	Consultation meeting with Political Parties Liaison Committees at constituencies			Monthly	Monthly

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
C-3	**Procurement**	**225**	**224**	**Mon, Dec 26, 2016**	**Sun, Aug 06, 2017**
37	Procurement of General- Election Transport	63	60	Tue, Jun 06, 2017	Fri, Aug 04, 2017
38	Procurement, Packaging and Distribution of strategic materials	225	224	Mon, Dec 26, 2016	Sun, Aug 06, 2017
39	**Accreditation of Observers**	15	9	Mon, Jul 24, 2017	Tue, Aug 01, 2017
40	Appointment of Constituency and County Chief Agent	15	2	Mon, Jul 24, 2017	Tue, Jul 25, 2017
41	Appointment of Counting Agents	8	2	Mon, Jul 31, 2017	Tue, Aug 01, 2017
C-4	**Recruitment, Appointment, Training and Deployment of Election Officials**	**90**	**88**	**Wed, May 10, 2017**	**Sat, Aug 05, 2017**
42	Recruiting, Interviews of Election officials (Presiding Officers (POs), Deputy Presiding Officers (DPOs) and Clerks)	90	15	Wed, May 10, 2017	Wed, May 24, 2017
43	Sharing data of successful candidates with Political Parties and other stakeholders	76	15	Wed, May 24, 2017	Wed, Jun 07, 2017
44	Consideration of Political Parties and other stakeholders comments	76	15	Wed, May 24, 2017	Wed, Jun 07, 2017
45	Planning, Preparaton of training Materials,Training of Trainers and Implemetation of Voter Registration Human Resource Training Proramme	187	183	Thu, Feb 02, 2017	Fri, Aug 04, 2017
46	Inspection of polling stations and testing transmission	3	1	Sat, Aug 05, 2017	Sat, Aug 05, 2017

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
C-5	**Party List Guidelines and Rules/ Procedures and Implementation**	**673**	**633**	**Mon, Oct 05, 2015**	**Wed, Jun 28, 2017**
47	Review of Political Party Nomination Rules both for nomination for elective positions and party List nominations	673	95	Mon, Oct 05, 2015	Thu, Jan 07, 2016
48	Receipt and vetting of party lists to ensure that the criteria set by regulation is met	69	1	Wed, May 31, 2017	Wed, May 31, 2017
49	Approval and validation of party lists to ensure they conform with the set criteria in the election regulations	48	1	Wed, Jun 21, 2017	Wed, Jun 21, 2017
C-6	**Publication of Party Lists**	**41**	**1**	**Wed, Jun 28, 2017**	**Wed, Jun 28, 2017**
50	Dispute Resolution	673	670	Mon, Oct 05, 2015	Fri, Aug 04, 2017
51	Receipt of Complaints-Electoral Code of Conduct and resolve disputes	69	66	Wed, May 31, 2017	Fri, Aug 04, 2017
52	Review, Publish and Gazette amended Political Parties Liaison Committee the Rules/Regulations	673	145	Mon, Oct 05, 2015	Fri, Feb 26, 2016
53	Training of Law Enforcement Agencies (Police, Prosecutors ODPP) on Elections	580	512	Wed, Jan 06, 2016	Wed, May 31, 2017
54	Appointment and convening Dispute Resolution Committee (DRC) Publishes DRC Notice in Print Media	75	7	Thu, May 25, 2017	Wed, May 31, 2017
55	Publishes DRC Notice in Print Media	75	7	Thu, May 25, 2017	Wed, May 31, 2017

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
D	**VOTER EDUCATION**	**736**	**600**	**Mon, Aug 03, 2015**	**Sun, Aug 06, 2017**
56	Develop the VE regulations	736	151	Mon, Aug 03, 2015	Thu, Dec 31, 2015
57	Accreditation of VE providers	494	214	Fri, Apr 01, 2016	Mon, Oct 31, 2016
58	Conduct Annual Voter Education week	547	5	Mon, Feb 08, 2016	Fri, Feb 12, 2016
59	Conduct Annual Voter Education week	141	5	Mon, Mar 20, 2017	Fri, Mar 24, 2017
E	**STAKEHOLDERS ENGAGEMENT IN THE ELECTORAL PROCESS**	**769**	**366**	**Wed, Jul 01, 2015**	**Thu, Jun 30, 2016**
60	Review and implementation of partnership policy	769	274	Wed, Jul 01, 2015	Wed, Mar 30, 2016
61	Review of guidelines on the accreditation of stakeholders and partners including observers, media, political Parties/independent agents and voter education providers	677	274	Thu, Oct 01, 2015	Thu, Jun 30, 2016
62	Develop guidelines of liaison and engagement with the office of the RPP	677	91	Thu, Oct 01, 2015	Wed, Dec 30, 2015
63	Strategic engagment with CSOs			Quartely	Quartely
64	Strategic engagement with Political Parties			Quartely	Quartely

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
F	**STRENGTHENING INTERNAL AND EXTERNAL COMMUNICATION**	**693**	**697**	**Tue, Sep 15, 2015**	**Fri, Aug 11, 2017**
65	Strategic Media Engagement	693	1	Tue, Sep 15, 2015	Continous
66	Optimization of online communication channels including websites, social media and bulk SMS system	693	1	Tue, Sep 15, 2015	Continous
67	Coverage of General Elections	4	8	Fri, Aug 04, 2017	Fri, Aug 11, 2017
68	Operationalize the existing communication policy/strategy	693		Tue, Sep 15, 2015	Continous
69	Enhance strategic engagement with alternative communication platforms such as social media and the website to enhance openness			Continous	Continous
70	Develop and implement a crisis communication plan	623	43	Tue, Nov 24, 2015	Fri, Feb 05, 2016
71	Revamp the IEBC website to make it customer friendly	585	31	Fri, Jan 01, 2016	Sun, Jan 31, 2016
G	**POLITICAL PARTIES PRIMARIES AND NOMINATIONS PROCESS**	**240**	**200**	**Sun, Dec 11, 2016**	**Wed, Jun 28, 2017**
72	End date fundraising by Political aspirants	240	1	Sun, Dec 11, 2016	Sun, Dec 11, 2016
73	Resignation of Public Officers intending to stand for elective posts	180	1	Thu, Feb 09, 2017	Thu, Feb 09, 2017
74	Resignation from Political Parties of aspirants intending to stand for elective positions as independent candidates	90	1	Wed, May 10, 2017	Wed, May 10, 2017

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
75	Submission of participating political party nomination rules to the Commission		1	Continous	Wed, Mar 08, 2017
76	Submission of any amendments to nomination rules	63	1	Tue, Jun 06, 2017	Tue, Jun 06, 2017
77	Submission of Political Party Membership list by participating parties		1	Continous	Sat, Jun 24, 2017
78	Submission of Party symbols to IEBC		1	Continous	Tue, May 30, 2017
79	Submission of Independent Candidates Symbols , Letter of intent to vie and clearance from Registrar of Political Parties to IEBC		1	Continous	Tue, May 16, 2017
80	Submission of specimen signatures of party executives to appear on Party certificates issued to successful Party aspirants		1	Continous	Tue, May 30, 2017
81	Plenary meeting to Determine acceptability of Candidate Symbols	84	3	Tue, May 16, 2017	Thu, May 18, 2017
82	Publication of Independent Candidates Symbols	41	1	Wed, Jun 28, 2017	Wed, Jun 28, 2017
83	Transmission of copies of Party Signatories' specimen signatures & Candidate symbols to Returning Officer	85	4	Mon, May 15, 2017	Thu, May 18, 2017
84	Lodging and resolution of Dispute arising from Political Party Primaries	82	7	Thu, May 18, 2017	Thu, May 25, 2017
85	Political parties to submit list of candidate nominated for national & County assembly candidacy		1	Continous	Wed, May 31, 2017

Appendix I: 2017 EOP Timelines

ID	Name	Days to GE	Duration (Days)	Start	Finish
86	PRE-Nomination meeting with Aspirants	69	3	Wed, May 31, 2017	Fri, Jun 02, 2017
87	Collection of Nomination papers and Code of conduct	69	3	Wed, May 31, 2017	Fri, Jun 02, 2017
88	Delivery of Nomination Papers and Code of Conduct IEBC, Leadership and Integrity Self-Declaration	63	8	Tue, Jun 06, 2017	Tue, Jun 13, 2017
89	Lodging of and settlement of Dispute arising from IEBC Nominations	63	22	Tue, Jun 06, 2017	Tue, Jun 27, 2017
H	**ELECTION CAMPAIGNS**	**41**	**1**	**Wed, Jun 28, 2017**	**Wed, Jun 28, 2017**
90	Consult with candidates on the election timetable , compliance with code of conduct & campaign schedules	41	1	Wed, Jun 28, 2017	Wed, Jun 28, 2017
91	Gazettement of Nominated Candidates	41	1	Wed, Jun 28, 2017	Wed, Jun 28, 2017
I	**ELECTION DAY**	-	**1**	**Tue, Aug 08, 2017**	**Tue, Aug 08, 2017**
I-1	Counting, Tallying, Announcement and publication of Results	(58)	59	Tue, Aug 08, 2017	Thu, Oct 05, 2017
92	Declaration of Election Results	(6)	7	Tue, Aug 08, 2017	Mon, Aug 14, 2017
93	Gazettement of winners in other elections	(7)	8	Tue, Aug 08, 2017	Tue, Aug 15, 2017
94	Compilation of Final general election results by Polling Station	(13)	7	Tue, Aug 15, 2017	Mon, Aug 21, 2017
95	Publication of Final General Election Results	(58)	46	Mon, Aug 21, 2017	Thu, Oct 05, 2017
96	Production of General Election Report	(90)	46	Mon, Aug 21, 2017	Sun, Nov 05, 2017

Appendix II: Stakeholder Mapping

NO	Stakeholder	Stakeholder role in the EOP	Role of the Commission
1.	Electorate	• Citizens aged 18 years and above with either a national Identity Card or valid Kenyan passport register as a voter at a place of their choice and participate in elections. • Maintain peace and report election malpractices where there has been breach of the Electoral Code of Conduct. • Validate the election results	• Duty bound to keep the electorate informed and educated on electoral laws, regulations and processes
2.	Political Parties/ Candidates	• Participate in the electoral processes within the established legal framework • Conduct free and fair party primaries • Present candidates for elections • Provide authentic and legally compliant party lists • Develop party constitutions that conform to the guidelines/rules and election regulations	• Provide the necessary information and education to enable political parties effectively participate in electoral process • Ensure level political playing ground and enforce the electoral Code of Conduct.
3.	Parliament	• Approve budgetary allocation • Exercise oversight on the management of expenditure • Enact laws and regulations on the management of elections • Enact the requisite legislation for the management of election process	• Ensure that Parliament is fully sensitized on the proposed legal reforms • Provide the necessary financial information to assist in their oversight roles
4.	National Treasury	• Provide timely funding • Provide guidelines for Financial Management • Disburse funds and support external fundraising initiatives of the Commission	• Submit rationalized budgets in accordance with established guidelines • Exercise prudent financial management and account/ submit financial reports
5.	Office of Registrar Political Parties	• Register, supervise and regulate activities of political parties • Provide Commission with party membership lists, party symbols	• Share with the Office of the Registrar a record of the votes secured by a political party in a General Election

NO	Stakeholder	Stakeholder role in the EOP	Role of the Commission
		and party signatory specimen signatures to facilitate the registration of candidates for elections • Certify to the Commission the record of the registered political parties • Establish a Political Parties Fund administered by the Office of the Registrar for all political parties to manage party activities	to facilitate computation of monies
6.	Office of Attorney General	• Promote, protect and uphold the rule of law and defend public interest • Provide legal advice, judicial interpretation and offer legislative direction to facilitate amendments to existing laws and publish new laws	• Undertake prompt legal research, provide timely and accurate legal information and propose amendments to laws governing electoral process
7.	Judiciary	• Arbitrate electoral disputes subsequent to declaration of elections results • Interpret the law and offer constructive direction where ambiguity exists or fill in the gaps • Provide a forum for convergence of minds on elections issues through the Judicial Working Committee on Elections (JWCE.	• Resolve electoral disputes through the quasi-judicial Dispute Resolution Committee
8.	Office of Director of Public prosecutions	• Timely prosecution of election offenders through exercising of the constitutional mandate of prosecution	• Nature and sustain inter-agency cooperation with ODPP for effective and efficient prosecution of election offenders

Appendix II: Stakeholder Mapping

NO	Stakeholder	Stakeholder role in the EOP	Role of the Commission
9.	Security Agencies	• Provide security for electoral operations during election periods and offer protection and assistance for purposes of facilitating peaceful and orderly elections • Secure commission assets and installations • Act on citizen and electoral staff reports on election malpractices in a timely manner to ensure maintenance of law, order and stability during the conduct of elections	• Empower the security officers with knowledge of electoral practice, investigation and prosecution of electoral offences in the run up to 2017
10.	National Registration Bureau and Civil Registration Departments	• Issue national Identification Cards which are a requirement in the registration of voters • Provide information on dead voters for purposes of updating the voters' register • Verify the authenticity of the identification documents in the event of an offence	• Strengthen and maintain strategic partnership with the bureau
11.	Ministry of Education	• Provide venues for registration, polling and tallying of results. • Provide technical guidance on voter education curriculum and support materials development	• Provide learning institutions with elections timelines and programme of activities to facilitate the availability of the facilities
12.	Ministry of Foreign Affairs and International Trade	• Provide venues for registration, polling and tallying for citizens residing outside Kenya • Negotiate voter registration and voting agreements with countries hosting Kenyan citizens and coordinate their participation	• Foster strategic alliances and sustains good relations with the Ministry; • Undertake timely training of election officials including provision of information, education and communication (IEC) materials
13.	Prison Department	• Facilitate the participation of prisoners in the electoral process	• Ensure that administrative arrangements are designed to facilitate and not deny prisoners the right to register and vote

Appendix II: Stakeholder Mapping

NO	Stakeholder	Stakeholder role in the EOP	Role of the Commission
14.	Media	• Provide voters with the requisite knowledge and information on the election process through print and electronic media platforms • Play Watchdog" in safeguarding transparency of the electoral process • Provide balanced, accurate and objective coverage of electoral process	• Partner with the media in dissemination of electoral information • Monitor the equitable allocation of air-time for all candidates and political parties concerned
15.	International Organizations and Development Partners	• Provide financial and technical support for electoral processes and activities	• Ensure accountability of its activities for a sustained partnership
16.	Civil Society Organizations	• Provide advocacy on citizen rights, conduct civic education	• Facilitate public participation and involvement in its electoral processes, engages them
17.	Election Observers	• Provide an independent verdict on the legitimacy of the election through observation and reporting on the conduct • Strengthen democratic processes and build public confidence by monitoring incidents of fraud, intimidation and violence	• Provide opportunities and facilitates the observation, monitoring and evaluation of election process
18.	Business Community, Suppliers and Private Sector Associations	• Supply goods and services • Engage periodically on the key issues in the electoral process	• Effect timely payment of bills
19.	Constitutional Commissions and Independent Offices	• Promote constitutionalism of the electoral process by protecting the sovereignty of the people and ensuring that all state organs observe the democratic values and principles	• Ensure deliberate involvement with the Commissions to enhance public trust and credibility of the electoral process
20.	Ministry of Health	• Provide venues for registration, polling and tallying of results. • Liaise with Registrar of Births and Deaths on information and statistics on dead adults of 18 years and above	• Provide the institutions with elections timelines and programme of activities to facilitate the availability of the facilities

Appendix III: Risk Management Matrix

Risk Domain	EOP Priority Area	Risk Description	Root Cause	Consequence	L	S	R	Mitigation Measures	Owner
Financial Risk	**Adequate and timely electoral process funding** *Budget Funding*	i) Inadequate budget allocation by National Treasury and Parliament ii) Timing of Exchequer to fund planned activities	i) Competition for limited resources. ii) Inadequate engagement of stakeholders iii) Lack of confidence due to historical challenges faced by IEBC	i) Inability to run free, fair and credible election ii) Pending bills	5	5	25	i) Develop a well-articulated plan and budget. ii) Strategic engagement of key stakeholders iii) Lobbying for adequate budget and timely disbursement of Exchequer iv) Operationalization of IEBC Fund. v) Request for front loading of the budget to allow early procurement. vi) Complimentary sources of funding.	DF
Financial Risk	**Adequate and timely electoral process funding** *Effective and efficient financial management*	i) Inadequate financial guidelines ii) Financial indiscipline iii) Poor timing and inadequate release of Exchequer iv) Prices uncertainty during election v) Uncertainty of election petitions	i) Absence of approved financial policies ii) Non adherence to financial management rules and regulations iii) Inability to determine election petitions. iv) Limited service providers in some areas during election	i) Non-compliance with financial management guidelines ii) Pending bills iii) Likelihood of inefficient election management	5	4	20	i) Develop and implement financial policy ii) Training and awareness on financial management. iii) Enforce compliance iv) Early procurement and enforcement of contract	DF

Appendix III: Risk Management Matrix

Risk Domain	EOP Priority Area	Risk Description	Root Cause	Consequence	L	S	R	Mitigation Measures	Owner
Legal Risk	**Canvass support for enactment of amendments in the electoral laws and regulations** *Timely enactment of the laws*	i) Slow pace of parliament enactment of the laws ii) Mutilation of proposals by parliament iii) Lack of clear understanding on impact of the laws on electoral processes iv) Political interests v) Rejection of proposals by stakeholders/ JLAC	i) Lack of structured awareness on the laws and key issues emanating from 2013 GE ii) Slow process in presentation/ tabling of the amendments iii) Conflict of interest among stakeholders	i) Slow or no legal reforms ii) Poor management of election petition iii) Likelihood of inefficient election management iv) Ineffective dispute resolution process	5	5	25	i) Lobby and sensitize on impact of reforms on the electoral process. ii) Engagement of the Constitutional Bodies/ JLAC	DLPA
	Regulation of political parties election-related processes (Nominations for elective positions) *Effective management of political party processes*	i) Party hopping ii) Weak regulation of political parties	i) Competing intraparty interests ii Non-adherence to rules of nomination iii) Ambiguity in the law iv) Unclear procedures for nomination	i) Interference in nomination processes and timelines ii) Chaotic nomination process iii) Increase in disputes and litigation iv) Non-compliant party lists v) Incomplete party list vi) Challenge in allocation of special interest groups	4	5	20	i) Legislative review ii) Strict Issuance of sanctions iii) Strict vetting of Party Lists iv) Strict vetting of Party Lists	DLPA

Appendix III: Risk Management Matrix

Risk Domain	EOP Priority Area	Risk Description	Root Cause	Consequence	L	S	R	Mitigation Measures	Owner
Operational Risk	**Performance planning, contracting and appraisal** *Result based management (RBM)*	I) Inadequate result based management ii) Failure to focus on results iii) Failure to focus on priority areas	i) Lack of RBM policy ii) Lack of strategic focus iii) Lack of accountability framework iv) Absence of reward system	i) Low productivity and poor performance ii) Lack of innovation iii) Low staff commitment	5	5	25	i) Develop and implement RBM policy ii) Develop and implement accountability framework iii) Develop and implement reward system	**DHRA**
	Effective Management and coordination of the election processes *Maintenance of the register of voters*	i) Inability to continuously update the register ii) Voter register clean up iii) Incomplete register	i) Lack of support and maintenance arrangement. ii) Staff capacity iii) Inadequate funding for outreach program for CVR iv) Low voter awareness v) Inadequate engagement with stakeholders	i) Disenfranchised voters ii) Electoral violence iii) Loss of reputation	5	5	25	i) Procure support and maintenance ii) Enhance skills and capacity building iii) Adequate and timely sourcing for funds iv) Adequate voter education v) Structured engagement of stakeholders	**DVREO**

Appendix III: Risk Management Matrix

Risk Domain	EOP Priority Area	Risk Description	Root Cause	Consequence	L	S	R	Mitigation Measures	Owner
Project Management Risk	**Monitoring and backstopping interventions**	Inadequate feedback and non-implementation of activities	i) Inadequate personnel to carry out monitoring ii) Lack of monitoring tool on the implementation of programs and activities be in place iii) Difficulties in measuring performance	i) Haphazard or poor implementation of activities and programs ii) Lack of accountability and acceptability	4 5	4 5	16 25	i) Formulate and develop M & E policy and framework ii) Put in place standardized monitoring and evaluation guidelines. iii) Capacity building of staff on M&E iv) Allocate responsibility for the monitoring function to all the teams (HQ and regions)	DRD
	Supply chain management	i) Inadequate procurement planning ii) Uncoordinated procurement iii) Dependence on third party transport services iv) Inadequate space due to dead and obsolete stocks	i) Lack of supply chain management policy ii) Inadequate staff capacity iii) Inherent risky nature of election operations iv) Manual logistic and warehousing processes	i) Increased costs ii) Inefficient distribution of election materials iii) Jeopardize election	5	4	20	i) Develop and operationalize supply chain management policy ii) Strengthen and build staff capacity iii) Automate the logistic process	DCS

Appendix III: Risk Management Matrix

Risk Domain	EOP Priority Area	Risk Description	Root Cause	Consequence	L	S	R	Mitigation Measures	Owner
Reputational Risk	**Stakeholder Consultation & Participation in the Electoral Process** *Strengthening the internal and external communication*	Loss of trust and confidence in the ability of the Commission to discharge its mandate	i) Weak implementation of communication policy and strategies ii) Fragmented media engagements iii) Inaccurate reporting on IEBC and electoral issues iv) Undefined corporate culture v) Inconsistency in portraying a corporate identity of the Commission vi) Leakage of confidential information to the public and the media	Declining public confidence and trust in IEBC and the electoral process	4	4	16	i) Strengthen strategy implementationii) Establishing communication systems that enhance openness ii) Share information with the media and public on key aspects of the electoral process iii) Involve stakeholders in electoral processes v) Develop and implement ethics policy	**CEO**
	Stakeholder Consultation & Participation in the Electoral Process	i) Uninformed messaging ii) Poor coordination	i) Lack of political goodwill ii) Competing priorities iii) Inadequate support from Treasury iv) Inadequate support from partners/donors	i) Voter apathy ii) Low level of awareness iii) Poor leadership iv) Corruption v) Election related violence vi) Poor representation vii) Misinformation	4	4	16	i) Intensive and continuous voter education ii) Lobby for increased funding for voter education iii) Structured Engagement with partners	**DVEP**

Appendix III: Risk Management Matrix

Risk Domain	EOP Priority Area	Risk Description	Root Cause	Consequence	L	S	R	Mitigation Measures	Owner
Technolo-gical Risk	**Improve Elections Results Management** *Enhancement of election technologies*	i) Technological obsolesce of the systems ii) Absence of support and maintenance iii) Risk of failure	i) Vendor lock-in ii) Lack of funds iii) Equipment reaching end of life (EoL) iv) inadequate staff capacity	i) Updated register ii) Unpleasant Voting experience ii) Reputational loss iii) Rejected results iv) Loss of credibility	4	5	20	i) Proper contracting and SLAs ii) Adequate and timely resourcing iii) Enforcement of an Escrow agreement iv) Build capacity of ICT staff v) Proper IT Capacity planning	**DICT**
	Business Continuity and Disaster Recovery **Establishment of Data Centre**	i) Inadequate data centre facility ii) No temperature and humidity control. iii) No monitoring facilities iv) No backup power	i) Lack of adequate funds ii) Staff capacity challenges	i) Likelihood of business discontinuity that could compromise the election ii) Disruption of normal operations	5	5	25	i) Put up new data centre with adequate facilities ii) Train ICT staff and build their capacity	**DICT**

Risk Rating = Likelihood X Severity

Severity			Likelihood				
			1 Improbable	**2** Remote	**3** Occasional	**4** Probable	**5** Frequent
Catastrophic	5		5	10	15	20	25
Significant	4		4	8	12	16	20
Moderate	3		3	6	9	12	15
Low	2		2	4	6	8	10
Negligible	1		1	2	3	4	5

Catastrophic	(red)	STOP
Unacceptable	(orange)	URGENT ACTION
Undesirable	(yellow)	ACTION
Acceptable	(light green)	MONITOR
Desirable	(dark green)	NO ACTION

Appendix IV: Indicative Budget as of November 15, 2015

SNo	PRIORITY INTERVENTIONS	2016/17-2018/19 MTEF BUDGET BY PRIORITY INTERVENTIONS			
		2016 /17	2017/18	2018/19	TOTAL
		Ksh	Ksh	Ksh	Ksh
1	Legal and Regulatory Framework	716,625,720	850,602,620	18,200,000	1,585,428,340
2	Voter Education and Stakeholder Engagement	1,433,725,300	50,790,000	2,800,000	1,487,315,300
3	Voter Registration*	4,415,298,851	-	-	4,415,298,851
4	Electoral Technologies*	4,224,749,000	245,800,000	65,000,000	4,535,549,000
5	Electoral Process Logistics	2,018,115,190	8,358,584,331	-	10,376,699,520
6	Nominations	92,978,100	-	-	92,978,100
7	Voting including material and ballot papers	2,130,822,082	4,786,842,307	226,022,500	7,143,686,889
8	Election Results Management -Tallying Centres	916,417,750	-	-	916,417,750
9	Electoral Security	-	475,715,000	-	475,715,000
10	Human Resource and Administrative costs	4,873,687,425	4,680,465,180	4,823,600,943	14,377,753,547
	TOTAL REQUIREMENT	20,822,419,418	19,448,799,437	5,135,623,443	45,406,842,298

* The figures include Kshs.0.5 billion as advance budget in 2015/16 to cater for Mass Voter Registration exercise and ICT.

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