# INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION

# Elections Operations Plan (EOP)

# Your Vote, Your Future

# VISION

A credible electoral management body that meets the democratic aspirations of the people of Kenya

# MISSION

To conduct transparent, efficient, and impartial elections; and undertake boundary delimitation for equitable representation and sustainable democracy

# CORE VALUES

| | | |
|---|---|---|
| (i) | Adherence to the rule of law | We conduct our businesses within the law. |
| (ii) | Inclusivity | We respect gender, race, class and disability in the conduct of electoral activities. |
| (iii) | Integrity | We conduct our affairs with utmost honesty. |
| (iv) | Accountability | We endeavor to be responsible for our actions. |
| (v) | Teamwork | We work collaboratively as colleagues to achieve Commission goals. |
| (vi) | Innovativeness | We transform the electoral process by exceeding the expectations of Kenyans. |

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| | |
|---|---|
| AVEW | Annual Voter Education Week |
| BVR | Biometric Voter Registration |
| CBOs | Community Based organizations |
| CEMS | County Election Managers |
| CEO | Chief Executive Officer |
| CIOC | Constitution Implementation Oversight Comittee |
| COVID-19 | Coronavirus Disease 2019 |
| CRMS | Candidate Registration |
| CSR | Corporate Social Responsibility |
| DARC | Director Audit Risk and Compliance |
| DF | Director Finance |
| DHRA | Director Human Resource and Administration |
| DICT | Director Information Communication and Technology |
| DLPA | Director Legal and Public Affairs |
| DPP | Director of Public Prosecution |
| DSCM | Director Supply Chain Management |
| DVEPC | Director Voter Education Partnerships and Communication |
| EACC | Ethics and Anti – Corruption Commission |
| EOP | Elections and Boundaries Operation Plan |
| EDR | Electoral Dispute Resolution |
| ERM | Election Risk Management |
| ESAP | Election Security Arrangement Program |
| ETAPs | Electoral Technical Assistance Providers |
| FBOs | Faith-Based Organizations |
| HRMIS | Human Resources Management Information System |
| ICT | Information and Communication Technology |
| IPSAS | International Public-Sector Accounting Standard |
| JCE | Judiciary Committee on Elections |
| KENAO | Kenya National Audit Office |
| KIEMS | Kenya Integrated Elections Management System |
| KNBS | Kenya National Bureau of Statistics |
| KRAs | Key Result Areas |
| KSG | Kenya School of Government |
| MDAs | Ministries Departments and Agencies |
| MOH | Ministry of Health |
| MoU | Memorandum of Understanding |
| NEBs | National Election Boards |
| NPS | National Police Service |
| ODPP | Office of Director of Public Prosecution |
| ORPP | Office of the Registrar of Political Parties |
| PFMA | Public Financial Management Act |
| PSD | Polling Station Diary |
| RTS | Results Transmission |
| SFAs | Strategic Focus Areas |
| SIG | Special Interest Group |
| SOC | Security Operations Centre |

| SOP | Standard Operating Procedure |
| ToT | Trainer of Trainees |
| TWG | Technical Working Group |
| WAN | Wide Area Network |

# CHAIRPERSON'S FOREWORD

The conduct and management of elections in Kenya is a complex and tasking activity that requires proper planning, collaboration and precise execution. The Kenyan electoral environment is guided by a comprehensive legal framework from which the Commission stems its constitutional mandate.

In the words of Abraham Lincoln, *"Give me six hours to chop down a tree and I will spend the first four sharpening the axe."* As provided for in law, a general election comes once in five years, however the electoral cycle continues to roll as the Commission sharpens its axe.

The main mandate of the Independent Electoral and Boundaries Commission (IEBC) is to conduct elections and referenda. Since inception IEBC has conducted two general elections and a host of by-elections. The wealth of experience and lessons learnt have richly informed the development of this Elections Operations Plan (EOP).

This EOP is an operationalization document for the Commission's Strategic Plan 2020-2024. The plan is a key navigation instrument to steer the development and execution of key electoral activities for the 2022 General Elections.

In our desire of moving Kenya towards a stronger democracy, the Commission has committed itself to laying down strategies that not only promote credible elections but also ensure participation of all the stakeholders in the electoral process. To achieve this, the Commission aspires to continuously engage stakeholders in all the stages of the electoral cycle.

In the development of this Plan, the Commission noted the pivotal role of creating and sustaining strategic partnerships and collaborations for successful execution of the Commission's mandate. I am therefore elated to note that this Elections Operations Plan is a product of extensive consultations with stakeholders and partners, incorporating lessons learnt from past electoral activities and projections based on a comprehensive situational analysis.

As a country we are alive to the fact that the COVID 19 pandemic has affected the way things are done. The Commission, while preparing this EOP was cognizant of the possible effects of the pandemic to the operations of the Commission. The Plan therefore provides for continuous monitoring and is flexible enough to adapt to any unforeseen effects of the pandemic on the electoral and boundaries review processes.

Lastly I wish to acknowledge effort by the Secretariat, and the support received from our stakeholders and partners in the development of this Electoral Operations Plan.

**W.W. Chebukati**

**Chairman of the Commission.**

# THE COMMISSION SECRETARY'S OVERVIEW

Following the successful completion of the 2020-2024 Strategic Plan, the Commission has prepared this Election Operations Plan (EOP) which will guide the Commission's operations towards the 2022 General Elections.

This Plan has been enriched with input and lessons learnt from previous activities including the 2017 General and Fresh Presidential Elections, observer reports among other key recommendations from the Commission's staff and stakeholders.

As part of the forward looking approach in the conduct and management of elections, the Commission developed its 2020-2024 Strategic Plan, a document that steers the Commission's strategic direction for the next five years. The Plan realigns all Commission operations to ensure seamless implementation of electoral activities and programs. It is in a bid to enliven the Strategic Plan, that the Commission has developed this Plan which will breathe life and operationalize the strategy document.

The global COVID-19 pandemic that affected operations in most parts of the world also affected the Commission's operations and delivery of some of the electoral services. In a bid to mitigate the impact of the pandemic, the government set out guidelines which affected the way many businesses are conducted, and the Commission was not spared either. To ensure business continuity and delivery of key planned electoral activities, the Commission, in partnership with the Ministry of Health (MoH) developed  protocols to navigate the Commission's operations safely in the midst of the pandemic.

The 2022 General Elections is likely to be held with a foresight of the COVID 19 pandemic or the resultant aftermath. This will introduce new dimensions in the planning and conduct of the election. In planning for the General Election, the Commission must consider provisions for safe conduct and management of the election. These safety measures are envisaged to come with a corresponding increase in cost since the new budget drivers will revolve around safety and initiatives geared towards protecting election officials, stakeholders and the voters.

The achievement and full operationalization of this Plan depends on a united and proactive approach of IEBC and all its stakeholders. In this regard, I wish to appeal to all stakeholders to support the Commission in the implementation of this Plan which is a milestone towards provision of credible and acceptable electoral services to the Kenyan people.

Lastly, I want to reiterate the Commission's commitment to moving Kenya towards a stronger democracy.

**Marjan Hussein Marjan**
**Ag. Commission Secretary/Chief Executive Officer.**

# CHAPTER ONE: BACKGROUND

## 1.0 INTRODUCTION

The conduct of credible elections involves planning, organizing and coordinating multiple priority activities within an established legal framework. Planning for elections present a viable way of focusing attention on priority areas and activities as well as allocation of resources taking into account existing geographical disparities and legal time frames.

This Elections Operations Plan (EOP) details the legal, institutional and operational frameworks, aimed at achieving the key result areas as outlined in the Commission Strategic Plan 2020/2024. These key result areas are: Strengthening the Legal Framework, Corporate Governance and Strategic Operations of the Commission, Enhancing Effective Conduct of Elections, Public Outreach and Equitable Representation.

The EOP establishes key election priorities, their relationships, dependencies and integrated time frames. The plan also provides for a robust monitoring framework that enables review of progress made in implementation, achievement of milestones and timely rectification of any paucities.

The Plan is alive to the fact that there are inherent risks associated with conduct of elections. It therefore provides for a risk management framework that allows for continuous risk assessment and mitigation.

## 1.1 COMMISSION MANDATE

Article 88 of the Constitution of Kenya establishes the Independent Electoral and Boundaries Commission (IEBC) to conduct and/or supervise elections and referenda.

In carrying out its mandate, the Commission is guided by the provisions of Article 88(4) of the Constitution and relevant Acts of Parliament. The Commission is responsible for:

a.   the continuous registration of citizens as voters;
b.   the regular revision of the voters' roll;
c.   the delimitation of constituencies and wards;
d.   the regulation of the process by which parties nominate candidates for elections;
e.   the settlement of electoral disputes, including disputes relating to or arising from nominations but excluding election petitions and disputes subsequent to the declaration of election results;
f.   the registration of candidates for election;
g.   voter education;
h.   the facilitation of the observation, monitoring and evaluation of elections;
i.   the regulation of the amount of money that may be spent by or on behalf of a candidate or party in respect of any election;
j.   the development of a code of conduct for candidates and parties contesting elections; and

k.  the monitoring of compliance with the legislation required by Article 82(1)(b) relating to nomination of candidates by parties.

## 1.2 COMMISSION'S STRATEGIC PRIORITIES

Electoral law reform represents an integral part of the electoral cycle and is continuously undertaken to improve the electoral process by promoting electoral rights of the citizens. The continuous reflection, reform and adaptation of the legal framework governing electoral processes that are based on experiences, reviews and assessments are necessary to inform this process. The post-election evaluation of the 2017 General and Fresh Presidential Elections provides lessons that the Commission will draw upon to review the existing laws and procedures and propose legal amendments that will create a strengthened legislative framework for management of elections and for the review of electoral boundaries.

Technology continues to play a pivotal role in increasing public confidence and efficiency of the electoral process through timely dissemination of information and results transmission. The Commission introduced integrated technology in the electoral process as guided by the provisions of Section 44 of the Elections Act 2011 which establishes an integrated electronic electoral system that enables biometric voter registration, electronic voter identification and electronic transmission of results. The Commission will further enhance its information technology (IT) platforms and build human resource capacities required for effective conduct of polls and management of election results.

Voter education, a core mandate of the Commission as enshrined in Article 88(4)(g) of the Constitution of Kenya, seeks to create voter awareness on electoral process and outcomes.  In line with its key result areas of public outreach and equitable representation, the Commission seeks to amplify voter education initiatives to increase participation of voters including the special interest and/or vulnerable groups in the electoral process.

The Commission's corporate image and reputation is often realized through Stakeholder engagement. It is the strategic aim of the Commission to strengthen these partnerships and collaborations in order to enhance trust as well as credibility in electoral processes.

The Commission acknowledges the need for a skilled, knowledgeable, talented and motivated human resource and thus continuously seeks to improve the capacity of its staff in relevant areas through effective recruitment, training and redeployment.

Timely and adequate funding is a critical component in election management. The EOP has identified key priority activities for funding that are expected to inform the preparation of the general election budget. Delay in funding will have serious implications in the management of electoral activities.

Public procurement is key in electoral management as it is the system through which materials and services are sourced for the conduct of election and boundaries review. Any shortfall or delay in the procurement and/or distribution of election materials can potentially affect the election calendar and outcome.

In the course of undertaking the foregoing activities, the Commission has identified various risk areas including political, financial, reputational, technological, strategic and operational. To mitigate the adverse effect of these risks, the Commission has incorporated risk management in electoral operations.

The progress of critical activities envisaged in the Strategic Plan 2020-2024, Work Plans and Procurement Plans require pragmatic monitoring to inform corrective and timely decision making, hence the provision for a Monitoring and Evaluation Framework in the EOP.

# CHAPTER TWO: SCOPE OF THE ELECTION OPERATION PLAN

## 2.0 INTRODUCTION

This EOP will guide the Commission operations in undertaking elections. It also outlines priorities, timelines and the milestones in the electoral cycle.

## 2.1 PURPOSE OF EOP

The purpose of this plan is to operationalize the Commission's Strategic Plan 2020-2024.

## 2.2 OBJECTIVES

 a) To identify key electoral priorities in line with the Commission's strategic direction.
 b) To develop an implementation matrix for identified priority activities.
 c) To establish timelines for the implementation of the identified priority activities.
 d) To provide for risk identification and mitigation mechanism.
 e) To provide a monitoring and evaluation framework.
 f) To ensure optimal use of resources.

## 2.3 METHODOLOGY

The Commission set up a Technical Working Group (TWG) with membership drawn from both field and headquarter staff. The TWG was tasked to undertake desk research and develop a working draft that was then subjected to review by staff.

The Revised Working Draft was presented to senior management and the Commission's Plenary for review and adoption. Thereafter, the draft EOP document was subjected to stakeholders' review.

## 2.4 STRUCTURE OF EOP

The EOP is structured in line with the strategic goals of the Commission as outlined in the Strategic Plan 2020-2024. The priority areas in the EOP are drawn from the strategic goals and include planning, implementation, linkages, risk identification and mitigation mechanisms, as well as monitoring and evaluation.

## 2.5 KEY ACHIEVMENTS

In the development of this Plan, a review of the successes and challenges in the previous electoral cycle was carried out. A summary of successes and challenges are presented in section 2.5.1.

### 2.5.1 Successes from the previous electoral cycle

Some of the key milestones achieved in the previous electoral cycle are:

1. Development and enactment of new laws and regulations aimed at improving the electoral environment. These are: Elections (Technology) Regulations, 2017; Election (Voter Education) Regulations, 2017; Elections (Party Primaries and Party Lists) Regulations, 2017; the Draft Election Campaign Financing Regulations, 2016.

2. Review of existing laws namely; Elections Act, 2011; Election (Voter Registration) Regulations, 2012; and Election (General) Regulations, 2012.

3. Increase in number of voters in the register of voters - Increase in number of registered voters from 14.3 million in 2013 to 19.6 million in 2017. This number included the registered citizens residing outside Kenya initially within East Africa and later progressed to include South Africa (from 2,637 to 4,224) and registration of prisoners (5,528 from 103 prisons).

4. Audited Register of Voters - The Commission engaged the services of an Audit Firm to verify the accuracy of the register of voters prior to the 2017 General Election.

5. Developed and deployed an electronic system on accreditation and management of observers at both National and Local level.

6. Deployment of an integrated electoral system including the upgrading of the Database Management System; Converging of ICT  infrastructure for high availability and scalability, training and support benefits through sourcing of Servers, Storage and Data Centre Collocation Facility; Expansion of the Wide Area Network (WAN) Connectivity to the 290 Constituency offices; Engagement of the three main Mobile network service providers in the country for Results Transmission; and establishment of a Security Operations Centre (SOC) for monitoring security threats on the election infrastructure on a 24 hour basis.

7. Capping of voters per polling station to 700. This improved efficiency in the voting process in the 40,883 polling stations across the country.

8. Improved training of election officials facilitated through the review of voter registration and election training manuals as well as the adoption of an enhanced cascaded training module. This was implemented through needs assessment, training plans, and localized training strategies to address regional disparities.

9. Improved and efficient distribution of election materials through development of a logistic plan including outsourcing of logistical services.

10. Determination of 373 pre-election disputes (350 arising from registration of candidates for election, 23 emanating from party list nominations). Additionally, 71 cases arising from breaches of the Electoral Code of Conduct were heard and determined.

11. Developed guidelines for: Party nominations and nomination rules; Review of Political Parties' Constitutions. Sensitized all Political Party Secretary Generals and Party National Election Boards (NEBs) on election related processes, election dispute resolution and preparation of Party Lists for nomination of special interest groups.

12. Enhanced Voter Education: this included developing of Voter Education curriculum for Primary and Secondary Schools; increased accreditation of voter education providers in consultation with government agencies, religious community, civil societies and community based organizations for voter/civic mobilization; and implementation of targeted voter education approaches. Voter education for Kenyan's citizens leaving outside the country.

13. Improved consultation and participation of stakeholders as well as partners in the electoral process with international organizations, donors, government agencies, professional bodies, employer and trade unions, Religious caucuses, civil society and community based organizations. Consultative forums were held at the National, County, Constituency and County Assembly Ward levels.

14. Setting up of a National Elections Communication Centre that was composed of three units: Operation Support Unit (OSP) provided electoral support to field staff before, during and after election; Public Support Unit (PSU) which provided call-in options to members of public on election issues; and Media Monitoring Unit (MMU) for monitoring media trends and coverage.

15.  Setting up of a Media Centre that facilitated on-site filing of stories as well as provision of live feed signal to media outlets to ensure seamless live coverage of Election results.

16. Deployment of the Election Risk Management Tool (ERM Tool) software in the electoral cycle which helped in identifying risks, analyzing and sharing information; enhanced institutional linkages between the Commission and other relevant agencies; and timely decision making for risk mitigation.

### 2.5.2 Assumptions

The successful implementation of this plan is based on the following assumptions;

(a) Timely enactment of proposed legislative amendment into law.

(b) The Commission will receive adequate and timely funding for electoral processes.

(c) The Country's 3G network coverage will be expanded to facilitate election results transmission from polling stations.

(d) Electoral technology will be in place for the elections.

(e) Political Party Primaries will be conducted in total adherence to the rule of law.

(f) Timely determination of pre-election disputes and complaints.

(g) The Commission will be fully constituted.

# CHAPTER THREE: THE EOP PRIORITY INTERVENTIONS

## 3.0 INTRODUCTION

The Commission has the mandate of managing elections and referenda. This entails a series of interrelated pre, during and post-election activities geared towards attainment of free, fair and credible elections. It is therefore critical to plan, organize and coordinate activities while also reflecting on the previous performances and challenges.

This Chapter covers the priorities to facilitate enforceable and responsive legal, regulatory and policy frameworks as well as effective management and coordination of the entire electoral processes.

The Commission commits to create and implement programmes necessary for the proper conduct and supervision of election.

The priority areas addressed in this EOP are presented below.

## 3.1 STRENGTHENING CORPORATE GOVERNANCE

The Commission aspires for an outstanding Corporate Governance model through adherence to the principles of governance and its core values. The aim of strengthening the Commission's Corporate Governance is to inspire confidence in Commission's stakeholders and the public and to ensure transparency and accountability in Kenya's democratic process.

Throughout the discharge of its constitutional mandate the Commission will ensure that its ethics, culture, performance, control and legitimacy of processes are guided by the following principles:

a) **Leadership, Ethics and Corporate Citizenship**: Leading ethically and effectively by promoting collective as well as individual responsibility in discharge of duties; setting the direction for ethics in the organization; and implementation of existing codes of conduct.

b) **Strategy Performance and Reporting:** Develop sustainable business management models with clear direction, purpose and strategy and effective oversight on agreed performance measures and targets.

c) **Governing Structures and Delegation**: Focal point and custodian of the corporate governance in the organization through appropriate governance structures and established protocols.

d) **Performance Management and Risk Governance:** Oversee that key management functions and competency based programs as well as setting an approach for risk governance, through a risk management plan.

The Commission will further complement its organizational core values by pursuing the following ideals:

a) **Equity:** The Commission commits to attend to all persons including special interest groups to ensure parity in the provision of electoral services.

b) **Transparency:** The Commission will endeavour to be open, communicative and accountable.

c) **Results-Oriented:** Optimal use of resources by ensuring that work is performed in the most economical, efficient and effective way, within available resources.

d) **Collaboration:** Be Consultative, transparent and responsive to all stakeholders.

### 3.1.1 Priorities for 2020-2024

a) Strengthen framework for organizational governance and corporate identity.
b) Oversee implementation of the Commission's 2020-2024 Strategic Plan, and the General Election.
c) Ensure review and approval of the Commission's Organization Structure.
d) Ensure availability of adequate resources for achievement of the Commission's strategic objectives.
e) Ensure recruitment of Commission Secretary/CEO and fill all vacant positions of officers in Grade 5 and above.
f) Ensure effective communication with Commission stakeholders.
g) Promote and Protect the image of the Commission
h) Ensure development and approval of Board, Committee and the Commission Annual Work Plans.
i) Oversee the timely preparation of accurate financial statement.
j) Ensure that effective processes and systems of risk management and internal control are in place.
k) Adherence to the rule of law.

**Table 1: Priorities in Corporate Governance**

| No | Priority Activities | Performance Indicators |
|----|---------------------|------------------------|
| 1. | Strengthen framework for organizational governance and corporate identity. | i. Corporate Governance Framework in place.<br>ii. Organisation Charter in place.<br>iii. Approved Commission policies – Standard Operating Procedures, Corporate governance policy, Risk management policy, COVID – 19 management policy, ICT policy, Voter registration policy, Whistle-Blowing policy. |
| 2. | Implementation of the Commission's 2020 -2024 Strategic Plan. | i. Annual Progress Reports<br>ii. Commission's Business Continuity management operational Plan in place. |
| 3. | Ensure review and approval of the Commission organization Structure. | i. Revised organogram in place |

| No | Priority Activities | Performance Indicators |
|---|---|---|
| 4. | Ensure availability of adequate resources for achievement of the Commission's strategic objectives. | Adequacy of funds within financial year |
| 5. | Ensure recruitment of Commission Secretary/CEO and fill all vacant positions of officers on Grade 5 and above. | Fully established Structure |
| | Development and implementation of succession plan | Succession plan in place |
| 6. | Effective communication with stakeholders. | Communication Strategy in place |
| 8. | Ensure development and approval of the Commission Annual Work Plans. | Approved annual workplan in place. |
| 9. | Oversee timely preparation of accurate financial statement. | i. Approved Financial Statement forwarded to National Treasury, Office of the Auditor General and Controller of Budget by 30th September every Year. <br> ii. Quarterly Financial Statements submitted to the National Treasury by 15th of the month following the end of each quarter. |
| 10. | Establish risk management systems and internal control processes. | i. Updated Commission's Risk Register. <br> ii. Assurance Reports. <br> iii. Risk Assessment Reports. <br> iv. Unqualified Audit reports |
| 11. | Compliance to rule of law. | i. Legal Audit Report. <br> ii. Compliance reports. |
| 12. | ICT Governance | Compliance reports. |

## Challenges

In the implementation of the EOP, the following challenges are likely to be experience in corporate governance:

i.  Delayed filling of vacant positions of Commissioners, resulting in overworking of present Commissioners.
ii. Inadequate and delayed exchequer releases affecting efficient operations of the Commission.
iii. Gaps in the Commission's establishment.

## 3.2 STRENGTHENING THE LEGAL FRAMEWORK

Election management is governed by a legal framework. The Commission aspires for a legal framework that is facilitative in discharging its mandate transparently and accountably, to the satisfaction of its stakeholders in the electoral processes. For effective regulation of the electoral process, the Commission will take an active role in response to the challenges encountered during the 2017 General Elections and lessons drawn from evaluation of the applicability and practicality of existing electoral laws.

### 3.2.1 Legal Framework Priority Areas

In strengthening the legal framework, the Commission identified priority areas detailed in Table 2. The priority areas are categorized into legal reforms and operational related issues.

**Table 2: Priorities in Strengthening Legal Framework**

| No. | Priority Activity | Performance Indicators |
|---|---|---|
| | **a) Legal Reforms** | |
| 1. | Review and enactment of amendments of electoral laws and regulations. | i. Number of Election Laws reviewed/revised. <br> ii. At least 90% of gaps identified in the electoral legal framework eliminated upon enactment of proposed amendments. <br> iii. Number of Electoral Laws enacted. |
| 2. | Operationalise the framework for Campaign Finance Regulation. | i. Approved Operational Framework. <br> ii. Established Campaign Financing enforcement Unit. |
| 3. | Review the legislative framework for registration and voting by Kenyan Citizens residing outside the Country. | i. Revised Legislative Policy Framework <br> ii. Amendment of Laws and Regulations to the Elections Act, 2011 and Elections (General) Regulations, 2012. |
| | **b) Operational Related Priority Areas** | |
| 4. | Capacity Building on electoral laws and procedures among Commission Staff and other stakeholders. | i. Number of persons trained. <br> ii. Training Programme <br> iii. Training Curriculum. |
| 5. | Enhance Regulation of Political Parties election related processes. | i. Percentage of Political Parties compliant. |
| 6. | Enhancing collaboration and compliance to the principles on leadership and integrity. | i. Compliance reports from Chapter six implementing institutions |

| No. | Priority Activity | Performance Indicators |
|---|---|---|
|  |  | ii. Number of violations reported. |
|  |  | iii. Number of compliant candidates. |
| 7. | Enhance Commission capacity in settlement of electoral disputes | i. Number of staff trained. |
|  |  | ii. Percentage of decisions of the IEBC Dispute Resolution Committee concluded within timelines set by law. |
| 8. | Enhance enforcement of the Electoral Code of Conduct. | i. Number of person trained. |
|  |  | ii. Percentage of reported cases of violation of the electoral code of conduct investigated. |
|  |  | iii. Percentage of reported cases effectively concluded within timelines set by law. |
| 9. | Effective Management of Election Petitions | Number of cases successfully defended. |
| 10. | Publication of General Election Gazette Notices | Number of Gazette Notices published. |
| 11. | Development of a Standard Operating Procedures on Legal Services | i. Number of Policies developed. |
|  |  | ii. Number of Frameworks developed. |

## Challenges

Strengthening of legal framework is likely to experience some challenges. Some of the challenges are:

i. Delays in enactment of legislative amendments and new laws.
ii. Incessant and last minute changes to electoral laws.
iii. Judicial interventions and last minute judgements.

## 3.3 EFFECTIVE CONDUCT OF ELECTIONS

### 3.3.1 Voter Registration and Maintenance of the Register of Voters

The Commission is legally required to establish a comprehensive, accurate and complete register of voters that confers legitimacy to the entire electoral process. The voter registration priority areas for 2020-2024 are shown in Table 3;

**Table 3: Voter Registration Priority Areas**

| No | PRIORITY ACTIVITIES | KEY INDICATORS |
|---|---|---|
| 1. | Develop Standard Operating Procedures (SOP) for Voter Registration | i. SOPs in place |
|  |  | ii. Revised Voter registration policies and manuals in place |

| No | PRIORITY ACTIVITIES | KEY INDICATORS |
|---|---|---|
| 2. | Develop Voter Registration Management Tool | Voter Registration Management Tool in place. |
| 3. | Map and review of voter registration centers | Updated list of registration centers. |
| 4. | Standardize Voter Registration Records management | voter registration standards in place |
| 5. | Develop inter-agency collaboration policy on data sharing | Inter-agency collaboration policy in place |
| 6. | Revision of Specification of Voter Registration Materials | Revised compendium of voter registration materials Specifications |
| 7. | Conduct audit of voter registration technology. | Audit report |
| 8. | Review technical requirements and specifications of the election technology (BVR, KIEMs) | Reviewed technical requirements and specification. |
| 9. | Upgrade KIEMS to include voter registration module. | Registration module incorporated in KIEMS |
| 10. | Upgrade the BVR system license and infrastructure to accommodate additional voters. | BVR system license and infrastructure upgraded. |
| 11. | Enhanced Voter Registration | i.  Seven Million additional voters<br><br>ii.  Number of additional countries for diaspora registration |
| 12. | Update and revision of the register of voters | i.  Number of deceased voters deleted<br><br>ii.  Number of transfer of registration effected<br><br>iii.  Number of change of particulars effected |
| 13. | Inspection of the register of voters | Half year Inspection reports |
| 14. | verification register of voters | Verification reports |
| 15. | Audit of the Register of Voters | Audit Report |
| 16. | Implementation of the Audit recommendation | Percentage of the recommendations fully implemented |
| 17. | Production and publication of the Register of Voters | Certified Register of Voters |
| 18. | Fresh Voter registration after boundary review | New register of voters. |

## Challenges

Enhancement of voter registration is not expected to be implemented without some challenges. Some of the envisaged are:

(i) Inadequate funding of continuous voter registration (CVR).

(ii) Lack of accurate and verifiable data on deceased persons.

(iii) Lack of 3G network coverage in some parts of the country thus affecting transmission of data from constituencies to headquarter for update of the register.

## 3.3.2 Electoral Operations and Logistics

Electoral operation is a key aspect in the conduct of elections and related logistical requirements. It determines efficient and effective conduct of electoral activities such as the management of election materials and logistics. The Commission will enhance efficiency during voting through various mechanisms before, during and after elections. Table 4 shows the priority areas in electoral operations and logistics;

**Table 4: Priorities in Election operation**

| No | Priority Activities | Performance Indicator |
|---|---|---|
| 1. | Develop Standard Operating Procedures (SOP) for Election Operations | (i) SOPs in place. <br> (ii) Revised Election operations Policy Manual. |
| 2 | Develop the Election Operation Plans | Election operations plan in place. |
| 3 | Revision of Specification of Electoral Materials | Revised compendium of electoral materials Specifications. |
| 4 | Revision of Election Results Management Framework | (i) Revised Election Results Management Framework in place. <br> (ii) Revised election results path. |
| 5 | Develop procedures for management of election materials during petitions | Procedures for management of election materials in place. |
| 6 | Develop Elections Logistics Framework | Electoral Logistics Framework in place. |
| 7 | Develop an Elections Materials Disposal plan | Elections materials Disposal Plan in place. |
| 8 | Develop electoral data management framework | Electoral data management framework in place. |
| 9 | Develop procedures for distribution and maintenance of electoral materials | Distribution and maintenance procedures in place. |
| 10 | Develop procedure and criteria for distribution of voters into polling stations | Distribution of voters procedures in place. |

| No | Priority Activities | Performance Indicator |
|----|---------------------|-----------------------|
| 11 | Develop coordination and communication procedure during elections. | Coordination and communication procedures in place. |
| 12 | Develop Electoral Training Policy | Electoral training policy with specific modules in place. |
| 13 | Develop E-Learning modules and platform | E-Learning modules and platform in place. |
| 15 | Establish Electoral Training Institute | Electoral Training Institute operational. |
| 16 | Revise candidate Management Framework to provide for management of independent candidate | Holistic Candidate Management Framework in place. |
| 17 | Engage key stakeholders in electoral operations. | (i) Number of Reports shared.<br>(ii) Number of meetings held. |
| 18 | Hold National Election Conference | Conference report |
| 19 | Mainstreaming of Special Interest Groups in electoral process | Policy on Mainstreaming of Special Interest Groups in electoral process in place. |

**Challenges**

Election operations and logistics is a complex undertaking whose enhancement is likely to encounter challenges such as:

      (i) Voter apathy leading to low registration and voting.

      (ii) Pandemics and natural calamities resulting to high costs of services and goods.

      (iii) Insecurity in some parts of the country causing risk to electoral officials and materials.

      (iv) Polarized political environment.

## 3.4 PUBLIC OUTREACH

This section details priority areas for voter education, strategic partnerships, public engagement and election observation.

### 3.4.1 Voter Education

Voter education involves equipping voters with the right information, skills and attitudes to enable them make informed choices on various electoral processes. Voter education priorities are shown in Table 5.

**Table 5: Priorities in Voter Education**

| NO | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|----|---------------------|------------------------|
| 1. | Automate Accreditation of voter education providers | An automated Accreditation management system in place |

| NO | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|---|---|---|
| 2. | Map local communities and Radios in each Constituency | Community radio database in place |
| 3. | Develop Standard Operating Procedures for voter education | Voter education Standard operating Procedures in place |
| 4. | Establish a pool of voter education Trainer of Trainers (ToTs) | Register of TOTs in place |
| 5. | Develop a framework for conduct of voter education across the electoral cycle. | A framework for voter education in place |
| 6. | Collaborate with grass root organizations and voter education providers to increase the reach of voter education across the country | Number of Memoranda of Understanding in place |
| 7. | Conduct voter education for Special Interest Groups (SIGs) in all electoral processes | (i) Number of forums held per quarter<br>(ii) Forum Reports |
| 8. | Strengthen voter education outreach for first time voters | (i) Number of forums held<br>(ii) Number of Outreach Reports |
| 9. | Strengthen voter education clubs in schools | Number of schools with VE clubs in each constituency |
| 10. | Build capacity of voter education providers to effectively conduct voter education | Number of Voter education providers trained |
| 11. | Revise voter education manuals and policies | Revised manuals and policies in place |
| 12. | Develop, revise, translate, digital first and disseminate Information, Education and Communication (IEC) materials | IEC material in place. |
| 13. | Conduct thematic voter education campaigns in the pre, during and after elections | Thematic reports |
| 14. | Develop voter education mobile Apps | A voter education mobile Apps in place |
| 15. | Conduct voter education for IEBC staff. | Number of IEBC staff trained. |

## Challenges

Implementation of of voter education priorities is likely to experience the following challenges:

(i) Late amendments to the election laws leading to delay in the preparation and distribution of voter education materials.

(ii) Inadequate and delayed disbursement of funds affecting production and distribution of voter education materials.

(iii) Periodic funding of voter education whereas it is a continuous activity.

## 3.4.2 Strategic Partnerships and Collaborations

The Commission leverages on regular engagements and strong collaborations with partners and stakeholders in carrying out its mandate. These include Government Ministries, Departments and Agencies (MDAs), Counties, Electoral Technical Assistance Providers (ETAPs), Development partners, international and local election observer missions, National Non-State actors, political Parties, Civil Society groups and media.

In implementing the EOP, the Commission will strengthen partner and stakeholder engagement to achieve greater accountability and transparency in electoral processes.

**Table 6: Strategic Partnerships and Stakeholder Engagement Priorities for 2020-2024**

| NO. | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|---|---|---|
| 1. | Map key Stakeholders and Partners | Updated register of Key Partners and stakeholders in place |
| 2. | Carry out partner and stakeholder needs survey | (i) Needs survey report <br> (ii) Survey implementation report |
| 3. | Develop standard operating procedures (SOPs) for strategic partnerships and stakeholder engagement | Standard operating procedures (SOPs) |
| 4. | Implement Gender and Social inclusion Policy | Implementation Reports |
| 5. | Revise partnerships and stakeholder engagement Policy and manuals | Revised Policy and manuals. |
| 6. | Develop partnerships and public participation communique guidelines | Communique guidelines in place |
| 7. | Develop a resource mobilization strategy | (i) Strategy in place <br> (ii) MoUs |
| 8. | Establish partnerships with institutions of higher learning | (i) MoUs <br> (ii) Students forum reports |
| 9. | Establish information sharing linkages with relevant Agencies | Activity Reports |
| 10. | Enhance participation of Special Interest Groups in electoral processes. | (i) Number of forums held <br> (ii) Forum Reports |
| 11. | Develop coffee digest for special groups | Coffee digest booklet in place |
| 12. | Build capacity of staff on partnerships and stakeholder | (i) Number of staff sensitized |

| NO. | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|---|---|---|
| | engagement regulatory and policy framework | (ii) Workshop reports |
| 13. | Hold dialogue forums with stakeholders on electoral activities | (i) Number of forums held annually <br> (ii) Dialogue forum reports |
| 14. | Establish inter-agency collaboration on elections | Inter-agency collaborations established |
| 15. | Hold thematic information sharing stakeholder engagement forums for electoral technology | (i) Number of forums <br> (ii) Forum reports <br> (iii) Implementation reports |
| 16. | Strengthen quality assurance mechanisms for partnerships and stakeholder engagement. | Technical and field support reports |

## Challenges

Some of the challenges that are likely to affect the implementation of priorities in stakeholder engagement are:

(i)   Multiple stakeholder priorities and needs that have to be aligned with the Commission's priorities.

(ii)  Curtailed face to face meetings due to Covid-19 pandemic, thus changing interactive engagement which is important.

(iii) Inadequate funds for stakeholder engagement in all stages of the electoral cycle.

(iv) Polarized political environment that could extent to electoral stakeholders thus shrinking the number of stakeholders that the Commission can engage with.

## 3.4.3 Election Observation Management

Election observation reports provide an outsider view on the conduct of an elections that consequently instils confidence and credibility in electoral processes. The recommendations in the reports feed into improving future elections. The Commission has prioritized activities shown in Table 7.

**Table 7: Election Observation Priority Activities**

| NO. | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|---|---|---|
| 1. | Automate the accreditation of Election observers | Accreditation System in Place. |
| 2. | Revise  Election Observer Code of Conduct | Code of conduct revised. |
| 3. | Develop guidelines for accreditation of state actors as election monitors. | Guidelines  in place |
| 4. | Revise Accreditation guidelines for Election observers | Revised Observer Accreditation guidelines |

| NO. | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|---|---|---|
| 5. | Develop standard operating procedures (SOPs) for election observation management | Standard operating procedures (SOPs) in place |
| 6. | Set up accreditation centers | Accreditation centers in place |
| 7. | Develop internal observation programmes | Election observation programme in place |
| 8. | Build capacity of staff in electoral observation. | Number of staff trained |

## Challenges

While election observation is an important aspect in the electoral process, challenges are experienced associated with election observation include:

(i)   Most observers opt to observe general elections and other major electoral activities as opposed to conducting observation around the electoral cycle

(ii)  Most election observer missions concentrate in urban areas leaving the vast rural areas unattended leading to biased reports.

(iii) Few Election observation reports submitted to the Commission.

## 3.5 STRATEGIC COMMUNICATIONS

The centrality of communication in an organization cannot be gainsaid. In this regard, the Commission continuously strives to develop and implement customized communication strategies to keep its publics engaged.

In pursuit of creating understanding of the electoral processes, the Commission will continue to communicate with and get feedback from partners, stakeholders and members of the public. This is aimed at enhancing transparency, collaboration and public confidence in electoral processes. The Commission's communication priority activities are outlined in Table 8.

**Table 8: Communications Priorities**

| No | Priority Activities | Performance Indicator |
|---|---|---|
| 1. | Develop Standard Operating Procedures (SOP) for strategic Communications | SOPs in place |
| 2. | Revise the communication strategy. | Revised communications strategy in place |
| 3. | Reposition the Commission as a corporate brand in the provision of electoral and boundaries review services | Improved public image |
| 4. | Revise corporate brand manual | Revise brand manual in place |
| 5. | Strengthen the customer service function. | Customer satisfaction index |
| 6. | Develop a crisis communication and management | Crisis communication framework in place |

| No | Priority Activities | Performance Indicator |
|---|---|---|
|  | framework |  |
| 7. | Develop a framework for media engagement | Media engagement framework |
| 8. | Review media guidelines for journalists on election reporting. | Revised media guidelines |
| 9. | Enhance capacity of media practitioners. | Training reports |
| 10. | Review the social media policy. | Revised social media policy |
| 11. | Develop and implement a strategic communications plan for referendum process | A Communications strategy for referendum |
| 12. | Acquire tools for building capacity in social media monitoring | (i) Number of social media monitoring tools acquired<br><br>(ii) Number of staff trained |
| 13. | Engage media consultancy services | Media consultancy firm in place |
| 14. | Create a database of media personalities | Database in place |
| 15. | Engage social media bloggers and influencers | (i) Number of influencers and social media bloggers engaged<br><br>(ii) Number of impressions in the IEBC social media platforms |
| 16. | Enhance Corporate Social Responsibility initiatives | Number of CSR initiatives undertaken |
| 17. | Establish a call center | Call center in place |
| 18. | Automate media accreditation | Accreditation System in place |
| 19. | Revise media code of conduct | Revised media code of conduct in place |

## Challenges

In enhancing strategic communication in the Commission, the following challenges are likely to be encountered:

(i) Disbursement of funds is not aligned to the electoral cycle thus affecting communication and dissemination of information.

(ii) Misinformation, mal-information, disinformation and propaganda on the operations of the Commission from social media and fake news.

## 3.6 STRENGTHENING STRATEGIC OPERATIONS

The Commission has identified strategic operation areas during the implementation of this EOP. These include; Strengthening Institutional Capacity, Managing Risk in Electoral Processes, Strengthening ICT, Finance, Procurement, Warehousing and Logistics, Research, Planning and Development. The priority activities for these strategic operations are shown in Tables 9 to 17.

### 3.6.1 Priority Activities for Strengthening Institutional Capacity

**Table 9: Strengthening Institutional Capacity of IEBC**

| No | Priority Activities | Performance Indicators |
|---|---|---|
| 1. | Review and implement human resource planning | Skills inventory and a talent management plan |
| 2. | Staff recruitment | Full establishment |
| 3. | Conduct staff satisfaction survey | Staff satisfaction index |
| 4. | Revise the organizational structure | Revised organogram in place |
| 5. | Revise performance management framework | Revised performance management framework in place. |
| 6. | Revise the Human Resource Policy and Procedure Manual. | (i) Revised Human Resource Policy and Procedures Manual. <br> (ii) Succession management policy in place <br> (iii) Career progression guidelines in place <br> (iv) Employee relations policy in place <br> (v) Staff welfare policy in place <br> (vi) Wellness program in place <br> (vii) Counselling policy in place <br> (viii) Occupational health and safety policy in place <br> (ix) Transport policy in place <br> (x) Implementation reports |
| 7. | Automate human resource processes | Integrated Human Resources Management Information System (HRMIS) in place |
| 8. | Develop a Competency framework for the Commission. | Competency framework in place <br><br> Implementation reports |
| 9. | Capacity Building of the Commission staff | Training reports |
| 10. | Develop a records management policy | Records management policy in place |

| No | Priority Activities | Performance Indicators |
|----|---------------------|------------------------|
| 11. | Automate record management system | Computerized records management systems |
| 12. | Develop a comprehensive plan for the provision of office space, warehouses and equipment | Allocation plan in place |
| 13. | Develop and implement a maintenance plan for commissions assets | Asset Maintenance Plan |
| 14. | Acquire Commission land/building(s) | Title deeds. Assets register and inventory in place. |
| 15. | Develop and implement Staff Security and Safety Policy | Staff security and safety policy Implementation report |
| 16. | Develop and implement security plan for Commission assets | Asset Security plan Assets register and inventory |

## Challenges

The possible challenges in strengthening of the Commission's institutional capacity include:

i) Inadequate funding to support the Commission's structure.
ii) Staff establishment gaps that may reduce the efficiency in the implantation of EOP.

## 3.6.2 Priority Activities for Managing Risk in Electoral Processes

**Table 10: Risk Management Priority Areas**

| No | PRIORITY ACTIVITIES | PERFORMANCE INDICATORS |
|----|---------------------|------------------------|
| 1. | Revise Risk Management Framework. | Revised Risk Management Framework in place. |
| 2. | Undertake training on the EOP Risk Management Framework. | Number of staff trained |
| 3. | Conduct continuous risk assessment, monitoring and mitigation for boundaries delimitation and elections. | (i) Number of reports prepared. (ii) Election technology audit report (iii) Register of voters audit report |
| 4. | Establish risk management Committee | Committee in place |
| 5. | Continuously update Risk Registers in every County and Directorate. | Updated Risk Registers in place |
| 6. | Deploy Electoral Risk Management Tool (ERMTool). | Report on Status of deployment. |
| 7. | Build the capacity of staff on the use of ERMTool. | (i) Number of staff trained |

| | | (ii) Training reports. |
|---|---|---|
| **8.** | Disseminate ERM reports to relevant actors for action. | Number of reports disseminated. |
| **9.** | Conduct baseline survey on electoral violence triggers. | Survey report |
| **10.** | Track and report on risks affecting participation of Special interest groups in all electoral processes. | Tracking report in place |
| **11.** | Establish Election Risk Analysis and Response Centre. | Election Risk Analysis and Response Centre in place. |

## Challenge

While risk identification is an important process, failure to address identified risks could compromise the risk management process.

### 3.6.3 Election Security Priorities

Election security is an important component of in all stages of the electoral cycle. Priorities in election security priorities are shown in Table 11.

**Table 11: Election Security Priorities**

| No | Priority activities | Performance Indicators |
|---|---|---|
| **1.** | Establish an inter-agency collaboration between the Commission, National Police Service (NPS) and other stakeholders | MoUs with National Police Service (NPS) and other security agencies |
| **2.** | Revise Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security | Revised Handbook, security guide role card, training manual on election security in place |
| **3.** | Integrate election security programme in National Police Service (NPS) and other security agencies training | Election training modules. MoUs with National Police Service. (NPS) and other security agencies. |
| **4.** | Conduct training for Commission staff, security officers, and stakeholders on Electoral Security | Number trained. |
| **5.** | Establish Joint Election Security Coordination framework | Joint Election Security Coordination framework in place |

### 3.6.4 Assurance Priority Activities

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve the Commission's operations. It helps accomplish the Commission's objectives

by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

This is accomplished through objective assessment of key business processes, as well as Commission's risks and verification of whether the Commission is complying with relevant laws and statutes, evaluation of internal controls and make recommendations on how to improve. Table 12 shows the assurance priorities.

**Table 12: Assurance Priorities**

| No | Priority activities | Performance Indicators |
|---|---|---|
| 1. | Enhance assurance on electoral processes. | Strengthened compliance office Number of unqualified Audit reports. |
| 2. | Strengthen the capacity of internal audit. | Training reports. |
| 3. | Recruitment of skilled staff | Full establishment. |
| 4. | Build capacity of staff on assurance. | Number of staff trained. |
| 5. | Develop a framework for the conduct of Legal Audit. | Framework in place. |
| 6. | Collaborate with external assurance providers. | Number of meetings held. Number of reports shared. |
| 7. | Conduct customer feedback survey on assurance processes. | Customer satisfaction index. |

## Challenge

While the importance of enhancement of assurance priorities cannot be gain stated, the Commission has inadequate skilled staff to effectively carry out the assurance function.

## 3.6.5 Priority Activities for Strengthening ICT in Elections and Operations.

The Commission integrated election technology in the electoral and operational processes. Priorities in strengthening of ICT in the strengthening ICT in elections and operations are outlined in Table 13.

**Table 13: ICT Priority Activities**

| No | Priority Activities | Performance Indicators |
|---|---|---|
| 1. | Enhance the sustainability and maintenance of ICT infrastructure and systems. | Percentage of equipment maintained. |
| 2. | Upgrade KIEMS to include voter registration module. | Registration module incorporated in KIEMS. |
| 3. | Refurbish warehouse for storage of and maintenance of KIEMS kits. | Centralized storage and maintenance of KIEMS Kits. |

| No | Priority Activities | Performance Indicators |
|---|---|---|
| 4. | Upgrade the BVR system license and infrastructure to accommodate additional voters. | BVR system license and infrastructure upgraded. |
| 5. | Enhance the Capacity of staff on ICT. | Training reports |
| 6. | Automate internal operations of the Commission. | Number of internal operations automated. |
| 7. | Develop guidelines on e-waste management and replacement of ICT equipment. | ICT equipment replacement and E-waste management Guidelines. |
| 8. | Conduct audit of election technology. | Audit report. |
| 9. | Review technical requirements and specifications of the election technology (BVR, KIEMs) | Reviewed technical requirements and specification. |
| 10. | Upgrading Commission data center within the Commission premises | Commission data center upgraded. |
| 11. | Setup testing and simulation lab for election technology. | Testing and simulation lab in place. |
| 12. | Develop a collaboration framework with mobile network service providers for RTS. | MOUs. |
| 13. | Sensitize stakeholders and members of the public on election technologies. | Number of stakeholder forums held. |
| 14. | Hold an Election Technology Conference. | Election technology conference report. |
| 15. | Enhance connectivity to the Commission offices countrywide. | Number of remote offices connected. |
| 16. | Review the ICT policy and procedures manual. | ICT policy and procedures manuals revised. |
| 17. | Enhance the security of the ICT infrastructure and systems. | ICT infrastructure and systems security enhanced. |
| 18. | Develop Information Security Management System (ISMS) framework. | ISMS framework in place. |

## Challenges

Challenges that are likely to be experienced in strengthening Integration of ICT in the electoral and operation processes include:

(i) Changes of legislation too close to election that affect application of appropriate technology in elections.

(ii)    Over legislation on the use of electoral technology.
(iii)   Late provision of funds hindering timely implementation of electoral technology.
(iv)   Lack of funding for maintenance of electoral equipment, Audit and Certification of technology.
(v)    Lack of 3G network coverage in some parts of the country.
(vi)   Unattainable public expectation on the efficacy of electoral technology.
(vii)  Pending bills that could lead to service providers denying IEBC services.

## 3.6.5 Priority Activities for Strengthening Financial Management

Proper management of financial resources is crucial in the implementation of this plan. To strengthen this function, the identified priorities are shown in Table 14.

**Table 14: Strengthening Finance Function Priority Activities**

| No | Priority Activities | Performance Indicators |
|---|---|---|
| 1. | Engage the National Treasury for adequate electoral cycle based funding. | Percentage funding of the Strategic plan |
| 2. | Lobby for operationalization of IEBC Fund | IEBC Fund operational |
| 3. | Enhance adherence to MTEF budget preparation requirements | Compliance report. |
| 4. | Mobilize additional resources from development partners. | Number of development partners mobilized |
| 5. | Expansion of automated financial management processes. | Number of Counties integrated. |
| 6. | Enhance capacity of staff in financial management | Number of staff trained. |
| 7. | Expansion of Budget implementation Committee to include field staff | Reconstituted Committee in place |

## Challenges

Some of the challenges that are likely to be experienced in strengthening financial management include:

i)   Delayed allocation of adequate budgetary resources and exchequer releases.
ii)  Underfunding of proposed budget lines.
iii) Understaffing of the finance department.

## 3.6.6 Priority Activities for Strengthening Procurement, Warehousing and Logistics

Timely procurement of right goods and services is important in efficient conduct of elections. Similarly, proper warehousing and effective logistics framework are equally crucial. Priority activities aimed at strengthening the procurement, warehousing and logistics are outlined in Table 15.

**Table 15: Priority Activities for Strengthening Procurement, Warehousing and Logistics**

| | Priority activities | Performance Indicators |
|---|---|---|
| 1. | Capacity building of staff | Training report<br><br>Number of staff trained |
| 2. | Timely and standardized procurement of goods, works and services for General Election and Boundary delimitation | (i)   Procurement plan in place<br>(ii)  Framework contract institutionalized<br>(iii) Service level agreement institutionalized<br>(iv) Standardized procurement documentations |
| 3. | Automation of the Logistics and warehousing functions | e-procurement and warehousing system in place. |
| 4. | Prepare an inventory of Commission's elections material and equipment across the country | Updated inventory report. |
| 5. | Adequate staffing of supply chain function | Fully Established Directorate. |
| 6. | Strengthening of warehousing function | Improved warehousing infrastructure |
| 7. | Timely disposal of stores and equipment | Disposal report |

## Challenges

In strengthening procurement, warehousing and logistics, the following challenges are envisaged:

i)   Non-responsiveness of bidders in some procurement processes leading to termination of the procurement process.

ii)  Interminable litigation against procurement processes.

iii) Understaffing in the Supply Chain Management Directorate.

## 3.6.7 Priority Activities in Strengthening Research, Planning and Development

The main purpose of research is to inform action, gather information and contribute to developing knowledge in conduct of elections.  Priority activities in this function are shown in Table 16.

**Table 16: Priority Activities in Strengthening Research, Planning and Development**

| | Priority Activities | Performance Indicators |
|---|---|---|
| 1. | Develop Research Policy. | Research policy in place |
| 2. | Conduct research to inform electoral processes and operations | Research reports<br><br>Disseminated reports |
| 3. | Develop a Standard Operating Procedures (monitoring and evaluation). | SOP and Manuals in place. |

| | | Dissemination policy in place |
|---|---|---|
| 4. | Monitor and evaluate Commission activities | Monitoring and evaluation reports |
| 5. | Establish research collaboration with relevant research institutions and academia locally and internationally. | (i) MOUs.<br>(ii) Number of research reports |
| 6. | Strengthen and digitalize library. | Modernized library. |
| 7. | Enhance election data information management system | System in place |
| 8. | Enhance resource center | (i) A functional resource canter<br>(ii) Digital materials in place<br>(iii) Devolved library |

## Challenges

Challenges that are likely to be faced in strengthening the research, planning and development in the implementation of this plan are:

i) Inadequate funds for research, monitoring and evaluation.
ii) Understaffing in the relevant Directorate.
iii) Inadequate office space.

# CHAPTER FOUR: MONITORING AND RISK MANAGEMENT

## 4.0. INTRODUCTION

This Plan has put in place a mechanism for monitoring the progress of implementation of activities to ensure targets are achieved and inform corrective actions. The Commission will undertake monitoring and publish quarterly and annual report.

Further, the EOP risk framework will prioritize an enterprise wide management of operational, financial, reputational, strategic, compliance, political, technological and project risks. The Commission will proactively identify potential risks, manage uncertainties, and address risks when they mature, identify opportunities for continuous improvement help achieve performance targets, reduce potential loss of resources and enhance accountability. Risk management will also ensure improved quality of services, effective and prudent application of resources.

## 4.1 RISK MANAGEMENT

The EOP risk management framework describes the inherent risks that may affect the implementation of the proposed activities and their mitigation measures.

### EOP RISK FRAMEWORK

| NO. | RISK CATEGORY | RISK | OVERALL RATING | MITIGATION MEASURES | RISK OWNER |
|-----|---------------|------|----------------|---------------------|------------|
| 1. | **Legal Risks** | • Delay in enactment or amendments of electoral law <br> • Ambiguity in the current electoral laws. <br> • Judicial rulings that affect the election timelines. <br> • Incessant litigation on commission processes | High | • Engagement with parliament and stakeholders. <br> • Seek legal opinion of the Attorney General. <br> • Timely legal interpretation. <br> • Compliance with the law. <br> • Appeal of cases. | Commissioners. <br> DLPA |

| NO. | RISK CATEGORY | RISK | OVERALL RATING | MITIGATION MEASURES | RISK OWNER |
|---|---|---|---|---|---|
| | | • Delayed enactment of referendum laws & regulations. | High | • Lobby parliament to enact the relevant laws | Commissioners DLPA |
| 2 | **Political Risks** | • Election related violence<br>• Highly contested election results<br>• Fake news and propaganda.<br>• Increased litigation<br>• Flawed political party primaries | High | • Have contingency plans to respond to emerging issues.<br>• Conduct continuous risk assessments.<br>• Sensitize political players<br>• Enhance enforcement of Electoral code of conduct | Commissioners. DARC |
| 3 | **Strategic Risks** | • Delayed recruitment of the Commissioners | High | • Timely appointment of Commissioners.<br>• Staggered recruitment of Commissioners. | Chairperson of the Commission and Commissioners |
| | | • Unpredictable political developments | High | • Engage the political parties, civil society, faith based organizations, professional bodies, Ministries, Departments and Agencies of government and the private sector on the delimitation process | |
| 4 | **Financial Risks** | • Non operationalization of the IEBC Fund.<br>• Inadequate budgetary provision<br>• Delayed Exchequer release. | High | • Lobby for operationalizing the IEBC Fund.<br>• Engage Parliament and Treasury for financing of planned activities<br>• Budgeting to be aligned with Commission's core mandate<br>• Early requisition of Exchequer. | Commissioners CEO DF |

| NO. | RISK CATEGORY | RISK | OVERALL RATING | MITIGATION MEASURES | RISK OWNER |
|---|---|---|---|---|---|
| | | • Pending Bills | High | • Lobby Treasury for allocation of funds to clear pending bills | CEO DF |
| 5 | **Technological Risks** | • Malfunctioning of ICT Systems & Equipment | High | • Maintenance and testing of ICT equipment and systems.<br>• Upgrading of ICT Systems and Equipment. | DICT. |
| | | • Overreliance on vendors | High | • Skills transfer to Commission Staff.<br>• Timely funding and adequate time for implementation of ICT systems.<br>• Effect contract management<br>• Develop propriety solution (Escrow agreement) | DSCM DICT |
| | | • Over legislation on use of ICT | High | • Lobby for review the law. | DICT DLPA |
| | | • Cyber security threats | Medium | • Enhance ICT security system. | DICT |
| | | • Centralization of ICT procurement in the Ministry of ICT | High | • Engage Treasury to exempt the Commission from the directive and allow its autonomy in ICT Procurement.<br>• Direct engagement with the Office of the Attorney General. | Commissioners DSCM DICT |
| | | • Obsolescence of Election technology | High | • Modify KIEMs to perform registration function. | DICT |

| NO. | RISK CATEGORY | RISK | OVERALL RATING | MITIGATION MEASURES | RISK OWNER |
|---|---|---|---|---|---|
| | | Unauthorized access of ICT systems | High | • Use passwords and user accounts that are highly secure<br>• Limit user rights to technical staff<br>• Put in place security features in maps and other software | DICT |
| | | Malfunctioning of ICT equipment | Medium | • Put in place consistent power supply alternative to mains electricity supply | |
| | | Non procurement of the requisite equipment, gadgets and software | High | • Timely procurement and allocation of finances | CEO, DF, DSCM |
| 6 | **Operational Risks** | • Emergence of Covid-19 Pandemic | High | • Develop protocols for implementation of Commission activities<br>• Adhere to guidelines issued by Ministry of Health (MOH) | CEO<br>All Directors<br>CEMS |
| | | • Delay in procurement of strategic and non-strategic election materials.<br>• Vendor wars | | • Enter into framework agreements with service providers.<br>• Re-utilization of available materials.<br>• Early procurement of goods and services | CEO<br>DSCM |
| | | • Low Voter Registration turnout | Medium | • Engage stakeholders in mobilization of eligible voters.<br>• Conduct continuous voter education for voter registration. | DVREO<br>DVEPC<br>DF |

| NO. | RISK CATEGORY | RISK | OVERALL RATING | MITIGATION MEASURES | RISK OWNER |
|---|---|---|---|---|---|
| | | | | • Adequate budget<br>• Targeted voter registration.<br>• Liaise with National Registration Bureau | |
| | | • Insecurity during electoral activities | High | • Establish an election security plan with security agencies<br>• Enforcement of electoral code of conduct. | Commissioners<br>DPLA<br>DARC<br>DHRA |
| | | • Profiling of IEBC Commissioners and Staff | High | • Enhance security for staff and Commissioners.<br>• Engage with stakeholders. | Chairperson<br>CEO<br>DHRA<br>DARC |
| | | • Transfer of staff close to election | Medium | • Staff transfer policy. | DHRA |
| | | • Staff attrition | Low | • Improved staff welfare and security.<br>• Institute career progression.<br>• Establish a staff reward mechanism.<br>• Succession planning | DHRA |
| | | • Under remuneration of temporary poll officials.<br>• Occupational Hazards such as. accidents suffered by temporary poll officials. | Medium | • Improve the terms of service for temporary poll officials including accommodation during trainings in vast constituencies.<br>• Institutionalize safety measures in place | DHRA<br>DF |
| | | • A high number of seconded and temporary staff that do not share | High | • Conduct induction of seconded staff and commit them to the IEBC code of | DHRA |

| NO. | RISK CATEGORY | RISK | OVERALL RATING | MITIGATION MEASURES | RISK OWNER |
|---|---|---|---|---|---|
| | | common values with the commission. | | conduct. | |
| | | • Unregulated engagement of experts and other staff. | High | • Follow set procedures for recruitments | CEO, DHRA |
| | | • Freeze of recruitment of field officers to implement the Commissions devolved structure. | High | • Unfreeze recruitment for the devolved structure. | |
| 7 | **Reputational Risks** | • Negative publicity and reduced public trust | High | • Engagement of media and stakeholders.<br>• Enhance public sensitization on Commission activities.<br>• Enhance transparency in Commission operation.<br>• Enhanced budget. | Commissioners<br>DVEPC<br>CEO |
| | | • Reduced public trust | Medium | • Establishing strategic communication platforms that enhance accountability and transparency | CEO, DVEP |
| 8 | **Compliance Risks** | • Non-compliance with policies, laws, procedures and obligations. | Medium | • Sensitize staff and enforce the relevant legislations, policies, procedures and obligations | Commissioners<br>All Directors |

## 4.2 MONITORING EVALUATION AND REPORTING

### 4.2.1 MONITORING

This EOP has put in place monitoring mechanism for tracking progress of implementation of activities. This is critical in identifying gaps, challenges and best practices to inform corrective actions. Under this plan, performance monitoring will be an on-going process that will enable the Commission to determine whether programs and activities are on track.

### 4.2.2 EVALUATION

The implementation of the EOP will be evaluated continuously and adjusted to ensure that the Commission executes the Strategic Plan while remaining responsive to the social, political and economic environment. Figure 1 shows the monitoring and evaluation reporting and feedback framework.

**Figure 1: Monitoring and Evaluation Reporting Feedback Framework**
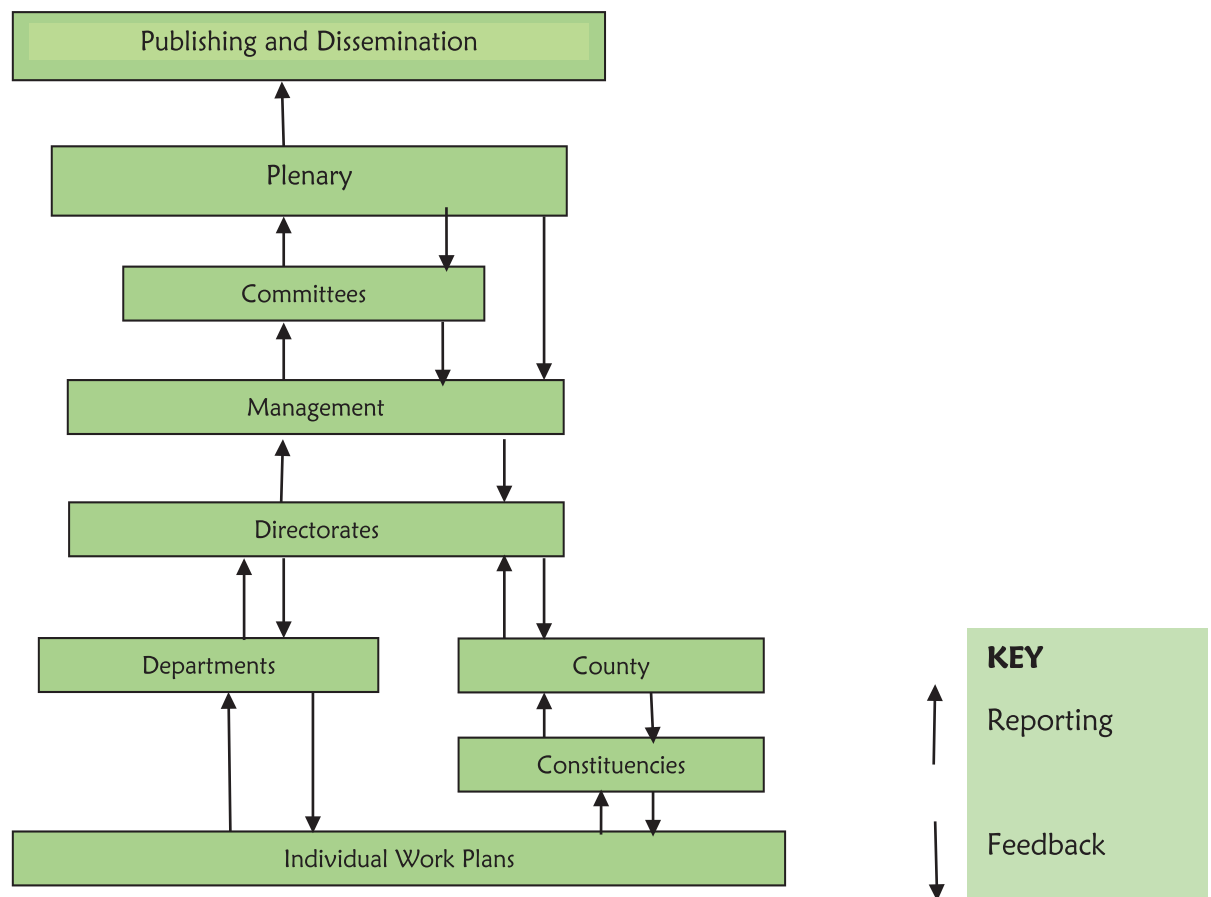


### 4.2.3 REPORTING

Reporting the progress of the implementation of the EOP will be vital in measuring performance and adjusting strategic direction. Monitoring reports on implementation will be prepared on a quarterly while evaluation reports will be prepared on annual basis.

# APPENDIX

## APPENDIX I: THE EOP IMPLEMENTATION TIMELINES

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| | **STRENGTHENING CORPORATE GOVERNANCE** | | | |
| 1. | **Development of policy proposals guiding corporate governance (this includes - Staff, Structures, Systems, Roles, Facilities, Skills and Tools)** | | | |
| a) | Internal stakeholder engagement forums | Monday, October 5, 2020 | Friday, December 4, 2020 | 60 |
| b) | Consultative meetings with Audit, Risk and Compliance Directorate | Monday, October 5, 2020 | Saturday, October 30, 2021 | 390 |
| c) | Consultative meetings with State Agencies (KSG, KENAO, DPP & EACC) | Monday, October 5, 2020 | Friday, January 8, 2021 | 95 |
| d) | Policy document | Monday, January 11, 2021 | Friday, February 5, 2021 | 25 |
| 2 | **Operationalize the Corporate Governance Framework** | | | |
| a) | Approved Operational Plan/Framework. | Monday, February 8, 2021 | Friday, February 26, 2021 | 18 |
| b) | Established Ethics and Compliance Committees. | Monday, March 1, 2021 | Friday, March 5, 2021 | 4 |
| 3 | **Capacity Building on Corporate Governance Framework and procedures among Commission implementing Staff and other stakeholders.** | | | |
| a) | Training Needs Assessment | Monday, October 5, 2020 | Saturday, December 5, 2020 | 61 |
| b) | Training curriculum | Monday, January 4, 2021 | Friday, January 15, 2021 | 11 |
| 4 | **Enhancing compliance to the principles on leadership and integrity within the Commission** | | | |
| a) | Compliance audit reports | Monday, January 4, 2021 | Continuous | Continuous |
| b) | Compliance tracking tools | Monday, January 4, 2021 | Friday, January 29, 2021 | 25 |
| 5 | **Timely and balanced disclosure of information** | | | |
| a) | Workshop Reports and Circulars shared consistently | Tuesday, September 7, 2021 | Continuous | Continuous |
| b) | Signed minutes and attendance schedules | Tuesday, September 7, 2021 | Continuous | Continuous |
| 6 | **Enhanced Linkages and Collaboration with stakeholders** | | | |
| a) | Workshop Reports and Minutes capturing stakeholder recommendations | Tuesday, September 7, 2021 | Continuous | Continuous |
| b) | Signed minutes and attendance schedules | Tuesday, September 7, 2021 | Continuous | Continuous |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| | **STRENGTHENING LEGAL FRAMEWORK** | | | |
| 1. | Development of legislative proposals for review and/or enactment. | Monday, July 9, 2018 | Thursday, March 14, 2019 | 248 |
| 2. | Public Engagements with Senate and Committees of Parliament( JLAC/CIOC) | Sunday, March 17, 2019 | Wednesday, June 24, 2020 | 465 |
| 3. | Drafting and Incorporation of Recommendations | Wednesday, July 1, 2020 | Friday, October 30, 2020 | 121 |
| 4. | Public Participation/Stakeholder Engagements | Sunday, November 1, 2020 | Tuesday, March 30, 2021 | 149 |
| 5. | Publication and Enactment of all revised and new electoral laws. | Wednesday, April 1, 2020 | Wednesday, June 30, 2021 | 455 |
| 6. | Review the Election Campaign Financing Act and Draft Campaign Financing Regulations. | Monday, July 9, 2018 | Thursday, March 14, 2019 | 248 |
| 7. | Engagement and Discussions with JLAC. | Sunday, March 17, 2019 | Wednesday, June 24, 2020 | 465 |
| 8. | Publication and Enactment of Campaign Finance Amendment Act /Regulations | Wednesday, April 1, 2020 | Wednesday, June 30, 2021 | 455 |
| 9. | Review existing Framework | Saturday, July 10, 2021 | Monday, August 30, 2021 | 51 |
| 10. | Develop an operational plan. | Tuesday, August 10, 2021 | Monday, December 20, 2021 | 132 |
| 11. | Capacity Building/Benchmarking | Tuesday, August 10, 2021 | Thursday, June 30, 2022 | 324 |
| 12. | Implementation of framework: | Wednesday, May 25, 2022 | Thursday, December 8, 2022 | 197 |
| 13. | Monitoring & compliance | | | 0 |
| 14. | Publication of Limits for expenditure, Contributions and Donations | Sunday, August 8, 2021 | Monday, August 8, 2022 | 365 |
| 15. | Appointment/Registration of Authorized Persons to manage Campaign Finance Expenditure | Wednesday, June 8, 2022 | Monday, August 8, 2022 | 61 |
| 16. | Submission of Nomination Expenditure Reports | Sunday, May 8, 2022 | Saturday, May 28, 2022 | 20 |
| 17. | Submission of Election Expenditure Returns. | Saturday, May 28, 2022 | Thursday, December 8, 2022 | 194 |
| 18. | Mapping of Kenyan Citizens residing outside the Country to ascertain existing divergence. | Saturday, July 14, 2018 | Wednesday, June 30, 2021 | 1082 |
| 19. | Review of the existing Policy | Monday, July 9, 2018 | Thursday, March 14, 2019 | 248 |
| 20. | Development of legislative proposals. | Monday, July 9, 2018 | Thursday, March 14, 2019 | 248 |
| 21. | Public Participation of Revised laws. | Sunday, November 1, 2020 | Tuesday, March 30, 2021 | 149 |
| 22. | Publication and Enactment of the revised laws on "diaspora". | Wednesday, April 1, 2020 | Wednesday, June 30, 2021 | 455 |
| 23. | Training Needs Assessment. | Tuesday, January 12, 2021 | Friday, January 22, 2021 | 10 |
| 24. | Development of Capacity Building Programme. | Monday, February 8, 2021 | Thursday, February 25, 2021 | 17 |
| 25. | Development of Training Plan for Implementation | Monday, March 1, 2021 | Friday, March 5, 2021 | 4 |
| 26. | Development of a para-legal training program | | | |
| 27. | Training/Sensitization | Monday, March 8, 2021 | Wednesday, June 30, 2021 | 114 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| 28. | Establishment of Inter-Agency Taskforce. | Friday, April 13, 2018 | Friday, April 13, 2018 | 0 |
| 29. | Development of Policy and draft Political Parties Act Amendments for review of regulation of political party primaries. | Monday, November 12, 2018 | Thursday, January 31, 2019 | 80 |
| 30. | Public Engagements (County forums with candidates and Political Party Members/Parliamentary Caucus Group/Political Parties Dispute Tribunal/Civil Society/Political Parties Leaders. | Friday, March 1, 2019 | Thursday, September 26, 2019 | 209 |
| 31. | Publication of Revised Political Parties Act and related Electoral Laws. | Wednesday, April 1, 2020 | Wednesday, June 30, 2021 | 455 |
| 32. | Operationalization of Framework for regulation of Political party processes/primaries. | Thursday, July 1, 2021 | Monday, August 8, 2022 | 403 |
| 33. | Post 2017-InterAgency Review Workshop. | Monday, October 26, 2020 | Friday, October 30, 2020 | 4 |
| 34. | Development of Strategic Collaboration Framework. | Monday, November 9, 2020 | Sunday, February 28, 2021 | 111 |
| 35. | Development of TORs/Strategic Engagements | Monday, March 1, 2021 | Wednesday, June 30, 2021 | 121 |
| 36. | Roll out of Compliance Meetings | Sunday, August 8, 2021 | Monday, August 8, 2022 | 365 |
| 37. | EDR Debrief Workshops | Wednesday, August 28, 2019 | Friday, September 6, 2019 | 9 |
| 38. | Development of proposal for amendment of Procedures and Rules for Settlement of Disputes, 2014. | Monday, July 9, 2018 | Thursday, March 14, 2019 | 248 |
| 39. | Public Participation of Revised laws. | Sunday, November 1, 2020 | Tuesday, March 30, 2021 | 149 |
| 40. | Publication and Enactment of the revised laws on "diaspora". | Wednesday, April 1, 2020 | Wednesday, June 30, 2021 | 455 |
| 41. | Capacity Building of Commissioners and Commission Staff. | Monday, March 8, 2021 | Thursday, June 30, 2022 | 479 |
| 42. | Review of Electoral Laws on prosecution and Investigation powers of the Commission. | Wednesday, July 1, 2020 | Friday, January 1, 2021 | 184 |
| 43. | Capacity Building of Commissioners and Commission Staff, | | | |
| 44. | Procurement /Pre-qualification of Legal Services. | Wednesday, May 6, 2020 | Tuesday, June 30, 2020 | 55 |
| 45. | Sensitization/Training of Prequalified lawyers | Monday, March 8, 2021 | Thursday, June 30, 2022 | 479 |
| 46. | Pre-Poll briefings | Friday, July 1, 2022 | Thursday, March 30, 2023 | 272 |
| 47. | Development and Publication. | Sunday, August 8, 2021 | Thursday, December 8, 2022 | 487 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| | **CONDUCT OF ELECTIONS** | | | |
| | **VOTER REGISTRATION** | | | |
| 1 | FINAL REGISTER OF VOTERS | Wednesday, July 01, 2020 | Tuesday, August 09, 2022 | 770 |
| 1.1 | Continuous Voter Registration | Wednesday, July 01, 2020 | Monday, February 28, 2022 | 608 |
| 1.2 | Review the voter registration policy and procedure manual. | Wednesday, July 01, 2020 | Thursday, December 31, 2020 | 184 |
| 1.3 | Review of Policy on Diaspora and Elections. | Wednesday, July 01, 2020 | Thursday, December 31, 2020 | 184 |
| 1.4 | Develop operational plan to facilitate citizens residing outside Kenya to participate in electoral processes | Monday, January 04, 2021 | Wednesday, March 31, 2021 | 87 |
| 1.5 | Develop Electoral Technology policy | Monday, January 04, 2021 | Wednesday, June 30, 2021 | 178 |
| 1.6 | Map and review of voter registration centers | Wednesday, July 01, 2020 | Thursday, December 31, 2020 | 184 |
| 1.7 | Standardize Voter Registration Records management | Monday, January 04, 2021 | Wednesday, June 30, 2021 | 178 |
| 1.8 | Develop inter-agency collaboration policy on data sharing | Wednesday, July 01, 2020 | Thursday, December 31, 2020 | 184 |
| 1.9 | Enhanced Continuous Voter Registration Drive 1 | Monday, August 02, 2021 | Monday, August 16, 2021 | 15 |
| 1.1 | Uploading CVR Data to Central Database | Tuesday, August 17, 2021 | Monday, August 23, 2021 | 7 |
| 1.11 | De-Duplication of the Register of Voters | Monday, August 23, 2021 | Wednesday, September 01, 2021 | 10 |
| 1.12 | Procurement of reputable firm to conduct audit the Register of Voters | Thursday, July 01, 2021 | Tuesday, August 31, 2021 | 62 |
| 1.13 | Audit of the Register of Voters | Friday, October 01, 2021 | Saturday, October 30, 2021 | 30 |
| 1.14 | Receipt of Audit findings from the firm | Monday, November 01, 2021 | Tuesday, November 02, 2021 | 2 |
| 1.15 | Submission of Audit report to the National Assembly and the Senate | Tuesday, November 02, 2021 | Monday, November 15, 2021 | 14 |
| 1.16 | Implementation of the Audit recommendation | Monday, November 01, 2021 | Thursday, March 31, 2022 | 151 |
| 1.17 | Enhanced Continuous Voter Registration Drive 2 | Monday, December 06, 2021 | Monday, December 20, 2021 | 15 |
| 1.18 | Diaspora Voter Registration | Monday, December 06, 2021 | Monday, December 20, 2021 | 15 |
| 1.19 | Registration of Prisoners | Monday, December 06, 2021 | Monday, December 20, 2021 | 15 |
| 1.2 | Uploading CVR Data to Central Database | Monday, December 20, 2021 | Monday, January 03, 2022 | 15 |
| 1.21 | De-Duplication of the Register of Voters | Monday, January 03, 2022 | Monday, January 10, 2022 | 8 |
| 1.22 | Notice of Suspension of Registration of Voters | Monday, February 28, 2022 | Monday, February 28, 2022 | 1 |
| 1.23 | Gazettement of VR Inspection and Verification | Monday, February 28, 2022 | Monday, February 28, 2022 | 1 |
| 1.24 | Forward Draft Register to the Field for Verification | Monday, February 28, 2022 | Tuesday, March 01, 2022 | 2 |
| 1.25 | Inspection and Verification of the Register | Tuesday, March 01, 2022 | Thursday, March 31, 2022 | 31 |
| 1.26 | Amendments to the Register of Voters | Tuesday, March 01, 2022 | Thursday, March 31, 2022 | 31 |
| 1.27 | Revise the Draft Register Details Based on Field Findings | Thursday, March 31, 2022 | Thursday, April 14, 2022 | 15 |
| 1.28 | Certification of the Register of Voters | Monday, May 02, 2022 | Monday, May 02, 2022 | 1 |
| 1.29 | Publication of the Register of Voters (Constituencies, Website, SMS) | Monday, May 02, 2022 | Monday, May 02, 2022 | 1 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| | **PUBLIC OUTREACH** | | | |
| | **VOTER EDUCATION** | | | |
| 1. | Develop a framework for conduct of voter education across the electoral cycle | Friday Aug 6th 2021 | Thur 30th Dec 2021 | 144 |
| 2. | Undertake citizen outreach across the electoral cycle; | Monday, March 15th 2021 | Fri, 30th Sept 2022 | 540 |
| 3. | Undertake regular monitoring and evaluation of the interventions | Thursday Sept 10th 2020 | Continuous | 150 |
| 4. | Collaborate with grassroots organizations for effective voter education | Monday, February 15th 2021 | Continuous | 480 |
| 5. | Conduct voter education for SIGs in all electoral processes | Mon, March 15th 2021 | Continuous | 480 |
| 6. | Strengthen voter education outreach for first time voters | Mon, March 15th 2021 | Continuous | 480 |
| 7. | Strengthen voter education school clubs | Tue, Nov 10th 2020 | April 17th 2021 | 150 |
| 8. | Develop and implement coordination and quality assurance framework | Mon, Aug, 9th 2021 | Thur,Nov,10th 2021 | 90 |
| 9. | Build capacity of voter education providers to effectively conduct voter education | Mon March 1st 2021 | Fri, Dec 31st 2021 | 300 |
| 10. | Establish structured engagement with voter education providers. | Mon, March. 8th 2021 | Continuous | 480 |
| 11. | Review voter education manuals | Monday August 9th 2021 | Friday 17th December 2021 | 120 |
| 12. | Centralize development of IEC materials | Friday December, 17th 2021 | Friday January 14th 2022 | 30 |
| 13. | Establish voter education platforms for voter education providers | Periodically | Periodically | 480 |
| 14. | Establish local language translation committees at the national and county levels | Thur, April 15th 2021 | Wednesday, 30th June 2021 | 65 |
| 15. | Conduct thematic Campaigns in the pre, during and after elections | Thursday June 10th 2021 | Friday August 5th 2022 | 385 |
| 16. | Conduct voter education for staff. | Annually | Annually | 700 |
| 17. | Avail all IEC materials digital first. | Mon, March. 8th 2021 | Continuous | 365 |
| | **STRATEGIC PARTNERSHIPS, STAKEHOLDER ENGAGEMENT AND ELECTION OBSERVATION** | | | |
| 1. | Develop a framework for conduct of voter education across the electoral cycle | Friday Aug 6th 2021 | Thur 30th Dec 2021 | 144 |
| 2. | Undertake citizen outreach across the electoral cycle; | Monday, March 15th 2021 | Fri, 30th Sept 2022 | 540 |
| 3. | Undertake regular monitoring and evaluation of the interventions | Thursday Sept 10th 2020 | Continuous | 150 |
| 4. | Collaborate with grassroots organizations for effective voter education | Monday, February 15th 2021 | Continuous | 480 |
| 5. | Conduct voter education for SIGs in all electoral processes | Mon, March 15th 2021 | Continuous | 480 |
| 6. | Strengthen voter education outreach for first time voters | Mon, March 15th 2021 | Continuous | 480 |
| 7. | Strengthen voter education school clubs | Tue, Nov 10th 2020 | April 17th 2021 | 150 |
| 8. | Develop and implement coordination and quality assurance framework | Mon, Aug, 9th 2021 | Thur,Nov,10th 2021 | 90 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| 9. | Build capacity of voter education providers to effectively conduct voter education | Mon March 1st 2021 | Fri, Dec 31st 2021 | 300 |
| 10. | Establish structured engagement with voter education providers. | Mon, March. 8th 2021 | Continuous | 480 |
| 11. | Review voter education manuals | Monday August 9th 2021 | Friday 17th December 2021 | 120 |
| 12. | Centralize development of IEC materials | Friday December, 17th 2021 | Friday January 14th 2022 | 30 |
| 13. | Establish voter education platforms for voter education providers | periodically | Periodically | 480 |
| 14. | Establish local language translation committees at the national and county levels | Thur, April 15th 2021 | Wednesday, 30th June 2021 | 65 |
| 15. | Conduct thematic Campaigns in the pre, during and after elections | Thursday June 10th 2021 | Friday August 5th 2022 | 385 |
| 16. | Conduct voter education for staff. | Annually | Annually | 700 |
| 17 | Avail all IEC materials digital first. | Mon, March. 8th 2021 | Continuous | 365 |

## STRATEGIC PARTNERSHIPS, STAKEHOLDER ENGAGEMENT AND ELECTION OBSERVATION

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| 1. | Map key Stakeholders and Partners | Wednesday March, 31st , 2021 | Continuous | 335 |
| 2. | Carry out partner and stakeholder needs survey | Friday April 9th 2021 | Wednesday Dec, 15th2021 | 60 |
| 3. | Develop standard operating procedures (SOPs) for strategic partnerships and stakeholder engagement | Mon, July 13th 2020 | Fri, Oct. 16th 2020 | 90 |
| 4. | Review partnerships and stakeholder engagement Policy and manuals | Thursday, Sept 7th 2021 | Fri, Jan 8th 2022 | 120 |
| 5. | Develop partnerships and public participation communique guidelines | Tuesday 11th May 2021 | Friday 25th June 2021 | 45 |
| 6. | Develop a resource mobilization strategy | Mon, May 10th 2021 | Friday 25th June 2021 | 40 |
| 7. | Develop Information Wheel on election dispute resolution mechanisms and timelines | Monday, May 10th 2021 | Monday 28th June 2021 | 40 |
| 8. | Collaborate with institutions of higher learning in the conduct of student dialogue forums on youth participation in elections | Monday May 31st 2021 | 31st December 2021 | 240 |
| 9. | Establish information sharing linkages with relevant Agencies | Continuous | Continuous | 665 |
| 10. | Enhance participation of Special Interest Groups including citizens living outside Kenya in electoral processes. | Continuous | Continuous | 700 |
| 11. | Engage sign language interpreters in stakeholder engagement forums | Continuous | Continuous | 700 |
| 12. | Develop coffee digest for special groups | Tue. March, 2nd 2021 | Wed, June,30th 2021 | 120 |
| 13. | Build capacity staff on partnerships and stakeholder engagement regulatory and policy framework | Monday 31st January 2022 | Thursday 30th June 2022 | 120 |
| 14. | Hold dialogue forums with stakeholders on electoral activities | Quarterly | Quarterly | 700 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|-----|----------|-------|-----|-----------------|
| 15. | Establish interagency Technical Committees on elections | Monday 15th Nov 2021 | Tuesday February 15th 2022 | 90 |
| 16. | Induct and brief Political Party/Candidate Agents around the electoral cycle | As per the electoral activity | As per the electoral activity | 700 |
| 17. | Engage stakeholders and partners for Referendum | Monday 13th March 2021 | Tuesday 31st August 2021 | 150 |
| 18. | Undertake Bench-marking with peer EMBS for best practice in stakeholder engagement | October 2021 | December 2021 | 120 |
| 19. | Engage Partners and stakeholder for the general election | Mon, March 15th 2021 | Fri, Oct, 28th 2022 | 600 |
| 20. | Strengthen quality assurance mechanisms for partnership and stakeholder engagement. | Periodically | Periodically | |

## ELECTION OBSERVATION MANAGEMENT

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|-----|----------|-------|-----|-----------------|
| 21. | Review Election Observer code of Conduct | Mon, 30th August 2021 | Friday 30th December 2021 | 120 |
| 22. | Review Election Observers Management System | Mon, Aug. 23rd 2020 | Monday March. 29th 2021 | 90 |
| 23. | Develop guidelines for accreditation of state actors as election monitors | Thursday 1st April 2021 | Tue, June 15th 2021 | 75 |
| 24. | Develop Standard Operating Procedures (SOPs) for election observation management | Monday, 28th September 2020 | Thursday 24th Dec 2020 | 90 |
| 25. | Establish an accreditation center for observers for all electoral processes. | As per the scheduled activity | February 2024 | 1035 |
| 26. | Conduct observer sensitization and briefing for the by-elections, referendum, and General Elections | Periodically | February 2024 | 1035 |

## STRATEGIC COMMUNICATIONS

### INTERNAL AND EXTERNAL COMMUNICATIONS

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|-----|----------|-------|-----|-----------------|
| 1. | Publication and dissemination of the Quarterly ballot newsletter regulations | Continuous | Continuous | Continuous |
| 2. | Compilation of the weekly E-bulletin | Continuous | Continuous | Weekly |
| 3. | Utilization of Bulk SMS | Need be basis | Continuous | Continuous |
| 4. | Sensitization of staff on Customer Service, know your product and telephone etiquette | Continous | Twice yearly | 60 |
| 5. | Training of Call Center Agents | 1st June 2022 | 1st July 2022 | 30 |
| 6. | Training and capacity building of staff on emerging communication trends like social media | Continous | Twice yearly | 60 |
| | Strengthening External Communications | | | |
| 8. | Holding regular Media Retreats with editors, owners and political reporters | Continuous | Continuous | Quarterly |
| 9. | update of Commission Website and Social Media platforms | Continuous | Continuous | Continuous |
| 10. | Production of Thematic/ Patriotic Songs | Continous | Revised when need be | Quarterly |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| 11. | To reposition IEBC as a respected corporate brand in the provision of electoral services | | | |
| 12. | Production of branded merchandise | Continuous | Continuous | Continuous |
| 13. | Participation in County forums, cultural festivals, Lamu cultural week, camel derby, bull fighting. | Continuous | Continuous | Continuous |
| 14. | Participation in conferences and workshops organized by professional bodies | Continuous | Continuous | Continuous |
| 15. | Implementation of CSR initiatives | Continuous | Continuous | Continuous |
| 16. | Media Management | | | |
| 17. | Setting up and implementation of a media center | 1st June 2022 | 1st July 2022 | 30 days |
| 18. | Setting up and running of the National Elections and Communications Center election hotline center (NECC) | 1st April 2022 | 1st May 2022 | 30 days |
| 19. | Providing a live video feed from the tallying center | 1st June 2022 | 1st July 2022 | 30 days |
| 20. | Production and airing of media infomercials and appeal messages | 1st June 2022 | 1St July 2022 | Continuous |
| 21. | Engagement of Strategic Communication Consultancy Firm | Feb-22 | Sep-22 | 180 days |
| 22. | Engagement of a Media Monitoring Firm | Jan-21 | Continuous | Continuous |
| 23. | Production of press kits | May 1st 2022 | July 1st 2022 | 90 days |
| 24. | Accreditation of media | May 1st 2022 | July 1st 2022 | 90 days |
| 25. | Referendum communications strategy | - | - | - |

### STRENGTHENING INSTITUTIONAL CAPACITY

| | | | | |
|---|---|---|---|---|
| 1 | Review and implement human resource planning | Sunday, November 1, 2020 | Friday, October 1, 2021 | 242 |
| 2 | Review the organizational structure | Sunday, November 1, 2020 | Sunday, August 1, 2021 | 181 |
| 3 | Review performance management framework | Sunday, November 1, 2020 | Friday, October 1, 2021 | 242 |
| 4 | Review staff welfare policy | Sunday, November 1, 2020 | Friday, October 1, 2021 | 273 |
| 5 | Review the Human Resource and Administration Manuals | Sunday, November 1, 2020 | Wednesday, September 1, 2021 | 304 |
| 6 | Develop and implement career progression guidelines | Sunday, November 1, 2020 | Friday, January 1, 2022 | 273 |
| 7 | Automate HR processes. | Sunday, November 1, 2020 | On going | |
| 8 | Develop a framework for employee relations policy | Sunday, November 1, 2020 | Wednesday, December 1, 2021 | 304 |
| 9 | Establish and implement counselling services | Sunday, November 1, 2020 | Friday, January 1, 2022 | 334 |
| 10 | Establish and implement health and wellness program | Sunday, November 1, 2020 | On going | |
| 11 | Develop and implement succession management policy | Sunday, November 1, 2020 | Monday, November 1, 2021 | 365 |
| 12 | Develop and implement occupational health and safety policy | Sunday, November 1, 2020 | Wednesday, December 1, 2021 | 395 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|-----|----------|-------|-----|-----------------|
| 13 | Develop a Competency framework for the commission. | Sunday, November 1, 2020 | Friday, January 1, 2022 | 334 |
| 14 | Capacity Building of the Commission staff | Sunday, November 1, 2020 | Tuesday, November 1, 2022 | 365 |
| 15 | Develop a records management policy | Sunday, November 1, 2020 | Saturday, January 1, 2022 | 304 |
| 16 | Automate record management system | Sunday, November 1, 2020 | Sunday, May 1, 2022 | 457 |
| 17 | Develop a transport policy | Sunday, November 1, 2020 | Friday, October 1, 2021 | 334 |
| 18 | Develop a comprehensive plan for the provision of office space  and working office equipment | Sunday, November 1, 2020 | Wednesday, December 1, 2021 | 273 |
| 19 | Develop a comprehensive plan for the development   of office space and warehouses | Sunday, November 1, 2020 | Wednesday, December 1, 2022 | 181 |
| 20 | Develop and implement a maintenance plan for commissions assets | Sunday, November 1, 2020 | Wednesday, December 1, 2022 | 304 |
| 21 | Acquire Commission land/building(s) | Sunday, November 1, 2020 | Sunday, May 1, 2022 | 395 |
| 22 | Develop and implement staff security and safety Policy | Sunday, November 1, 2020 | Wednesday, December 1, 2021 | 304 |
| 23 | Develop and implement security plan for commissions assets | Sunday, November 1, 2020 | Wednesday, December 1, 2021 | 365 |

### ELECTION RISK MANAGEMENT

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|-----|----------|-------|-----|-----------------|
| 1 | Establish a Risk Management Framework for EOP | Monday, July 1, 2020 | Saturday, August 1, 2020 | 30 |
| 2 | Train Risk Champions from the Counties and Directorates on the EOP Risk Management Framework | Monday, July 1, 2021 | Friday, July 5, 2021 | 5 |
| 3 | Conduct continuous risk assessment and monitoring | Sunday, November 1, 2020 | Friday, July 1, 2022 | 607 |
| 4 | Establish EOP Risk Registers in every county and directorate | Sunday, August 2, 2021 | Tuesday, August 10, 2021 | 10 |
| 5 | Conduct continuous and quarterly update of County, Directorate and Commission EOP Risk Registers | Sunday, November 1, 2020 | Friday, July 1, 2022 | 607 |
| 6 | Deploy Electoral Risk Management Tool (ERMTool) with the support of International IDEA | Monday, September 6, 2021 | Tuesday, December 1, 2022 | 451 |
| 7 | Conduct baseline survey on electoral violence triggers | Sunday, November7, 2021 | Saturday, November 20, 2021 | 14 |
| 8 | Build the capacity of staff on the use of ERMtool | Monday, January 9, 2022 | Saturday, January 23, 2022 | 21 |
| 9 | Disseminate ERM reports to relevant actors for action | Monday, September 6, 2021 | Friday, December 1, 2022 | 451 |
| 10 | Track and report on risks affecting women, marginalized and minorities' participation in the electoral process | Monday, September 6, 2021 | Friday, December 1, 2022 | 451 |
| 11 | Establish Election Risk Analysis and Response Centre | Sunday, March 6, 2021 | Friday, October 28, 2022 | 602 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| | **ELECTION SECURITY** | | | |
| 1 | Initiate an interagency collaboration between the Commission, National Police Service (NPS) and other stakeholders | Sunday, April 1, 2021 | Saturday, May 1, 2021 | 30 |
| 2 | Engage a consultant to review Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security | Monday, June 6, 2021 | Friday, July 2, 2021 | 27 |
| 3 | Review Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security | Sunday, August 1, 2021 | Friday, December 17, 2021 | 139 |
| 4 | Produce and distribute copies of Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security | Sunday, January 2, 2022 | Wednesday, January 26, 2022 | 26 |
| 5 | Conduct cascaded training of security officers on Electoral Security | Sunday, February 13, 2022 | Saturday, April 30, 2022 | 77 |
| 6 | Brief and deploy Security Personnel during referendum and elections | Sunday, May 2, 2021 | Friday, October 28, 2022 | 547 |
| 7 | Establish Joint Election Security Coordination Centre at the National Tallying Centre | Monday, June 6, 2022 | Friday, October 28, 2022 | 147 |
| 8 | Conduct monitoring of the implementation of ESAP | Sunday, April 1, 2021 | Friday, October 28, 2022 | 578 |
| 9 | Conduct evaluation of ESAP | Sunday, January 15, 2023 | Tuesday, January 31, 2023 | 17 |
| | **INTERNAL AUDIT** | | | |
| 1 | Enhance internal audit on electoral processes. | Sunday, November 1, 2020 | Tuesday, December 1, 2020 | 30 |
| 2 | Strengthen the capacity internal audit. | Sunday, November 1, 2020 | Monday, March 1, 2021 | 120 |
| 3 | Develop a framework for the conduct of Legal Audit. | Sunday, November 1, 2020 | Wednesday, January 6, 2021 | 66 |
| | **INFORMATION COMMUNICATION AND TECHNOLOGY** | | | |
| 1 | Enhance the sustainability and maintenance of ICT infrastructure and systems. | July 1, 2021 | December 1, 2021 | 150 |
| 2 | Enhance the Capacity of ICT staff | July 1, 2021 | Jan 1, 2022 | 212 |
| 3 | Enhance the Capacity of non ICT staff | July 1, 2021 | December 1, 2021 | 150 |
| 4 | Automate internal operations of the Commission | November 1, 2020 | June 1, 2021 | 240 |
| 5 | Develop guidelines on e-waste management and replacement of ICT equipment. | July 1, 2021 | June 12, 2024 | 1319 |
| 6 | Conduct audit of election technology in accordance with the Elections Act. | January 1, 2021 | April 30, 2021 | 120 |
| 7 | Review technical requirements and specifications of the election technology. | February 1, 2020 | March 1, 2020 | 30 |
| 8 | Set up a Commission owned data center. | September 1, 2022 | June 1, 2023 | 300 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| 9 | Setup/acquire testing and simulation lab for election technology | January 1, 2021 | December 1, 2023 | 1,080 |
| 10 | Develop a collaboration framework with mobile network service providers for RTS. | February 1, 2021 | June 1, 2021 | 150 |
| 11 | Sensitize stakeholders on election technologies. | November 1, 2020 | Continuous | |
| 12 | Enhance connectivity to the Commission offices countrywide. | November 1, 2020 | June 30, 2021 | 240 |
| 13 | Implement the ICT policy and procedures manual. | November 1, 2020 | March 30, 2021 | 150 |
| 14 | Enhance the security of the ICT infrastructure and systems. | October 1, 2020 | March 30, 2021 | 180 |
| 15 | Develop Information Security management System (ISMS) framework (SOC). | July 1, 2021 | December 31, 2021 | 180 |
| | **Finance** | | | |
| 1 | Engage the National Treasury for adequate electoral cycle based funding. | Wednesday, January 6, 2021 | Continuous | |
| 2 | Lobby for operationalization of IEBC Fund | Thursday, January 7, 2021 | Tuesday, June 1, 2021 | 145 |
| 3 | Enhance adherence to MTEF budget preparation requirements | Friday, January 8, 2021 | Continuous | |
| 4 | Mobilize additional resources from development partners. | Saturday, January 9, 2021 | Tuesday, June 1, 2021 | 143 |
| 5 | Automation of financial management processes. | Sunday, January 10, 2021 | Tuesday, June 1, 2021 | 142 |
| 6 | Enhance adherence to the PFMA Act and International Public-Sector Accounting Standard (IPSAS). | Monday, January 11, 2021 | Tuesday, June 1, 2021 | 141 |
| 7 | Enhance capacity of staff in financial management | Tuesday, January 12, 2021 | Tuesday, June 1, 2021 | 140 |
| | **Strengthening Procurement, Warehousing and Logistics** | | | |
| 1 | Streamline procurement processes, logistics, warehousing and disposal. | Tuesday, January 12, 2021 | Continuous | SOP completed in June, 2020 |
| 2 | Procurement of General Elections | Tuesday, January 12, 2021 | Wednesday, June 1, 2022 | 505 |
| 3 | Automate and Implementation of the Logistics and warehouse functions | Tuesday, January 12, 2021 | Wednesday, December 1, 2021 | 323 |
| 4 | Prepare an inventory of Commission's elections material and equipment across the country | Tuesday, January 12, 2021 | Annually | Annually |
| | **Strengthening Research, Planning and Development** | | | |
| 1 | Develop Research Policy. | Tuesday, January 12, 2021 | Wednesday, December 1, 2021 | 323 |
| 2 | Conduct research to inform electoral processes and operations | Tuesday, January 12, 2021 | Wednesday, December 1, 2021 | 323 |
| 2 | Establish research collaboration with relevant research institutions and academia locally and internationally. | Continuous | Continuous | |
| 3 | Strengthen and digitalize library. | Continuous | Continuous | |
| 4 | Develop a reporting framework. | Tuesday, January 12, 2021 | Wednesday, December 1, 2021 | 323 |

| No. | ACTIVITY | START | END | DURATION (DAYS) |
|---|---|---|---|---|
| 5 | Develop a monitoring and evaluation manual. | Tuesday, January 12, 2021 | Tuesday, June 1, 2022 | 505 |

# APPENDIX II: 2022 GENERAL ELECTIONS TIMELINES

| | ACTIVITY | START | FINISH | DURATION |
|---|---|---|---|---|
| 1 | **POLITICAL PARTIES PRIMARIES AND NOMINATIONS** | **Monday, October 18, 2021** | **Friday, June 24, 2022** | |
| 1.1 | End of Fundraising by Political Aspirants | Thursday, December 09, 2021 | Thursday, December 09, 2021 | 8 months before GE |
| 1.2 | Resignation of Public Officers intending to stand for elective posts | Wednesday, February 09, 2022 | Wednesday, February 09, 2022 | 6 months before GE |
| 1.3 | Submission of Party Nomination Rules to the Commission | | Monday, October 18, 2021 | 6 months before primaries |
| 1.4 | Submission of Any Amendments to Nomination Rules | Monday, October 18, 2021 | Sunday, January 16, 2022 | 90 days after submission of rules |
| 1.5 | Submission of Political Party Membership List to the Commission | | Saturday, April 09, 2022 | 120 days before GE |
| 1.6 | Submission of Names of Candidates for Party Primaries to the Commission | | Saturday, April 09, 2022 | At least 21 days before Commission nomination |
| 1.7 | Gazzettement Candidates and Dates for Party Primaries | Saturday, April 09, 2022 | Saturday, April 16, 2022 | within 7 days of receipt of the names |
| 1.8 | Parties Conduct Party Primaries | Saturday, April 16, 2022 | Friday, April 22, 2022 | |
| 1.9 | Dispute Resolution by Political Parties and PPDT | Monday, April 25, 2022 | Friday, May 06, 2022 | |
| 1.11 | Persons intending to contest in the general elections as independent candidates shall not be members of any political party | | Monday, May 09, 2022 | 90 days before GE |
| 1.12 | Submission of Independent Candidates symbols, Letter of intent to vie and clearance from Registrar of Political Parties to IEBC | | Monday, May 02, 2022 | At least 21 days before Commission nomination |
| 1.13 | Approval by the Commission of Political Party Symbols and Independent Candidates Symbols | Monday, May 09, 2022 | Monday, May 09, 2022 | |
| 1.14 | Gazettement of names and symbols of independent candidates | Monday, May 09, 2022 | Friday, May 13, 2022 | At least 14 days before Commission nomination |
| 1.15 | Submission of Political Party Symbols, Names and Specimen Signatures of Political Party Authorized Persons to Certify Nomination of Political Party Candidates and nominated candidate | Sunday, January 16, 2022 | Friday, May 06, 2022 | |
| 1.16 | Commission Transmits Copies of Party Signatories' specimen signatures & Candidate symbols to Returning Officers | Monday, May 09, 2022 | Monday, May 16, 2022 | |

| | ACTIVITY | START | FINISH | DURATION |
|---|---|---|---|---|
| 1.17 | Pre-Nomination meeting with Aspirants | Monday, May 16, 2022 | Sunday, May 22, 2022 | |
| 1.18 | Collection of Nomination papers and Code of conduct | Monday, May 09, 2022 | Friday, June 10, 2022 | |
| 1.19 | Submission and Verification of List of Presidential Candidate Supporters | Monday, May 23, 2022 | Wednesday, May 25, 2022 | at least 5 days before presidential nomination |
| 1.20 | Nominations for Presidential Elections | Monday, May 30, 2022 | Friday, June 10, 2022 | at least 60 days before GE |
| 1.21 | Nomination for Senate Elections | Monday, May 30, 2022 | Thursday, June 02, 2022 | at least 60 days before GE |
| 1.22 | Nomination for National Assembly Elections | Monday, May 30, 2022 | Wednesday, June 01, 2022 | at least 60 days before GE |
| 1.23 | Nomination for CAW Representatives Elections | Thursday, June 02, 2022 | Friday, June 10, 2022 | at least 60 days before GE |
| 1.24 | Nomination for County Women Representatives | Friday, June 03, 2022 | Monday, June 06, 2022 | at least 60 days before GE |
| 1.25 | Nomination for National Assembly Elections | Monday, May 30, 2022 | Thursday, June 02, 2022 | at least 60 days before GE |
| 1.26 | Nomination for Gubernatorial Elections | Tuesday, June 07, 2022 | Friday, June 10, 2022 | at least 60 days before GE |
| 1.27 | Lodging of and settlement of Dispute arising from Nominations | Friday, June 10, 2022 | Monday, June 20, 2022 | 10 days from lodging |
| 1.28 | Publication of Names of all Nominated Candidates | Monday, June 20, 2022 | Friday, June 24, 2022 | |
| 1.29 | Parties Submit Party List Candidates | | Saturday, June 25, 2022 | At least 45 days before GE |
| **2** | **ELECTION CAMPAIGNS** | **Monday, May 30, 2022** | **Saturday, August 06, 2022** | |
| **3** | **PRE-ELECTION OPERATIONS** | **Monday, March 07, 2022** | **Tuesday, August 09, 2022** | |
| 3.1 | Notice of General Election | | Monday, March 14, 2022 | |
| 3.2 | Appointment of Returning Officers & Deputy Returning Officers | | Monday, March 14, 2022 | |
| 3.3 | Sharing of names of Returning officers and deputies with political parties | Monday, March 14, 2022 | Monday, March 28, 2022 | |
| 3.4 | National Election Officials Pre-Election Briefing Meeting | Monday, March 28, 2022 | Sunday, April 03, 2022 | |
| 3.5 | Returning Officers Sign the Code of Conduct | Monday, March 28, 2022 | Sunday, April 03, 2022 | During Election planning meeting |
| 3.6 | Review of Polling Stations and Tallying Centres at the Different Levels | Monday, May 02, 2022 | Sunday, May 22, 2022 | |
| 3.7 | Gazette Polling Stations and Tallying Centers | Monday, June 20, 2022 | Friday, June 24, 2022 | |
| 3.8 | Appointment of Constituency and County Chief Agents | | Sunday, July 10, 2022 | At least 21 days to GE |
| 3.9 | Appointment of Chief Agents | Tuesday, July 19, 2022 | Sunday, July 10, 2022 | |
| 3.10 | Recruitment of Election Officials (POs, DPOs and Clerks) | Monday, March 28, 2022 | Friday, May 27, 2022 | |

| | ACTIVITY | START | FINISH | DURATION |
|---|---|---|---|---|
| 3.11 | Share List of Successful Candidates with Political Parties and Stakeholders | Friday, May 27, 2022 | Friday, June 10, 2022 | |
| 3.12 | Consideration of Political Parties and other Stakeholders Comments | Friday, June 10, 2022 | Friday, June 24, 2022 | |
| 3.13 | Publish Final List of Successful Candidates (POs, DPOs and Clerks) | Monday, June 27, 2022 | Monday, August 01, 2022 | |
| 3.14 | Preparations and Execution of Cascaded Training of Elections Officials | Friday, July 01, 2022 | Saturday, August 06, 2022 | |
| 3.15 | Training and administration of Oath of the Security Agents | Monday, August 01, 2022 | Friday, August 05, 2022 | |
| 3.16 | Inspection of Polling Stations and Testing Transmission | Monday, August 01, 2022 | Friday, August 05, 2022 | |
| 3.17 | Display of Poll Register at Polling Station | | Monday, August 01, 2022 | At least 7 days before the polling day |
| 3.18 | Deployment of Polling Station Personnel, Materials and KIEMS | Monday, August 08, 2022 | Monday, August 08, 2022 | |
| 4 | ELECTION DAY AND RESULTS MANAGEMENT | Tuesday, August 09, 2022 | Sunday, August 28, 2022 | |
| 4.1 | Polling Stations Open 6.00 am - 5.00 pm | Tuesday, August 09, 2022 | Tuesday, August 09, 2022 | |
| 4.2 | Counting, Tallying and Announcement of Results at Polling Stations | Tuesday, August 09, 2022 | Wednesday, August 10, 2022 | |
| 4.3 | Electronic Transmission of Presidential Results from Polling Stations | Tuesday, August 09, 2022 | Wednesday, August 10, 2022 | |
| 4.4 | Collation and Announcement of Presidential Results at the Constituency | Tuesday, August 09, 2022 | Friday, August 12, 2022 | |
| 4.5 | Tallying, Verification, Announcement and Declaration of Presidential Results at National Tallying Centre | Tuesday, August 09, 2022 | Monday, August 15, 2022 | |
| 4.6 | Collation, Announcement and Declaration of All Other Results | | Monday, August 15, 2022 | |
| 4.7 | Gazettement of Election Results | Monday, August 15, 2022 | Sunday, August 28, 2022 | |
| 4.8 | Scanning and Publication of Results Forms | Tuesday, August 09, 2022 | Sunday, August 28, 2022 | |

## APPENDIX III: STAKEHOLDER MAPPING

| No. | STAKEHOLDER | STAKEHOLDER ROLE | ROLE OF THE COMMISSION |
|---|---|---|---|
| 1. | Electorate | • Register as voters and participate in elections.<br>• Maintain peace and report election malpractices where there has been breach of the Electoral Code of Conduct. | • Keep the electorate informed and educated on electoral laws, regulations and processes.<br>• Compliance with the law |
| 2. | Political Parties/ Candidates | • Participate in the electoral processes within the established legal framework;<br>• Conduct free and fair party primaries;<br>• Present candidates for elections;<br>• Provide authentic and legally compliant party lists;<br>• Develop party constitutions that conform to the guidelines/rules and regulations put in place<br>• Resolve election disputes at party level | • Provide the necessary information and education to enable political parties effectively participate in electoral process;<br>• Provide political level playing ground by enforcing electoral codes of conduct. |
| 3. | Parliament: The National Assembly/ The Senate | • Approve budgetary allocation for conduct of elections;<br>• Exercise an oversight role on the management of expenditure;<br>• Enact laws and regulations on the management of elections; | • Ensure that Parliament is fully sensitized on the proposed legal reforms;<br>• Provide the necessary financial information to assist in their oversight roles. |
| 4. | The National Treasury | • Provide timely funding<br>• Provide guidelines for Financial Management<br>• Disburse of funds<br>• Support external fundraising initiatives of the Commission. | • Submit rationalized budgets in accordance with established guidelines;<br>• Submit financial reports<br>• Exercise prudent financial management. |
| 5. | Office of Registrar Political Parties | • Registration, supervision and regulation of the activities of Political parties;<br>• Provide the Commission with party membership lists, party symbols and party signatory specimen signatures to facilitate the registration of candidates for elections;<br>• Certify to the Commission the record of the registered political parties;<br>• Establish a Political Parties Fund which is administered by the Office of the Registrar to all political parties to manage party activities. | • Share with the Office of the Registrar a record of the votes secured by a political party in a General Election to facilitate computation of monies. |
| 6. | Office of Attorney General | • Promotes, protects, upholds the rule of law and defends public interest;<br>• Provides legal advice, judicial interpretation and offers legislative direction to facilitate amendments to existing laws and publication of new laws | • Undertake prompt legal research, provide timely and accurate legal information and propose amendments to laws governing electoral process. |

| No. | STAKEHOLDER | STAKEHOLDER ROLE | ROLE OF THE COMMISSION |
|---|---|---|---|
| 7. | Judiciary | • Final arbiter in the settlement of electoral disputes subsequent to declaration of elections results;<br>• Interpret of ambiguities in the law and offer constructive direction in filling gaps in the law;<br>• Provides a forum for convergence of minds on elections issues through the Judicial Working Committee on Elections (JWCE). | • Dispute Resolution Committee exercises a quasi-judicial role in the resolution of electoral disputes. |
| 8. | Office of Director of Public Prosecution | • A constitutional mandate power of prosecution;<br>• Timely prosecution of election offenders. | • Nurture and sustain interagency cooperation with ODPP for effective and efficient prosecution of election offenders. |
| 9. | Security Agencies Ministry of Interior and Coordination of National Government | • Provide security for electoral operations during election periods and offer protection and assistance for purposes of facilitating peaceful and orderly elections;<br>• Secure commission assets and installations;<br>• 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. |
| 10. | National Registration Bureau and Civil Registration Departments | • Issue National Identification Cards which are a requirement in the registration of voters;<br>• Information on dead voters for purposes of updating the voters' register;<br>• Verify the authenticity of the identification documents in the event of an offence. | • Strengthening linkages and foster strategic partnerships with this institution.<br>• Hold consultative meetings with National Registration Bureau and Civil Registration Departments<br>• Request data from the National Registration Bureau and Civil Registration Departments |
| 11. | Ministry of Education | • Provide venues for registration, polling and tallying of results.<br>• Provide technical guidance on voter education curriculum and support materials development.<br>• Voter education forums for schools | • Provide learning institutions with elections timelines and programme of activities to facilitate the availability of the facilities<br>• Ensure that the MOE facilities are taken care of. |
| 12. | Ministry of Foreign Affairs and International Trade | • Provide venues for registration, polling and tallying for citizens residing outside Kenya;<br>• Negotiate voter registration and voting agreements with countries hosting the Kenyan citizens and coordinating participation of citizens residing outside the Kenya. | • Foster strategic alliances and sustains good relations with the Ministry;<br>• 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. |

| No. | STAKEHOLDER | STAKEHOLDER ROLE | ROLE OF THE COMMISSION |
|---|---|---|---|
| 14. | Constitutional Commissions and Independent Offices | • Promote constitutionalism of the electoral process by protecting the sovereignty of the people<br>• Ensuring that all state organs observe the democratic values and principles; | • Share timely information on election preparedness<br>• Involve the Commissions in election planning to enhance public trust and credibility of the electoral process. |
| 15. | Ministry of Health | • Provide venues for registration, polling and tallying of results.<br>• Provide 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 |
| 16. | KEBS | • Technical support in quality assurance of goods and services | • Comply with quality standards in goods and services |
| 17. | Public Procurement Oversight Authority (PPOA) | • Technical guidance on procurement of goods and services<br>• Timely determination of disputes arising from procurement process | • Compliance with procurement laws and professional advice<br>• Offered by PPOA |
| 18. | Public Procurement Regulatory Authority (PPRA) | • Technical guidance on procurement of goods and services<br>• Timely determination of disputes arising from procurement process | • Compliance with procurement laws and professional advice<br>• Offered by PPRA |
| 19. | Public Procurement Administrative Review Board | • Oversight on procurement processes | • Collaboration and compliance |
| 20. | Ministry of ICT and Communication Authority | • regulate information and communications sectors; broadcasting, cybersecurity, multimedia, telecommunications, electronic commerce, postal and courier service | • Collaboration on network coverage and media space |
| 21. | Ministry of ICT / ICT Authority | • Provide guidelines on ICT infrastructure. | • Compliance with ICT guidelines |
| 22. | Office of the Auditor General | • audit and report on the accounts of Commission | • Provision of relevant financial reports |
| 23. | Ministry of Foreign Affairs | • Provision of data on Kenyans citizens residing in host countries, provide registration centres and Polling Station. | • Collaboration with Kenyan Missions and host nations |
| 24. | EACC | • ensuring compliance with, and enforcement of leadership and integrity requirement | • Collaboration and compliance |
| 25. | Kenya Law Reform | • Provides drafting services<br>• Legislative reform guidance<br>• Legislative policy direction | • Provide proposals for legislative reforms |
| 26. | Media | • Provide voters with the requisite knowledge and information on the election process through print and electronic media platforms;<br>• "Watchdog" in safeguarding transparency of the electoral process;<br>• Provide a balanced, accurate and objective coverage of various aspects of electoral process | • Partners with the media in dissemination of election information;<br>• Monitor the equitable allocation of air-time for all candidates and political parties concerned. |
| 27. | Council of Governors | • Hold forums to discuss effects of elections in their counties<br>• Fund elections monitors in their | • Timely sharing of information on election preparedness<br>• Create a pool of election resource persons |

| No. | STAKEHOLDER | STAKEHOLDER ROLE | ROLE OF THE COMMISSION |
|-----|-------------|------------------|------------------------|
|  |  | counties • Assist the Commission to fund and mobilize support of voter education and voter registration • Invite IEBC to attend and share information during CoG conferences | to give talks during regional blocks forums • Give comprehensive reports on election statistics • Sign MOUs with the Council of Governors on areas of collaboration • Attend CoG Conferences |
| 28. | County Assembly Forums | • Hold forums to discuss economic effects of elections in their regions • Fund elections monitors in their counties • Assist the commission to fund and mobilize support of voter education and voter registration | • Timely sharing of information on election preparedness • Create a pool of election resource persons to give talks during regional blocks forums • Give comprehensive reports on election • statistics to the CAFs • Sign MOUs with the County Assembly Forums on areas of collaboration • Attend CAF Conferences |
| 29. | Regional Economic Blocks | • Hold forums to discuss economic effects of elections in their regions • Fund elections monitors in their counties • Assist the commission to fund and mobilize support of voter education and voter registration | • Timely sharing of information on election preparedness • Create a pool of election resource persons to give talks during regional blocks forums • Give comprehensive reports on election • statistics for the concerned regions • Sign MOUs with the regional blocks on areas of collaboration • Share with regional blocks lists of collaborations accredited election monitors |
| 30. | International Organizations & Development Partners | • Provide financial and technical support for electoral processes and activities | • Ensure accountability of its activities for a sustained partnership. |
| 31. | Civil Society Organizations | • Provide advocacy • Conduct civic education • Provide feedback from the grassroots on challenges faced | • Facilitate public participation and involvement in its electoral processes, engages them. |
| 32. | Disability Public Benefit Organizations | • Attend stakeholder information sharing forums • Give information on the organizations under their umbrella up to the grassroots • Share information and areas of collaboration to ensure inclusive electoral processes | • Engage stakeholders in this sector • Timely sharing of electoral information • Accredit qualified organizations |
| 33. | Professional bodies | • Volunteer to act as a bridge between the Commission and communities they come from • Share areas of collaboration • Dissemination information in the | • Map professional bodies in every constituency • Engage stakeholders in this sector |

| No. | STAKEHOLDER | STAKEHOLDER ROLE | ROLE OF THE COMMISSION |
|---|---|---|---|
| | | communities<br>• Mobilize, sensitize and educate the communities on importance of peaceful elections and voting.<br>• Sponsor community sports | • Timely sharing of electoral information<br>• Accredit qualified organizations |
| 34. | Professional Sports and athletics associations | • Volunteer to act as a bridge between the Commission and communities they come from<br>• Be available to be endorsers and influencers in electoral processes<br>• Dissemination information in the communities<br>• Mobilize, sensitize and educate the communities on importance of peaceful elections and voting.<br>• Sponsor community sports | • Map professional Sports and athletic bodies in every constituency<br>• Engage stakeholders in this sector<br>• Timely sharing of electoral information<br>• Accredit qualified organizations |
| 35. | Faith –Based Organizations | • Volunteer to act as a bridge between the Commission, communities and the faithful they serve<br>• Share areas of collaboration<br>• Dissemination information in the places of worship<br>• Mobilize, sensitize and educate the communities on importance of peaceful elections and voting.<br>• Sponsor community social activities informed themes. | • Map professional bodies in every constituency<br>• Engage stakeholders in this sector<br>• Timely sharing of electoral information<br>• Accredit qualified organizations<br>• Provide information , education and communication materials |
| 36. | Elections Observers | • Confer elections legitimacy through observation and reporting on the conduct of election;<br>• Contribute to strengthening democratic institutions, building public confidence in electoral process and helping to detect fraud intimidation and violence<br>• Give timely feedback to the commission on the conduct of election activity for improved service delivery<br>• Give reports at the end of the assignment | • Provide opportunities and facilitate the observation, monitoring and evaluation of election process.<br>• Accredit election observers and monitors<br>• Hold information sharing and briefing sessions to observers<br>• Provide election observation aids such as booklets, maps , contacts of officers |
| 37. | Private Sector and Business Community | • Supply goods and services;<br>• Engaged periodically on the key issues in the electoral process | • Timely information sharing on election preparedness<br>• Timely payment of goods and services supplied |
| 38. | Council of Elders | • Negotiated democracy | • Collaborate |
| 39. | Nyumba Kumi | • Mobilize<br>• Security | • Collaborate |
| 40. | Diaspora Alliances & Associations | • Mobilize Kenyans in Diaspora to participate in electoral processes<br>• Provide voter Education | • Map and Engage the Associations<br>• Provide information |

| No. | STAKEHOLDER | STAKEHOLDER ROLE | ROLE OF THE COMMISSION |
|---|---|---|---|
| | | | • Provide voter education materials |
| 41. | Other EMBs | • Election Observation<br>• Share experiences on election management<br>• Peer learning | • Map and engage<br>• Participate in activities of partner states<br>• Peer learning<br>• Election observation |

## APPENDIX IV: INDICATIVE BUDGET

| KEY RESULT AREA | Resource Requirements | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Projected Estimates (Ksh.Mn) | | | | | |
| | BASELINE ESTIMATES (Kshs) | YEAR 1 (2020/2021) | YEAR 2 (2021/2022) | YEAR 3 (2022/2023) | YEAR 4 (2023/2024) | YEAR 5 (2024/2025) | TOTAL |
| Strengthening Corporate Governance | 14,830,800 | 34,477,955 | 34,477,955 | 34,477,955 | 16,313,880 | 17,129,574 | 136,877,319 |
| Strengthening Legal Framework | 110,240,000 | 51,863,735 | 3,631,360,590 | 6,168,487,555 | 121,264,000 | 127,327,200 | 10,100,303,080 |
| Effective Conduct of Elections | 70,907,600 | 5,008,520,897 | 10,164,054,134 | 19,855,785,800 | 77,998,360 | 81,898,278 | 35,188,257,469 |
| Public Outreach | 38,329,200 | 347,349,500 | 2,163,081,800 | 851,712,000 | 42,162,120 | 44,270,226 | 3,448,575,646 |
| Strengthening Strategic Operations | 4,069,092,400 | 9,190,044,008 | 10,222,208,272 | 6,692,703,158 | 4,476,001,640 | 4,699,801,722 | 35,280,758,800 |
| GRAND TOTAL | | | | | | | 84,154,722,314 |