

Independent Electoral and Boundaries Commission (IEBC)

IEBC STRATEGIC PLAN 2020 - 2024



Your Vote, Your Future



INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION

STRATEGIC PLAN 2020-2024

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 to 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 endeavour to be responsible for our actions. |
| v. Teamwork: | We uphold teamwork to achieve Commission goals. |
| vi. Innovativeness: | We transform the electoral process to exceed the expectations of Kenyans. |

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FOREWORD

The Independent Electoral and Boundaries Commission (IEBC) has developed this Strategic Plan within the context of the constitutional mandate and the Kenya Vision 2030. The Plan sets strategic goals and objectives to be realized over the 2020 – 2024 strategic planning period. The Plan also takes into consideration the dynamic nature of the electoral environment as well as the expectations of Kenyans for the impending electoral boundary review, referenda and the 2022 General Election.

The complexity of elections demands that the Commission has the necessary skills, structures, systems, and resources in place to effectively deliver on the set mandate. Additionally, elections call for a robust legal framework governing the electoral process in order to ensure its credibility. It is important to highlight that even before the development of this Plan, the Commission had embarked on reforming the existing legal framework. This important exercise remains a priority under this Strategic Plan.

The Commission has adopted the use of information technology to enhance credibility and effectiveness of the electoral process. It is envisaged that under this Plan, the continued integration of information technology will greatly enhance effectiveness and efficiency in the electoral process. Integration of information technology will also lead to the realization of an inclusive process where all segments of the Kenyan population, including the marginalized communities; Kenyan citizens residing outside the country; and women and persons with living disabilities; will actively participate in the electoral process. The integration of Information Technology is also expected to reduce cases of electoral disputes.

The Commission has over time developed an invaluable network of partners and stakeholders in election management. The role played by these stakeholders in expanding the democratic space in Kenya cannot be gainsaid. To ensure continuous engagement with these partners and stakeholders, this Plan will employ appropriate strategies, activities and mechanisms for strengthening collaboration with both state and non-state actors.

To make headway in the proposed strategic direction, the current organizational structure of the Commission has been reviewed. The structure has now been aligned with the emerging needs and expectations of Kenyans. In line with the structure rationalization, the importance of essential infrastructure and material resources cannot be overlooked. In this regard, the Plan has identified housing the Commission in its own premises at all levels, as a strategic issue. The aim is to provide proper offices, equipment and transport for the Commission staff throughout the country.

The outbreak of the global COVID-19 pandemic has changed the way organizations, including the Commission, conduct businesses. In the implementation of the Strategic Plan, the Commission, in liaison with the Ministry of Health, has developed protocols to enable fulfilment of given constitutional mandate. The protocols will apply to elections, boundary delimitation and general operations.

The structure of the Strategic Plan is flexible enough to allow adjustments necessary to address emerging challenges and issues in the course of implementation. The implementation process itself will depend on the timely availability of requisite resources. In this regard, the support of the Government and development partners is critical to enable the Commission meet set goals.

The development process for this Plan has been both participatory and consultative. I must commend the efforts made by the Secretariat, led by the Acting Commission Secretary, and appreciate the input of the Commissioners in charting the strategic direction for the Commission. Lastly, I wish to thank the Government Agencies, Electoral Support Group (ESG) in Kenya, Political Parties, Civil Society Organizations (CSOs), the Media and other stakeholders for taking time to engage in the preparation of this Plan.

I wish to assure all Stakeholders that the Commission is committed to implementing the Plan; and more importantly to expand the democratic space in Kenya.

A handwritten signature in black ink, appearing to read 'W.W. Chebukati', with a stylized flourish extending from the end.

W.W. Chebukati
Chairman of the Commission.

PREFACE AND ACKNOWLEDGEMENTS

This Strategic Plan provides the IEBC roadmap to fulfil set mandate for the next five years as well as preparation for the 2022 General Election and Electoral Boundaries Review. The Plan is anchored on Six Key Result areas namely: strengthening the corporate governance; strengthening the legal framework; effective conduct of elections; enhanced public outreach; equitable representation; and strengthening strategic operations of the Commission.

Kenya's electoral process is grounded on participation, the Commission has, in this Plan, closely aligned priorities to enhance credibility, inclusivity, and voter experience. Notably, the 2017 Post-Election Evaluation Report, bearing feedback from both internal and external stakeholders, offered valuable lessons and revealed areas of further reforms and improvement.

The process of preparing this Strategic Plan was participatory and involved Constituency, County and National level structures of the Commission. The process also brought on board key stakeholders and partners who, I must appreciate made valuable contributions in preparation of the Plan. The Strategic Plan will be implemented through revised organizational structure of the IEBC with each unit playing active role towards achieving the mission of the Commission.

The Plan also contains an inbuilt monitoring and evaluation framework for tracking progress in implementation and ensuring responsibility and accountability for all staff. The innovative approach to monitoring will provide the basis upon which the Commission will obtain information in a structured manner for sound decision making. Let me point out that the culture of self-evaluation and continuous improvement, which the Commission has endeavoured to foster, is a major reform is aimed at realizing better functional capacity.

This Strategic Plan will be implemented in an environment where the Covid-19 outbreak will impact on electoral activities, boundary review and general operations of the Commission and the budget. I wish to appeal to staff and stakeholders to adhere to the protocols which have been developed by the Commission in liaison with the Ministry of Health.

Lastly, I wish to acknowledge all stakeholders who, in one way or another contributed towards the preparation of this Strategic Plan. The participation, input and support from State and non-state actors, IEBC Commissioners and Secretariat staff significantly contributed to the development of this Plan. Specifically, I wish to convey my sincere appreciation to the State Department for Planning for their technical input and support.

Finally, I appeal for continued financial and technical support from our development partners and all stakeholders to ensure the successful implementation of this Strategic Plan.

A handwritten signature in black ink, consisting of a large, sweeping loop followed by a smaller, more intricate mark.

Marjan Hussein Marjan
Acting Commission Secretary/Chief Executive Officer.

DEFINITION OF TERMS

Accounting Officer	A person responsible for the administration and management of the Commission finances.
Commission Committees	Technical Committees of the Commission through which business of the Commission is conducted.
Commission Management Committee	Commission meeting of the Commission Secretary and all Directors.
Commission Plenary	Commission meeting which includes the Chairman, Commissioners, and the CEO.
Commission Secretary/CEO	The Head of the Secretariat.
Election Management Bodies	Institutions charged with the mandate of conducting electoral activities.
Election results	The declared outcome of the casting of votes by voters at an election.
Election security	Arrangements put in place to ensure the safety of electoral stakeholders, materials, systems and equipment.
Non-State Actors	Institutions and organizations not aligned to government.
Register of voters	A current register of persons entitled to vote at an election and includes a register that is compiled electronically.
Secretariat	The CEO and staff
Voter	A person whose name is included in a current register of voters.

ACRONYMS AND ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
BBI	Building Bridges Initiative
BDR	Boundaries Dispute Resolution
BROP	Boundaries Review Operations Plan
BRIDGE	Building Resources in Democracy, Governance and Elections
BVR	Biometric Voter Registration
CAW	County Assembly Ward
CEC	Constituency Elections Coordinator
CEM	County Elections Manager
CEO	Chief Executive Officer
CIOC	Constitutional Implementation Oversight Committee
CRMS	Candidates Registration Management System
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CVR	Continuous Voter Registration
DARC	Directorate of Audit, Risk and Compliance
DF	Directorate of Finance
DICT	Directorate of Information Communication and Technology
DLPA	Directorate of Legal and Public Affairs
DPO	Deputy Presiding Officer
DRB&D	Directorate of Research Boundaries and Development
DRC	Dispute Resolution Committee
DSCM	Directorate of Supply Chain Management
DVEP	Directorate of Voter Education and Partnerships
ECK	Electoral Commission of Kenya
EMB	Elections Management Body
ERMF	Election Results Management Framework
ERM Tool	Electoral Risk Management Tool
ESAP	Election Security Arrangement Project
FBOs	Faith Based Organisations
FPE	Fresh Presidential Election
GE	General Election
GIS	Geographic Information Systems

GPS	Global Positioning System
ICCPR	International Convention on Civil and Political Rights
ICT	Information Communication Technology
ID	Identity Card
IEBC	Independent Electoral and Boundaries Commission
IEC	Information, Education and Communication
IFMIS	Integrated Financial Management Information System
IGRTC	Intergovernmental Relations Technical Committee
IIBRC	Interim Independent Boundaries Review Commission
IPOA	Independent Policing Oversight Authority
IPSAS	International Public-Sector Accounting Standard
IREC	Independent Review Commission
ISMS	Information System Management Security
JCE	Judicial Committee on Elections
JLAC	Justice and Legal Affairs Committee
KEPSA	Kenya Private Sector Alliance
KIEMS	Kenya Integrated Election Management System
KRAs	Key Result Areas
KWS	Kenya Wildlife Service
LAN	Local Area Network
M&ER	Monitoring, Evaluation and Reporting
MDA	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAIC	National Accord Implementation Committee
NCIC	National Cohesion and Integration Commission
NECC	National Elections and Communications Centre
NGOs	Non-Governmental Organisations
NPS	National Police Service
NSC	National Steering Committee
NYS	National Youth Service
ODPP	Office of the Director of Public Prosecutions
ORPP	Office of the Registrar of Political Parties
PFMA	Public Finance Management Act

PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PO	Presiding Officer
PPDT	Political Parties Dispute Tribunal
PPLC	Political Parties Liaison Committee
PSD	Polling Station Diary
PWDs	Persons with Disabilities
RMS	Results Management System
RO	Returning Officer
RTS	Results Transmission System
SCoK	Supreme Court of Kenya
SDGs	Sustainable Development Goals
SETs	Support Electoral Trainers
SFAs	Strategic Focus Areas
SLA	Service Level Agreement
SOC	Security Operations Centre
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
TOTs	Trainer of Trainers
WAN	Wide Area Network

EXECUTIVE SUMMARY

The Independent Electoral and Boundaries Commission (IEBC) is established under the Constitution of Kenya Article 88 and Article 248. The Commission is responsible for conducting or supervising referenda and elections to any elective body or office established by the Constitution, and any other elections as prescribed by an Act of Parliament including the delimitation of electoral boundaries as governed by Article 89 of the Constitution.

IEBC has so far developed and implemented Strategic Plans for the years 2011-2015 and 2015-2020. This is thus the Commission's 3rd Strategic Plan covering the years 2020-2024.

Anchored on Kenya's Vision 2030, this Strategic Plan has been developed at a time when the political environment is relatively calm and emerging issues such as likelihood of holding a referendum. The Plan provides the road-map for strengthening the Commission's structural and operational capacities in all its functions. Additionally, it spells out the set strategic goals and objectives to be realized over the five-year period. This is in consideration of the dynamic nature of the electoral environment and the expectations of Kenyans for an electoral boundary review and the 2022 General Election.

The Commission in the spirit of "Inclusivity for Credible Elections" has laid out strategies for bringing together all electoral partners and stakeholders in the development of this Strategic Plan. The Plan contains appropriate strategies to ensure that the Commission communicates and engages with its stakeholders. Activities and mechanisms for strengthening collaboration with Government Agencies, Political Parties, Development Partners, Faith Based Organizations, Civil Society Organizations and the Media among others will be implemented during the Plan period. Consequently, its implementation will call for concerted collaboration among all electoral stakeholders.

In cognizance of the dynamic nature and complexity of elections, this Strategic Plan outlines the need for not only establishment of structures, but most importantly operationalization of the same. It also calls for a robust legal framework governing the electoral process and timely harmonization of all electoral laws. To this end, the Commission seeks to engage Parliament for the necessary review and enactment of electoral laws. To restore order and decorum in political campaigns and to create a level playing ground for all Political Parties and Candidates, the Commission is keen to engage lawmakers and stakeholders to operationalize the Election Campaign Financing Act, 2013.

The 2017 General Election was conducted during the implementation of the Commission's 2015-2020 Strategic Plan. Its success, challenges and lessons learnt formed the basis for improvement of electoral operations as envisaged in the 2020-2024 Strategic Plan. Key among these lessons is communication, stakeholder engagement, supply chain management, management of Independent Candidates and

sustainability of election technology. Other priority areas include housing of the Commission at its own premises and the establishment of an election resource center.

This Strategic Plan focuses on six Key Result Areas:

- i) Strengthening the corporate governance.
- ii) Strengthening the legal framework.
- iii) Effective conduct of elections.
- iv) Enhanced public outreach.
- v) Equitable representation and;
- vi) Strengthening strategic operations of the Commission.

In order to deliver on the key result areas, the Strategic Plan has outlined strategic objectives, strategies and targets to address emerging national priorities. This Strategic Plan has provided for an implementation and coordination framework that spells out the human and financial resources required. The estimated budget required for implementation of the planned targets is **Kshs. 86,310,533,679**.

This Strategic Plan contains an institutional risk management framework that will help to mitigate the risks that may hinder implementation of the plan. A monitoring and evaluation framework is also provided in order to track the implementation of this Plan. Monitoring will be done at various levels. The resultant reports and feedback from the process will inform corrective measures, realignment of priority areas and resources. A mid-term review and end of plan evaluation are also envisaged during the Plan implementation.

CHAPTER ONE: INTRODUCTION

1.1 Overview

This Chapter introduces the Independent Electoral and Boundaries Commission (IEBC). In the background section, it presents a brief history of the Commission. This section is followed by the mandate and functions of the Commission. Thereafter, the Chapter discusses global, regional and national development challenges related to the Commission and ultimately summarises the Commission's development role in relation to the national development agenda and especially the Kenya Vision 2030; the Third Medium Term Plan (2018 - 2022); Sustainable Development Goals; and the Africa's Agenda 2063, among other relevant national and international development blue prints.

1.2 Background

The management of elections in Kenya has evolved over time since the establishment of the first Electoral Commission through the Kenya Independence Order-in-Council which provided for the Speaker of the Senate as Chairman, the Speaker of the House of Representatives as the Vice Chairman and nine others appointed by the Governor General. The electoral system has also evolved with the first elections at Independence in 1963 being held under a multi-party system.

Through the constitutional amendment of 1966 (The Turn-Coat Rule), Kenya subsequently became a de facto-one party state with the introduction of a provision that required a Member of Parliament to seek re-election at the end of the session on defection. In 1982, another Constitutional Amendment made Kenya a de jure one-party state.

The abolition of the two-tier parliamentary system in 1966 saw election management transferred to a Supervisor of Elections from the Attorney General's Chambers with the Provincial Administration assuming some key roles and the District Commissioners and other civil servants being designated as Returning Officers during elections.

A system where voters queued behind preferred candidates (*Mlolongo*) was introduced in 1988. This system further weakened the electoral process by removing secret balloting which is lauded as a hallmark of any credible electoral system. The '*Mlolongo* System' though initially touted as an easy and transparent method of affirming the will of the people, ignored the cardinal principle of secrecy of the ballot, and exposed the electoral process to flagrant abuse.

In 1991 Kenya reverted to a multi-party state following the repeal of section 2(A) of the Constitution. The Electoral Commission of Kenya (ECK) was then established under Section 41 following a constitutional amendment, effected through the Constitution of Kenya Amendment Act No. 5 of 1969. The selection and appointment of Commissioners was spearheaded by the Inter Party Parliamentary Group (IPPG) formed to address the contentious issues raised by political parties on impartiality and independence of the Commission. Subsequently IPPG, agreed that political parties recommend names of persons to serve as Commissioners in the Electoral Commission of Kenya (ECK), prior to the appointment by the President. This arrangement was not anchored in the Constitution and, therefore, remained susceptible to manipulation.

Following the conduct of the 2007 General Elections and the resultant post-election violence, owing to the disputed presidential election results, a National Accord Implementation Committee (NAIC) was established. The NAIC made far reaching recommendations among them, the establishment of the Independent Review Commission (IREC), popularly known as the Kriegler Commission, to inquire into all aspects of the 2007 General elections.

The IREC recommended an election management body with a lean policy-making structure and a professional and permanent secretariat. Additionally, IREC recommended a review of the constitutional and electoral legal framework to address the political and legal dynamics in the country. Subsequently, in 2008, Parliament disbanded ECK and amended Section 41 of the 1963 Constitution. The Interim Independent Boundaries Review Commission (IIBRC) was created to review electoral boundaries and the Interim Independent Electoral Commission (IIEC), to conduct and supervise elections.

With the promulgation of the Constitution of Kenya (2010), the Independent Electoral and Boundaries Commission (IEBC) was established under Article 88 of the Constitution. IEBC is responsible for conducting or supervising referenda and elections to any elective body or office established by the Constitution, and any other elections as prescribed by an Act of Parliament including the delimitation of electoral boundaries as governed by Article 89 of the Constitution. Notably, IEBC replaced the defunct Interim Independent Electoral Commission (IIEC), and the Interim Independent Boundaries Review Commission (IIBRC).

1.3 Mandate

The Mandate of the Commission is conducting or supervising referenda and elections to any elective body or office established by the Constitution, and any other elections as prescribed by an Act of

Parliament including the delimitation of electoral boundaries as governed by Article 89 of the Constitution.

1.3.1 Functions

The functions of the Commission include the:

- (i) Continuous registration of citizens as voters;
- (ii) Regular revision of the voters' roll;
- (iii) Delimitation of constituencies and wards;
- (iv) Regulation of the process by which parties nominate candidates for elections;
- (v) 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;
- (vi) Registration of candidates for election;
- (vii) Voter education;
- (viii) Facilitation of the observation, monitoring and evaluation of elections;
- (ix) Regulation of the amount of money that may be spent by or on behalf of a candidate or party in respect of any election;
- (x) Development of a Code of Conduct for candidates and parties contesting elections; and
- (xi) Monitoring of compliance with the legislation required by Article 82 (1) (b) relating to nomination of candidates by parties.

1.4 Global, Regional and National Development Challenges

1.4.1 Global Challenges

Elections provide citizens an opportunity to determine the government that will manage affairs of a nation. For this reason, achievement of the highest standards of electoral integrity is a priority for Election Management Bodies. However, EMBs globally experience challenges. Some of these challenges include:

- i. Gaps in electoral laws.
- ii. Preservation of a strong and independent Election Management Body (EMB).
- iii. Protection and promotion of the rights and liberties of participants in elections.
- iv. Prevention of electoral fraud and manipulation.
- v. Difficulties in improving political participation of women and minorities.
- vi. Difficulties in ensuring electoral security.
- vii. Fake news and misinformation.
- viii. Increased cases of electoral cybercrime.

1.4.2 Regional Challenges

Political liberty and freedom including peaceful transition from one government to the next are ideals that are expected in a democratic society. While elections have expedited peaceful transfer of power and democratic governance in parts of Africa, in other parts of the continent election related violence, coercion and intimidation of political opponents and voters; coups and counter-coups; and authoritarian regimes remain a threat to electoral democracy. In all, these factors have contributed to voter apathy.

A central concern for electioneering processes in Africa is how to involve the youth in peaceful elections given wide perception that African elections trigger violence in which the youth are the main perpetrators. To address involvement of youths in political violence and thuggery, African countries have to deal with issues that render the youth vulnerable to manipulation such as limited opportunities for decent employment, religious radicalization, ethnic mobilization, drug and substance abuse, indoctrination and recruitment into violent/armed political groups.

Additional challenges for elections in Africa include delayed disbursement of election funds to Election Management Bodies; budget cuts; social unrest; repression of the media and online channels of communication, amendments to electoral laws too close to elections; involvement of the military in electoral processes; Political polarisation and balkanisation of the electorate along ethnic, regional and/or religious lines complicates and diminishes hope that the elections will be free, just, fair and credible.

African Election Management Bodies have increasingly adopted the use of Information Communication Technologies in elections. However, cyber security concerns have emerged as a threat to the credibility of electoral processes. In addition, Governments action to suppress the use of social media have had diverse ramifications not only for the electoral process but also for the governments themselves. Doubts about the independence and impartiality of some EMBs in Africa is a further challenge that must be dealt with while conducting elections.

1.4.3 National Challenges

The Constitution of Kenya requires the Commission to ensure that the method of voting used during elections is simple, accurate, verifiable, secure, accountable and transparent. Additionally, the Constitution requires that free and fair elections shall be administered in an impartial, neutral, efficient, accurate and accountable manner. Despite the clarity in the Constitution on the threshold for the conduct of an election, the EMB in Kenya has consistently faced challenges that include;

- i. Judicial decisions on election management.
- ii. Non-operationalization of the IEBC Fund.

- iii. Amendment of electoral laws close to the elections date.
- iv. Non-operationalization and suspension of some electoral laws such as the Election Campaign Financing Act, 2013.
- v. Appointment of Commissioners too late in the electoral cycle
- vi. Non-staggered term of Commissioners.
- vii. Over-legislation of electoral processes.
- viii. Protracted litigation on electoral processes.
- ix. Ethnicized politics.

1.4.4 Case Law Impact Challenges

In the past election period, the judiciary pronounced itself on a number of issues which have had a resultant challenge on the management of elections. Of particular impact was the case following the declaration of H.E. Uhuru Kenyatta as the President-elect in the 2017 General Election, SUPREME COURT PRESIDENTIAL PETITION NO. 1 OF 2017- RAILA AMOLO ODINGA & STEPHEN KALONZO MUSYOKA -VS- IEBC, CHAIRPERSON IEBC, H.E. UHURU MUIGAI KENYATTA (RESPONDENTS) DR. EKURU AUKOT, PROF. MICHAEL WAINAINA (INTERESTED PARTIES), THE ATTORNEY GENERAL, THE LAW SOCIETY OF KENYA (AMICUS CURIAE) was filed on 18th August 2017 at the Supreme Court of Kenya (SCOK), challenging the declaration of the Presidential results. In its judgement the SCOK nullified the election citing non-compliance with certain aspects of the Constitution (principles) and the electoral law which affected the results of that election.

The Supreme court's argument was that elections are a process and not an event. In compliance thereof, the Commission requires to set out key priorities for strengthening its electoral systems and processes, complimented by a roadmap for the conduct of elections that ensures that the Commission's infrastructure for election-management is accountable, efficient, systematic and methodical.

In the same vein, Dr. Ekuru Aukot, Presidential candidate in the 8th August, 2017 Presidential election sought redress through CONSTITUTIONAL & HUMAN RIGHTS DIVISION PETITION NO. 471 OF 2017- EKURU AUOKOT-VS- IEBC, JUBILEE AND ODM where he argued that he was eligible to run in the Fresh Presidential Election by virtue of Articles 27, 38(1) & (3) and 140(3). Judgement was issued compelling the Commission to issue a fresh notice or amend the gazette notice dated 5th September, 2017 to include Dr. Ekuru Aukot. The implication was that all presidential candidates in a General Election would be eligible to vie in a Fresh Presidential election.

This ruling set a precedent on the persons qualified to participate in a FPE which is not provided for in law thus singling out a critical area on legislative reforms. The Commission electoral law reform agenda needs to encompass a broader approach beyond the literal reading of the Constitution so as to mitigate challenges encountered midway into the electoral process.

This predicament is well illustrated in a number of judicial pronouncements, for example, CONSTITUTIONAL AND HUMAN RIGHTS DIVISION PETITION NO. 207 OF 2016 BETWEEN MAINA KIAI, KHELEF KHALIFA, TIROP KITUR AND THE IEBC, AG AND MAINA KIAI- VS IEBC AND 5 OTHERS leading to late amendments to the Elections Act, 2011 on the management of election results. The case sought to protect the sanctity of votes cast in general election by ensuring that the results announced at the Polling stations were final by declaring Sections 39(2) and (3) of the Elections Act 2011 contrary to the provisions of Articles 86 and 138(2) of the Constitution and thereby doing away with provisional results altogether. Similarly, the case of OKIYA OMTATAH OKOITI-VS- IEBC AND 6 OTHERS PETITION NO. 504 OF 2017 which sought to address the question on withdrawal of a presidential candidate after gazettment, provided clarity on the provisions that govern withdrawal of candidates by restating the position of ones right to stand for election. This case sought to provide clarity on withdrawal of a presidential candidate after Gazettement of the nominated candidates.

The discussed cases additionally illustrate the need for putting in place measures that will guarantee immediate policy provision, leadership, and strategic direction where the Commission is faced with ‘grey’ areas in law, midway into the electoral process.

Notably even where laws are clear, adherence has proven challenging. In HIGH COURT HUMAN RIGHTS & CONSTITUTIONAL DIVISION PETITION NO 162 OF 2017-APOLLO MBOYA-VS-AG, IEBC AND 13 OTHERS, the petitioner challenged the National government for launching a website to advertise government achievements on various projects across the country during its 4 year term. The Court declared the act unlawful as it amounted to advertising and publishing contrary to Section 14(2) of the Election Offences Act and the Constitution and action was taken against the government for breaking the law through issuance of permanent injunction restraining any further publications.

The foregoing raises concerns on enforcement of existing laws and calls for enhanced empowerment of implementing bodies and agencies. Development of policies and revision of existing laws will need to be complimented by mandatory administrative measures put in place by the National Government.

Ambiguities in law as seen in PETITION NO.127 OF 2017 KENNETH OTIENO -VS- AG AND ANOTHER justify the urgent need for prescribing the undefined. A petition was brought challenging the composition of the Election Technology Advisory Committee (ETAC) established under Section 44(8) of

the Elections Act, 2011 and Regulation 31 of the Elections (Technology) Regulations 2017 and the Court declared the composition of ETAC unconstitutional.

In the case of HCC PETITION NO. 19 OF 2017 KATIBA INSTITUTE –VS – IEBC, in a bid to remove tacit discrimination against the women in elections, Katiba Institute sought a declaration from the Court that political parties ensure that the nomination process for members of Parliament should provide equal opportunity in realising the 2/3 gender principle. The court directed political parties to take measures to actualize the 2/3 gender principle during nominations for the Constituency and Senate based elective positions for members of Parliament; and for the Commission to reject any nomination list of a political party that will not be compliant.

Clearly, the challenge presented by the two judgements buttress the need for deliberate legislative intervention on one hand to determine what constitutes public participation on the other hand, and the need to develop a mechanism for ensuring the achievement of two-thirds gender principle

1.5 The Role of the Commission in Development

The IEBC Strategic Plan is anchored on the context of the Kenya Vision 2030 aspiration of a democratic system that is issue-based; people-centred; result-oriented; and accountable to the people of Kenya. The principle tenets of the Kenya Vision 2030, in regard to the desired political system, include democracy; public participation and equitable delimitation of constituency boundaries that promote fair representation; structures that promote citizen participation in free, fair, credible and decisive elections; public confidence in governance and the rule of law; an electoral process that promotes issue based competitive politics; legal and institutional frameworks that support issue-based political processes; comprehensive reform of all election-related laws; creation of viable Electoral Management Body; and institutionalization and strengthening of voter education programmes.

The Third Medium Term Plan (MTP III) of the Kenya Vision 2030 outlines the main policies, legal and institutional reforms as well as programmes and projects for implementation during the 2018-2022 period. In this area, IEBC will drive the development agenda to ensure credible elections as a critical component for issue-based politics. The foregoing will be achieved through constitutional and legal requirements necessary to ensure free, fair and credible elections.

This Strategic Plan provides an opportunity to comply with national laws and international treaties governing the conduct of elections. Key among these laws is the Article 25 of the International Covenant

on Civil and Political Rights (ICCPR) (1966) which states that every citizen shall have the right and the opportunity, without unreasonable restrictions, to take part in the conduct of public affairs directly or through freely chosen representatives; vote and to be elected at genuine periodic elections which shall be by universal and equal suffrage and shall be held by secret ballot, guaranteeing the free expression of the will of the electors; and to have access, on general terms of equality, to public service in his/her country.

This Plan further provides the opportunity to advance achievement of the Sustainable Development Goals (SDGs) and especially the goal to promote peaceful and inclusive societies for sustainable development; and to provide access to justice for all; and to build effective, accountable and inclusive institutions at all levels. It is envisaged that credibility of elections will guarantee that Kenyans are free from fear of any form of violence and that Kenyans, regardless of their ethnicity and political opinion will feel safe.

Africa's Agenda 2063 envisions an Africa of good governance; democracy; respect for human rights; justice; and the rule of law. Further, the African Charter on Democracy, Elections and Governance requires state parties to establish and strengthen democratic institutions, the rule of law, human rights and independent electoral systems. In line with this aspiration, IEBC has a role to play in promoting a culture of good governance anchored on free, fair and transparent electoral processes.



Managers, County Election Managers, and select Constituency Election Coordinators during the 2020-2024 Strategic Plan Validation Workshop in Naivasha on 11-12th November, 2019.

CHAPTER TWO: SITUATION ANALYSIS

2.0 Overview

This Chapter reviews implementation of the previous Strategic Plan 2015-2020 and also describes the current status and environment in which the 2020-2024 Strategic Plan has been contextualized. The Chapter further presents an overview of the performance of the Commission, challenges and the lessons learnt. A look at both internal and external factors that may influence the implementation of the plan also inform the analysis. The review has identified the main stakeholders and the varied interests and expectations from the Commission.

2.1 Review of the Implementation of the Previous Strategic Plan

The previous Strategic Plan covered the period 2015-2020. During this period the Commission implemented strategies to achieve three overarching goals that included conducting elections that are efficient, effective and credible; repositioning of the Commission for efficient and effective electoral services; and fostering of trust and participation of Kenyans in the electoral process.

2.1.1 Milestones/Key Achievements

Several milestones were achieved during implementation of the previous Strategic Plan. These include:

2.1.1.1 Improved Legal Framework

The 2015-2020 IEBC Strategic Plan required that elections must be conducted within an enabling legal environment. The Plan emphasized the need for predictability of legal requirements on the Commission, Political Parties and Candidates and observed that changes to the electoral laws close to the general election exerted unnecessary pressure on all actors in the electoral process. Guided by this, the Commission reviewed, consolidated and harmonized existing laws aimed at improving the electoral environment. The Laws include:

- i. Election (Technology) Regulations, 2017,
- ii. Election (Voter Registration) Regulations, 2017
- iii. Election (General) Regulations, 2017
- iv. Election (Voter Education) Regulations, 2017
- v. Election (Party Primaries and Party Lists) Regulations, 2017
- vi. Guidelines for submission of Party Lists by Political Parties.

2.1.1.2 Resource Mobilization and Procurement of Election Materials

The Commission mobilized adequate resources for the 2017 General and the Fresh Presidential Elections. The funds were secured from The National Treasury while additional funds were secured through the UNDP donor basket fund and other development partners.

2.1.1.3 Voter Education and Outreach

The Commission accredited 200 voter education providers and about 13,000 voter educators across the country. The Commission held the Annual Voter Education Week (AVEW) to enhance public participation in the electoral processes. Targeted voter education for special groups was conducted during mass voter registration, voter verification, and the general election period. A combined use of electronic, print and social media platforms was used to reach the wider public and to enhance impact of voter education and outreach. Moreover, Kenya Sign Language interpreters were engaged in all voter education and stakeholder engagement forums.

2.1.1.4 Stakeholders Engagement

The Commission collaborated with stakeholders in thematic areas that included voter registration; voter education; electoral observation; electoral technology; review of electoral laws; and participation of special groups. Further, the Commission engaged key partners including Government Ministries, Departments and Agencies (MDAs), Electoral Technical Assistance Providers (ETAPs), development partners, International Observer Missions, National Non-State Actors, Political Parties, and the Media, among others in delivery of elections. At the County and Constituency level, the Commission partnered with Civil Society Organizations (CSOs), Community Based Organisations (CBOs) and Faith Based Organisations (FBOs), among others.



Stakeholder engagement on gender and participation

2.1.1.5 Media and Public Engagement

The Commission engaged elections stakeholders during the development and implementation of Strategic Plan 2015-2020 in so doing, the Commission organized consultative fora with media editors and reporters and conducted trainings for selected journalists on electoral reporting. To ensure effective public engagement, an integrated media campaign was developed and implemented. Further, National and County Communications Centres were established and operationalized during the General Election and Fresh Presidential Election. In addition, the Commission accredited and engaged the media throughout the electoral period.

2.1.1.6 Registration of Voters and the Register of Voters

The number of registered voters increased from 14.3 million in 2013 to 19.6 million in 2017. In 2013, the Commission undertook voter registration of Kenyan citizens residing in East Africa¹, while in 2017, South Africa was included in the registration of Kenyan citizens residing outside the country. Due to this effort, voter registration of Kenyan citizens residing outside the country increased from 2,637 in 2013 to 4,224 in 2017. In addition, the total of 5,528 Prisoners were registered as voters in 103 Prisons across the

¹ Uganda, Tanzania, Rwanda and Burundi

country in 2017. Notably, the number of youths registered as voters increased from 15% in 2013 to 33.41% in 2017. The Commission also procured the services of KPMG to undertake an audit of the register of voters for the purpose of verifying the quality of the register in compliance with the law. In particular, KPMG made the following recommendations:

- i) Correction of alphanumeric /data entry errors;
- ii) Identification of misplaced voters and returning them to correct polling stations through claims;
- iii) Identification of double or multiple registrations and retaining only one record;
- iv) Resolving the issue of shared IDs/passports numbers;
- v) Effecting transfers of voters from one electoral area to another; and
- vi) Liaising with the Civil Registry, Births and Deaths to collect a register of deceased voters for purpose of removing deceased voters from the Register of Voters.

After the 2017 General Election, FPE and determination of all election petitions, the Commission launched country-wide continuous voter registration (CVR) that provides an opportunity to all eligible voters for continuous registration. It is noted that this is in line with the provisions of Article 88(4) (a) and (b) of the Constitution.

2.1.1.7 Registration of Candidates for Elections

The Elections Act, 2011 and the Elections (General) Regulations, 2012 outlines the mandatory requirements for various elective positions. The law provides the eligibility requirements and the process that political party sponsored candidates and independent candidates must adhere to.

In the lead up to the 2017 General Election, the number of Independent Candidates increased compared to 2013. This was occasioned by the fact that majority of the aspirants who lost in the party primaries, registered as independent candidates. Notably, there were 4,002 Independent candidates in the 2017 General Elections compared to 208 in 2013.

Article 84 of the Constitution requires that all candidates and political parties shall comply with the Code of Conduct prescribed by the Commission. The Code of Conduct was reviewed ahead of the Election and candidates were sensitized. It is noted that as a matter of procedure the Commission regularly engaged Political Parties and candidates to ensure compliance with the Code of Conduct.

To enhance the registration of candidates, the Commission deployed the Candidate Registration Management System (CRMS). In this regard, Returning Officers in each of the electoral areas used the

CRMS to process the details of the candidates. The details captured under the CRMS were used in the production of ballot papers.

2.1.1.8 Elections Integrity Vetting

Chapter Six of the Constitution 2010 provides the guiding principles on leadership and integrity with emphasis that selection of leaders should be based on personal integrity, competence and suitability. This requires agencies and bodies mandated with this responsibility to ensure that necessary provisions are put in place for ensuring enforcement and promotion of the guiding principles on leadership and integrity.

To achieve the foregoing, an Inter-Agency collaborative framework, a leadership and Integrity Committee comprising the Commission, Office of the Registrar of Political Parties, the Ethics and Anti-Corruption Commission, Office of the Director of Public Prosecutions and the Office of the Attorney General was constituted. Out of this engagement, member institutions executed a Memorandum of understanding to give effect to and enforce, the provisions of Chapter Six of the Constitution of Kenya on Leadership and Integrity for candidates seeking election to elective State Offices in the General Election, 2017. In addition, the Commission set up the IEBC Integrity Vetting Committee that considered complaints against candidates on breach of Chapter six of the Constitution. The Committee deliberated the cases and rendered determinations.

2.1.1.9 Electoral Dispute Resolution

Article 88 (4)(e) of the Constitution mandates the Commission to settle electoral disputes relating to or arising from nominations but excluding election petitions and disputes subsequent to the declaration of election results. As mandated under Article 88(4) (e) of the Constitution and Section 74 of the Elections Act, the Commission heard and determined disputes relating to registration of candidates and party list nominations. In particular, the Commission constituted the Dispute Resolution Committee (DRC) which heard and determined 350 nomination disputes emanating from registration of candidates for the August 2017 General Election from 4th June 2017 to 13th June 2017 at the Milimani Law Courts. Further, the Commission in collaboration with the ORPP and Political Parties Dispute Resolution Tribunal (PPDT) initiated electoral amendments to address the unresolved dual mandate between the Political Parties Dispute Resolution Tribunal (PPDT) and the Commission in the resolution of disputes related to or arising from party primaries.

It is worth noting that the definition of ‘nominations’ under Section 2 of the Elections Act, 2011 was amended to provide a clear delineation on the type of nomination disputes to be heard by the Commission and PPDT. In consonance, Section 40 of the Political Parties Act, 2011 was amended by introducing Section 40(1), (fa) to include disputes arising from party primaries. Through this framework, the PPDT heard and determined disputes arising from party primaries and the Commission handled disputes arising from Commission nominations and/or the registration of candidates for elections.



A Dispute Resolution Committee session

The DRC additionally heard a total of 23 Party list nomination disputes at the Kenyatta International Convention Centre from 21st to 28th July, 2017. To complement the reforms, the Commission in a bid to mitigate against ‘forum-shopping’, signed a Memorandum of Understanding (MOU) with the PPDT on 28th March, 2017 to handle party list nominations disputes as a unique electoral process through an agreed framework. On the strength of the MOU, the Commission and the PPDT jointly issued a Public Notice on resolution of party list disputes vide the Daily Nation of 21st July, 2017. The Commission heard and determined disputes filed from pressure groups, Civil Society and/or violations of constitutional provisions and PPDT being directly from political party processes.

Section 110 of the Elections Act, 2011 requires that every political party and every person who participates in an election or referendum under the Constitution and the Elections Act, 2011, to sign the Electoral Code of Conduct. Disputes arising from breach of the Electoral Code of Conduct were filed at the Commission and heard before the Commission’s Electoral Code of Conduct Enforcement Committee.

To this end, the Commission heard and determined seventy-one (71) complaints emanating from breach of the Electoral Code of Conduct during the 2017 election period. A summary of cases filed is as shown in Table 1:

Table 1: Summary of 2017 Electoral Code of Conduct Complaints

Index	Subject	Number
1.	Prosecuted and accused found culpable	31
2.	Defaulted the orders of the Committee and were disqualified	2
3.	Prosecuted, accused found not culpable and dismissed for lack of merit	14
4.	Dismissed for want of Prosecution and non-attendance	14
5.	Dismissed by order of High Court	3
6.	Withdrawn by the complainant	3
7.	The High Court through Judicial review issued an order of stay of judgment which challenged the Committee to execute the judgment	4
Total		71

2.1.1.10 Election Campaign Financing

The regulation of campaign expenses is governed by the provisions of Article 88 (4) (i) of the Constitution and the Election Campaign Financing Act which mandates the Commission to regulate the amount of money that may be spent by or on behalf of a candidate or party in respect of any election. Consequently, the Commission developed regulations to provide for administrative and compliance procedures. The regulations were submitted to the National Assembly Committee on Delegated Legislation on 25th July, 2016 to be tabled before the National Assembly for approval and publication in the Gazette. However, Parliament retracted from debating the Regulations and cited the law as unimplementable.

The absence of regulations notwithstanding, the Commission undertook certain obligations which had been implemented at the time of suspension of the Act. The obligation included the establishment of a formula for the determination of Campaign Finance Limits; development of the contribution and expenditure limits which were set out and gazetted vide Gazette Notices 6307, 6308, 6309 and 6310 of 8th August, 2016; and receipt of campaign account registration details of approximately 2,000 candidates and 40 Political Parties between 8th to 12th December, 2016.

2.1.1.11 Use of Information Communication Technology in Elections

The Commission adopted and used technology in registration and management of register of voters, identification of voters, transmission of election results and registration of Political Party candidates. This effort resulted in enhanced infrastructure that included a modern data centre, expanded its Wide Area Network (WAN) to cover the field offices and headquarters, and the security of election technology. The Commission also engaged the three main mobile network operators to provide connectivity in all the 40,883 polling stations. The objective was to ensure a highly available, secure, reliable and transparent election technology for a credible election and to comply with the Elections Laws Amendments Act of 2016 which brought into effect Kenya Integrated Electoral Management System (KIEMS)-Section 44 and the ICT Regulations 2017.

To support use of technology at the County and Constituency levels, the Commission recruited, trained and deployed 47 permanent ICT staff at the Counties and additional 678 temporary ICT staff.

2.1.1.12 Conduct of Elections

To conduct elections efficiently and effectively, the Commission put in place systems and infrastructure to support electoral operations. In 2017, the Commission developed and implemented an elaborate logistics plan, adequately prepared electoral personnel through training and ensured seamless management of polling activities.

The success of the 2017 General Election to a large extent was as a result of adherence to election operation timelines, availability of the requisite materials and elaborate distribution plan for materials from the National to County and Constituency warehouses and subsequently to the polling stations. To enhance the efficiency of conduct of elections the ballot papers were packaged together with Result Declaration Forms and the Register of Voters per polling station.

Efficiency was also achieved through mapping of polling stations to assess accessibility and availability of structures to be used during polling and to inform planning for distribution of election materials and transportation of election officials. In addition, mapping was used to assess the suitability of polling stations to Persons with Disabilities (PWDs). In areas where there were no existing structures, the Commission made provisions for tents.

Capping of voters at a maximum of 700 per polling station improved efficiency of the polling process and enhanced voter experience. To enable voters to ascertain their polling stations prior to the polling day, the printed register of voters was posted at every polling station at least seven days before the election

Training is an integral part of the electoral process and the Commission heavily invests in electoral training as a way of ensuring effective and efficient electoral processes. Through electoral training, the Commission prepares electoral personnel for elections, registration of voters, inspection and verification of the register, nominations of candidates for elections among other electoral activities.



Training of POs and DPOs during the Loiyangalani CAW by-election

In the run up to the 2017 General Election, the Commission recruited, trained and deployed a total of 436,553 officials to manage the election. The training of election officials was implemented in five different levels using a cascaded approach. Under this approach, Master Trainers trained two TOTs from each region, who in turn trained the ROs and DROs in regional clusters and in turn the ROs and DROs trained the SETs who together with the ROs and DROs trained the POs and DPOs. Finally, selected POs and DPOs joined SETs, ROs and DROs to train the clerks.

To standardize electoral training, the Commission has invested in documentation of processes regularly develop and revise manuals. In the run up to 2017 GE and FPE the Commission developed and revised the following: Election source book; PO Quick Guide; RO Quick Guide; Voter Registration Manual; Voter Registration Quick Guide; Nomination Guide; Elections Manuals; Agents Manual; Polling Station Diary; and the Election Result Management Framework.

In preparation for the General Elections, the Commission a week before the polling day conducted a simulation exercise that includes testing of transmission of results. The objective of this exercise was to ascertain the level of preparedness of the Commission, especially in the use of technology. The simulation also tested the preparedness of Returning Officers to tally and transmit results from polling station to constituency tallying centres, and subsequently to the National Tallying Centre.

During the 2017 GE, the Commission trained and deployed adequate personnel to man polling activities in each polling station. Each polling station was managed by one PO, DPO, and six Polling/counting clerks. Centres with multiple stations were assigned Queuing Clerks to direct voters to the respective polling stations. Each polling station was assigned two security officers.

Polling Stations officially opened at 6:00 a.m. and only a few stations experienced delays due to various logistical, weather, technical and security challenges. However, these challenges were addressed, stations opened and voting took place. The Commission extended voting period in those affected stations with time equivalent to the time lost from the official opening time.

The Commission deployed a total of 40,883 KIEMS kits to facilitate identification of voters on the voting day and transmission of the election results. Voters were issued with six (6) stamped ballot papers for each elective position. The ballot boxes were also labelled with respective elective position title on one side for further ease of identification, the colour of the ballot papers for each elective position was matched with the colour of the lid of the respective ballot box. To assist voters to easily identify the ballot boxes for the various elective positions. After the polling process, the polling station closing procedure was followed through the announcement of the official closing of the station. Subsequently, the PO converted the polling station into a counting room, and briefed the agents and the poll officials on the counting procedure.

At the polling station, and as a matter of procedure, the PO filled Forms 34A, 35A, 36A, 37A, 38A and 39A while the presidential results were transmitted to the Constituency and National Tallying Centres. Again, and as a matter of procedure, the party/candidate agents present in the counting room were required to append their signatures in all the Statutory Forms.

At the Constituency Tallying Center, the Returning Officer (RO) collated, tallied and filled in Forms 34B, 35B, 35C, 36B, 36C, 37B, 38B, and 39B, based on results from the Form 34A, 35A, 36A, 37A, 38A, and 39A.

At the County Tallying Center, the County Returning Officer (CRO) generated Forms 37C and 37D, 38C and 38D, and 39C and 39D. These forms were based on results received from the Constituency Returning Officers.

At the National Tallying Center, the National Returning Officer (NRO) for the Presidential Election generated Form 34C and 34D. These forms were based on results from Form 34As and 34Bs received from the Constituency Returning Officers.

The National Tallying Center (NTC) comprised of National Election Communication Center, (NECC) with three units that included the Operations Support Unit (OSU), Public Support Unit (PSU) and Media Monitoring Unit (MMU). Other facilities included a Media Center; Commission's administrative offices; boardrooms; makeshift studios; the election security command center; the main auditorium; and a Political Parties lounge from where political party chief agents verified results.

2.1.1.13 Managing Election Petitions

Four Presidential Election Petitions challenging the declared results of the Presidential election were filed following the 2017 General Elections. Additionally, 299 petitions were lodged in various courts across the Country. Out of these, 292 were dismissed while 11 were allowed. Table 2 presents a summary of petitions per elective position:

Table 2: Summary of 2017 Election Petitions

Index	Elective Position to which Petition Relates	Number	Dismissed	Allowed
1.	Presidential	4	3	1
2.	Governor	35	35	0
3.	Senator	15	15	0
4.	County Women Member to the National Assembly	12	12	0
5.	Member of the National Assembly	98	95	3
6.	Member of the County Assembly	139	132	7
Total		303	292	11

Notably, a total of 303 election petitions were filed in 2017 as compared to 188 in 2013 and this indicates an upward trend in the number of petitions presented in Court. However, even with the high number of petitions filed in 2017, the number of petitions allowed reduced to 10, excluding the 1st presidential

election petition. There was a decrease of petitions allowed in the Member of the County Assembly (MCA) seats from 11 in 2013 to 7 in 2017.

In general, the Commission improved its performance in defending the petitions in 2017 as compared to 2013, noting the upsurge in number of petitions filed in 2017. In the end, the cases allowed decreased from 14% in the year 2013 to 3.6% in the year 2017. Table 3 shows the percentage of petitions allowed in 2013 and 2017 General Elections per elective position.

Table 3: Percentage Summary of Cases Allowed in 2013 and 2017 General Elections

	ELECTIVE POST	2013	2017
1	Governor	22%	0%
2	Senator	15%	0%
3	Woman Representative	0%	0%
4	Member of National Assembly	11%	3.1%
5	Member of County Assembly	16%	5%

Article 90 of the Constitution provides for proportional representation by use of party lists. The Article also empowers the Commission to conduct and supervise elections for the allocation of seats on the basis of proportional representation through nomination of candidates by political parties by use of party lists.

The Commission in exercise of set mandate designated special seats to qualified nominees as reflected in Gazette Notices Number 8379 of 25th August, 2017 for persons nominated to Parliament and 8380 of 28th August, 2017 for persons nominated to the County Assemblies. Subsequent amendments were effected through Gazette Notice Nos. 8752 of 6th September, 2017, 8847 of 8th September, and 8879 of 8th September, 2017.

Persons aggrieved with the allocation of special seats moved to court to challenge specific allocations as shown in Table 4.

Table 4: Summary of Petitions Arising from Party Lists

Elective Position to which petition relates	Number	Dismissed	Withdrawn	Allowed
Party List Petition at Lower Courts	84	53	7	23

2.1.1.14 Managing Risks in the Electoral Processes and Operations

In implementing the Risk Management Framework, the Commission developed and disseminated the Risk Management Policy in line with Public Finance Management Act of 2012, the Treasury Circular No.3/2009 and the Mwongozo Code on the development and Implementation of the Institutional Risk Management Framework (IRMPF) in the public sector.

The Commission deployed International Institute for Democracy and Electoral Assistance (IDEA) Electoral Risk Management (ERM) Tool in its risk management strategy. The ERM Tool helped in identifying security risks, analysing and sharing information, enhanced institutional linkages between the Commission and other relevant agencies and helped in timely decision making and risk mitigation.



Updating of the Commission's Risk Register in Nakuru, November, 2019

2.1.1.15 Collaboration in Election Security

The Commission through the Election Security Arrangement Project (ESAP) collaborated with National Police Service, Office of the Director of the Public Prosecutions, National Steering Committee on Peace building and Conflict Management (NSC), Office of the Registrar of Political Parties (ORPP), National Cohesion and Integration Commission (NCIC), Independent Oversight Police Authority (IPOA), and the National Intelligence Service to ensure election security in the whole of the electoral cycle.

This collaboration enhanced synergy between the various agencies in election security coordination, reduced election related violence, increased prosecution of election offences and increased knowledge on electoral process amongst security agencies. As a result of this collaboration, the Handbook on Security and Police Role Card were reviewed, published and 200,000 copies of each circulated to members of security agencies. Further, a training manual was developed and used for training of security personnel on election security.

2.1.2 Challenges and Lessons Learnt

During the implementation of the Strategic Plan 2015-2020, the Commission experienced challenges that provided valuable lessons which informed the development of this Strategic Plan. The challenges and lessons learnt are shown in Table 5.

Table 5: Challenges and Lessons Learnt

THEMATIC AREA	CHALLENGES	LESSONS LEARNT
Legal Framework	<ul style="list-style-type: none"> i. Non operationalization of the Election Campaign Financing Act, 2013. ii. Late amendment of the electoral laws thus affecting electoral operations. iii. Lack of timelines on the expiry of County Assemblies. iv. Inadequate understanding of the electoral process by stakeholders. 	<ul style="list-style-type: none"> i. Implementation of the Election Campaign Financing Act, 2013 is dependent on the Campaign financing regulations being put in place. ii. Late enactment of electoral laws does not only affect the election operations but also increases the budget. iii. Ambiguity in the expiry of County Assemblies affects pre-election activities. iv. There are gains by the Commission in building capacity of stakeholders on the electoral process.
Voter Education and Outreach	<ul style="list-style-type: none"> i. Late amendments to the election laws leading to delay in the preparation and distribution of voter education materials. ii. Delayed disbursement of funds affecting procurement, production, distribution and delivery of voter education. iii. Candidate election campaigns overshadowing voter education activities. iv. Lack of reliable information on special interest groups. v. Inadequate engagement of special interest groups. vi. Vastness, difficult terrain and unreliable transport network in some of the wards hampered the delivery of voter education. 	<ul style="list-style-type: none"> i. Lack of voter education framework affects the delivery of voter education. ii. Delayed disbursement of fund affects the delivery of voter education hence the need to have electoral cycle based funding. iii. Innovative approach to voter education to improve service delivery. iv. There is need for researching and mapping out of special interest groups. v. Need for engagement with organizations that work with special interest groups.
Stakeholder Engagement	<ul style="list-style-type: none"> i. Polarized political environment affecting 	<ul style="list-style-type: none"> i. Coordination of stakeholders is critical in delivering electoral

THEMATIC AREA	CHALLENGES	LESSONS LEARNT
	<ul style="list-style-type: none"> ii. Commission's engagement with stakeholders. Misconception by some stakeholders that the Commission should fund their activities. 	<ul style="list-style-type: none"> services. ii. Provision of information to staff enhances their capacity in stakeholder engagement. iii. Management of stakeholder expectations improves relationships. iv. Engaging local opinion shapers and influencers is important in managing public expectations.
Media and public engagement	<ul style="list-style-type: none"> i. Capacity gaps in the establishment. ii. High cost of dissemination of information through media. iii. Editorial policies of media houses may conflict with Commission's values. 	<ul style="list-style-type: none"> i. Continuous engagement with editors and senior reporters will enhance objective and accurate reporting. ii. Continuous capacity building of staff in emerging media will enable them adapt to changing media environment.
Registration of Voters and Register of Voters	<ul style="list-style-type: none"> i. Lack of reliable data of Kenyan citizens residing outside the Country. ii. Lack of strong inter-agency collaboration on population information. iii. Insecurity affects electoral activities in some areas. iv. Litigations on Commission's procurement processes affects timely delivery of electoral activities. v. Lack of legislation on voter transfer from one registration centre to another. 	<ul style="list-style-type: none"> i. Comprehensive data on Kenyan citizens residing outside the country is critical for the Commission to adequately plan their registration as voters. ii. Strong inter-agency collaboration will promote synergy in information sharing, enhance the accuracy and currency of the register of voters. iii. Adequate and timely provision of funds will enhance registration of eligible Kenyans as voters. iv. Integration of electoral security with other early warning systems facilitates enhanced planning for security. v. Enhanced security promotes participation of citizens in electoral activities. vi. Capacity building of critical electoral stakeholders will enhance

THEMATIC AREA	CHALLENGES	LESSONS LEARNT
Registration of candidates for elections	<ul style="list-style-type: none"> i. The variance of timelines for submission of party membership list by political parties and clearance of Independent Candidates affected timely processing of Independent Candidates. ii. Late determination of disputes emanating from candidate registration for elections affected timelines for ballot production. iii. Political parties issuing party nomination certificate to more than one candidate for the same elective position. 	<ul style="list-style-type: none"> i. Having clear timelines on candidate registration in law will address gaps on nomination process. ii. Management of political parties' primaries impact on candidate registration process.
Electoral Dispute Resolution	<ul style="list-style-type: none"> i. The legal timeline provided for dispute resolution emanating from candidate registration is insufficient. ii. Conflicting timelines on Commission nomination and intra-party dispute resolution. 	<ul style="list-style-type: none"> i. Reviewing timelines on nominations in the Election Act, 2011 will allow for sufficient time for determination of disputes.
Implementation of Election Campaign Financing Act	Lack of regulations to operationalize the Election Campaign Financing Act, 2013.	Early engagement of electoral stakeholders will facilitate the actualization of Campaign Financing Act.
Vetting on Integrity of Candidates for Elections	Insufficient time to vet candidates seeking elective positions.	Having clear timelines on vetting integrity of candidates for elections will enhance compliance with the law.
Use of Information Communication Technology in Elections	<ul style="list-style-type: none"> i. Late amendment on electoral laws regarding use of ICT. ii. Prescriptive laws on use of ICT in elections. iii. Lack of a regulation framework on scrutiny of election technology. 	<ul style="list-style-type: none"> i. Acquisition and deployment of election technology should be done at least one year before an election to allow comprehensive testing and training. ii. The existence of a framework to govern the scrutiny of election technology is important during petition proceedings.

THEMATIC AREA	CHALLENGES	LESSONS LEARNT
	<ul style="list-style-type: none"> iv. Late acquisition of technology leading to inadequate vendor knowledge transfer to Commission staff. v. Rapid changes in technology leading to obsolescence of election technology. vi. Delayed funding for management of electoral technologies. vii. Lack of network connectivity in some areas. 	<ul style="list-style-type: none"> iii. Internally developed solutions are more adaptable to the needs of the Commission. iv. Timely funding for election technology is critical to the success of the deployment of technology. v. Timely deployment of network connectivity in constituency and county offices is necessary for improved electoral services. vi. Early engagement of mobile service providers to enhance network connectivity and supplement with satellite phones.
Conduct of Elections	<ul style="list-style-type: none"> i. Fatigue of election staff on polling day due to loaded polling process. ii. Delay by Parties and independent candidates in submitting names of their agents. 	<ul style="list-style-type: none"> i. Staggering of elections is best practice globally. ii. Early submission of the agents list by Political Party/Candidates improves management of elections.
Managing Election Petitions	<ul style="list-style-type: none"> i. Constrained timeframe within which the Commission is required to respond to Presidential Petitions. ii. Multiple and simultaneous requests from courts for election materials (Polling Station Diary, Register of Voters and SD Cards). 	<ul style="list-style-type: none"> i. Modification of the KIEMS will facilitate generation of reports when required by courts during petitions. ii. The existence of a framework to govern scrutiny and/or recount is important during petition proceedings.
Managing Risks in the Electoral Processes and Operations	Low knowledge level of electoral processes among key stakeholders.	An inter-agency approach to risk management will mitigate on identified electoral risks.

2.2 Environmental Scan

2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

A detailed analysis of the strengths, weaknesses, opportunities as well as threats related to IEBC is outlined here in under:

Strengths <ul style="list-style-type: none"> i. An established Constitutional mandate to conduct elections and referenda. ii. Committed top leadership. iii. Vast experience in conducting elections. iv. Presence at the national, county and constituency level. v. Highly skilled and competent staff. vi. Ability to conduct six elections regularly in accordance with the law. vii. Respected EMB regionally as evidenced by the number of countries that visit for bench marking. viii. Existence of integrated election technology. ix. Existence of robust ICT infrastructure interconnecting the IEBC offices. 	Weaknesses <ul style="list-style-type: none"> i. Inadequate communication. ii. Lack of a Commission owned office buildings. iii. Inadequate maintenance of equipment, systems and other Commission assets. iv. Insufficient contract management framework. v. Non alignment of risk management with the electoral value chain. vi. Restrictive staff establishment affecting career progression and retention.
Opportunities <ul style="list-style-type: none"> i. Revise legal framework governing management of the electoral process. ii. Strengthen collaborative and partnerships framework with local and international Agencies in the electoral process. iii. Expand the ICT sector and new government policy on ICT deployment in the public sector. iv. Increase communication platforms for engaging with citizens. v. Strengthen regional and international network on electoral matters. vi. More collaboration among political competitors. vii. Enhance IEBC brand. 	Threats <ul style="list-style-type: none"> i. Mistrust and negative public perception. ii. Delayed electoral reforms. iii. Unresolved boundary conflicts. iv. Fake news. v. Cyber security. vi. Voter bribery. vii. Electoral violence.

2.2.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis.

A detailed analysis of the external factors affecting the operation of the Commission is outlined here under.

Category	Issue(s)	Description
Political	i. Reduced political goodwill	i. The annulment of the 2017 Presidential elections. ii. Withdrawal of a candidate in the Fresh Presidential Elections. iii. Changing political dynamics.
	ii. Misunderstanding of the IEBC's role in Political Party primaries.	The law requires IEBC to conduct political party nominations and also arbitrate disputes arising from the nominations.
	iii. Inadequate resources to monitor of compliance of Political Party primaries with the legislation.	Inadequate funds and personnel to monitor compliance of Political Party primaries.
	iv. Boundary disputes	Unresolved Constituency and Ward boundary disputes likely to affect the forthcoming delimitation process.
Economic	i. Slow economic growth	i. Likelihood of election related violence as a result of voter bribery due to unemployment. ii. Budgetary constraints in elections funding.
	ii. Competition for resources	Perception of reduced Commission activities after a General Election thus affecting funding and implementation of some programmes in the electoral cycle.
Social	i. Negative ethnicity and clannism	Likelihood of political and electoral related violence.
	ii. Security	Insecurity as a result of terrorism, militia groups and criminal gangs poses a challenge to electoral security.
	iii. Marginalized groups	Reduced participation of marginal groups in the electoral process.
	iv. Culture of voter bribery	i. Voter bribery affects credibility of election

Category	Issue(s)	Description
		<p>results.</p> <p>ii. Likelihood of electoral violence.</p>
Technological	i. Use of technology in election	<p>i. Efficiency in election management.</p> <p>ii. Increased cost of elections.</p> <p>iii. Challenges in network coverage in some areas.</p> <p>iv. Threats of Cyber Security and Cyber Crime.</p> <p>v. Public perception on manipulation of electoral systems.</p> <p>vi. Lack of regulations to govern the scrutiny of election technology during petition proceedings.</p> <p>vii. Rapid changes in technology.</p> <p>viii. Vendor lock-in due to proprietary rights for technology.</p>
Environmental/Ecological	Geographical Terrain	<p>i. Vastness and poor terrain affects electoral logistical operations.</p> <p>ii. Increased cost of elections.</p>
	Weather patterns	<p>i. Rainy season making roads impassable thus hampering logistical movement of election personnel and materials.</p> <p>ii. Increased cost of elections.</p>
Legal	i. Legal reforms	Amendment of electoral laws close to the general election thus affecting other processes such as training of election officials, procurement and deployment of election technology.
	ii. Political Party Primaries	Poorly managed political party primaries have an effect on the conduct of elections.
	iii. Referendum	Lack of sufficient statutory and regulatory laws governing referendum process.
	iv. Boundaries Delimitation	Lack of a comprehensive legal framework for boundaries delimitation for the 2 nd review.
	v. Campaign Financing	Lack of regulations to operationalize the Elections Campaign Financing Act, 2013.
	vi. Voter Registration	The Commission needs to review the processes that

Category	Issue(s)	Description
		govern registration of all eligible citizens as voters.
	vii. Litigation	Incessant litigation by the public.
	viii. Independent Candidates	i. Numerous and unpredictable numbers. ii. Overlap in timelines. iii. Lack of a regulatory office for Independent Candidates.
	ix. Electoral dispute resolution	i. High numbers of disputes. ii. Constrained timelines for managing the disputes.
	x. Party List	i. No clear guidelines for special interest groups (marginalized, PWDs, minority). ii. Lack of regulations on allocation.

2.2.3 Stakeholder Analysis

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
1.	Electorate	i. Citizens aged 18 years and above to participate in all electoral processes around the electoral cycle. ii. Maintain peace and report election malpractices where there has been breach of the Electoral Code of Conduct. iii. Validate the election results iv. Hold the elected leaders accountable. v. Conduct due diligence on candidates.	i. Duty bound to keep the electorate informed and educated on electoral laws, regulations and processes. ii. Conduct due diligence on candidates iii. Provide timely and comprehensive voter education and information. iv. Transparency and accountability of Commission's decisions and policies. v. Improve feedback mechanisms on issues raised during public participation.
2.	Women	i. Start early to position themselves to vie effectively ii. Be seen and known within the community. iii. Secure adequate resources to support their candidacy in party primaries	i. Provision of legislation related to increased women participation. ii. Enhance successful public outreach strategies that are friendly to women. iii. Enforce compliance with the

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
		<p>and elections.</p> <p>iv. Align and join well known political parties</p> <p>v. Have a clear strategy for competing in elections.</p>	<p>electoral code of conduct and hold violators accountable with a specific reference to gender based violence.</p> <p>iv. Coordinate closely with ORPP to enhance effective oversight and enforcement of party compliance with Constitutional provisions relating to women political participation.</p> <p>v. Enhance efforts to hire women as poll workers and at the Commission level.</p> <p>vi. Compliance with the 30% Government Procurement Policy (AGPO).</p>
3.	Youth	<p>i. Participate in all electoral processes around the electoral cycle.</p> <p>ii. Start early to position themselves to vie effectively in student leadership position in colleges, churches.</p> <p>iii. Maintain peace and report election malpractices where there has been breach of the Electoral Code of Conduct.</p> <p>iv. Join and participate actively in party politics.</p> <p>v. Responsible use of social media.</p>	<p>i. Provision of legislation related to increased youth participation.</p> <p>ii. Adopt youth friendly public outreach strategies.</p> <p>iii. Enforce compliance with the electoral code of conduct and hold violators accountable with a specific reference to youth discrimination.</p> <p>iv. Coordinate closely with ORPP to enhance effective oversight and enforcement of party compliance with Constitutional provisions relating to special groups.</p> <p>v. Compliance with the 30% government procurement policy – AGPO.</p> <p>vi. Create platforms to promote policy concerns of youths relating to their rights and obligations.</p> <p>vii. IEBC in collaboration with registrar of persons to simplify issuance of ID cards.</p> <p>viii. IEBC will advocate to international organizations in support of youth leadership and empowerment programmes.</p> <p>ix. IEBC to enforce all legal provisions guiding the conduct of electoral processes.</p>

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
4	Persons With Disabilities (PWDs)	<ul style="list-style-type: none"> i. Exercise their democratic right to register and vote. ii. Disclose to the Commission of type of disability. 	<ul style="list-style-type: none"> i. Provide opportunities for employment ii. Provide conducive infrastructure to enable them access services of the Commission. iii. Provide information and voter education in accessible formats. iv. Compliance with the 30% Government Procurement Policy (AGPO).
5.	Political Parties/ Candidates	<ul style="list-style-type: none"> i. Provide the necessary information and education to enable political parties effectively participate in electoral process ii. Commit to peaceful campaigns at all times iii. Sign and enforce electoral code of conduct iv. Conduct political education to their party members v. Party leadership to honour their party Constitutions vi. Provide level playing field for all members during party primaries. vii. Abide by the prescribed dispute resolution mechanism. viii. To observe electoral timelines as issued by the Commission. ix. Comply with the regulations regarding campaign financing. x. Provide the list of agents. 	<ul style="list-style-type: none"> i. Participate in the electoral processes within the established legal framework ii. Conduct free and fair candidate nomination iii. Present candidates for elections iv. Provide authentic and legally compliant party lists v. Support parties in developing their Constitutions that conform to the guidelines/rules and election regulations. vi. Provide timely information on electoral processes. vii. Put in place mechanisms for the expeditious resolution of electoral disputes. viii. Investigate electoral related offences in a timely just and fair manner. ix. Be impartial and non-partisan in management of election. x. Accredite and train agents.
6.	National Assembly/Senate/Parliamentary Committees.	<ul style="list-style-type: none"> i. Approve budgetary allocation ii. Exercise oversight on the management of expenditure iii. Enact laws and regulations on the management of elections iv. Enact the requisite legislation for the management of election process v. Familiarize with electoral timelines, legal framework and other processes. 	<ul style="list-style-type: none"> i. Ensure that Parliament is fully sensitized on the proposed legal reforms ii. The Commission to initiate legal reforms in time. iii. Provide the necessary financial information to assist in their oversight roles iv. Transparent and accountable on procurement of statutory election

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
			materials. v. Compliance with the PFMA in budgeting process and appropriation of funds.
7.	Electoral experts	i. To volunteer their skills to the Commission. ii. To sensitize the public on electoral process.	i. Involvement in advisory functions of the Commission
8.	Ethics and Anticorruption Commission (EACC)	i. Provide clearance on integrity of the candidates. ii. Build capacity of staff on ethics iii. Support the Commission in mainstreaming ethics and integrity within staff.	i. Provide list of candidates participating in election. ii. Provide all documentation on candidate registration for election. iii. Adherence to legal framework governing the electoral process.
9.	County Assemblies/Council of Governors/ Intergovernmental Relations Technical Committee (IGRTC)	i. Familiarize with electoral timelines, legal framework and other processes. ii. Support and participate in Commission's programmes.	i. Ensure that County Assembly members are fully sensitized on the proposed legal reforms. ii. Familiarize with electoral timelines, legal framework and other processes.
10.	The National Treasury	i. Submit rationalized budgets in accordance with established guidelines ii. Exercise prudent financial management and account/ submit financial reports	i. Timely budgetary allocation. ii. Timely disbursement of exchequer as provided for in the approved budget. iii. Support external fundraising initiatives of the Commission.
11.	Judiciary	i. Resolve electoral disputes through the quasi-judicial Dispute Resolution Committee. ii. Determine electoral cases in a timely, just and fair manner. iii. Appraise themselves on emerging electoral issues. iv. Interpret the law and offer constructive direction where ambiguity exists or fill in the gaps v. Provide a forum for convergence of minds on elections issues through the Judicial Working Committee on Elections (JWCE).	i. Arbitrate electoral disputes subsequent to declaration of elections results. ii. Availing of Court documents/evidence in time. iii. Establish an inter-agency collaboration committee on elections. iv. Sharing of Commission's policy documents for appreciation of the working environment of the Commission.

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
12.	Office of Registrar of Political Parties	<ul style="list-style-type: none"> i. Certify to the Commission the record of the registered political parties ii. To fully monitor, regulate and enforce compliance with the Political Parties Act. iii. Conduct civic education programmes to raise awareness about the role of political parties. iv. Undertake regular capacity building and training of Political Parties. v. Share with the Commission the updated list of political parties. vi. Collaborate with the Commission to enhance effective oversight of Political Parties Compliance with all electoral legislation. vii. Register, supervise and regulate activities of political parties. viii. Provide Commission with party membership lists, party symbols and party signatory specimen signatures to facilitate the registration of candidates for elections. ix. Initiate and plan with the IEBC on the training of political parties agents during elections. 	<ul style="list-style-type: none"> i. 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 the share of the Political Parties Fund. ii. Strengthening of Political Parties Liaison Committee (PPLC). iii. Timely sharing of information on electoral processes. iv. Share accurate and up to date register of voters as and when periodically required by ORPP. v. Collaborate with ORPP in training of political parties agents. vi. Collaborate with ORPP regional offices for purposes of instituting stakeholder engagement. vii. Develop a collaborative framework for liaison and consultation with ORPP on regulation of Political Parties.
13.	Office of Attorney General	<ul style="list-style-type: none"> i. Undertake prompt legal research, provide timely and accurate legal information and propose amendments to laws governing electoral process ii. Promote, protect and uphold the rule of law and defend public interest. iii. Provide legal advice, judicial interpretation and offer legislative direction to facilitate amendments to existing laws and publish new laws 	Observe the rule of law in the conduct of elections.
14.	Office of Director of Public prosecutions	<ul style="list-style-type: none"> i. Nurture and sustain inter-agency cooperation with ODPP for effective and efficient prosecution of election offenders ii. Timely prosecution of election offenders through exercising of the constitutional mandate of 	<ul style="list-style-type: none"> i. Establish an inter-agency collaboration committee on elections. ii. Strengthen the working group on enforcement of Chapter six of the Constitution. iii. Commit to abide by the

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
		prosecution.	requirements of the code of conduct of public officers. iv. Conduct our affairs on the basis of integrity, professionalism and independently.
15.	National Police Service (NPS) and Independent Police Oversight Authority (IPOA)	<ul style="list-style-type: none"> i. Provide security for electoral operations during election periods and offer protection and assistance for purposes of facilitating peaceful and orderly elections ii. Secure commission assets and installations iii. 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 iv. Undertake credible and objective investigation and prosecution of election offenders in Kenya. v. Act professionally during all phases of the electoral process. 	<ul style="list-style-type: none"> i. Build a culture of corporation between the public, the police and the IEBC and other independent Commissions in maintaining public order. ii. Sharing of information in a timely manner. iii. Undertake capacity building and training on electoral processes. iv. Linkages with political actors during elections. v. Design election security strategy around the electoral cycle.
16.	National Registration Bureau and Civil Registration Departments	<ul style="list-style-type: none"> i. Strengthen regulations governing the registration of deaths and births. ii. Use of modern technology and integration of data sets. iii. Issue national Identification Cards which are a requirement in the registration of voters iv. Provide information on dead voters for purposes of updating the voters' register v. Verify the authenticity of the identification documents in the event of an offence vi. Operationalize Kenya citizens and foreign nationals' management service. 	<ul style="list-style-type: none"> i. Strengthen and maintain strategic partnership with the bureau. ii. Address gaps relating to use of passports during registration and voting. iii. Accurate capture of data during voter registration.
17.	ICT Service Providers	<ul style="list-style-type: none"> i. Deliver efficient and timely services. ii. Provide a secure, verifiable ICT Systems. iii. Structured engagement on projects. 	<ul style="list-style-type: none"> i. Provide clear Timelines on electoral activities. ii. Provide clear TORs iii. Provide clear Service Level

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
		iv. Continuous and timely information sharing.	Agreements (SLAs). iv. Timely payment of service rendered. v. A clear risk management framework.
18.	Ministry of Education	i. Provide venues for registration, polling and tallying of results which are friendly to PWDs. ii. Provide technical guidance on voter education curriculum and support materials development. iii. Facilitate the Commission in conducting student government elections. iv. Training of teachers in management of elections.	i. Provide learning institutions with elections timelines and programme of activities to facilitate the availability of the facilities for electoral activities. ii. Sharing of resource materials on elections.
19.	Ministry of Foreign Affairs and International Trade	i. Provide venues for registration, polling and tallying for citizens residing outside Kenya ii. Negotiate voter registration and voting agreements with countries hosting Kenyan citizens and coordinate their participation. iii. Provide diplomatic transportation of registration and election materials. iv. Facilitate international election observers with visas.	i. Foster strategic alliances and sustains good relations with the Ministry; ii. Undertake timely training of election officials including provision of information, education and communication (IEC) materials. iii. Provide timely information on international delegates, consultants, observers, and international NGOs working in the field of elections.
20.	Prison Department	i. Facilitate the participation of prisoners in the electoral process.	i. Ensure that administrative arrangements are designed to facilitate and not deny prisoners the right to register and vote
21.	Media	i. Monitor the equitable allocation of air-time for all candidates and political parties concerned ii. Abide by the media code of conduct. iii. Provide equitable coverage for all electoral contestants. iv. Provide voters with the requisite knowledge and information on the election process through print and electronic media platforms v. Play Watchdog” in safeguarding	i. Timely provision of information on electoral activities and around the electoral cycle. ii. Provide media with Technical content. iii. Access to electoral officials for interviews or talk shows. iv. Quick response to media queries. v. Timely accrediting of journalists.

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
		<p>transparency of the electoral process</p> <p>vi. Provide balanced, accurate and objective coverage of electoral process</p> <p>vii. Partner with the media in dissemination of electoral information.</p> <p>viii. Partner with media in dissemination of official results from polling stations/tallying centers</p>	
22.	Bloggers, Influencers and Opinion Shapers	<p>i. Disseminate balanced, accurate and objective information on the electoral process</p> <p>ii. abide by principles of accuracy, integrity and impartiality in dissemination of information or in participation in e-public discourse</p> <p>iii. Verify information from the Commission before publishing any electoral content</p>	<p>i. Timely provision of information on electoral activities around the electoral cycle.</p> <p>ii. Provide bloggers, influencers and opinion shapers with Technical content.</p> <p>iii. Access to electoral officials for interviews or inquiries.</p> <p>iv. Quick response to queries.</p> <p>v. Timely engagement around the electoral cycle.</p>
23.	International Organizations and Development Partners	Provide financial and technical support for electoral processes and activities	<p>i. Ensure accountability of its activities for a sustained partnership</p> <p>ii. Regular and structured engagement.</p>
24.	Voter Education Providers Faith Based Organizations	<p>i. Carry out civic and voter education through all phases of the electoral cycle.</p> <p>ii. Promote the participation of women and youth in all stages of the electoral cycle.</p> <p>iii. Organize and host candidate debates in coordination with media and political parties.</p> <p>iv. Advocate for the ratification of electoral laws.</p> <p>v. Advocate for electoral reforms</p>	<p>i. Content</p> <p>ii. Regular and structured engagement.</p> <p>iii. Capacity building and training on elections.</p> <p>iv. Accreditation as observers in a timely manner.</p> <p>v. Timely response of electoral issues raised.</p> <p>vi. Tools and materials for voter education.</p>
25.	Civil Society Organizations	<p>i. Undertake voter and civic education programmes on elections.</p> <p>ii. Undertake advocacy programmes for inclusive and accountable electoral processes.</p>	<p>i. Accredite them to undertake voter and civic education.</p> <p>ii. Provide them with resources to conduct electoral programmes.</p> <p>iii. Continuous capacity building and</p>

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
		<ul style="list-style-type: none"> iii. Provide timely and relevant information through structured public participation programmes. iv. To fund County based programmes i.e. training voter registration drives and special groups initiatives. v. Participate as domestic election observers. 	<ul style="list-style-type: none"> training on electoral processes. iv. Facilitate public participation and involvement in its electoral processes. v. Accredite them as observers.
26.	Election Observers/Monitors	<ul style="list-style-type: none"> i. Provide an independent verdict on the legitimacy of the election through observation and reporting on the conduct ii. Strengthen democratic processes and build public confidence by monitoring incidents of fraud, intimidation and violence. iii. Submit Observation reports. iv. Adhere to the code of conduct. 	<ul style="list-style-type: none"> i. Provide opportunities and facilitates the observation, monitoring and evaluation of election process ii. Accredite election observers and monitors.
27.	Suppliers	<ul style="list-style-type: none"> i. Timely supply of quality goods and services ii. Undertake supply of goods and services in a professional manner. iii. Consider use of arbitration as an alternative dispute resolution mechanism. iv. Regular and structured engagement with the Commission v. Accurate and timely information 	<ul style="list-style-type: none"> i. Effect timely payment of bills ii. Consider LPO/LSO financing. iii. Enhance prudent public procurement processes.
28.	Kenya Private Sector Alliance (KEPSA), Kenya National Chamber of Commerce	<ul style="list-style-type: none"> i. Hold continuous dialogue amongst stakeholders for peaceful free and fair elections. ii. Advocate for national values among citizens when electing leaders. iii. Establish learning platforms on governance issues affecting elections. iv. Develop strategies for intervention towards reducing corruption in elections. v. Participate as domestic election observers. 	<ul style="list-style-type: none"> i. Undertake voter and civic education programmes on elections. ii. Undertake advocacy programmes for inclusive and accountable electoral processes. iii. Facilitate public participation and involvement in its electoral processes, engages them iv. Timely and accurate information on the electoral processes.
29.	Professional Bodies	<ul style="list-style-type: none"> i. Advance the rule of law and administration of justice through 	<ul style="list-style-type: none"> i. Facilitate public participation and involvement in its electoral

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
		advocacy forums. ii. Undertake capacity building and training of their members in electoral matters. iii. Hold continuous dialogue amongst stakeholders for peaceful free and fair elections. iv. Advocate for national values among citizens when electing leaders. v. Establish learning platforms on governance issues affecting elections. vi. Develop strategies for intervention towards reducing corruption in elections. vii. Participate as domestic election observers	processes, engages them ii. Timely and accurate information on the electoral processes iii. Undertake voter and civic education programmes on elections. iv. Undertake advocacy programmes for inclusive and accountable electoral processes.
30.	Research Institutions and Universities	i. Collaborate with them in generating new knowledge on elections. ii. Undertake credible research on topical election issues. iii. Share the findings of research on election related areas. iv. Hold conferences and symposium on research findings. v. Acknowledge the Commission in their research documents.	i. Sharing of election related resources. ii. Provide access to data and information on elections.
31.	County Economic Regional Blocks	i. To hold sessions for EMBs Knowledge transfer. ii. To hold symposiums for experience sharing among EMBs and electoral stakeholders. iii. Fund election observation missions iv. Fund and support Commission programmes.	i. Share information affecting elections in a timely manner ii. Regular and structured engagement. iii. Continuous reporting on programme implementation. iv. Create opportunities for stakeholders to be resource persons on electoral matters.
32.	Office of the Auditor General (OAG)	i. Conduct Audits in a meticulous and effective way. ii. Share with the Commission schedule of audit meetings.	i. Give comprehensive reports on financial expenditure. ii. Provide internal Audit Report iii. Provide response to management letters.
33.	Kenya National Bureau	i. Share comprehensive data.	Share data on boundaries timely.

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
	of Statistics	ii. Collaborate with stakeholders in development and updating of data.	
34.	Industrial Relations Bodies	i. Advance the rule of law and administration of justice through advocacy forums. ii. Undertake capacity building and training of their members in electoral matters. iii. Participate as domestic election observers. iv. Hold continuous dialogue amongst stakeholders for peaceful free and fair elections. v. Advocate for national values among citizens when electing leaders. vi. Establish learning platforms on governance issues affecting elections. vii. Develop strategies for intervention towards reducing corruption in the elections.	i. Facilitate public participation and involvement in its electoral processes. ii. Timely and accurate information on the electoral processes iii. Undertake voter and civic education programmes on elections. iv. Undertake advocacy programmes for inclusive and accountable electoral processes.
35.	Constitutional Commissions and Independent Offices	i. Promote constitutionalism of the electoral process by protecting the sovereignty of the people and ensuring that all state organs observe the democratic values and principles ii. Support the Commission in ensuring compliance with the Electoral law	i. Ensure deliberate involvement with Independent Offices to enhance public trust and credibility of the electoral process ii. Share information affecting elections in a timely manner
36.	Ministry of Health	i. Provide venues for registration, polling and tallying of results.	i. Provide the institutions with elections timelines and programme of activities to facilitate the availability of the facilities.
37.	Ministry of ICT	i. Provide national policy guidelines on ICT collaboration. ii. Provide technical support in development of technical specification for ICT related goods and services.	Compliance with policy guidelines.
38.	Political Parties Dispute Tribunal	i. Timely determination of nomination disputes. ii. PPDT collaborates with IEBC in the electoral dispute resolution process.	Collaboration in electoral dispute resolution. Compliance with PPDT orders.

NO	Stakeholder	IEBC expectation from the Stakeholder	Stakeholder expectation from IEBC
39.	KEBS	Provide technical support in quality assurance.	Compliance with quality standards.
40.	Public Procurement Oversight Authority (PPOA)	<ul style="list-style-type: none"> i. Provide timely technical guidance on procurement ii. Timely determination of disputes arising from procurement process. 	Comply with procurement laws.
41.	Ethnic Minorities	Full participation in the electoral processes	<ul style="list-style-type: none"> i. Take electoral services closer to them. ii. Avail voter education services using medium applicable to them.



Stakeholder engagement during a Youth Coordinating Committee on Elections (YCC) Meeting, 2019.

CHAPTER THREE: STRATEGIC MODEL

3.0 Overview

This Chapter on the Strategic Model highlights the Commission Vision, Mission and Core Values. The Chapter also present the Key Result Areas, which detail the Strategic Objectives and Strategies necessary to propel the Commission in the desired Strategic direction. Finally, the Chapter outlines focus areas during the Strategic Plan period.

3.1 Vision Statement, Mission Statement and Core Values

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 endeavour to be responsible for our actions. |
| v. | Teamwork: | We uphold teamwork to achieve Commission goals. |
| vi. | Innovativeness: | We transform the electoral process by exceeding the expectations of Kenyans. |

3.2 Key Result Areas/Strategic Focus Areas

The Key Result Areas/Strategic Focus Areas (KRAs/SFAs) for the Commission over the strategic planning period are as follows:

- i. Strengthening Corporate Governance;
- ii. Strengthening the Legal Framework;

- iii. Effective Conduct of Elections (Political Parties and candidate management, dispute resolution, campaign management, election operations, results management, voter registration and maintenance of the register of voters);
- iv. Public Outreach (Effective voter education, strategic partnerships, collaboration and communication);
- v. Equitable Representation (Accessibility, boundary delimitation); and
- vi. Strengthening Strategic Operations (Strengthening the institutional capacities of IEBC, managing risk in IEBC, strengthening ICT in elections and operations, strengthening finance function and capacity for improved service delivery, strengthening procurement, warehousing and logistics functions in IEBC, and strengthening planning, research and development functions of IEBC).

3.3 Strategic Objectives and Strategies

STRATEGIC MODEL

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
i. Strengthening corporate governance	Corporate governance	i. To strengthen corporate governance in the Commission	<ul style="list-style-type: none"> i. Enhance oversight, accountability, fairness, transparency in policy formulation, implementation and decision making. ii. Institute a framework for organizational governance and corporate identity. iii. Enhance the capacity of the Commission in good corporate governance. iv. Enhance resource mobilization.
ii. Strengthening the Legal Framework	Legal Reforms	<ul style="list-style-type: none"> i. To regulate the amount of money that may be spent by or on behalf of a candidate or a party in respect of any election. ii. To ensure adherence to the Election Campaign Financing Act by political parties and candidates 	<ul style="list-style-type: none"> i. Amendments to the Election Campaign Financing Act 2013. ii. Review of the Election Campaign Financing Regulations 2016. iii. Undertake research on Comparative Analysis on Spending Limits and Donations. iv. Develop internal procedures for monitoring, disclosure and reporting on campaign financing by political parties. v. Sensitize staff and stakeholders on election campaign financing. vi. Establish a collaborative framework with line state institutions and financial agencies. vii. Undertake public participation.
		<ul style="list-style-type: none"> i. To review legislation on participation of citizens residing outside Kenya in electoral processes. 	<ul style="list-style-type: none"> i. Review legislation for the progressive registration of citizens residing outside Kenya and the progressive realization of their right to vote. ii. Review of Regulations 34-39 of PART VIII – Elections (Registration of Voters) Regulations, 2012 on the registration of Kenyan citizens residing outside Kenya. iii. Sensitize Commission staff and stakeholders on laws on registration

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
		i. To review legislation on participation of citizens residing outside Kenya in electoral processes.	<ul style="list-style-type: none"> i. Review legislation on registration of citizens in Kenyan prisons on their right to vote. ii. Review of Regulations 39A-39E Elections (Registration of Voters) Regulations, 2012 on the registration of citizens in Kenyan prisons. iii. Sensitize Commission staff and stakeholders on laws on registration of citizens in Kenyan prisons.
		i. To promote representation of Marginalized groups	<ul style="list-style-type: none"> i. Enact legislation to promote representation of women, persons with disabilities, youth, ethnic & other minorities and marginalized communities in Parliament. ii. Establish collaborative mechanisms for engaging with the Constitution Implementation Oversight Committee of Parliament. iii. Undertake public participation.
		i. To review existing electoral laws	<ul style="list-style-type: none"> i. Review of the IEBC Act, Elections Act, Election Campaign Financing Act, Election Technology Act, Electoral Regulations and Political Parties Act in collaboration with ORPP. ii. Review legal framework on boundaries delimitation. iii. Develop rules and regulations to take into account the special needs of persons with disabilities and other persons or groups with special needs. iv. Establish collaborative mechanisms for engaging with the relevant Committees of Parliament. v. Undertake public participation.
		i. To have a Referendum law in place.	Engage JLAC and other stakeholders to ensure tabling and passage of the Referendum law.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
iii. Effective Conduct of Elections	Voter Registration	i. To increase number of registered voters.	<ul style="list-style-type: none"> i. Review the voter registration procedure manual. ii. Standardize Voter Registration records management iii. Enhance continuous registration of voters. iv. Conduct targeted voter registration for minorities, marginalized and special interest groups. v. Enhance data sharing and collaboration among population agencies. vi. Strengthen collaborations between the Commission and Diaspora associations in mobilizing Kenyans living outside the country.
	Maintenance of Register of Voters	i. To update and maintain an accurate and comprehensive Register of Voters.	<ul style="list-style-type: none"> i. Collaborate with key agencies. ii. Update the Register of Voters; deletion, transfer and change of particulars. iii. Enhance continuous inspection and periodic verification of the Register of Voters. iv. Regular Audit of the Register of Voters. v. Enhance voters details verification process.
		i. To facilitate citizens residing outside Kenya to participate in Electoral processes.	<ul style="list-style-type: none"> i. Review of Policy on Diaspora and Elections. ii. Develop operational plan to facilitate citizens residing outside Kenya to participate in electoral processes iii. Develop collaboration framework with line government agencies and Diaspora Associations. iv. Sensitize staff on laws on registration of citizens residing outside Kenya. v. Enhance public participation.
	Electoral operations	i. To enhance efficiency and effectiveness in electoral operations	<ul style="list-style-type: none"> i. Review the Election Procedure Manual. ii. Develop the Election Operation Plan 2020-2022.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
			<ul style="list-style-type: none"> iii. Review of specifications of election materials. iv. Develop an Elections Logistics Framework. v. Introduce disability friendly materials and equipment. vi. Develop standard operation procedures for distribution and maintenance of election materials and establish a tracking system. vii. Develop guidelines for disposal of election materials. viii. Enhanced electoral data management.
			<ul style="list-style-type: none"> i. Review capping of voters per polling station. ii. Enhance streaming procedure. iii. Enhance posting of the register of voters at polling station 7-days to elections. iv. Enhance the distinct colour coding of ballot boxes and papers. v. Review coordination and communication procedure during elections.
	Capacity Building of Staff in the electoral processes.	i. To improve efficiency and effectiveness in the management of elections.	<ul style="list-style-type: none"> i. Develop an e-learning platform and materials. ii. Conduct targeted trainings. iii. Establish an Election Training Institute. iv. Develop electoral training programmes. v. Review electoral training manuals.
	Results Management	i. To transparently, accurately and efficiently manage election results.	<ul style="list-style-type: none"> i. Review Election Result Management framework. ii. Review Result Forms. iii. Enhance collaboration with network providers to improve network infrastructure for election result transmission. iv. Review handover and takeover procedures of election results forms at the Constituency, County and National level.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
	Political Parties & Candidate Management.	i. To enhance regulation of political parties and Independent Candidates.	<ul style="list-style-type: none"> v. Sensitize and undertake stakeholder engagement and public participation. vi. Review PSD to incorporate all administrative forms. i. Review the Candidate Management Framework to include Independent Candidates. ii. Develop Nomination booklet for candidates on the process and procedures. iii. Continuously engage political parties through established structures -Political Parties Liaison Committee (PPLC). iv. Strengthen collaboration with the ORPP. v. Strengthen Candidate registration management process. vi. Review laws that regulate conduct of political party primaries. vii. Undertake public participation.
	Electoral Dispute Resolution	i. To strengthen dispute Resolution mechanisms.	<ul style="list-style-type: none"> i. Review existing dispute resolution laws ii. Establish a framework for dispute resolution. iii. Undertake public participation.
	Electoral Code of Conduct enforcement	i. To enforce Code of Conduct	<ul style="list-style-type: none"> i. Review the existing legal framework on the Electoral Code of Conduct. ii. Undertake public participation.
	Integrity Vetting of Candidates for elections	i. To strengthen mechanisms for vetting the integrity of candidates for elections	<ul style="list-style-type: none"> i. Review Inter-Agency Framework. ii. Establish legal framework to give the Commission powers to vet Candidates. iii. Review existing laws. iv. Undertake public participation.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
iv. Public outreach (Effective Voter Education, Strategic Partnerships, Collaboration and Communication)	Voter participation	i. To enhance participation of citizens in electoral processes and across the electoral cycle	i. Ensure adherence to the Code of Conduct for campaign management.
			ii. Provide stiffer penalties for breach of Code of Conduct.
			iii. Sensitize and undertake public participation.
			i. Develop a framework for conduct of voter education across the electoral cycle.
			ii. Avail all Information, Education and Communication (IEC) materials digital first.
	Partnerships	i. To strengthen partnership at the International, Regional and National (County and Constituency) levels	iii. Collaborate with national, professional, school and grassroots organisations to increase the reach of voter education across the country
			iv. Conduct voter education for special interest groups in all electoral processes.
			v. Enhance the capacity of all staff to conduct voter education.
			i. Develop and implement coordination and quality assurance framework.
			ii. Develop a framework for voter education providers.
		i. To encourage electoral cycle	iii. Centralize development of IEC materials.
			iv. Review voter education manuals.
			i. Strengthen the mechanism of partnership and stakeholder engagement.
			ii. Develop a standard operating procedure in submitting, sharing and distributing Commission's publications with stakeholders.
			iii. Develop a partnership framework for resource mobilization.
			iv. Enhance partnerships for increased participation of Special Interest Groups in electoral processes.
			i. Develop a framework for Election Observation

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
	Communication	i. To improve corporate reputation for enhanced public trust and confidence in the electoral process.	ii. Enhance collaboration/partnership with local and international observers. i. Review the communication framework. ii. Reposition IEBC as corporate brand in the provision of electoral services. iii. Strengthen corporate communication. iv. Strengthen the customer service function. v. Develop a crisis communication and management framework.
		ii. To build robust and proactive media engagement.	i. Develop a framework for media engagement. ii. Review media guidelines for journalists on election reporting. iii. Enhance capacity of media practitioners.
		iii. To build a robust and proactive social media engagement	i. Review the social media policy.
v. Equitable representation	Boundary Delimitation	i. To undertake boundary delimitation.	i. Develop Boundaries review operations plan. ii. Develop rules of procedure for boundary delimitation. iii. Undertake stakeholder engagement and public participation. iv. Establish a well-equipped Geographic Information System (GIS) laboratory.
vi. Strengthening strategic operations	Supply Chain Management	i. To streamline procurement processes, logistics, warehousing and disposal.	i. Develop procurement and disposal procedures and policy manual. ii. Develop a comprehensive logistics and warehousing management framework. iii. Automate procurement and warehouse processes.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
	Finance	i. To establish a sustainable financial resource base.	<ul style="list-style-type: none"> i. Engage the National Treasury for adequate electoral cycle based funding. ii. Lobby for the operationalization of the IEBC Fund. iii. Enhance adherence to MTEF budget preparation requirements. iv. Mobilize additional resources from development partners.
		i. To prepare periodic financial reports.	<ul style="list-style-type: none"> i. Enhance capacity and number of staff in financial management. ii. Automation of financial management processes.
	Electoral Systems and Infrastructure Sustainability	i. To manage existing Election Technology.	<ul style="list-style-type: none"> i. Enhance the sustainability and maintenance of ICT infrastructure and systems. ii. Enhance the Capacity of staff on ICT. iii. Automate internal operations of the Commission iv. Develop guidelines on e-waste management and replacement of ICT equipment.
		ii. To integrate ICT in the electoral process.	<ul style="list-style-type: none"> i. Conduct audit of election technology in accordance with the Elections Act. ii. Review technical requirements and specifications of the election technology. iii. Develop guidelines on e-waste management and replacement of ICT equipment. iv. Set up a Commission owned data center. v. Setup/acquire testing and simulation lab for election technology vi. Develop a collaboration framework with mobile network service providers for RTS. vii. Sensitize stakeholders on election technologies.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
		<ul style="list-style-type: none"> iii. To enhance ICT security and compliance. 	<ul style="list-style-type: none"> viii. Enhance connectivity to the Commission offices countrywide. i. Implement the ICT policy and procedures manual. ii. Enhance the security of the ICT infrastructure and systems. iii. Develop Information System management security (ISMS) framework.
	Human Resource Management and Development	<ul style="list-style-type: none"> i. To effectively and efficiently Manage Human Resource. 	<ul style="list-style-type: none"> i. Review and implement Human Resource Planning. ii. Review the organizational structure. iii. Review performance management framework. iv. Review the staff welfare policy. v. Review the Human Resource and Administration Manual. vi. Develop a career progression guideline. vii. Develop a framework for employee relations policy. viii. Develop a succession management policy. ix. Develop an occupational health and safety policy. x. Automate HR processes.
		<ul style="list-style-type: none"> ii. To develop human resource. 	<ul style="list-style-type: none"> i. Develop a Competency framework for the commission. ii. Undertake Capacity Building for the Commission staff.
	Administration	<ul style="list-style-type: none"> i. To set up an effective records management system. ii. To provide comprehensive transport management system. iii. To provide and maintain Office space, working tools and storage 	<ul style="list-style-type: none"> i. Develop a records management policy. ii. Automate record management system. i. Develop a transport policy. i. Develop a comprehensive plan for the provision of working tools.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
		facilities.	<ul style="list-style-type: none"> ii. Develop a comprehensive plan for the provision of office space and warehouses. iii. Develop a maintenance plan for Commissions assets. iv. Acquire Commission land/building(s).
		iv. To secure Commission assets.	<ul style="list-style-type: none"> i. Develop asset security and safety Policy. ii. Develop a security plan for Commission's assets.
		v. Asset Management	<ul style="list-style-type: none"> i. Review and update the Asset register
	Research and Development	i. To conduct research to inform IEBC's electoral operations and management processes.	<ul style="list-style-type: none"> i. Develop Research Policy. ii. Establish research collaboration with relevant research institutions and academia locally and internationally. iii. Strengthen and digitalize library and archiving processes. iv. Develop policy on standardisation of documents.
	Planning	i. To strengthen the planning function.	<ul style="list-style-type: none"> i. Strengthen the capacity of the planning unit. ii. Develop a planning and reporting framework. iii. Review/Develop the Commission's Strategic Plan.
		ii. To strengthen the Monitoring and Evaluation function.	<ul style="list-style-type: none"> i. Establish and institutionalize M&E framework. ii. Develop a monitoring and evaluation manual.
		iii. To enhance Library, Documentation and Archiving services.	<ul style="list-style-type: none"> i. Enhance the library and resource centre. ii. Create linkages with other electoral management bodies. iii. Develop a policy on knowledge sharing within the Commission. iv. Establish knowledge repositories and collaborative technologies. v. Establish a knowledge management system.

Key Result Area	Focus Area	Strategic Objective(s)	Strategies
Risk management		i. To strengthen risk management in Commission's operations.	<ul style="list-style-type: none"> i. Implement the Risk Management Framework. ii. Integrate Risk Management in planning and operations. iii. Enhance the capacity of staff in risk management.
		ii. To integrate early warning and electoral conflict prevention in electoral processes.	<ul style="list-style-type: none"> i. Enhance the existing election risk management hub for continuous collection of data and analysis. ii. Develop an operational Plan for training of staff and stakeholders in electoral risk management. iii. Establish structured collaboration with stakeholders in addressing electoral risks. iv. Integrate electoral conflict prevention in electoral processes through the electoral cycle approach.
		iii. To provide adequate security during electoral activities.	<ul style="list-style-type: none"> i. Establish a Joint Election Security Plan with security agencies throughout the electoral cycle. ii. Build capacity of security agencies on election laws, election offences and public order management. iii. Develop a monitoring framework of security breaches during electoral activities.
		iv. Strengthen internal controls and enhance the capacity of the Internal Audit function.	<ul style="list-style-type: none"> i. Enhance internal audit on electoral processes. ii. Strengthen the capacity of internal audit. iii. Develop a framework for the conduct of Legal Audit. iv. Automate the Audit process.

CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

This Chapter presents the implementation and coordination framework for this Strategic Plan as well as the organizational structure of the Commission, Directorates, and Units and the staff establishment. Further, the chapter outlines the financial requirements and resource gaps for the five years, resource mobilization strategies, and risks analysis and associated risk mitigation measures.

4.2 Structure of the Organization

4.2.1 The Commission

The Commission consists of a Chairperson and six members who are appointed by the President to serve on full time basis for a single term of six years. The Vice-Chairperson who must be of opposite gender of the Chairperson is elected by the Members of the Commission. The principal role of the Commission is to formulate policy and strategy for the Commission and to oversight the Secretariat.

4.2.2 The Secretariat

The Commission competitively recruits and appoints the Commission Secretary/Chief Executive Officer (CS/CEO) as Secretary to the Commission and Head of the Secretariat. The CEO is also the Commission's Accounting Officer appointed by the National Treasury. The CEO is assisted by two Deputy Commission Secretaries; one is in charge of Support Services and the other one Operations.

The Commission operates under a three-tier structure with the Head Office in Nairobi, and with offices in all 47 Counties and 290 Constituency Offices (See Figure 1 on IEBC Organizational Structure).

4.2.3 Directorates, Departments and Units

The Commission services are delivered and managed under nine Directorates headed by Directors. Directorates include Voter Education and Partnerships; Voter Registration and Electoral Operations; Finance; Audit and Compliance; Research, Electoral Boundaries and Risk Management; Human Resources and Administration; Legal Services; Information and Communications Technology (ICT); and Supply Chain Management. The Directors are assisted by Managers who head departments; and are responsible for the design and development of Commission programmes.

County offices are units headed by County Election Managers (CEMs). The CEMs are responsible for implementation of Commission programmes at the County level while the Constituency Elections

Coordinators (CECs) are responsible for Commission activities at the Constituency level. See Figure 2 on the County offices of the Commission.

4.2.4 The Functions of the Directorates

4.2.4.1 Directorate of Voter Education and Partnerships

This Directorate oversees the execution of national voter education and partnership programmes at the Commission. The Directorate is also responsible for effective execution of voter education programmes aimed at promoting a culture of democracy in Kenya as well as coordinating management of local and international partnerships. The Directorate also liaises with other Government institutions on behalf of the Commission to oversee coordination and implementation of voter education programmes. In addition, the Directorate oversees the development of Information, Education and Communication (IEC) materials as well as facilitation of regional voter and civic education programmes.

The Directorate has two departments. These are Voter Education and Partnerships. The Directorate is responsible for:

- i. Development and implementation of voter education strategy and policy;
- ii. Development of voter education curriculum;
- iii. Voter education;
- iv. Selection of voter education providers;
- v. Quality control and evaluation of voter education initiative;
- vi. National and international partnerships;
- vii. Coordination of election observation and monitoring.

4.2.4.2 Directorate of Voter Registration and Electoral Operations

This Directorate is responsible for the management of electoral processes at the Commission. The processes include voter registration; electoral operations; electoral logistics; electoral training; and coordination of field services. The Directorate has four departments namely Electoral Training; Voter Registration; Field Services; and Electoral Operations. The Directorate is responsible for:

- i. Development and implementation of elections management strategy and policy;
- ii. Voter registration;
- iii. Maintenance of the voter register;
- iv. Electoral training;

- v. Electoral operations;
- vi. Electoral logistics;
- vii. Election results management; and
- viii. Coordination of field services.

4.2.4.3 Directorate of Finance

This Directorate is responsible for budgeting processes, Treasury Management, Financial Accounting and Reporting. The Directorate oversees the establishment and implementation of prudent financial policies and procedures aimed at enhancing integrity, timely service delivery and value for money. The Directorate monitors the financial processes to ensure consistency with relevant legislative frameworks. In addition, the Directorate manages the development and implementation of accountability structures and undertakes periodic reporting. Further, it also advises the Commission on the administration of complimentary funding from development partners.

The Directorate comprises of three departments; Budget, Treasury Services and Finance. The Directorate is responsible for:

- i. Development of financial strategies and policies;
- ii. Preparation of budgets;
- iii. Treasury management; and
- iv. Financial and management accounting.

4.2.4.4 Directorate of Audit and Compliance

This Directorate of Audit and Compliance ensures compliance of the Commission with regulatory and operational requirements and that Internal Controls are working as per management intent.

The Directorate comprises of two departments namely Internal Audit and Compliance and Information Systems Audit. The Directorate is responsible for:

- i. Development of internal audit and compliance strategy and policy;
- ii. Compliance management; and
- iii. Operations and systems audit.

4.2.4.5 Directorate of Research, Electoral Boundaries and Risk Management.

This Directorate of Research, Electoral Boundaries and Risk Management conducts research on electoral processes, electoral reforms, electoral technology and operational support. The Directorate also undertakes delimitation of electoral boundaries as well as planning, monitoring and evaluation of Commissions programmes and activities.

In addition, the Directorate is responsible for knowledge management, library services and archiving. The Directorate also advises the Commission on key risk areas and provides assurance on development and implementation of risk management in operational, financial and information systems.

The Directorate comprises of three departments namely Research and Development; Risk Management and Electoral Boundary Delimitation. The Directorate is responsible for:

- i. Conducting research;
- ii. Coordinating strategy development;
- iii. Library services and archiving;
- iv. Risk management;
- v. Monitoring and evaluation; and
- vi. Delimitation of Constituencies and Wards boundaries.

4.2.4.6 Directorate of Human Resources and Administration

This Directorate of Human Resources and Administration is responsible for the management of human and administrative capital. The Directorate manages the development of a culture of work performance ethics at the Commission and oversees progressive staff welfare policies and strategies, and ensures establishment of professional, competent and motivated workforce. In line with the Commission's strategy, the Directorate also manages the development and implementation of best practices in human resources and administration strategies, policies and procedures.

The Directorate undertakes periodic reporting and monitoring of staff performance and also oversees the development of efficient and effective administrative and office services including fleet management and safe custody of the Commission's equipment and facilities. The Directorate comprises of three departments. These are: Human Resource Management; Human Resource Development and Performance Management and General Administration. The Directorate is responsible for:

- i. Development of human resources management and administration policies;

- ii. Human resources management including manpower planning and development, recruitment, performance management, staff welfare, reward management and employee relations; and
- iii. Administration including security, fleet and facilities management.

4.2.4.7 Directorate of Legal Services

This Directorate is responsible for legal compliance with legislative instruments relating to contracts; electoral frameworks; Political Parties regulation; dispute resolutions; and petitions. It also manages preventive legal strategies aimed at forestalling disputes, controversies and litigation, and oversees legal research and develops legal reform plans.

The Directorate has three departments that include Litigation and Contract Management; Investigation, Compliance and Legal Reforms; Political Parties Liaison and Campaign Financing. It is responsible for:

- i. Legal Services and Advisory;
- ii. Legal Reform and Compliance;
- iii. Political Party Liaison;
- iv. Campaign Finance Regulation;
- v. Management of Investigations and Prosecutions; and
- vi. Commission Services.

4.2.4.8 Directorate of Information and Communications Technology (ICT)

This Directorate undertakes the overall management of the Commission's ICT needs and is responsible for development and implementation of the ICT programs to support the Commission's mandate. The Directorate manages the development and implementation of ICT policies, procedures, business applications, support systems and network administration.

The Directorate comprises of three departments that include Service Delivery, Business Systems Development and Information Security and Business Continuity.

The Directorate is responsible for:

- i. Management of election technology;
- ii. Development and implementation of ICT strategy and policy;
- iii. ICT advisory;
- iv. Systems administration, maintenance and support;
- v. Management of information systems security;

- vi. Programming and systems development; and
- vii. Capacity building on ICT.

4.2.4.9 Directorate of Supply Chain Management

The Directorate is responsible for the overall management of the Strategic Supply Chain needs for the Commission. The Directorate is tasked with ensuring that all proactive, reactive and long term supply chain requirements of the Commission are delivered in a cost effective manner while ensuring value for money and compliance with the Public Procurement and Asset Disposal Act 2015 and Regulations 2020.

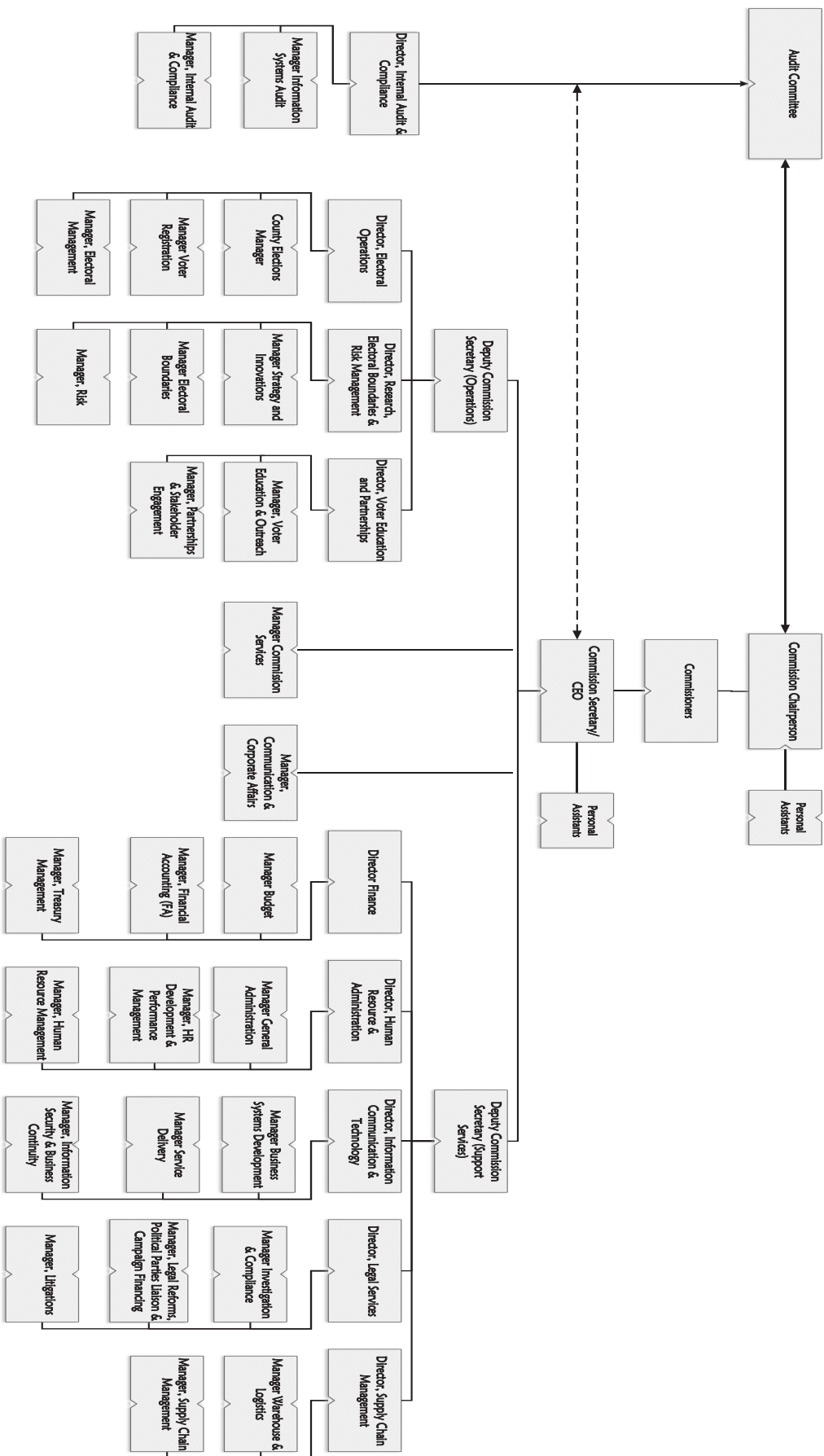
The Directorate oversees establishment of procurement policies and procedures, enhancing of integrity and timely service delivery and monitors procurement processes to ensure compliance with relevant legislative frameworks.

The Directorate is responsible for:

- i. Development of procurement and supply chain policies and procedures;
- ii. Designing, planning, implementing, controlling and monitoring supply chain activities;
- iii. Development and implementation of cost-effective procurement, logistics, distribution, warehousing, storage, stock control, contract management strategies;
- iv. Preparation of tender documents;
- v. Advising user departments in preparation of specifications for goods, works and services; and
- vi. Coordination and development of Commission's procurement plan and implementation.

4.2.5 The IEBC Organogram

Figure 1: Organogram



4.3 Staff Establishment

4.3.1 Staff Establishment

The Commission's current staff establishment is shown in Table 5

Table 5: Consolidated Proposed Staff Establishment for the Commission

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
THE COMMISSION					
1	Commission Chairperson	-	1	1	0
2	Commissioners	-	2	6	-4
	<i>Subtotals for the Commission</i>		3	7	-4
OFFICE OF THE COMMISSION SECRETARY/CHIEF EXECUTIVE OFFICER					
1	Commission Secretary/CEO	1	0	1	-1
2	Deputy Commission Secretary (Support Services)	2	1	1	0
3	Deputy Commission Secretary (Operations)	2	0	1	-1
4	Manager Commission Services	4	1	1	0
5	Personal Assistants (Chairman & CEO)	4	1	2	-1
6	Quality Assurance Officer	5	1	1	0
7	Manager, Communication & Corporate Affairs	4	1	1	0
8	Senior PR & Events Officer	5	0	1	-1
9	Events & Branding Officer	6	0	1	-1
10	Senior Communication & Media Liaison Officer	5	0	1	-1
11	Social Media Management Officer	6	0	1	-1
12	Website & Content Management Officer	6	0	1	-1
13	Media Liaison Officer	6	0	1	-1
14	Public Relations & Customer Care Officer	6	0	1	-1
15	Communication Officer	6	1	0	1
16	Receptionists/Customer Care Assistant	7	3	7	-4
17	Manager Field Services	4	1	0	1
18	Regional Liaison Coordinator	5	1	0	1
	<i>Subtotals - Office of the Commission Secretary/CEO</i>		11	22	-11

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
DIRECTORATE OF VOTER REGISTRATION AND ELECTORAL OPERATIONS					
1	Director, Electoral Operations	3	1	1	0
2	County Elections Manager	4	42	47	-5
3	Senior Elections Officer (former CEC)	5	260	290	-30
4	Assistant Elections Officer II/I	7/6	271	290	-19
5	Manager, Electoral Management	4	0	1	-1
6	Manager, Electoral Operations	4	1	0	1
7	Senior Election Officer - Operations	5	0	1	-1
8	Election Officer –Planning, Operations & Logistics	6	1	1	0
9	Assistant Election Officer –Planning & Operations	7	0	1	-1
10	Assistant Election Officer – Materials & Logistics	7	0	1	-1
11	Senior Election Officer – Electoral Training	5	1	1	0
12	Election Officer - Training Programs	6	0	1	-1
13	Election Officer – Curriculum & Material Development	6	0	1	-1
14	Assistant Election Officer –Training Programs	7	0	1	-1
15	Assistant Election Officer–Curriculum & Material Dev.	7	0	1	-1
16	Manager Voter Registration	4	1	1	0
17	Senior Election Officer - Voter Registration	5	0	1	-1
18	Senior Election Officer – Register Maintenance	5	0	1	-1
19	Election Officer – Voter Registration	6	1	2	-1
20	Election Officer - Register Maintenance	6	0	2	-2
21	Assistant Election Officer - Voter Registration	7	0	2	-2
22	Assistant Election Officer – Register Maintenance	7	0	2	-2
	<i>Subtotals - Directorate of Voter Registration & Electoral Operations</i>		579	649	-70
DIRECTORATE OF VOTER EDUCATION AND PARTNERSHIPS					
1	Director, Voter Education and Partnerships	3	0	1	-1
2	Manager, Voter Education & Outreach	4	1	1	0
3	Senior Voter Education Officer	5	1	1	0
4	Voter Education Officer	6	0	1	-1
5	Gender Inclusion Officer	6	0	1	-1
6	Assistant Voter Education Officer	7	0	1	-1
7	Assistant Gender Inclusion Officer	7	0	1	-1

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
8	Manager, Partnerships & Stake holders Engagement	4	1	1	0
9	Senior Partnerships Officer	5	0	1	-1
10	Partnership Officer	6	1	1	0
11	Assistant Partnerships Officer	7	0	1	-1
	<i>Subtotals - Directorate of Voter Education & Partnerships</i>		4	11	-7
DIRECTORATE OF RESEARCH, ELECTORAL BOUNDARIES AND RISK MANAGEMENT					
1	Director, Research, Electoral Boundaries & Risk Management	3	0	1	-1
2	Manager Strategy and Innovations	4	1	1	0
3	Senior Research & Innovation Officer	5	0	1	-1
4	Senior Strategy Monitoring & Evaluation Officer	5	0	1	-1
5	Monitoring and Evaluation Officer	6	1	1	0
6	Strategy Officer	6	0	1	-1
7	Statistician	6	1	1	0
8	Librarian	6	1	1	0
9	Resource Mobilization Officer	6	0	1	-1
10	Research Assistants	7	0	2	-2
11	Assistant Librarian	7	0	1	-1
12	Manager, Risk Management	4	0	1	-1
13	Senior Risk Management Officer	5	0	1	-1
14	Risks & Election Security Officer	6	0	1	-1
15	Risks & Compliance Officer	6	0	1	-1
16	Operations Risk Officer	6	1	0	1
17	Manager Electoral Boundaries	4	1	1	0
18	Senior Electoral Boundaries Officer	5	0	1	-1
19	Senior Demographer	5	0	1	-1
20	Senior Cartographer	5	0	1	-1
21	Surveyor	6	1	1	0
22	GIS Analyst	6	1	2	-1
23	Cartographer	6	4	4	0
24	Demographer	6	1	1	0

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
25	Geo- Database Administrator	6	0	1	-1
26	Assistant Geo- Database Administrator	7	0	1	-1
27	Assistant Cartographer	7	1	2	-1
28	Assistant Demographer	7	0	1	-1
	<i>Subtotals - Directorate of Research, Electoral Boundaries & Risk Management</i>		14	33	-19
DIRECTORATE OF HUMAN RESOURCE AND ADMINISTRATION					
1	Director, Human Resource & Administration	3	1	1	0
2	Manager, Human Resource Management	4	0	1	-1
3	Manager, Human Resource Dev. & Performance Management	4	1	1	0
4	Senior Human Resource Management Officer	5	1	3	-2
5	Human Resource Management Officer -HRM	6	1	4	-3
6	Human Resource Management Officer-Training & Dev.	6	1	2	-1
7	Human Resource Management Assistant	7	1	7	-6
8	Senior Records Management Officer	5	1	1	0
9	Records Management Officer	6	1	2	-1
10	Records Assistant	8	5	6	-1
11	Manager General Administration	4	1	1	0
12	Manager Security and Transport	4	1	0	1
13	Senior Administration Officer	5	0	1	-1
14	Administration Officer	6	1	1	0
15	Kitchen/Welfare Staff	10	3	3	0
16	Senior Transport and Security Officer	5	1	1	0
17	Transport and Security Officer	6	0	1	-1
18	Administration Assistant	7	0	1	-1
19	Security Assistant	7	0	1	-1
20	Transport Assistant	7	0	1	-1
21	Chief Office Administrator – Executive Secretary	5	3	7	-4
22	Senior Office Administrator – Personal Secretary	6	10	15	-5
23	Clerical officers (2 per directorate)	8	7	11	-4

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
24	Principle/Senior Drive(Commissioners, CEO)	8	2	8	-6
25	Driver I/II(Each County, Director & Pool-14)	10	47	76	-29
	Office Assistants	10	11	13	-2
	<i>Subtotals - Directorate of Human Resource & Administration</i>		<i>100</i>	<i>169</i>	<i>-69</i>
DIRECTORATE OF INFORMATION COMMUNICATION AND TECHNOLOGY					
1	Director, Information Communication & Technology	3	0	1	-1
2	Manager Service Delivery	4	1	1	0
3	Senior ICT Support Coordinator (HQ)	5	1	1	0
4	Senior ICT Support Coordinator (Field)	5	1	1	0
5	ICT Support Officer	6	3	3	0
6	County ICT Officers	6	45	47	-2
7	ICT Support Assistant	7	2	2	0
8	Senior Systems Administrator	5	3	4	-1
9	Senior Database Administrator	5	1	2	-1
10	Database Administrator	6	0	1	-1
11	Senior Network Administrator	5	1	1	0
12	Network Engineer	6	1	2	-1
13	Manager Business Systems Development	4	0	1	-1
14	Senior Systems Analyst	5	1	1	0
15	Systems Developer	6	1	2	-1
16	Web Design Administrator	6	1	1	0
17	Manager, Information Security & Business Continuity	4	0	1	-1
18	Senior ICT Security Officer	5	0	2	-2
19	Security Analyst	6	0	1	-1
	<i>Subtotals –Directorate of Information Communication &Technology</i>		<i>62</i>	<i>75</i>	<i>-13</i>
DIRECTORATE OF FINANCE					
1	Director Finance	3	1	1	0
2	County Accountant	6	17	47	-30
3	Manager Budget	4	1	1	0
4	Senior Budget Officer	5	0	1	-1

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
5	Budget Officer	6	1	1	0
6	Manager, Treasury Management	4	0	1	-1
7	Senior Accountant, Payments	5	1	1	0
8	Senior Accountant, Taxation	5	0	1	-1
9	Tax Accountant	6	0	1	-1
10	Accountant	6	0	2	-2
11	Manager, Financial Accounting (FA)	4	0	1	-1
12	Senior Accountant, Management & Financial Accounting (M&FA)	5	1	1	0
13	Accountant	6	3	4	-1
14	Accounts Assistant	7	4	9	-5
	Subtotals - Directorate of Finance		29	72	-43
DIRECTORATE OF SUPPLY CHAIN MANAGEMENT					
1	Director, Supply Chain Management	3	1	1	0
2	Supply Chain Quality Assurance officer	5	0	1	-1
3	Supply Chain Management Assistant/Counties	7	15	47	-32
4	Manager, Supply Chain Management	4	0	1	-1
5	Senior Supply Chain Management Officer	5	0	2	-2
6	Supply Chain Management Officer	6	2	4	-2
7	Supply Chain Management Assistant/HQ	7	2	4	-2
8	Manager Warehouse & Logistics	4	1	1	0
9	Senior Warehouse & Logistics Officer	5	1	1	0
10	Warehouse Officer	6	1	2	-1
11	Logistics Officer	6	0	1	-1
12	Supply Chain Management Assistant/Warehouse	7	5	3	2
	Subtotals - Directorate of Supply Chain Management		28	68	-40
DIRECTORATE OF LEGAL SERVICE					
1	Director, Legal Services	3	1	1	0
2	Senior Legal Officer (Quality Assurance)	5	0	1	-1
3	Manager, Litigations	4	1	1	0
4	Senior Legal Officer - Litigations	5	1	1	0

No	Job Designation	Grade	In-Post	Approved Establishment	Variance
5	Legal Officer - Litigations	6	1	5	-4
6	Legal Officer - Contracts	6	0	1	-1
7	Legal Records Management Officer	6	1	1	0
8	Legal Records Management Assistant	7	0	1	-1
9	Court Clerk	8	1	2	-1
10	Manager Investigation & Compliance	4	1	1	0
11	Senior Legal Officer – Compliance	5	0	1	-1
12	Compliance Officer	6	0	2	-2
13	Investigations Officer	6	2	2	0
14	Manager, Legal Reforms, Political Parties Liaison & Campaign Financing	4	1	1	0
15	Senior Legal Officer – Legal Reforms	5	0	1	-1
16	Senior Legal Officer – Campaign Financing	5	0	1	-1
17	Accountant - Campaign Financing	6	0	2	-2
18	Legal Officer - Research	6	0	1	-1
	Subtotals - Directorate of Legal Services		10	26	-16
DIRECTORATE OF INTERNAL AUDIT AND COMPLIANCE					
1	Director, Internal Audit & Compliance	3	1	1	0
2	Senior Internal Auditor—Quality Assurance	5	0	1	-1
3	Manager, Internal Audit & Compliance	4	1	1	0
4	Senior Internal Auditor – Audit & Compliance	5	0	1	-1
5	Internal Auditor – Compliance & Investigation	6	0	1	-1
6	Internal Auditor – Financial Audit	6	3	3	0
7	Manager Information Systems Audit	4	0	1	-1
8	Senior Internal Auditor – Information Systems	5	1	1	0
9	Internal Auditor – Information Systems	6	0	2	-2
14	Operations and Systems Auditor	6	1	0	1
15	Data Analyst/Statistician	6	1	0	1
16	Project Coordinator	7	0	0	0
	Subtotals - Directorate of Internal Audit & Compliance		8	12	-4
	Grand Total - Proposed Establishment for the Commission		848	1144	-296

4.3.2 Human Resource Development Strategies

The human resource development strategy to be implemented over the Strategic Plan period include:

- i. Rationalize the existing organizational structure and functions;
- ii. Strengthen Human Resource Planning;
- iii. Conduct Capacity Building; and
- iv. Develop a Competency Framework for the Commission.

4.4 Financial Resources

4.4.1 Financial Resources Requirements

The Commission will require approximately Kshs 86.3 billion to implement this five-year Strategic Plan.

A summary of the resource requirement is presented in Table 6.

Table 6: Resource Requirements

Key Result Area	Baseline estimates (Ksh.)	Resource Requirements					
		Projected Estimates (Ksh. Mn)					
		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
Strengthen 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
Equitable Representation	500,000,000	510,743,905	500,359,460	494,158,000	550,000,000	100,500,000	2,155,761,365
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
Total	4,803,400,000	15,143,000,000	26,715,542,211	34,097,324,468	5,283,740,000	5,070,927,000	86,310,533,679

4.4.2 Resource Gaps

Table 7: Resource gaps

	Year 1 (2020/2021)	Year 2 (2021/2022)	Year 3 (2022/2023)	Year 4 2023/2024	Total
Resource Requirements	15,143,000,000	26,715,542,211	34,097,324,468	5,989,000,000	81,944,866,679
MTEF Ceiling	4,609,230,000	20,708,080,000	20,848,592,918	5,000,880,000	51,166,782,918
Resource Gap	10,533,770,000	6,007,462,211	13,248,731,550	988,120,000	30,778,083,761

4.4.3 Resource Mobilization Strategies

The Commission depends on the National Treasury to fund planned programmes and activities. To supplement resource gaps, the Commission mobilizes funds from development partners.

In the implementation of this Strategic Plan, the Commission envisages to undertake two major activities that include the general election and boundary delimitation. It is also highly anticipated that a referendum might be held in the Strategic Planning Period and this will widen the resource gap. By-elections are also anticipated and this will, invariably call for more resources.

Funding of the MTEF budget that will cover the General Elections is expected to be determined during the next 2020/21 – 2022/23 MTEF period. To ensure effective implementation of the activities of the General Elections, all the funds needed should be secured during this period. Going by the government budgetary cycle, the earliest the implementation of General Elections activities can begin is July 2021. The implementation matrix envisages that procurement of all election goods and services except for ballot papers and statutory forms will be concluded by May 2022. This is expected to allow for ample time for distribution of election material to all the Counties.

4.5 Risk Analysis and Mitigation Measures

Treasury Circular No. 3/2009 on the development and implementation of Institutional Risk Management Policy Framework (IRMPF) in the public sector requires every public institution to develop and implement a Risk Management Framework as part of the wider public sector financial management reform initiatives. It also provides guidelines and the methodology for developing and implementing a risk management framework.

Under this Strategic Plan, the Commission has identified risks which could hinder achievement of its strategic and operational objectives. Additionally, the Commission has identified mitigation measures to effectively deal with uncertainties and associated risks. This include measures to minimize likelihood of those risks crystallizing and or minimizing their impact if they occur.

Table 8: Strategic Plan Risks

The risks associated with implementation and success of this Strategic Plan have been analysed and results of analysis is as shown in Table 8.

No	Risk CATEGORY	Risk	Overall Rating	Mitigation Measures	Risk Owner
1	Legal Risks	<ul style="list-style-type: none"> i. Delay in enactment or amendments of electoral law ii. Last minute amendment of laws. iii. Lack of timely interpretation of the laws. iv. Judicial rulings that affect the election timelines. v. Delayed enactment of referendum laws & regulations. 	HIGH	<ul style="list-style-type: none"> i. Engagement with parliament and stakeholders. ii. Seek legal opinion of the Attorney General. iii. Timely legal interpretation. iv. Compliance with the law. v. Appeal of cases. vi. Lobby parliament to enact the relevant laws 	Commissioners CEO DLPA
2	Political Risks	<ul style="list-style-type: none"> i. Election related violence ii. Refusal to accept election results 	HIGH	<ul style="list-style-type: none"> i. Have contingency plans to respond to emerging issues. ii. Conduct continuous risk assessments. 	Commissioners DARC
3	Strategic Risks	<ul style="list-style-type: none"> i. Constitution of the Commission ii. Replacing of Commissioners too close to the election. 	HIGH	<ul style="list-style-type: none"> i. Engage parliament for timely appointment of Commissioners. 	Chairperson of the Commission
4	Financial Risks	<ul style="list-style-type: none"> i. Non operationalization of the IEBC Fund. ii. Inadequate budgetary provision iii. Delayed Exchequer release. 	MEDIUM	<ul style="list-style-type: none"> i. Operationalizing the IEBC Fund. ii. Engage Parliament and Treasury for financing of planned activities . iii. Budgeting to be aligned with 	Commissioners CEO DF

No	Risk CATEGORY	Risk	Overall Rating	Mitigation Measures	Risk Owner
5	Technological Risks			Commission's core mandate. iv. Early requisition of Exchequer.	
		Pending Bills	HIGH	Lobby Treasury for allocation of funds to clear pending bills	CEO DF
		Malfunctioning of ICT Systems & Equipment	HIGH	i. Maintenance and testing of ICT equipment and systems. ii. Upgrading of ICT Systems and Equipment.	DICT
		Overreliance on vendors	HIGH	i. Skills transfer to Commission Staff. ii. Timely funding and adequate time for implementation of ICT systems.	DLPA DICT
		Over legislation on use of ICT	HIGH	Review the law.	DICT DLPA
		Cyber security threats	MEDIUM	Enhance ICT security system.	DICT
		Centralization of ICT procurement in the Ministry of ICT	HIGH	i. Engage Treasury to exempt the Commission from the directive and allow its autonomy in ICT Procurement. ii. Direct engagement with the Office of the Attorney General.	Commissioners DSCM DICT
		Obsolescence of BVR Kits	HIGH	Modify KIEMs to perform registration function.	DICT

No	Risk CATEGORY	Risk	Overall Rating	Mitigation Measures	Risk Owner
6	Operational risks	Delay in procurement of strategic and non-strategic election materials.	HIGH	<ul style="list-style-type: none"> i. Enter into framework agreements with service providers. ii. Early requisitioning of procurable items. 	DSCM
		Low voter registration turnout	MEDIUM	<ul style="list-style-type: none"> i. Engage stakeholders in mobilization of eligible voters ii. Conduct continuous voter education for voter registration. iii. Adequate facilitation of voter registration and education. iv. Targeted voter registration. 	DVREO DVEPC DF
		Insecurity during electoral activities	HIGH	<ul style="list-style-type: none"> i. Establish an election security plan with security agencies ii. Enforcement of electoral code of conduct. 	Commissioners DPLA DARC DHRA
		Profiling of IEBC Staff	HIGH	<ul style="list-style-type: none"> i. Enhance security for staff. ii. Engage with stakeholders. 	DHRA DARC
		High Staff attrition	LOW	<ul style="list-style-type: none"> i. Improved staff welfare and security. ii. Institute career progression. iii. Establish a staff reward mechanism. 	DHRA
		i. Under remuneration of temporary poll officials.	MEDIUM	<ul style="list-style-type: none"> i. Improve the terms of service for temporary poll officials including accommodation during trainings in vast 	DHRA DF

No	Risk CATEGORY	Risk	Overall Rating	Mitigation Measures	Risk Owner
		ii. Occupational Hazards such as accidents suffered by temporary poll officials.		constituencies.	
7	Reputational Risks	Negative publicity and reduced public trust	HIGH	i. Engagement of media and stakeholders. ii. Enhance public sensitization on Commission activities. iii. Enhance transparency in Commission operation.	Commissioners DVEPC CEO
8	Compliance Risks	Non-compliance with policies, laws, procedures and obligations	MEDIUM	Sensitize staff and enforce the relevant legislations, policies, procedures and obligations	Commissioners CEO All Directors

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.0 Overview

This Chapter presents the monitoring, evaluation and reporting framework needed to track progress, undertake corrective and informal backgrounding during implementation and to assess the impact on preparation and activities. The framework is designed to realize the Commission's Vision of "*A credible electoral management body that meets the democratic aspirations of the people of Kenya*".

5.1 Monitoring

This Strategic Plan has put in place monitoring mechanism for tracking progress of implementation of strategies and activities. The monitoring mechanisms will help to establish gaps, challenges and best practices to inform corrective actions.

Under this plan, performance monitoring is an on-going process which enables the Commission to determine whether programmes and activities are on track.

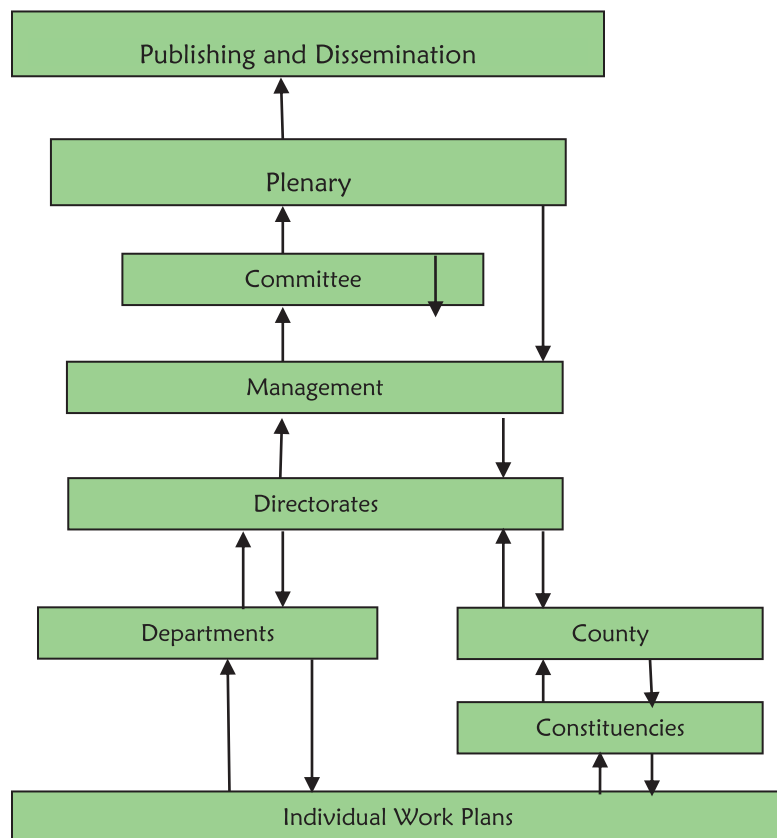
To achieve the foregoing, key indicators have been identified to measure and monitor the implementation of activities and the attainment of results outlined in this Strategic Plan. The monitoring and evaluation framework is as shown in annex II.

5.2 Reporting

Reporting the progress of the implementation of a strategic plan is critical in measuring performance and adjusting strategic direction. Progress reports will be prepared on quarterly and annual basis. Key aspects that will need to be captured include targets, achievements, challenges and recommendations.

During the implementation of the Strategic Plan, programme-based reports will be prepared at the conclusion of each major Commission activity. The reports will be discussed by management and thereafter presented to the Commission's Plenary for approval. Figure 3 shows the development process of reports from the individual work plans and the consolidated reports at the various levels. These reports will be subjected to the Commission approval process.

Figure 3: Reporting and Feedback Framework



5.3 Evaluation

Evaluation is a crucial component in strategic planning. Evaluation seeks to assess the extent to which the set objectives have been met as well as the impact of programmed activities. The evaluation criteria shall be based on relevance, effectiveness, efficiency, and sustainability of the Commission strategies. Mid-term and End-Term evaluation will be conducted to determine the overall impact and outcomes against set goals and results. In addition, evaluation shall be done to align set strategies to the existing social economic and political trends. The findings of the evaluation will inform the development of the next Strategic Plan.

5.4 Review of the Strategic Plan

The review is the final stage in the implementation of the Strategic Plan aimed at generating feedback on how well the strategic goals have been met and sets the baseline for future strategic planning.

ANNEXES

ANNEX I: IMPLEMENTATION MATRIX

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
1. Strengthening corporate governance	To strengthen governance of the Commission	Enhance accountability, fairness, transparency in policy formulation, implementation and decision making.	Strong corporate brand.	Policies in place.	Number of meetings held.	120	24	24	24	24	34,477,955	34,477,955	34,477,955	16,313,880	17,129,574	136,877,319	CEO	
		Institute a framework for organizational governance and corporate identity.	Strong corporate brand.	A framework for corporate governance in place.	Unqualified Audit Reports.	5	1	1	1	1								
		Enhance capacity of the Commission in good corporate governance	Strong corporate brand.	Well trained Commissioners	% Reduction in staff turnover	100	100	60	60	100	100							
		Enhance resource mobilization.	Commission activities well-funded.	Fully funded Strategic Plan	% of funds mobilized	100	100	100	100	100								
2. Strengthening the Legal Framework	To review electoral laws for efficient conduct of elections	Review of Election laws	Efficiency in management of elections	Robust Legal Framework	Number of Election laws reviewed	12	6	6	0	0	51,863,735	3,631,360,590	6,168,487,555	121,264,000	127,327,200	10,100,303,080	Director Legal and Public Affairs	
					Number of subsidiary legislations	12	6	6	0	0								

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	To manage Election Petitions	Review of strategies of managing petitions	Enhanced and comprehensive litigation system	Effective and efficient Litigation Framework	Number of boundary delimitation laws reviewed	1	1	0	0	0	0						Director Legal and Public Affairs
					Number of boundary delimitation regulations reviewed.	1	1	0	0	0	0						
					% of election petitions defended.	100	0	0	100	0	0						
					% of boundary delimitation petitions defended.	100	0	0	0	100	0						
					Number of officials trained	990	627	363	0	0	0						
	Conduct of Elections	To improve efficiency and effectiveness of management of elections	Efficiency in the management of elections	Trained electoral officials	Number of officials trained on amended laws	990	0	0	990	0	0						
					% of political parties and independent candidates compliant	100	100	100	100	100	100						
					Adherence to the rule of law												
					Revised law and established structure.												
					An improved dispute resolution framework	100	100	100	100	100	100						
		To enhance regulation of political parties and independent candidates	Expeditions determination of electoral disputes	An improved vetting framework	% of cases heard and determined.	100	100	100	100	100	100						
					% of complaints/sues heard and determined.	100	100	100	100	100	100						
					Effective implementation of Chapter 6 of the Constitution.	100	100	100	100	100	100						

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		TOTAL
3 Effective conduct of elections	To enhance Electoral Procedures	Review Election Manuals and Guidelines	Standardized and effective electoral procedures	Updated election manuals	Number of manuals reviewed.	10	5	5	0	0	0	5,008,520,897	10,164,054,134	19,855,785,800	77,998,360	81,898,278	35,188,257,469	Director Voter Registration and Electoral Operations
	To strengthen the independent candidate nomination framework and efficiency	Develop nomination candidate registration framework	Simplified nomination of independent candidates	Approved independent candidate management framework.	Independent candidate management framework in place.	1	0	1	0	0	0							
	To develop distribution and retrieval plan for polling materials and equipment	Develop an elaborate distribution and retrieval plan of polling materials and equipment	Seamless distribution and retrieval plan	Approved distribution and retrieval plan of polling materials and equipment	Distribution and retrieval plan in place	1	0	1	0	0	0							
	To guide disposal of electoral materials	Develop guidelines on disposal of electoral materials	Secure disposal of electoral materials	Guidelines on disposal of electoral materials approved	Guidelines on disposal of electoral materials in place	1	1	0	0	0	0							
	To standardize Electoral Materials	Review of specifications for Election Materials	Quality and standard Election materials	Approved revised specifications for Election Materials	Specifications booklet for Election Materials in place	1	1	0	0	0	0							
	To increase efficiency and accuracy in Election Results Management	Review Result Management Framework	Standardized result management procedure	Approved Election Result Management Framework	Election Result Management Framework in place	1	1	0	0	0	0							
To improve efficiency and effectiveness in management of election	Develop e-learning platform and materials	Enhanced electoral knowledge and skills	e-learning platform and materials developed	e-learning platform and materials in place	1	1	0	0	0	0								

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		TOTAL
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		TOTAL
	To conduct targeted electoral trainings	Identify electoral training needs among staff	Enhanced electoral knowledge and skills	A pool of well trained staff on electoral management	Number of staff trained	300	60	60	60	60								
	To establish National and Regional Election Training Institute	Mobilize resources for implementation	Increased staff competency in electoral management	Training Institute established	Training Institute in place	1	0	1	0	0	0							
	To improve voter registration procedures and processes	Develop Voter Registration Policy	Standardized Voter Registration processes and procedures	Approved Voter Registration policy	Approved Voter Registration policy in place	1	1	0	0	0	0							
	To improve voter registration documentation	Develop Guide on Voter Registration document management	Guide on Voter Registration document management	Approved Guide on Voter Registration document management	Guide on Voter Registration document management in place	1	1	0	0	0	0							
	To improve coordination of field operation	Monitor performance management framework	Field monitoring report	Improved performance	Number of reports	5	1	1	1	1	1							
	To facilitate registration and voting of Kenya Citizens residing outside the Country	Review Diaspora policy	Increased participation in electoral processes by Kenyan citizens residing outside the Country	Approved Diaspora Policy	Approved Diaspora Policy in place.	1	0	1	0	0	0							
	To harmonize electoral technology	To develop policy on electoral technology	Standardized electoral technology	Approved policy on electoral technology	Approved policy on electoral technology in place	1	0	1	0	0	0							
	To register all eligible Kenyans as voters	Conduct continuous and mass voter registration	Updated register of voters	Comprehensive , Accurate and updated register of voters	Additional number of Registered voters (millions)	7	0.3	3	4	0	0							

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		TOTAL
	To develop a comprehensive, accurate and updated register of voters	Conduct continuous inspection and periodic verification of the register of voters	Certified register of voters	Comprehensive , accurate and updated register of voters developed	% update of the register of voters	100	1	100	100	100	100							
	To facilitate audit of the register of voters	engage an international reputable audit firm	Audited register of voters	Comprehensive , accurate and updated register of voters developed	Number of Audit Reports.	1	0	0	1	0	0							
	To increase efficiency and effectiveness of registration and voting processes	Develop e-voter registration and voting policy	Enhanced efficiency in voter registration and voting processes	Efficiency and effectiveness of registration and voting processes increased	e-voter registration and voting policy in place	1	0	1	0	0	0							
	To enhance data sharing and collaboration among population agencies	Establish Inter-agency forum	Enhanced collaboration amongst population agencies	Comprehensive and coordinated data sharing initiatives	Number of Inter-agency forums conducted	20	4	4	4	4	4							
4. Public outreach	To enhance participation of citizens in electoral processes and across the electoral cycle	Develop a framework for conduct of voter education across the electoral cycle.	Enhanced participation of citizens and stakeholders in electoral processes	Draft framework	A framework developed	1	1	0	0	0	0	347,349,500	2,163,081,800	851,712,000	42,162,120	44,270,226	3,448,575,646	Director Voter Education, Partnerships and Communication
		Undertake citizen outreach across the electoral cycle;	Enhanced participation of citizens and stakeholders in electoral processes	<ul style="list-style-type: none">DecisionsWork plansTeam of ToTs	Numbers of citizen outreach Forums held	500	200	50	50	0								
		Undertake regular monitoring and evaluation of the interventions.	Enhanced participation of citizens and stakeholders in electoral processes	Tools	Quarterly Monitoring Reports submitted	20	8	10	2	0	0							

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Collaborate with grassroots organisations to increase the reach of voter education across the country	Enhanced participation of citizens and stakeholders in electoral processes	Mapped organizations	List of accredited organisations	200	0	0	200	0	0						
		Conduct voter education for SIGs in all electoral processes	Improved trust among stakeholders	Register of SIGs in place.	% of SIGs reached	100	20	50	30	0	0						
		Strengthen voter education outreach for first time voters	Improved trust among stakeholders	Data of registered first time voters	Percentage increase of first time voters registered	100	20	50	30	0	0						
		Strengthen voter education school clubs	Increased participation by young citizens in electoral process.	Reports on clubs established	Number of school clubs created	200	80	50	50	10	10						
		To enhance coordination and quality assurance in delivery voter education	Develop and implement coordination and quality assurance framework.	Approved framework in place.	A quality assurance framework developed.	1	1	0	0	0	0						
			Build capacity of voter education providers to effectively conduct voter education	Training reports	Number of Voter education providers trained.	500	100	350	50	0	0						
			Establish structured engagement with voter education providers.	Minutes of meetings held	Number of information sharing meetings held	20	10	10	0	0	0						

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	TOTAL				
	To remove barriers that hinder delivery of voter education.	Review voter education manuals	Up to date manuals	Updated voter education manuals	Number of manual reviewed	5	4	1	0	0	0										
		Centralize development of IEC materials	Harmonized knowledge dissemination	Reports of workshops held	Number of IEC material developed	30	15	15	0	0	0										
		Establish voter education platforms for voter education providers.	Efficient delivery of voter education	Reports of platforms established	Number of platforms established	40	20	20	0	0	0										
		Establish local language translation committees at the National and county levels	Increased voter awareness and participation	Local language translation Committees in place	Number of IEC materials translated into local languages.	30	15	15	0	0	0										
		Conduct thematic Campaigns in the pre, during and after elections	Voter capacity enhanced in the specific thematic area	Thematic Campaigns held	Number of thematic campaigns held.	150	94	47	6	3	0										
	To enhance the capacity of staff to conduct voter education.	Conduct voter education for staff.	Efficient delivery of voter education.	Adopted voter education modules	Number of staff trained.	300	150	150	0	0	0										
		Avail all IEC materials digital first.	Efficient delivery of voter education.	Digitization platform in place.	Number of Voter education materials digitized.	30	15	15	0	0											
		Collaborate with grassroots organisations to increase the reach of voter education across the country	Informed voter.	List of mapped grassroots organizations	Number of grassroots organizations mapped.	470	470	470	0	0	0										

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5					
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5					
	To strengthen partnership at the International, Regional and National - County and Constituency levels.	Strengthen the mechanism of partnership and stakeholder engagement	Increased trust and participation	List of categories of partners and established structures	Partnerships structure established	392	388	2	2	0	0										
		Develop a standard operating procedure (SOP) in submitting, sharing and distributing Commission's publications with stakeholders.	Increased knowledge levels among stakeholders	SOP in place	Approved SOP	1	1	0	0	0	0										
		Develop a partnership framework for resource mobilization.	Well-resourced programmes	Partnership resource mobilization framework in place	Approved framework	1	1	0	0	0	0										
		Enhance partnerships for increased participation of Special Interest Groups in electoral processes.	Increased trust and participation	MoUs	Number of MoUs signed	5	3	2	0	0	0										
		To encourage electoral cycle approach to election observation	Improved service delivery	Election observation framework in place.	Approved Election observation framework	1	1	0	0	0	0										
	To improve	Develop a communication	Enhanced public trust	Communication Framework	Approved a communication	1	1	0	0	0	0										

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
corporate reputation for enhanced public trust and confidence in the electoral process.	framework	Reposition IEBEC as corporate brand in the provision of electoral services.	Consistent and coherent messaging.	in place	n framework												
		Strengthen corporate communication	Improved synergy	CSR policy in place	Approved CSR policy	1	1	0	0	0	0						
		Strengthen the customer service function.	Improved customer experience	Customer care manual developed	Approved customer care manual	1	1	0	0	0							
		Develop a crisis communication and management framework.	Improved crisis management	Crisis communication and management framework developed.	Approved Crisis communication and management framework	1	1	0	0	0							
To build robust and proactive Media engagement.	Develop a framework for media engagement.	Improved media relations	Framework for media management developed.	Approved Framework for media management	1	1	0	0	0	0							
		Review media guidelines for journalists on election reporting.	Objective and accurate media reporting on elections	Guidelines for journalists on election coverage developed.	Approved Media guidelines	1	1	0	0	0	0						
To build a robust and proactive social media engagement.	Develop a social media policy	Structured social media engagement.	Social media policy developed.	Approved Social media policy	1	1	0	0	0	0							
5. Equitable Representation	To undertake boundary delimitation	Develop Boundaries review operations plan.	Transparent and accountable delimitation process	Boundaries review operations plan developed.	Approved Boundaries review operations plan	1	1	0	0	0	510,743.90	500,359,460	494,158,000	550,000	100,500	2,155,761.365	Director Researches and Development
		Develop rules of procedure for boundary	Informed delimitation process	Guidelines on delimitation developed	Approved Guidelines on delimitation	1	1	0	0	0							

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	TOTAL				
6. Strengthening Strategic operations	To establish a sustainable financial resource base	delimitation.																			
		Undertake public participation for boundaries delimitation.	Informed citizenry on boundaries delimitation	Forum reports	Number of forums held	47	47	0	0	0	0										
		Establish a well-equipped GIS laboratory.	Science based decision making on boundaries delimitation	GIS lab in place	Fully equipped GIS lab	1	1	0	0	0	0										
		Enhance adherence to MTEF budget preparation requirements	Timely implemented strategic plan activities	All electoral activities adequately funded	% funding of the strategic plan	100	100	0	100	10	10	637,774,529	765,251,395	714,654,152	637,774,529	701,551,982	3,457,006,587				
		Mobilize additional resources from development partners.	Timely implemented strategic plan activities	All electoral activities adequately funded	% of target achieved	100	100	1	0	100	10	10									
To prepare periodic financial reports	Engage the National Treasury for adequate electoral cycle based funding.	Improve electoral services	Electoral activities effectively implemented	% of activities implemented	100	100	1	0	100	10	10										
	Enhance adherence to the PFMA Act and International Public-Sector Accounting Standard (IPSAS).	Improved service delivery	Periodic reports prepared	Financial statements	25	25	5	5	5	5											
	Enhance capacity of staff in financial management	Improved service delivery	Knowledgeable staff	Unqualified accounts	5	5	1	1	1	1	1										
																			Director Finance		

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
To effectively and efficiently manage Human Resources		Automation of financial management processes.	Improved service delivery	Automated financial systems acquired	Automated systems in use	1	1	0	0	0	0						Director Human Resource and Administration
		Review and implement human resource planning	Optimal staffing level in the commission	Strategic human resource plan	Skills inventory	1	1	0	0	0	0	3,547,712.031	6,901,644.986	3,724,700.814	3,547,712.031	3,902,483.234	
		Review the organizational structure	A well-structured commission	Revised commission's structure	Revised organogram	1	1	0	0	0	0						
		Review performance management framework	High performance and productivity.	Performance management policy and tools	Revised performance management framework	1	1	0	0	0	0						
		Review staff welfare policy	Physical and psychological wellness of staff	healthy and well-motivated staff	Staff welfare policy developed	1	0	0	0	1	0						
		Review the Human Resource and Administration Manuals	Faster and objective decision making	Revised human resource and administration manual	Approved manual. Implementation report	1	0	0	0	1	0						
		Develop and implement career progression guidelines	Effective career management	Career progression guidelines	Career progression guidelines in place	1	1	0	0	0	0						
		Automate HR processes.	Effective and efficient HRM	HRMIS	HRMIS module	2	1	1	0	0	0						
		Develop a framework for employee relations policy	An objective employees relations policy	Employees relations policy	Employees relations policy and reports	1	1	0	0	0	0						
		Establish and implement counseling services	Psychological wellness	Staff counseling services.	Counseling services unit	1	1	0	0	0	0						
		Establish and implement health and wellness program	Healthy and motivated staff	Health and wellness policy	Approved policy and reports	1	1	0	0	0	0						

Key Result Area	Strategic Objective	Strategy (ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
To develop human resources		Develop and implement succession management policy	Effective and efficient succession management	Succession management policy	Succession management reports	1	1	0	0	0	0						
		Develop and implement occupational health and safety policy	Safe working environment	Occupational health and safety policy in place	Occupational health and safety policy	1	1	0	0	0	0						
	To develop human resources	Develop a Competency framework for the commission.	Professional staff with required knowledge skills	Competency framework developed.	Approved Competency framework	1	1	0	0	0	0						
		Capacity Building of the Commission staff.	Professional staff with required knowledge skills	Well trained staff	Number of staff trained	920	300	250	50	220	100						
		Develop a records management policy	Effective records management in place	Proper records management	Approved records management policy	1	1	0	0	0	0						
To provide comprehensive, effective and efficient transport management system	To Set up an effective records management system	Automate record management system	Effective computerized records management system.	Computerized records management system in place	Computerized records management systems	1	0	1	0	0	0						
		Develop a transport policy	Effective transport policy	Enhanced transport policy in place	Approved transport policy	1	1	0	0	0	0						
	To provide comprehensive, effective and efficient transport management system		Conducive working environment	Office space working tools and storage facilities plan developed	Approved Office space working tools and storage facilities plan												
To provide comprehensive, effective and efficient transport management system	To provide comprehensive, effective and efficient transport management system	Develop a comprehensive plan for the provision of working tools	Conducive working environment	Office space working tools and storage facilities plan developed	Approved Office space working tools and storage facilities plan	1	1	0	0	0	0						
		Develop a comprehensive plan for the provision of	Conducive working environment	Offices and warehouses plan in place	Approved Offices and warehouses plan.	1	1	0	0	0	0						

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		TOTAL
		office space and warehouses			Assets register and inventory	1	1	0	0	0	0							
		Develop and implement a maintenance plan for commissions assets	Efficient operational assets	Well maintained commission assets		1	1	0	0	0	0							
		Acquire Commission land/building(s)	Acquired commission land and building(s)	Commission land and buildings in place	Title deeds, allotment letters.	1	1	0	0	0	0							
		Develop and implement Asset security and safety Policy	Well secured Commission Assets	Asset security and safety policy in place	Approved Asset security and safety policy	1	1	0	0	0	0							
	To provide security to Commission assets	Develop and implement security plan for commissions assets	Improved security of Commission assets	Security plan developed	Approved asset Security plan	1	1	0	0	0	0							
		To strengthen risk management in Commission's operations	Implement the IEBC Risk Management Framework	Risk management in the electoral process enhanced	Risks in the electoral process are identified and mitigated	Risk management reports	10	2	2	2	2	2	34,829,915	305,949,044	57,025,201	34,829,915	38,312,907	470,946,982
	Updated Risk register					5	1	1	1	1	1							
	Risk Monitoring reports					5	1	1	1	1	1							
	To Integrate early warning and electoral conflict prevention in electoral processes.	Integrate electoral conflict prevention in electoral processes through the electoral cycle approach.	Peaceful elections	Early warning tool developed	Early warning reports	5	1	1	1	1	1							

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
To provide adequate security during electoral activities.	Establish a Joint Election Security Plan with security agencies throughout the electoral cycle.	Safe and secure electoral environment	Joint security Plan developed	Election Security reports	20	5	5	7	1	2							
Strengthen Internal controls and enhance capacity of the Internal Audit function.	Enhance internal audit on electoral processes.	Compliance with financial procedures, prudent use of resources and effective Internal controls	Scheduled audits and audit reviews carried out	Approved scheduled internal Audit Reports	10	2	2	2	2	2							
	Strengthen the capacity internal audit.	Enhanced compliance with the regulatory framework	Improved internal Audit reports	Number of staff trained	5	5	0	0	0	0							
	Develop a framework for the conduct of Legal Audit.	Enhanced compliance with statutory requirements.	Framework for legal audit developed.	Approved framework in place	1	1	0	0	0	0							
To Manage the existing Election Technology	Put in place maintenance contracts for ICT infrastructure and systems	Efficient performance of technology	Maintenance contracts in place	% Maintenance Contracts signed	100	1	0	100	100	100	4,496,326.00	1,754,345,568	1,613,501.00	4,496,326,000	4,945,958,600	17,306,457,168	
	Establish a storage facilities and maintenance plan for ICT equipment.	Sustainability of technology	Maintenance plan developed	Approved maintenance Plan	1	1	0	0	0	0							
	Enhance capacity of ICT staff	Effective management of ICT	Enhanced capacity of technical staff	Number of staff Trained	70	2	0	20	20	10	0						
	Enhance capacity for	Effective management of ICT	Enhanced capacity of	Number of staff Trained	850	2	220	200	200	0							
Director Information on Communication and Technology																	

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)		Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	TOTAL	
		non ICT staff		Commission staff on ICT			0											Director Supply Chain Management
		Develop guidelines on e-waste management	Safe environment from hazardous materials	Guidelines on e-waste management developed	Approved Guidelines on e-waste management	1	1	0	0	0	0							
		Replacement of ICT equipment.	Enhanced efficiency.	Serviceable ICT equipment	% of equipment replaced.	100	100	100	100	100	100							
		Upgrade of election technology.	Improved efficiency in the use of technology in election	Upgraded electoral technology in place	Updated technology	5	1	1	1	1	1							
To integrate ICT in the electoral process	Develop a collaboration framework with mobile network service providers for RTS		Reliable election results transmission	Collaboration framework developed	Signed MoUs	4	4	0	0	0	0							
To enhance ICT security and compliance.	Certification of election technologies as per the Election Act.		Compliance to the law	Compliance Certificate issued	Compliance Certificate	1	1	0	0	0	0							
		Simulations and testing of election technology.	Confidence in election officials and technology.	Simulation reports	% success rate	100	0	0	100	0	0							
To streamline procurement processes, logistics, warehousing and disposal	Develop procurement and disposal policy manual.		Enhanced service delivery	Procurement and disposal procedures and policy manual in place	Approved procurement and disposal procedures and policy manual	1	1	0	0	0	0	432,251,674	447,812,735	463,933,991	432,251,674	475,476,841	2,251,726,915	Director Supply Chain Management
		Develop a comprehensive logistics and warehousing	Enhanced warehousing and logistics	A logistics and warehousing management framework in place	Approved logistics and warehousing management	1	1	0	0	0	0							

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	TOTAL				
		management framework.																			
		Automate procurement and warehouse processes	Improved accountability and efficiency in procurement and warehousing process	e-procurement and warehousing system in place	e-procurement and warehousing system	1	1	0	0	0	0										
	To conduct research to inform IEBC Electoral Operations and Management Processes	Acquire adequate space, resources and equipment for the resource centre	Functional repository for knowledge management	An operational Resource centre	% of resource center equipped	100	20	4	4	4	4	41,149,859	47,204,544	118,888,000	41,149,859	45,264,845	293,657,107				
		Conduct research surveys and studies	Informed decision making in the Commission processes	Research studies on topical electoral issues conducted	Number of research surveys and reports	20	4	4	4	4	4										
		Develop Research Policy.	Coordinated research function in the commission	Research policy in place	Approved research policy	1	0	1	0	0	0										
To conduct research to inform IEBC's electoral operations and management processes.	Establish research collaboration with relevant institutions and academia locally and internationally.	Strengthen Scholarly authorship in the Commission	Signed MOUs	Number of MOUs signed.	5	1	1	1	1	1											
	Strengthen and digitalize library.	Increased access to information	Digital library in place	Access logs	1000	200	200	200	200	200											
	To strengthen the planning function.	Develop a reporting framework.	Structured reporting and feedback mechanism	Reporting framework in place	Adopted reporting framework	1	0	0	1	0	0										
																				Director Research, Boundaries and Development	

Key Result Area	Strategic Objective	Strategy(ies)	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		TOTAL
	To strengthen the Monitoring and Evaluation function.	Develop a monitoring and evaluation manual.	Mainstreamed monitoring and evaluation of electoral process.	Monitoring and evaluation manual developed.	Approved monitoring and evaluation manual.	1	0	1	0	0								
To enhance Library, Documentation and Archiving services.	Establish knowledge repositories and collaborative technologies.	Improved knowledge management	System of knowledge management in place	Resource center	1	0	0	0	1	0								
	Peer review on best practices with other Electoral Management Bodies (EMBs)	Improved electoral processes based on international best practices.	Peer reviews conducted	Peer review reports	10	2	2	2	2	2								
	Conduct monitoring and Evaluation on Electoral processes	Improved electoral processes.	Monitoring and evaluation conducted.	M&E Reports	20	4	4	4	4	4								
TOTAL BUDGET												15,143,000,000	26,715,542,211	34,097,324,468	5,283,740,000	5,070,927,000	86,310,553,679	



Your Vote, Your Future

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