



Independent Electoral and Boundaries Commission (IEBC)



IEBC STRATEGIC PLAN 2024-2029

Inclusion and Participation in Deepening Democracy in Kenya

Your Vote, Your Voice

Kura Yako, Sauti Yako

#KuraYakoSautiYako #TalkWithIEBC #StopFakeNews

     | @IEBCKenya

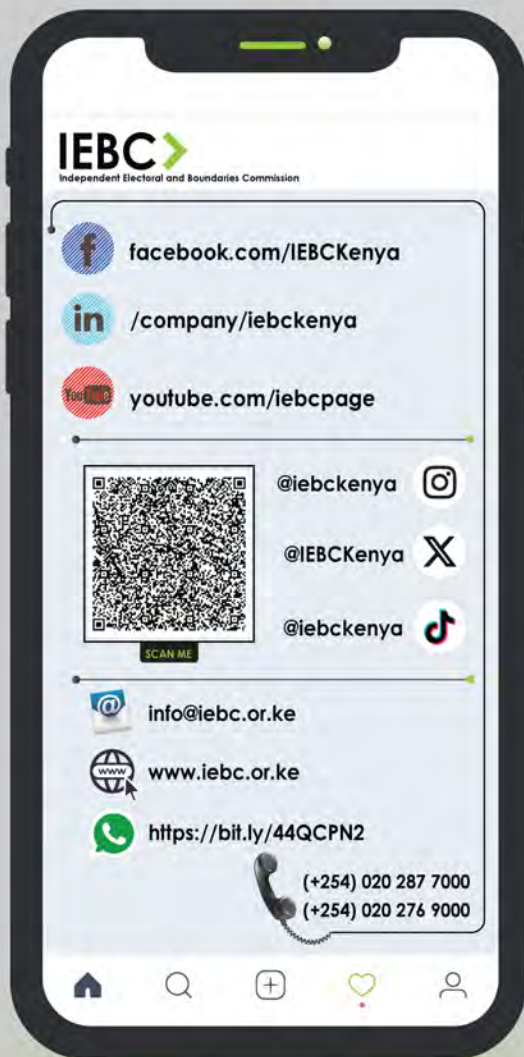


IEBC

The Independent Electoral and Boundaries Commission (IEBC) asserts right of recognition as author of the original material. The source should be attributed as IEBC Strategic Plan 2024-2029.

All rights reserved including rights to reproduce in any format.

@ Copyright IEBC Kenya, 2026



IEBC STRATEGIC PLAN 2024-2029

Inclusion and Participation in Deepening Democracy in Kenya

Your Vote, Your Voice

Kura Yako, Sauti Yako

#KuraYakoSautiYako #TalkWithIEBC #StopFakeNews

     | @IEBCKenya



VISION

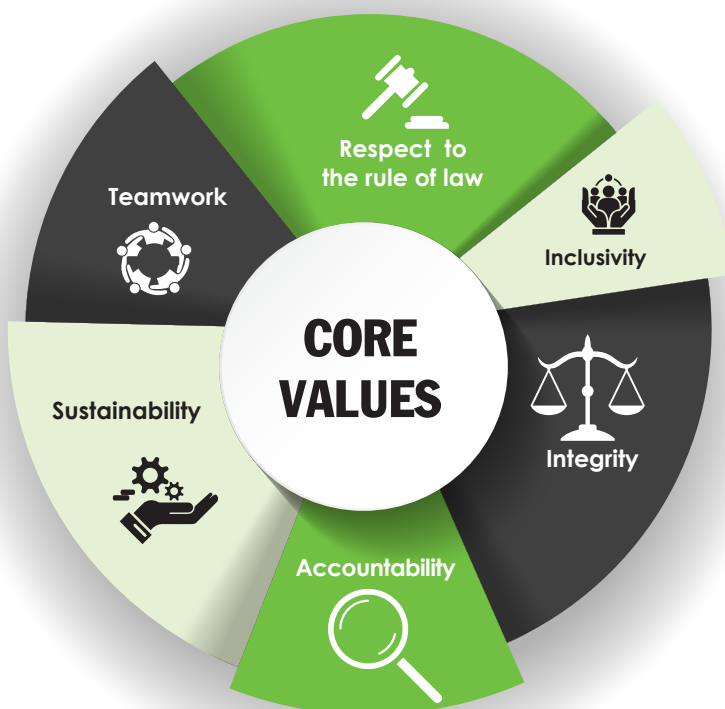
A credible Electoral Management Body committed to deepening democracy in Kenya.

MISSION

To conduct inclusive, credible and efficient elections, and to undertake boundary delimitation for equitable representation and sustainable democracy.

STRATEGIC THEME

Inclusion and Participation in Deepening Democracy in Kenya.





Erastus Edung Etheke, HSC

Chairperson, Independent Electoral and Boundaries Commission (IEBC)

CHAIRPERSON'S FOREWORD

The Independent Electoral and Boundaries Commission (IEBC) is resolutely dedicated to protecting and enhancing Kenya's democratic processes. In our endeavour to ensure that elections are participatory, inclusive, transparent, efficient and have integrity, we are pleased to present the IEBC Strategic Plan for 2024-2029.

This strategic document has been developed through comprehensive consultations, careful planning and validation from stakeholders who reviewed it to ensure its goals align with the Commission's strategic objectives, mission and vision.

The Strategic Plan relied on local, regional and international instruments that uphold the democratic and political rights of citizens. It also aligns its strategies and programmes to the Government policies and programmes as contained in the Vision 2030 and the Fourth Medium Term Plan (2023-2027).

Importantly, the appointment of new Commissioners brings on board strategic clarity and renewed leadership that will monitor, review and guide electoral operations to enhance confidence and legitimacy of Kenya's democratic process. Further, I assure Kenyans that this Commission has the professional competence, capacity, determination



We believe that the strategic objectives outlined in this document will enable the Commission to overcome current challenges, foster public trust, and advance the growth of Kenya's democratic institutions when implemented.

and resolve to identify and mitigate risks, overcome challenges and deliver on its constitutional mandate.

I extend my deepest gratitude to the Secretariat, our development partners, stakeholders, and the Kenyan people for their steadfast support, commitment and trust in the Commission's vision and mission.

Anchored on the Fifth Generation Strategic Plan (2023-2027) issued by the State Department for Economic Planning in June 2023, the Commission developed a comprehensive roadmap that guided the formulation of a consultative strategic plan. This roadmap include:

1

Interpreting and Reviewing TORs:

Technical Working Group interpreted and adopted the TORs established by the IEBC Commission Secretary.

2

Action Planning:

An actionable plan was created to steer the review and development of the Strategic Plan 2024-2029.

3

Situation Analysis:

The Assessment Report of the expired Strategic Plan 2020-2024 was examined to incorporate challenges and lessons learned, ensuring a thorough situation analysis for the new plan.

4

Draft Development:

A draft of the Strategic Plan 2024-2029 was produced in accordance with the format outlined by the State Department for Economic Planning.

5

Stakeholder Engagement:

Finalisation Process: The validated strategic plan was submitted to the State Department for Economic Planning for further review and feedback prior to its finalization.

The approach adopted guarantees that this strategic plan addresses the fundamental issues that have traditionally affected our electoral processes. Moreover, it sets ambitious objectives centred on enhancing our institutional capacity, fostering public engagement, and ensuring fair representation for all Kenyans. We genuinely appreciate your invaluable contributions in shaping this plan and acknowledge your crucial role in this journey. Your insights have significantly influenced our strategic objectives, and we look forward to your continued support.

We believe that the strategic objectives outlined in this document will enable the Commission to overcome current challenges, foster public trust, and advance the growth of Kenya's democratic institutions when implemented. Our confidence in the effectiveness of this plan and its potential to drive positive changes is strong. We hope that this assurance cultivates trust among you, our valued stakeholders.

The path ahead is defined by transformation, resilience, and a steadfast commitment to the democratic principles that underpin our great nation. We encourage all stakeholders to collaborate with us in this essential endeavour as we strive together for a stronger and fairer electoral process for every Kenyan.



Erastus Edung Ethekon, HSC
Chairperson, Independent Electoral and Boundaries Commission





Moses Sunkuli, OGW
Ag. Commission Secretary /CEO



PREFACE AND ACKNOWLEDGEMENT

The Commission developed this strategic plan through an extensive consultative process involving both internal and external stakeholders, key to election management.

On behalf of the Commission, I acknowledge the support and the contribution of the Chairperson and the Members of the Commission. Their invaluable leadership made a significant contribution to the success and completion of this Strategic Plan. I express my heartfelt gratitude to the Secretariat for their contributions towards the development of this Strategic Plan. Special appreciation goes to the Technical Working Group (TWG), which developed the strategic plan and provided the necessary expertise. Your dedication and insights have been essential, and the Commission sincerely appreciates your contributions and support.

The Commission is profoundly grateful for the contributions of stakeholders and experts across various fields



“

The Commission is profoundly grateful to stakeholders who provided valuable insights that align this Strategic Plan with citizens’ aspirations in deepening democracy in Kenya.

who provided essential feedback to guarantee that the Strategic Plan aligns with the needs of citizens and stakeholders. In addition, the Commission appreciates the technical and financial support from our development partners, International Foundation for Electoral Systems (IFES), Electoral Law and Governance Institute for Africa (ELGIA) and British High Commission, Kenya.

As we look ahead, we are committed to implementing this Strategic Plan by ensuring the safeguarding of electoral integrity.

Moses Sunkuli, OGW
Ag. Commission Secretary/CEO



EXECUTIVE SUMMARY

This five-year Strategic Plan is meant to explicitly provide the Commission's strategic direction and roadmap, through which it will achieve its Vision, Mission and Core Values. The Plan, themed 'Inclusion and participation in deepening democracy in Kenya' defines the Commission's direction, priorities, and strategic actions that, when fully implemented, will not only achieve long-term success but also enable it to deliver on its Constitutional mandate.

The 2024-2029 Strategic Plan has been developed through an inclusive, participatory and systematic approach by engaging internal and external stakeholders to enhance institutional governance.

Guided by the situational analysis, the Commission identified key achievements, challenges and lessons learnt from the expired 2020-2024 Strategic Plan to formulate the current plan. Further, it evaluated the anticipated risks and possible mitigation matrix that could impede the desired implementation of this plan.

The plan identifies Key Result Areas (KRAs) that guide the Commission towards achieving its objectives over the next five years. By setting clear, measurable and time-bound targets, the Commission seeks to promote a more transparent and accountable electoral system that addresses the needs of all stakeholders whilst being responsive to the evolving political landscape.

In addition, it outlines the strategic issues and goals essential for enhancing the effectiveness, efficiency and integrity of the electoral process. It equally aligns the Commission's initiatives with national priorities as well as the needs and expectations of stakeholders.

Furthermore, the strategic issues identified and addressed include enabling electoral legal framework, electoral training, use of technology, special voting, inclusion of marginalised groups, interagency collaboration, review of electoral boundaries, governance, risk and compliance, infrastructural resilience and strategic communication.

To address these strategic issues, the plan recommends a raft of actions to be implemented including conduct of transparent, free and fair elections, nurture trust and active participation of citizens in electoral activities, promote fairness and equity in representation and to strengthen the Commission for delivery of effective, efficient and credible elections.

The Commission has also identified KRAs as being critical focal points for operational success, including effective management of elections, meaningful citizen engagement and participation, equitable representation and institutional resilience. Each KRA is designed to produce specific outcomes that contribute to the overall effectiveness of the electoral process. By concentrating on these areas, the Commission will monitor progress, assess performance, and make informed decisions that will enhance the integrity, efficiency, and inclusivity of elections in Kenya, ultimately fostering public confidence in the electoral system.

In conclusion, the Commission's action plan constitutes the strategic issues, strategic goals, KRAs, outcomes, strategic objectives, key activities, expected output, annual budget, the risks and line of responsibility for execution of activities. To attain these, the Commission plans to expend an estimated Kshs 98.04156 billion over the next five years.

TABLE OF CONTENTS

FOREWORD	iii
PREFACE AND ACKNOWLEDGEMENT	vi
EXECUTIVE SUMMARY	viii
LIST OF FIGURES	x
LIST OF TABLES	x
DEFINITION OF CONCEPT AND TERMINOLOGIES	xi
ACRONYMS AND ABBREVIATIONS	xiv
CHAPTER ONE: INTRODUCTION	1
CHAPTER TWO: STRATEGIC DIRECTION	12
CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS	16
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	33
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES	41
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK	50
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES	61
CHAPTER EIGHT: MONITORING, EVALUATION, LEARNING AND REPORTING FRAMEWORK	65
ANNEX 1: IMPLEMENTATION MATRIX	72
ANNEX 2: RISK MANAGEMENT FRAMEWORK	98
ANNEX 3: ORGANOGRAM	101

LIST OF FIGURES

Figure 1: Evolution of Constituency Boundaries	9
Figure 2: The Electoral Cycle	34
Figure 3: Key Result Areas	39
Figure 4: Strategic Plan Monitoring, Evaluation, Learning and Reporting Framework	73

LIST OF TABLES

Table 1: The Legislations	3
Table 2: Summary of Opportunities and Threats	18
Table 3: Summary of Strengths and Weaknesses	21
Table 4: Challenges	25
Table 5: Lessons Learnt	26
Table 6: Stakeholders Analysis	28
Table 7: Outcomes Annual Projections	42
Table 8: Strategic Objectives and Strategies	46
Table 9: Staff Establishment	52
Table 10: Skill Sets and Competency Development	54
Table 11: Financial Requirement for Implementing the Strategic Plan and Mobilization Strategies	62
Table 12: Resource Gaps	63
Table 13: Outcome Performance Matrix	69

DEFINITION OF CONCEPT AND TERMINOLOGIES

CONCEPT AND TERMINOLOGIES	DEFINITIONS
Input	Resources, information, and materials needed to implement election processes, including funding, human resources, technology, and training.
Output	The immediate results of election activities, such as the number of registered voters, completed voter education campaigns and the number of polling stations established.
Key Activities	Essential tasks and actions undertaken to achieve the objectives of the election process, such as voter registration drives, public awareness campaigns, and logistics planning for elections.
Baseline	The initial set of data or conditions against which progress can be measured. It provides a reference point for assessing changes over time, such as previous voter turnout rates or the number of registered voters.
Indicator	Specific, measurable elements that reflect progress towards achieving objectives. For example, voter turnout percentage or the number of electoral disputes resolved.
Key Result Area	Specific domains or sectors that are critical for achieving the electoral process's strategic goals include voter education, electoral integrity, or stakeholder engagement.
Outcome	These include broader effects or changes that result from the election activities, such as increased voter participation, enhanced public trust in the electoral process, or improved transparency.
Strategies	The planned approaches and methods to achieve the strategic goals and objectives, which may include partnerships, technology adoption and community engagement initiatives.
Strategic Issues	Fundamental challenges or opportunities that need to be addressed to achieve the organization's goals, such as electoral fraud, public apathy and outdated voting technology.
Strategic Goals	Broad, long-term aims that guide the overall direction of the electoral process, such as ensuring free and fair elections and enhancing civic engagement.
Strategic Objectives	Specific, measurable outcomes that contribute to achieving the strategic goals, such as increasing voter registration by a certain percentage and reducing election-related violence.
Targets	Quantifiable benchmarks that are set to measure progress toward strategic objectives, such as achieving a voter turnout of 75% in the next election.
Value Chain	The process and activities involved in delivering electoral services, from voter registration to polling and results announcement, highlighting how each step adds value to the overall electoral process.
Redundancy systems	Backup components/processes designed to take over in case of failure in the primary system.

ACRONYMS AND ABBREVIATIONS

ABC	Activity-Based Costing
ACDEG	African Charter on Democracy, Election and Governance
ACHPR	African Charter on Human and Peoples' Rights
AGPO	Access to Government Procurement Opportunities
AP	Action Plan
APTs	Advanced Persistent Threats
AU	African Union
BMS	Budget Management System
BROP	Boundaries Review Operations Plan
BSAP	Boundaries Security Arrangement Programme
BVR	Biometric Voter Registration
CEM	County Elections Manager
CF	Co-ordination Framework
CRMS	Candidate Registration Management System
CS/CEO	Commission Secretary/Chief Executive Officer
CSOs	Civil Society Organizations
DCS	Deputy Commission Secretary
DHRA	Directorate of Human Resource and Administration
DICT	Directorate of Information and Communication Technology
DLS	Directorate of Legal Services
DREB&RM	Directorate of Research, Electoral Boundaries and Risk Management
DSCM	Directorate of Supply Chain Management
DVEPC	Directorate of Voter Education Partnership and Communication
DEO	Directorate of Election Operations
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
ECF	Election Campaign Finance
ECK	Electoral Commission of Kenya
ELGIA	Electoral Law and Governance Institute for Africa
EMBs	Election Management Bodies
EOP	Election Operation Plan
ERMF	Election Results Management Framework
ERP	Enterprise Resource Planning System
ESAP	Election Security Arrangement Programme
EVI	Electronic Voter Identification
FBOs	Faith-Based Organizations
GIS	Geospatial Information Systems

ACRONYMS AND ABBREVIATIONS

GoK	Government of Kenya
HR	Human Resource
HRMIS	Human Resource Management Information System
IAC	Internal Audit and Compliance
ICF	Implementation and Coordination Framework
ICT	Information and Communications Technology
IEBC	Independent Electoral and Boundaries Commission
IEC	Information, Education and Communication
IFES	International Foundation for Electoral Systems
IGRTC	Intergovernmental Relations Technical Committee
IIBRC	Interim Independent Boundaries Review Commission
IIEC	Interim Independent Electoral Commission
IMS	Inventory Management System
IPM	Implementation Plan Matrix
IPOA	Independent Police Oversight Authority
IREC	Independent Review Commission
IRMPF	Institutional Risk Management Policy Framework
ISMS	Information Security Management System
ITSM	Information Technology Service Management
JLAC	Justice and Legal Affairs Committee
JLAHRC	Justice, Legal Affairs and Human Rights Committee
KEBS	Kenya Bureau of Standards
KEPSA	Kenya Private Sector Alliance
KIEMS	Kenya Integrated Election Management System
KNBS	Kenya National Bureau of Statistics
KRA s	Key Result Area(s)
LCMS	Legal Case Management System
MEL	Monitoring, Evaluation and Learning
MICDE	Ministry of Information, Communications and The Digital Economy (MICDE)
MTEF	Medium-Term Expenditure Framework
MTP	Medium-Term Plan
MTP IV	Fourth Medium-Term Plan
NGOs	Non-Governmental Organizations
NPS	National Police Service
OAG	Office of the Auditor General
ODPP	Office of the Director of the Public Prosecution
ORPP	Office of the Registrar of the Political Parties
PC	Performance Contracting

ACRONYMS AND ABBREVIATIONS

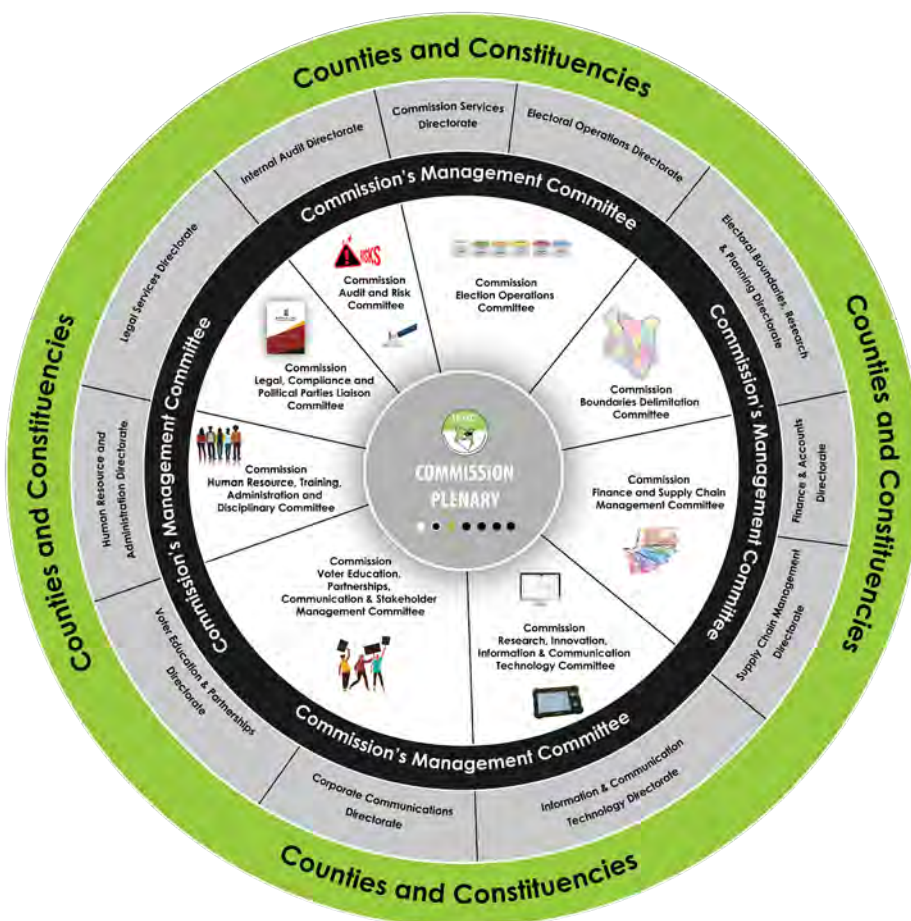
PFMA	Public Finance Management Act
PPRA	Public Procurement Regulatory Authority
PPDT	Political Party Dispute Tribunal
PPLC	Political Parties Liaison Committee
PSD	Polling Station Diary
PWDs	People with Disability
RMF	Risk Management Framework
RTS	Results Transmission System
SEO	Senior Elections Officer
SESSCD	Staff Establishment, Skill Sets, and Competence Development
SIGs	Special Interest Groups
SLAs	Service Legal Agreement(s)
SOPs	Standard Operating Procedures
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
UNCCPR	International Covenant on Civil and Political Rights
VEP	Voter Education and Partnerships
VREO	Voter Registration and Electoral Operations
WBP	Work Plan and Budget Preparation



THE COMMISSION

Commission Chairperson Erastus Edung Ethekeon, HSC **(centre)** with Members of the Commission **(from left to right)** Dr Ann Nderitu CBS, Prof. Francis Aduol, Hassan Noor Hassan, EBS, Vice Chairperson Fahima Araphat Abdallah, Dr. Alutalala Mukhwana and Marykaren Sorobit. The Commission's governance framework is designed to promote transparency, accountability, strategic leadership and policy oversight.





8 Commission Committees		11 Directorates	
Plenary	Commission Audit and Risk Committee	• Internal Audit Directorate	Counties and Constituencies
	Commission Legal, Compliance and Political Parties Liaison Committee	• Legal Services Directorate	
	Commission Human Resource, Training, Administration and Disciplinary Committee	• Human Resource and Administration Directorate	
	Commission Research, Innovation, Information & Communication Technology Committee	• Information & Communication Technology Directorate	
	Commission Boundaries Delimitation Committee	• Electoral Boundaries, Research & Planning Directorate	
	Commission Finance and Supply Chain Management Committee	• Finance & Accounts Directorate	
	Commission Voter Education, Partnerships, Communication & Stakeholder Management Committee	• Supply Chain Management Directorate	
	Commission Election Operations Committee	• Voter Education & Partnerships Directorate	
		• Corporate Communications Directorate	
		• Electoral Operations Directorate	
		• Commission Services Directorate	

47
Counties

290
Constituencies

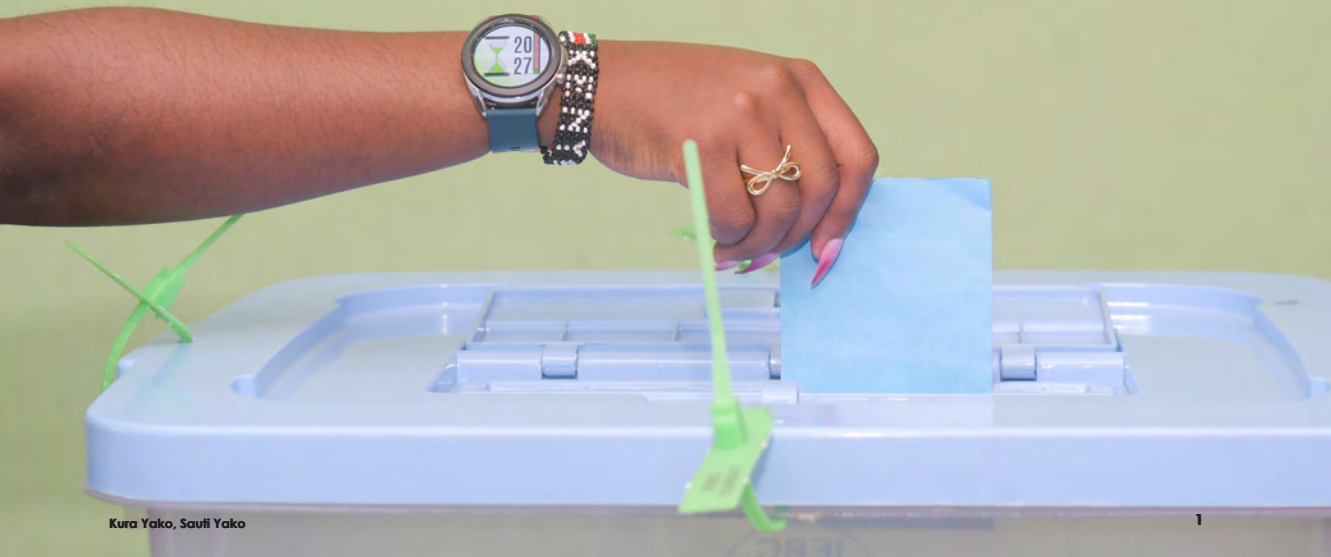
CHAPTER ONE

INTRODUCTION

1.0 Overview

The Independent Electoral and Boundaries Commission (IEBC) was established under Article 88(1) of the Constitution of Kenya, 2010, and is a corporate body as provided under Article 253. The Constitution mandates the Commission to conduct or supervise referenda and elections to any elective body or office established by the Constitution and any other elections as prescribed by an Act of Parliament. In addition, Constitution mandates the Commission to carry out delimitation of electoral units under Article 89. The functions of the Commission are governed by: the IEBC Act, 2011; Elections Act, 2011; Political Parties Act, 2011; Election Campaign Financing Act, 2013; and Election Offences Act, 2016.

The Commission also implements best practices in election management, guided by regional and international instruments, including the African Charter on Democracy, Election and Governance (ACDEG), the African Charter on Human and Peoples' Rights (ACHPR) and the International Covenant Civil and Political Rights (ICCPR).



1.1 Strategy as an Imperative for Organizational Success

The Commission has shown remarkable resilience in the face of dynamic contextual and environmental challenges that threaten the delivery of its mandate. Despite Kenya's electoral experience continuously testing the institution's capacity, the Commission has remained steadfast in delivering free, fair, and credible elections. The successful conduct of three General Elections, one Fresh Presidential Election, and one Referendum serves as a living testament to this resilience, providing a secure foundation for the future.

The Strategic Plan 2024-2029 builds on these achievements and lessons learned from the 2011-2015, 2015-2019, and 2020-2024 plans. This strategy represents the Commission's fourth consecutive roadmap in upholding the general principles of the country's electoral system under Article 81. These principles advocate, inter alia, free and fair elections, the freedom of citizens to exercise their political rights, the two-thirds gender principle, and fair representation.

The Commission's strategy mirrors the global imperative practice that obligates Election Management Bodies (EMBs) to adhere to principles of election management, i.e. impartiality, transparency, competency, inclusiveness and sustainability. These principles guide the Commission's operations and ensure the integrity of the electoral process.

This Strategic Plan 2024-2029 is a vital document that will guide the Commission's operations over the next five years (2024 to 2029). It focuses on four Key Result Areas (KRAs): managing elections, equitable representation, institutional resilience, and public engagement and participation. The overarching objective of the Commission is to issue a call to action to itself and the people of Kenya to collectively uphold, promote, and safeguard electoral justice.

1.2 The Context of Strategic Planning

The development of this Strategic Plan relies on the agility and innovation of the Commission to adapt to the ever-changing external environment. This will align with the trajectories outlined in Kenya's Development Agenda, which are defined in various legal and national policies. In realizing the Vision 2030 political pillar, the Commission is committed to promoting a democratic political system based on issue-based politics that respects the rule of law and protects the rights and freedoms of every individual in Kenya.

The tenets of the desired political system are:

- a. Democracy, public participation, and equitable delimitation of constituency and ward boundaries, promoting fair representation;

- b. Structures that encourage citizens' participation in free, fair, credible, and decisive elections;
- c. Public confidence in governance and the rule of law;
- d. An electoral process fostering competitive, issue-based politics;
- e. Legal and institutional frameworks supporting issue-based political processes;
- f. Comprehensive reform of all electoral-related laws, establishing a viable Electoral Management Body; and
- g. Institutionalizing and strengthening voter education programmes.

1.2.1 Constitution of Kenya

The Constitution of Kenya establishes the Commission, outlines its general mandate, and details its functions in the delimitation of electoral boundaries and the conduct of elections. Furthermore, it sets forth the fundamental principles of the Kenyan Electoral System, the scope of the electoral legislation, the registration of voters, the eligibility of candidates, and the general conduct of elections and electoral disputes resolution.

1.2.2 Sector Policies and Laws

The constitutional provisions regarding election management are put into effect by Acts of Parliament, including:

Table 1: *The Legislations*

The Legislation	Salient Features
The Independent Electoral and Boundaries Commission Act, 2011	• The operations, powers, responsibilities, and functions of the Commission are to oversee referenda and elections at both the county and national government levels for any elective body or office established by the Constitution or any other Act of Parliament. • Framework for the identification and appointment of the Chairperson, Members, and the Secretary of the Commission. • Manner of exercising the powers, responsibilities, and functions of the Commission. • Mechanism for consulting with stakeholders and other interested parties.
The Elections Act, 2011	The implementation of the Constitution in its conduct of elections.
The Political Parties Act, 2011	Registration and regulation of political parties, management of the Political Parties Fund, and resolution of disputes among political parties.
The Election Campaign Financing Act, 2013	Regulation of expenditure for election campaigns by political parties and candidates involved in the election.
Election Offences Act, 2016	Election offences and the penalties.
The Election Regulations	1. The Elections (General) Regulations 2012 2. The Elections (Voter Education) Regulations, 2017 3. The Elections (Party Primaries and Party Lists) Regulations, 2017 4. The Elections (Registration of Voters) Regulations, 2012 5. The Elections (Technology) Regulations, 2017 6. Rules of Procedure on Settlement of Electoral Disputes, 2012.

Other enabling legislations

- a. The Public Finance Management Act, 2012.
- b. Freedom of Information Act, 2012.
- c. Public Service Commission Act, 2012.
- d. Public Service (Values and Principles) Act, 2015.
- e. Leadership and Integrity Act, 2012.
- f. Public Procurement and Asset Disposal Act, 2015.
- g. District and Provinces Act, 1992.
- h. The County Government Act, 2012.
- i. Survey Act, 2012.
- j. Statistics Act, 2006.
- k. Data Protection Act, 2019.
- l. Anti Bribery Act, 2016
- m. Conflict of Interest Act, 2025.

1.2.3 Kenya Vision 2030 and Fourth Medium-Term Plan

a) The Kenya Vision 2030

Kenya Vision 2030 serves as a long-term development blueprint for the country, anchored in three pillars: economic, social, and political. It aims to create a cohesive, equitable, and just society founded on democratic principles and issue-based politics rooted in our rich and diverse cultures and traditions. Specifically, the political pillar seeks to establish an issue-based, people-centred, results-oriented, and accountable democratic political system.

Vision 2030 envisions a country with a democratic system that reflects the aspirations and expectations of its people. Some of the challenges hindering unity in the diversity of Kenyans are divisive politics based on ethnicity, religion, gender, and socio-economic status. In light of this, the vision aims to unite all Kenyans and help them move forward as one nation.

2023/27

Fourth Medium-Term Plan (MTP IV)

for 2023-2027 is a blueprint that aligns with Kenya's Vision 2030.



b) Fourth Medium Term Plan 2023-2027

The Fourth Medium-Term Plan (MTP IV) for 2023-2027 is a blueprint that aligns with Kenya's Vision 2030, that the government is currently implementing. The anticipated economic transformation can only be realized in a peaceful environment, one that arises from free, fair, transparent, inclusive, and credible elections.

To this end, the Commission will strive to promote and safeguard electoral justice for the citizens of Kenya, which aligns with the Bottom-Up Economic Transformation Agenda (BETA).

1.2.4 International Instruments

The Constitution of Kenya provides for application of general rules of international law and any treaty or convention ratified by Kenya. In this regard, the Commission considers various international instruments to buttress the electoral legal and regulatory framework. They include;

a. United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development promotes peaceful and inclusive societies for sustainable development, provides access to justice, and builds effective, accountable, and inclusive institutions at all levels. It is envisaged that the credibility of elections will ensure that Kenyans are free from the fear of any form of violence and that Kenyans, regardless of their ethnicity or political opinion, will feel safe.

b. International Covenant on Civil and Political Rights

The International Covenant on Civil and Political Rights (UNCCPR) elaborates on the civil and political rights and freedoms listed in the Universal Declaration of Human Rights. In addition, states commit themselves to promoting and respecting the right to self-determination.

c. African Union Agenda 2063

The African Union Agenda 2063 aims for an Africa characterized by good governance, democracy, respect for human rights, justice, and the rule of law. In line with this aspiration, the Commission plays a crucial role in nurturing a culture of good governance rooted in free, fair, and transparent election processes.

d. African Charter on Democracy, Election and Governance

The African Charter on Democracy, Election and Governance (ACDEG) promotes liberal democracy across Africa. Among its provisions is a series of laws designed to tackle unconstitutional regime changes, including the first legal instrument adopted by the AU that recognizes constitutional coups as a type of unconstitutional regime change.

e. African Charter on Human and Peoples' Rights

The African Charter on Human and Peoples' Rights (ACHPR) advocates and safeguards human rights and fundamental freedoms across the African continent.

f. East African Community Vision 2050

The East African Community Vision 2050 offers a comprehensive perspective that advocates a managed change process to ensure sustained political commitment, uphold good governance and accountability, and foster social cohesion. The EAC Vision 2050 aligns with the AU Agenda 2063 and the Sustainable Development Goals. This indicates that the Commission is responsible for conducting or overseeing referendums and elections, thereby ensuring credible elections with valid outcomes. This enables the country to have leadership that meets the aspirations of the people while maintaining good governance and accountability, as well as enhancing cohesion within the country.

1.3 History of the Commission



Sir Humprey Slade

1st Speaker of Kenya Independent Parliament (House of Representatives)

also served as Chairman of the election body in

1963-1970



Senator Timothy M. Chokwe

President of the Senate also served as Chairman of the election body in Kenya

1963-1967



James Nyamweya

appointed Chairman of the election body in Kenya

1985 - 1992



Zacchaeus Chesoni

Former Chief Justice

ECK Chairman

1992-1997

Elections in Kenya, under universal adult suffrage, commenced with polls in May 1963 during British rule to determine who would lead Kenya towards independence. The citizens had no part in electing their leaders. The Kenya Independence Order-in-Council established the first Electoral Commission, chaired by the Speaker of the Senate. Other members were the Speaker of the House of Representatives as Vice Chairman and nine others appointed by the Governor-General. This Commission oversaw the conduct of the elections in 1966.

The Attorney General's Office, which held the title of Supervisor of Elections and was supported by the Provincial Administration, assumed the authority of the Electoral Commission. The Supervisor of Elections oversaw five elections conducted in 1969, 1974, 1979, 1983, and 1988. Notably, the infamous Mlolongo (queue-voting) party nomination and General Election of 1988 were fraught with significant electoral irregularities that compromised the secrecy of the ballot. This engendered a desire for multi-party politics, culminating in the repeal of section 2A of the Constitution, which had established Kenya as a de jure One-Party state. Consequently, Kenya transitioned into a multi-party system.

1963

The year elections, under universal adult suffrage, commenced in Kenya during British rule to determine who would lead the country to independence.

The promulgation of the Constitution of Kenya, 2010, under Article 88, established the Independent Electoral and Boundaries Commission (IEBC).

1.3 History of the Commission



Samuel Kivuitu
ECK Chairman
1997 - 2007



Ahmed Issack Hassan, EBS
Chairperson of IEB
2011 - 2017



Wafula Wanyonyi Chebukati, EGH
Chairperson of IEB
2017- 2023



Erastus Edung Ethekon, HSC
Chairperson of IEB
2025 to Current

2013

IEBC conducted the first General Election under the new Constitution in 2013, followed by subsequent General and Fresh Presidential Elections in 2017 and the 2022 General Election.

Significantly, the 1991 Election Laws Amendment Act marked a pivotal moment in Kenya's electoral management history. It abolished the position of Supervisor of Elections and led to the establishment of the Electoral Commission of Kenya (ECK). The ECK, along with its Commissioners, was entrusted with overseeing elections in the country. The ECK's tenure included four General Elections in 1992, 1997, 2002, and 2007, as well as the first referendum on a new Constitution in 2005.

Following the 2007 Presidential election and the subsequent widespread electoral violence, the Independent Review Commission (IREC) was established. This vital Commission was tasked with investigating all aspects of the 2007 Presidential Election. Its findings and recommendations played a pivotal role in shaping the future of electoral management in Kenya. Notably, IREC proposed a new ideal Electoral Management Body (EMB), leading to the disbandment of the ECK and the creation of the Interim Independent Electoral Commission (IIEC) and the Interim Independent Boundaries Review Commission (IIBRC) in May 2009.

The IIEC conducted by-elections and the second referendum on the Constitution, while the IIBRC initiated the process of the first boundary delimitation in 2010. The promulgation of the Constitution of Kenya, 2010, under Article 88, established the Independent Electoral and Boundaries Commission (IEBC), which completed the initial review of the boundaries delimitation process in March 2012.

Moreover, the IEBC conducted the first General Election under the new Constitution in 2013, followed by subsequent General and Fresh Presidential Elections in 2017 and the 2022 General Election. To date, the country has held 13 General Elections, two referenda, and four boundaries delimitations.



A polling official assists an elderly voter after voting in a recent by-election. The Commission has deliberately deployed strategies to enhance inclusion in the electoral process targeting the elderly, marginalized groups, women, youth and persons with disabilities.

1.3.1 History of Delimitation of Boundaries

The administration of electoral boundaries in Kenya dates back to 1902. Boundaries underwent several changes between 1902 and 1933, which resulted in the pre-independence boundaries of 1962. The Colonial Government established the Regional Boundaries Commission in 1962 to create boundaries for the newly created nation of Kenya.

The Regional Commission was established based on the regions referred to in the Kenyan Independence Constitution of 1963. In the Constitutional Amendment Act No. 16 of 1968, all references to Provincial and District boundaries were deleted, but later reinstated in the Act of Parliament, the Districts and Provinces Act No. 5 of 1992. This Act provided the basis for dividing Kenya into 47 Counties. The Commission was also mandated to conduct an inquiry into the creation of constituencies for the newly independent nation of Kenya. The outcome of this process was the creation of 117 constituencies. The number of constituencies has progressively increased up to the current 290, as shown in Figure 1.

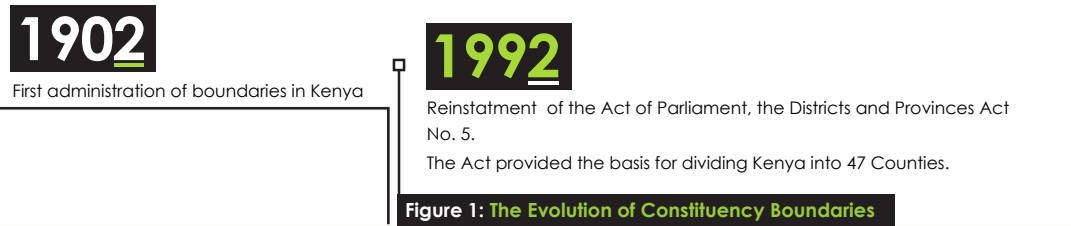
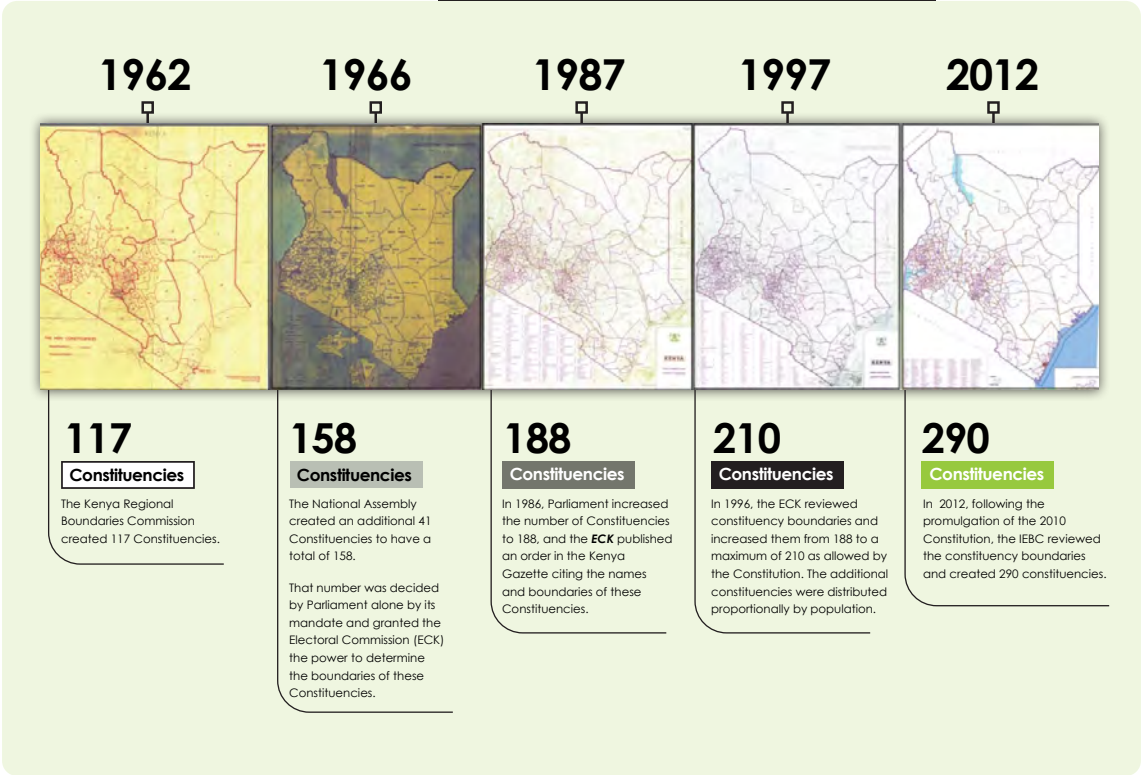


Figure 1: The Evolution of Constituency Boundaries



1.3.2 History of Delimitation of Boundaries

The 2010 Constitution provides that the names and boundaries of Constituencies be reviewed not less than 8 years and not more than 12 years, whereas the names, number and boundaries of County Assembly Wards be reviewed periodically. The First Review of boundaries under the Constitution of Kenya, 2010, was initiated by the Interim Independent Boundaries Review Commission (IIBRC) and completed by IEBC in 2012. The review created 290 Constituencies and 1450 County Assembly Wards. The Second Review of electoral boundaries under the Constitution of Kenya, 2010, commenced in 2020 and was to be concluded by March 2024. However, this did not happen due to the absence of Commissioners.

IIBRC

Interim Independent Boundaries Commission (IIBRC) conducted the First Review of Boundaries under the Constitution of Kenya, 2010. **The Review was completed by IEBC in 2012.**

The Review Created

290

Constituencies

1,450

County Assembly Wards

1.4 Methodology of Developing the Strategic Plan

The Commission adopted a systematic approach in formulating this Strategic Plan, as highlighted:

- a. Initiated the strategic planning process by defining the rationale and scope of the review process;
- b. Developed Terms of Reference (ToRs) for the technical committee;
- c. Appointed a technical committee that created a costed roadmap and action plan for the review and development of the Strategic Plan;
- d. The committee conducted a literature review, including the Performance Assessment of the 2020-2024 Strategic Plan;
- e. The committee performed a situational analysis, formulated key strategic goals, and identified KRAs to address the strategic issues;
- f. The committee established strategic objectives, an implementation and coordination framework, a risk management framework, and a monitoring, evaluation, and reporting framework;

1.4 Methodology of Developing the Strategic Plan

- g. The committee identified resource requirements and mobilization strategies for the effective implementation of the Strategic Plan;
- h. The committee prepared a draft of the Strategic Plan;
- i. The Plan underwent stakeholder validation and feedback;
- j. Submitted the validated draft Strategic Plan to the State Department for Economic Planning for review and feedback;
- k. Approval and launch of the Strategic Plan; and
- l. Dissemination and implementation of the Strategic Plan.

● An officer registers a voter during a past Continuous Voter Registration (CVR) exercise.



CHAPTER TWO

STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the strategic direction of the Commission for the period 2024-2029. It encompasses the mandate, vision, mission, strategic goals, core values, and quality policy.



2.1 Mandate

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 and for -

- a. The continuous registration of citizens as voters;
- b. Regular revision of the voters' roll;
- c. The delimitation of constituencies and wards;
- d. The regulation of the process by which political parties nominate candidates for election;
- e. The settlement of electoral disputes, including disputes relating to or arising from nominations but excluding election petitions and disputes subsequent to the declaration of election results;
- f. The registration of candidates for elections;
- g. Voter education;
- h. Facilitating the observation, monitoring, and evaluation of elections;
- i. Regulating the spending of money by or on behalf of a candidate or party in respect of any election;
- j. The development of a code of conduct for candidates and parties contesting elections; and
- k. The monitoring of compliance with the legislation required by Article 82(1)(b) relating to nomination of candidates by parties.

The Commission shall exercise its powers and perform its functions in accordance with the Constitution and national legislation.



2.2 Vision Statement

Vision

A credible Electoral Management Body committed to deepening democracy in Kenya.



2.3 Mission Statement

Mission

To conduct transparent and efficient elections and to undertake boundary delimitation for equitable representation and sustainable democracy.



2.4 Strategic Goals

1

Conduct inclusive, credible and efficient elections

2

Build and nurture trust, inclusivity and active participation of citizens in electoral activities.

3

Realize fair and equitable representation

4

Strengthen the Commission's institutional capacity for effective delivery of its constitutional mandate

2.5 Core Values

Respect to the rule of law:

We conduct our businesses within the law

Inclusivity:

We conduct our processes in an inclusive and participatory manner.

Accountability:

We endeavour to be responsible for our actions

Sustainability:

We progressively transform electoral processes through innovation, environmental consciousness and social responsibility.

Teamwork:

We uphold teamwork to achieve Commission goals.

Integrity:

We conduct all electoral affairs with utmost honesty.

2.6 Quality Policy Statement

We affirm to deepen democracy in Kenya by conducting inclusive, credible and participatory electoral and boundaries processes.

Clarion Call: •

Kura Yako,

Sauti Yako



CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter reviews the implementation of the previous Strategic Plan 2020-2024 and outlines the current context in which the 2024–2029 Strategic Plan has been developed. Furthermore, it articulates the performance of the Commission, along with the opportunities, threats, challenges, and lessons learned. The analysis also includes a review of the external, macro, and micro-environment.

3.1 Situational Analysis

The environment in which the Commission operates shapes the strategic objectives for the next five years. Therefore, developing IEBC's roadmap for this period requires a thorough analysis of the key internal and external issues and factors likely to influence its success in achieving its objectives.

3.1.1 External Environment

This section provides an overview of developments in political, economic, social, cultural, legal, technological, ecological, and natural factors. This helps identify appropriate strategic responses for implementing this plan.

3.1.1.1 Macro-Environment

The management of electoral processes and strategic operations is influenced by external factors that impact the Commission's decision-making and performance. These factors present both opportunities and threats to the Commission. They include political, economic, social, technological, ecological and legal factors.

Furthermore, economic issues such as austerity measures, inflation, and changes in the tax regime, as well as rapid technological advancements that necessitate the replacement of requisite hardware and software, and the safe disposal of expired technologies, impact the Commission's operations.

3.1.1.2 Micro-Environment

The Commission's electoral operations and processes are influenced by the actions of stakeholders, who include political parties, candidates, voters, the media, civil society, suppliers, security agencies, regulatory agencies, Parliament, the Judiciary and staff. Effective engagement and management of these actors is critical in enhancing transparency, building trust, and ensuring the timely and credible delivery of electoral outcomes.



3.2 Summary of Opportunities and Threats

The Independent Electoral and Boundaries Commission summarises the emerging opportunities and threats based on an analysis of the external environment, as illustrated in Table 2.

Table 2: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	i. Enhanced collaboration and partnerships with key stakeholders ii. Increased demand for political accountability and transparency by the youth	i. Security threats and staff profiling by the political class ii. Electoral violence iii. Polarized political environment iv. Lack of political goodwill v. Delays in filling vacancies for IEBC Commissioners vi. Increased demand for accountability that is at times characterized by protests vii. Mismanaged nominations for political parties that affect elections viii. The spread of fake news, misinformation, disinformation, and propaganda during the electoral process ix. Unresolved disputes over County x. Constituency and Ward boundaries xi. Geo-political conflicts affect elections for Kenyan citizens outside Kenya xii. Geo-political wars lead to increased cost of elections
Economic	i. Government funding ii. Support from development partners iii. Reusing election materials to save on costs iv. A readily available pool of service providers for engagement during electoral implementation activities	i. Underfunding of election activities ii. Insufficient funding for election activities outside the election period iii. Reliance on support from development partners iv. Increased costs of elections v. High cost of living vi. Delayed and insufficient exchequer release vii. Depressed economic environment viii. Politicization of resource prioritisation and allocation ix. High regulation in certain sectors and excessive taxation x. Non-operationalization of the IEBC Fund xi. Fluctuations in exchange rates and inflationary pressures
Social	i. Increased engagement in political participation among young people and marginalised groups ii. An ample labour pool is available for hiring to carry out electoral activities iii. Improved public awareness of electoral processes	i. Misinformation and disinformation ii. Voter apathy iii. Illiteracy iv. Corruption v. High poverty levels vi. Retrogressive cultural practices that adversely affect participation in electoral activities vii. Gender-based violence in elections viii. Politicising social issues ix. Negative ethnicity x. Delay in the Issuance of Identity Cards.

Factor	Opportunities	Threats
Technological	i. Increased adoption of technology in electoral management ii. Technological innovations that can be harnessed to enhance efficiency iii. Greater trust in the application of technology iv. High internet connectivity in the country	i. Advanced Persistent Threats (APTs) from cyber attacks ii. Misuse of Artificial Intelligence resulting in deepfakes and manipulation of public opinion iii. High costs associated with adapting and maintaining advanced technologies iv. Resistance to technological changes from stakeholders v. Misinformation and disinformation regarding the use of technology in elections vi. Cyberattacks of electoral officials and other stakeholders vii. Rapid advancements and obsolescence of technology viii. Vendor lock-in for licences ix. Challenges related to network coverage and connectivity
Legal	i. A robust legal framework overseeing electoral processes ii. Collaboration with stakeholders on legal reforms.	i. Inordinate delays in enacting legal reforms ii. Frequent legal challenges and disputes that hinder electoral processes iii. Gaps in electoral laws may result in misinterpretation or manipulation iv. Lack of political goodwill v. Judicial interventions too close to elections vi. Disjointed electoral legal reform initiatives by stakeholders vii. Insufficient time to address disputes arising from candidates' registration viii. Legal gaps in diaspora voting due to different time zones
Ecological	i. Global engagement and adaptation on climate change, adaptation and mitigation ii. Utilisation of digital alternatives to disseminate information iii. Climate resilient elections iv. Deployment of online electoral services v. Leveraging climate finance in electoral activities	i. Climate change is affecting voter behaviour, accessibility to electoral services, and the cost of elections ii. Natural disasters and pandemics iii. Environmental impacts of elections iv. Climate Internally Displaced Persons

Table 2: Summary of Opportunities and Threats

3.3 Internal Environment

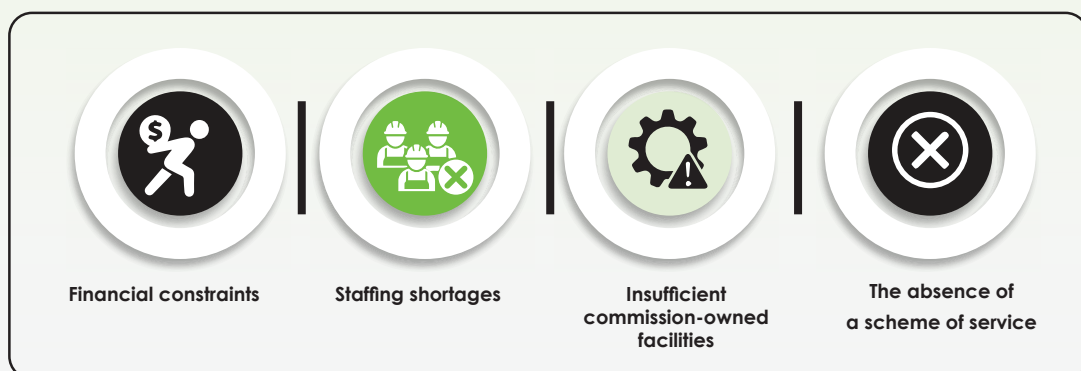
The internal environment examines the governance and administrative structure, internal business processes, resources, and capabilities, as well as the strengths, weaknesses, opportunities and threats (SWOT) that exist within the Commission's internal operating environment.

3.4 Internal Business Processes

The Commission undertakes various electoral processes guided by standard operating procedures. These processes include Voter Registration and Electoral Operations, Voter Education and Partnerships, Research, Electoral Boundaries, Risk Management, Information and Communications Technology, Finance, Legal Services, Human Resources and Administration, Supply Chain Management, and Internal Audit Compliance. The Commission strives to deliver on its Constitutional mandate by leveraging opportunities while mitigating potential threats.

An analysis of the Commission's internal environment reveals the strategic issues and challenges that affect its operations. The Commission's strengths such as institutional stability, a permanent and professional secretariat, a strategic focus, an approved organisational structure and established policies and procedures that instil confidence in its effectiveness capabilities.

However, the commission faces various challenges, including:



Moreover, the Commission faces threats such as delays in filling vacancies, a lack of public trust, cyber security breaches, obsolescence of equipment, profiling, intimidation, assault, abduction, threats to staff, and even murder, as well as the failure to operationalise the IEBC Fund.

3.5 Resources and Capabilities

The Commission has a pool of professional, skilled, and experienced workforce at the National, County, and constituency levels, which makes its services accessible to the public. It also owns fixed and movable assets, such as land, buildings, motor vehicles, office equipment, and furniture, which provide workspaces and support processes for its staff in delivering services to the citizens of Kenya.

In addition, the Commission has invested in election technology that comprises an integrated elections management system for biometric voter registration, electronic voter identification, candidate registration, and the electronic transmission of election results. The Commission also utilises an Enterprise Resource Planning System (ERP) to manage its internal processes. Furthermore, the Commission enjoys support from stakeholders and partners in fulfilling its mandate.

3.6 Summary of Strengths and Weaknesses

This section summarises the strengths and weaknesses of the Commission.

Table 3: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	i. Independent Commission established by the Constitution ii. Institutional stability iii. Permanent and professional Secretariat iv. Electoral processes embedded in electoral laws and statutory instruments v. Good rapport with stakeholders vi. Devolved operational structure to Counties and Constituencies vii. Established policies and standard operating procedures viii. Established risk management framework	ix. Absence of Commission-owned headquarters and most field offices x. Insecurity situation in the country xi. Limited career progression and professional development for staff xii. Political polarization along ethnic lines. xiii. Delays in filling vacant positions at the Commission and Secretariat levels xiv. Bureaucratic procedures cause delayed decision-making xv. Weak external communication
Internal Business Processes	i. Experience in election management ii. Enhanced communication platforms for engaging with citizens iii. Utilization of technology to automate and improve workflows iv. Regular audits and monitoring to ensure compliance v. Policy and procedure manuals. vi. Integrated risk management across our businesses vii. Service Charter and Commission Charter viii. Robust CSR initiatives	i. Weak internal communication ii. Delays in updating policies and procedures for the efficient and effective operation of the business iii. An integrated enterprise resource planning system is absent iv. Lack of defined performance metrics to facilitate continuous improvement v. Limited training and awareness among staff regarding process updates vi. Delays in the disposal of obsolete and unserviceable materials
Resources and Capabilities	i. Professional and experienced Secretariat ii. Experience in the use of electoral technology iii. Broad asset base that supports electoral and operational activities iv. Extensive electoral knowledge base from peer learning v. Strong partnerships and collaborations	i. Insufficient data and record management systems throughout the Commission ii. Manual processes in managing risks. iii. Unpredictable and insufficient funding for electoral activities iv. Insufficient staffing v. Inadequate equipment and resources vi. Weak succession planning vii. Lack of elaborate mentorship and coaching viii. Lack of elaborate retirement coaching

3.7 Analysis of Past Performance

The 2020-2024 Strategic Plan encompassed six key result areas: strengthening corporate governance, enhancing the legal framework, ensuring the effective conduct of elections, promoting public outreach through comprehensive voter education and strategic partnerships, fostering collaboration and communication, ensuring equitable representation, and bolstering strategic operations. The Boundaries Review Operational Plan (BROP) and the Election Operational Plan (EOP) outlined the implementation and coordination framework for, among other activities, the pre-delimitation phase of the boundaries review process and the operationalisation of the 2022 General Election.

3.7.1 Key Achievements

The Commission's principal achievements during the period of the strategic plan are emphasised below:

- i. The Commission enacted measures and mechanisms to guarantee that the 2022 General Election was straightforward, precise, verifiable, secure, accountable, unbiased, efficient, credible, and transparent. This was bolstered by interactive engagement with stakeholders in fulfilling its constitutional obligations mandate;
- ii. Continuous collaboration and partnership with various stakeholders throughout electoral activities;
- iii. A total of 22,120,458 voters registered, reflecting an increase of 2,510,033 from the 2017 voter register. Regarding candidate registration for the six elective seats, 16,105 candidates were approved to contest for the 1,882 seats nationwide, indicating an increase from 14,552 in 2017;
- iv. The cooperation among security staff ensured that violence did not impede women's participation or the principle of inclusivity. By prioritizing inclusivity through this guide, the Commission aimed to achieve objectives that support women and youth via the Women's Coordinating and Youth Coordinating Bodies Committees;

22,120,458

Voters Registered in the 2022 GE

16,105

candidates were approved
to contest in the
2022 General Election

1,882

seats available in the
2022 General Election

- v. Coordinated Interagency Election Security Arrangement Programme (ESAP) for the 2022 General Election Elections;
- vi. A culture of peer learning was created to establish benchmarks for optimal practices in elections management;
- vii. The Commission created legal strategies to minimize unnecessary disputes, controversies, and litigation against it. To improve the electoral statutory framework, various amendments to the existing election regulations were proposed to the National Assembly for review. As a result, Parliament has enacted some of these amendments;



UCSPAK

Universities and Colleges Students' Peace Association of Kenya (UCSPAK) recognized the Commission for distinguished support to its mission on instilling patriotism among universities and colleges' students and building their capacity to promote peace in Kenya from April 2015 - April 2025



DIAR

During the **Diversity and Inclusion Awards and Recognition (DIAR)** forum, the Commission was awarded: Best Constitutional Commission on various categories Equitable Allocation of Opportunities and Resources, Ethnic Representation, Persons with Disabilities Representation, and Good Governance, Transparency and Accountability.

- viii. The Commission enhanced the use of technology in voter registration and management, voter identification, transmission of election results, and registration of political party candidates. Additionally, the Commission introduced the Kenya Integrated Election Management System (KIEMS) in compliance with legal requirements. This system supports Biometric Voter Registration (BVR), Electronic Voter Identification (EVI), and the Electronic Transmission of Results System (RTS);
- ix. A comprehensive Election Result Management Framework (ERMF) was developed during this strategic plan, providing a detailed guide for managing election results;
- x. The Commission developed and implemented the Election Result Management Framework (ERMF) to oversee election results;
- xi. The Commission successfully procured a Geographical Information System (GIS) lab and, in collaboration with the Ministry of Interior and National Coordination, updated the Commission's base data;
- xii. Compared to 2017, the Commission held elections for the Kenyan diaspora in just five countries; it expanded the process to 12 countries in 2022. To further increase voter participation in the 2027 elections, the Commission is implementing mechanisms, including special voting, to ensure more Kenyans living abroad can cast their votes,
- xiii. Prompt acquisition and delivery of electoral materials,
- xiv. Obtained an Information Security Management Systems (ISMS) ISO/IEC 27001:2022 Certification,
- xv. Awarded winner of the Election Management Award and also runners-up in the Electoral Ergonomic Award during the 19th International electoral awards ceremony in Lisbon, Portugal.
- xvi. Awarded best Constitutional Commission and Independent office on ethnic representation for its commitment to promoting inclusivity and diversity in Kenya, during the 7th National Diversity and Inclusion awards,
- xvii. The Commission was also awarded Runners-up in best Constitutional Commission and Independent office on Persons with Disabilities representation, equitable allocation of opportunities and resources and good governance, transparency and accountability during the 7th National Diversity and Inclusion awards, and
- xviii. The Commission was awarded as First runner-up for the Best Public Procurement Project of the Year at the Kenya Institute of Supplies Management SPURS SCM Excellence Awards 2022.



Strategic Theme

Inclusion and Participation in Deepening Democracy in Kenya



3.7.2 Challenges

Recognising the challenges that can hinder the achievement of objectives is vital. Both internal and external barriers must be addressed to improve the electoral process, foster inclusivity, and maintain public trust. Table 4 outlines the key obstacles the Commission needs to overcome to ensure transparent, credible, and efficient elections in the forthcoming election period.

Table 4: Challenges

S/No	Key Result Area	Challenges
1.	Strengthening of Corporate Governance	i. Delayed recruitment of Commissioners disregarding best practice and IREC recommendations. ii. Lack of Commission-owned headquarters that would have enhanced effective control and management of elections iii. Profiling, harassment, assault and abduction of election officials iv. Disagreement amongst Commissioners on tallying of Presidential election results v. The lack of Commissioners impacted policy development, strategic planning, and oversight vi. Weak corporate governance vii. Insufficient integration of risk management in board decisions
2.	Strengthening Legal Framework	i. Delays in enactment of proposed amendments on existing legislation ii. Ambiguity and insufficiency of some applicable laws iii. Conflicting timelines as captured in the Elections Act and the Political Parties Act iv. The enactment of various legislation/amendments is pending. v. Lacuna in law regarding the quorum of Commissioners between the Constitution and the IEBC Act vi. Lack of clarity on the interpretation of Commission, IEBC, Commissioners and Chairman in the conduct of presidential election vii. Determination of cases too close to the election thereby affecting election timelines viii. Untimely resolution of disputes arising from party primaries that affect the Commission's legal and operational timelines ix. Unregulated campaign expenditure and failure by political parties to adhere to their campaign schedules x. Non-adherence to laws guiding campaigns (use of government resources, use of party portraits, colours by independent candidates)
3.	Effective conduct of elections	i. Conflicting and stringent legal timelines frustrate the electoral process ii. There is a low voter registration among the youth and marginalised communities iii. Problematic accreditation of tallying centres results in breaches iv. Weak quality assurance in the process of production and packaging of ballot papers for some electoral areas
4.	Public Outreach	i. Mistrust and negative perceptions of the Commission ii. Misinformation and disinformation iii. Periodic voter education iv. Insufficient resources that hinder public outreach activities including for Kenyan citizens residing outside the country

S/No	Key Result Area	Challenges
5.	Equitable Representation	i. Absence of Commissioners to finalize the boundary delimitation process as per the Boundaries Review Operations Plan (BROP) ii. Delay in enacting the IEBC (Amendment) Bill, which included proposals for review and rules of procedures for undertaking the delimitation process.
6.	Strengthening Strategic Operations	i. Inadequate funding of electoral technology acquisition, upgrades and maintenance ii. Inadequate and delayed funding, coupled with inconsistent budget adjustments and austerity measures practices iii. Insufficient funding for electoral operations throughout the electoral cycle iv. Suboptimal staff levels v. Protracted procurement processes due to incessant litigation by vendors

Table 4: Challenges

3.7.3 Lessons Learnt

Reflecting on previous electoral experiences, the Commission has gained valuable insights that are essential for shaping its future strategies. The lessons learnt from past successes and challenges provide a strong foundation for enhancing operational methods and improving stakeholder engagement. Table 5 outlines the lessons derived from each Key Result Area of the earlier strategic plan for 2020-2024, which will be integrated into the Commission's Strategic Plan for 2024-2029 to enhance its performance effectiveness.

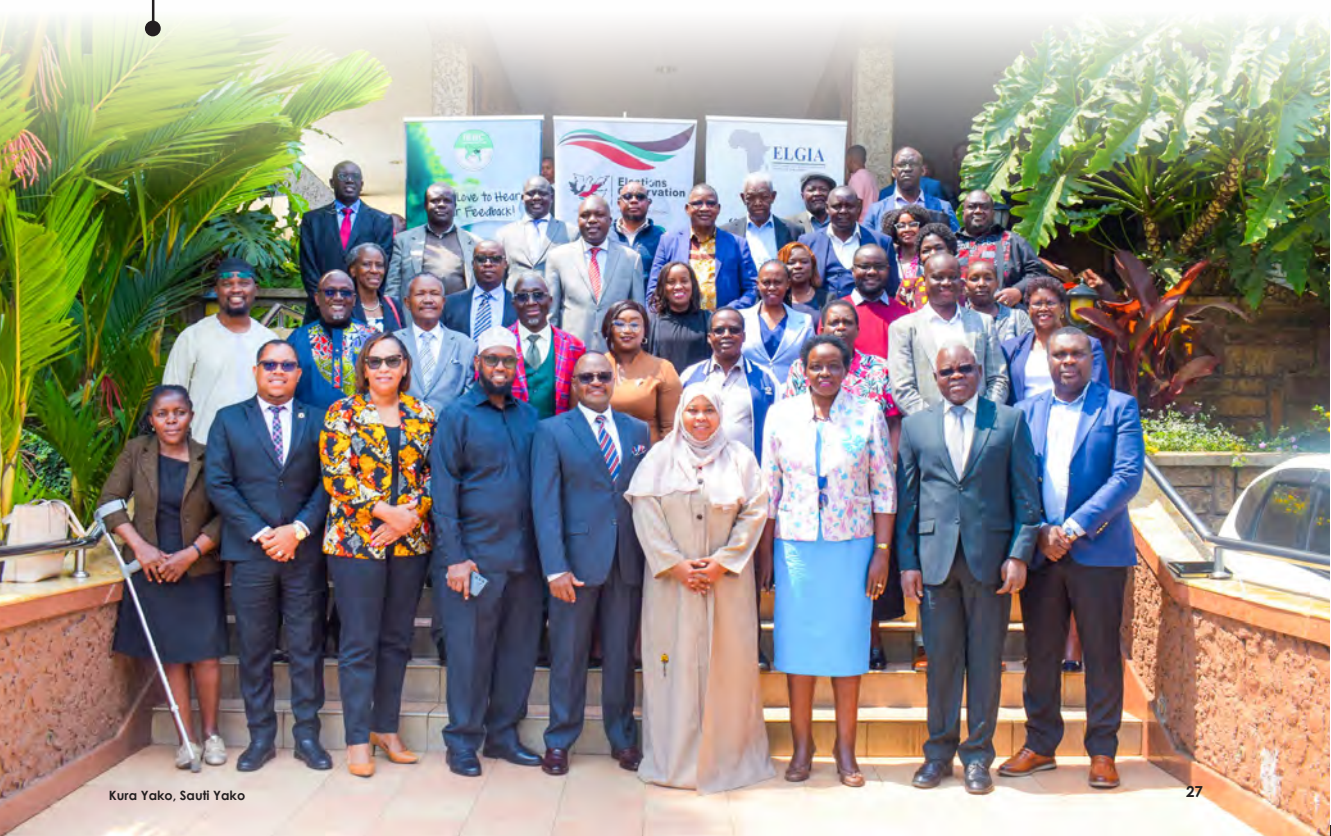
Table 5: Lessons Learnt

S/No	Key Result Area	Lessons learnt
1.	Strengthening of Corporate Governance	i. Team building among board members fosters stronger relationships ii. Appointing Commissioners before the current Commissioners' terms conclude is the best practice iii. Staggering Commissioner appointments maintain continuity and preserves institutional knowledge iv. Effective corporate governance drives optimal performance v. Incorporating risk management into decision-making enhances effective performance
2.	Strengthening Legal Framework	i. Continuous engagement with stakeholders is crucial for legal reforms ii. Consulting with the Attorney General's Office and the Supreme Court provides clarity on legal matters issues
3.	Effective Conduct of Elections	i. Engaging stakeholders is vital for facilitating electoral processes. ii. Conducting due diligence ensures the delivery of goods, work, and services as per the required specifications
4.	Public Outreach	Continuous voter education, active stakeholder engagement, and regular communication during the electoral cycle are essential for preserving public trust in the Commission
5.	Equitable Representation	i. The continual delimitation of County Assembly Wards ensures fairness in representation ii. Continuous stakeholder engagement and voter/civic education will strengthen collaboration in the delimitation process

S/No	Key Result Area	Lessons learnt
6.	Strengthening Strategic Operations	i. Continuous engagement with stakeholders on the use of technology in elections will enhance trust ii. The operationalization of the IEBC fund will enhance financial resource certainty iii. Continuous engagement with development partners guarantees support for the Commission's activities iv. The implementation of the scheme of service and career progression guarantees a sustainable human resources base v. Enhancing ESAP guarantees the security of electoral personnel and process materials vi. Integrating risk management in governance, strategy, and operations enhances the achievement of set objectives

Table 5: Lessons Learnt

IEBC Commissioners when they held a high-level meeting with Civil Society Organizations (CSOs) under the Uchaguzi Platform, with support from the Electoral Law and Governance Institute for Africa (ELGIA) and Election Observation Group (ELOG) in Nairobi.



3.8 Stakeholder Analysis

The Commission continuously maps and engages various stakeholders to support the implementation of various electoral activities. **Table 6** presents the stakeholder analysis.

Table 6: Stakeholder Analysis

No.	Stakeholder	Stakeholder Role	Commission's Expectation from Stakeholder	Stakeholder's Expectation from Commission
1	Electorate	- Participate in electoral activities including voter registration, civic education and voting - Maintain peace and accountability	Robust and widespread voter participation	Provision of accurate voter information, accessible voter education and efficient electoral services
2	Political Parties' Candidates or Independent Candidates	- Conduct party nominations; participate in electoral activities - Submit required party lists and nomination documents - Maintain peace and accountability	- Provision of accurate party data and documents - Participation in voter and civic education - Compliance with applicable laws - Provision of agents	- Enforcement of the Code of Conduct - Guidance and information on the electoral process - Transparent special seats allocation
3	Parliament (National Assembly and Senate)	- Enacts electoral legislation - Approves Commission budgets - Provides oversight of the Commission's mandate and operations	- Enactment of proposed legal reforms - Approval of Commission budgets	Provision of well-researched legislative proposals, legal reform recommendations and timely budgetary reports
4	Ethics and Anti-Corruption Commission (EACC)	- Enforces integrity standards across public institutions - Investigates corruption and integrity violations	- Provide feedback on integrity clearance of individuals - Timely action on reported integrity breaches	Collaboration in ensuring Commission-wide compliance with integrity and anti-corruption standards
5	Council of Governors	- Provides a liaison forum for county governors - Shares county-level information relevant to electoral administration and climate risk coordination	- Accurate county data - Participation in voter and civic education - Information exchange	- Accurate electoral information - Facilitation of county-level electoral operations
6	National Treasury	Provides electoral funding and issues financial guidelines governing Commission expenditure	Timely release of funds to enable uninterrupted programme implementation	Submission of accurate budgetary estimates, financial reports and timely compliance with Treasury guidelines
7	Judiciary	- Interprets electoral law - Adjudicates electoral disputes and petitions at all levels - Issues binding orders and advisories	Prompt resolution of electoral disputes and petitions Implementation of court decisions and advisories	Provision of evidence and documentary support for disputes Robust cooperation with judicial processes

No.	Stakeholder	Stakeholder Role	Commission's Expectation from Stakeholder	Stakeholder's Expectation from Commission
8	Office of the Registrar of Political Parties (ORPP)	- Registers and regulates political parties - Shares nomination lists - Provides civic education in partnership with the Commission	Provision of accurate political party data and nomination lists	- Sharing of information - Collaboration on political party compliance and special seats frameworks
9	Political Parties Liaison Committee (PPLC)	- Promotes electoral reforms - Provides a structured liaison forum for engagement between political parties and the Commission	Engagement in dialogue and constructive support for electoral reform	- Facilitation of structured PPLC activities - Sharing of electoral reform proposals and information
10	Attorney General	- Provides legal advice to the Commission - Drafts proposed legislative amendments on behalf of the Executive	Provision of legal opinions, legal briefs and draft legislative amendments	Sharing of legal reform proposals and supporting documentation
11	Office of the Director of Public Prosecutions (ODPP)	Prosecutes electoral offenders and enforces criminal law relating to electoral offences	- Effective prosecution of election offences - Maintenance of inter-agency cooperation	Referral of electoral offence cases and provision of supporting evidence
12	National Police Service	Provides security for electoral materials, polling stations and Commission personnel maintains law and order during electoral operations	- Deployment of adequate security personnel - Information sharing for security planning	Sharing of electoral operational plans and security briefings to facilitate effective deployment
13	National Registration Bureau (NRB) and Civil Registration	- Issue national identity documents - Provides death records and mortality data critical to voter register maintenance	Timely provision of national IDs and mortality data	Strengthened linkages and partnerships for seamless data exchange
14	Kenya Prisons Service	Supports prisoner voter registration and facilitates inmate access to voting	Facilitation of inmate access and movement for registration and voting	Provision of adequate logistical arrangements for inmate registration and voting
15	Media	- Educates and informs the public on electoral processes - Amplifies Commission messaging - Monitors and reports on elections	Responsible, balanced and accurate reporting on electoral activities and results	- Provision of accurate, timely and accessible electoral information - Proactive media engagement
16	Media Council of Kenya	- Ensures responsible media reporting on elections - Builds journalist capacity on electoral reporting	Enforcement of fair and responsible election reporting standards	- Accurate electoral information - Collaboration on journalist capacity building
17	Influencers and Opinion Shapers	Share and amplify electoral information through social and digital platforms	- Avoidance of misinformation, disinformation and propaganda - Sharing of verified electoral updates	Provision of accurate and verified updates on electoral activities

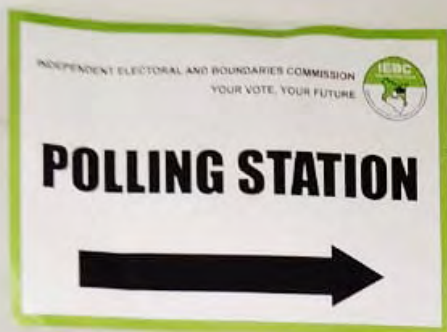
Table 6: Stakeholder Analysis

No.	Stakeholder	Stakeholder Role	Commission's Expectation from Stakeholder	Stakeholder's Expectation from Commission
18	Voter Education Providers	- Provide civic and voter education programmes on behalf of and in partnership with the Commission - Report on activities	- Provide quality voter education - Provide factual and impartial - Timely activity reporting	- Accreditation, training and provision of IEC materials - Timely feedback
19	Election Observers and Monitors	Observe and report independently on electoral processes, results management and stakeholder collaboration	Submission of objective and evidence-based observation reports	- Accreditation, training and structured monitoring of observers - Review and utilisation of observer reports
20	KEPSA and Kenya National Chamber of Commerce	- Provide a liaison forum for public-private sector policy dialogue - Promote peace, national values and voter sensitisation	Mobilisation of the business community in support of peace, stability and voter sensitisation	Timely and accurate electoral information to facilitate private sector engagement
21	Professional Bodies	- Build member capacity - Promote professional standards and civic awareness relevant to electoral administration	Conduct of professional civic awareness and provision of technical support	- Information sharing - Facilitation of professional compliance and growth
22	Research Institutions and Universities	- Conduct electoral and institutional research - Share findings - Provide geospatial and technical analysis for delimitation and ICT planning	- Production of credible research reports - Provision of data access	Data access, structured research partnerships and dissemination of findings
23	Regional Blocs (AU, EAC, IGAD, COMESA, SADC)	- Promote peer learning among Electoral Management Bodies - fund observer missions - Facilitate cross-border electoral and climate resilience support	- Sharing of electoral best practices - Cross-border electoral benchmarking and updates	- Sharing of electoral best practices - Active participation in regional electoral fora and peer learning programmes - Provision of technical assistance
24	Peer Elections Management Bodies	Share comparative electoral administration experience, benchmarking data and institutional learning	Exchange of electoral best practices and technical support for institutional improvement	Active participation in peer learning exchanges and timely sharing of Commission best practices
25	Office of the Auditor General	Conducts independent audits of Commission accounts and operations Issues audit reports	Objective audit reports	- Accurate financial documentation - Full implementation of audit recommendations
26	Kenya National Bureau of Statistics (KNBS)	Provides national statistical data sets including population and demographic data for electoral planning and delimitation	Accurate provision of national population datasets	Sharing of data requirements and structured data sharing partnerships
27	Constitutional Commissions	- Uphold constitutional objectives - Support oversight and constitutionalism - Advocate for SIG inclusion and representation	Support for oversight, constitutionalism and SIG inclusion programmes	Regular engagement Data provision and technical support for SIG inclusion and special seats compliance

Table 6: Stakeholder Analysis

No.	Stakeholder	Stakeholder Role	Commission's Expectation from Stakeholder	Stakeholder's Expectation from Commission
28	Data Protection Commissioner	Ensures lawful handling of personal data within Commission ICT and voter registration systems	Provision of data protection guidance and oversight	Compliance with applicable data protection laws and timely response to data protection guidance
29	Political Parties Dispute Tribunal (PPDT)	Resolves disputes arising from political party activities and nominations	Expeditious dispute determination and constructive collaboration on dispute resolution	Referral of relevant disputes and provision of supporting documentation
30	Kenya Bureau of Standards (KEBS)	Sets and inspects quality standards for technology and electoral equipment used by the Commission	Assist in technical testing, validation and certification of electoral technology systems	Meeting quality standards and timely submission of equipment for testing and validation
31	Public Procurement Regulatory Authority (PPRA)	• Advises on procurement compliance • Provides procurement oversight • Resolve procurement disputes	Provision of procurement oversight and guidance	• Compliance with procurement law and regulations • Submission of procurement reports
32	Communication Authority of Kenya (CAK)	• Supports communication infrastructure and data transmission • Type-approves electoral technology equipment • Ensures fair media access during elections	• Type-approval and acceptance of communication equipment • Collaboration to ensure fair media access	• Submission of equipment for type-approval • Sharing of electoral communication infrastructure requirements
33	National Cohesion and Integration Commission (NCIC)	• Promotes peaceful elections • Monitors and acts on hate speech and threats to national cohesion	• Timely action on hate speech and cohesion issues • Collaboration on peace efforts	• Timely referral of cohesion-related matters • Collaboration on electoral peace campaigns
34	National Council on Administration of Justice (NCAJ)	Promotes administrative justice and coordinates justice sector institutions for coherent governance	Ensuring justice coordination and transparent decision making	Maintenance of transparent, fair and well-documented Commission decisions
35	Ministries, Departments and Agencies (MDAs)	Provide policy formulation, infrastructure support and inter-agency collaboration in support of the Commission's mandate	• Compliance with Commission policies • Provision of data, infrastructure and services as per respective mandates	• Timely sharing of Commission data requirements • Structured inter-agency engagement and policy compliance
36	National Environment Management Authority (NEMA)	Provides environmental regulatory guidance and supports climate risk assessment for electoral infrastructure	Collaboration on climate-responsive electoral planning and environmental compliance guidance	• Compliance with environmental regulations • Engagement on climate risk profiling for electoral infrastructure
37	International Community & Development Partners	• Provides diplomatic and political support for democratic processes • Promotes international electoral norms and standards • Provide financial and technical support for electoral programmes, institutional capacity development, research and SIG inclusion	• Involvement in election observation missions • Continued technical and financial support aligned to Commission priorities	• Provision of electoral information • Structured engagement in line with international electoral standards • Structured engagement, timely reporting and transparent utilisation of partner resources

Table 6: Stakeholder Analysis



The Commission oversees the conduct of student elections to expose the pupils to the electoral process and educate them on the importance of democracy, good governance and the role the Commission plays in Kenya's election process.



CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter identifies and addresses strategic focus areas that will guide the Commission towards its objectives over the next five years. It outlines the strategic issues, goals and Key Result Areas.

Commission during a media training workshop in Naivasha. The Commission is keen to own its story and control the narrative in the media space.



The Electoral Cycle



#KuraYakoSauŋiYako

4.1 Strategic Issues

The identification of strategic issues informed the development of strategies that are implemented within these KRAs. The strategic issues represent the key challenges and opportunities that the Commission must address to effectively fulfil its mandate. They were identified through findings from the post-election evaluation and an analysis of the Commission's micro and macro environments. By aligning strategies to the KRAs, the Commission will be able to focus its efforts, monitor progress, and strengthen the integrity, efficiency, and inclusivity of elections in Kenya, thereby enhancing public confidence in the electoral process.

4.2 Strategic Goals

The goals outlined in the Strategic Plan for 2024-2029 aim to guide the Commission in achieving its vision of facilitating free and fair elections to bolster democracy in Kenya. The goals include:

1 Conduct inclusive, credible and efficient elections

2 Build and nurture trust, inclusivity and active participation of citizens in electoral activities.

3 Realize fair and equitable representation

4 Strengthen the Commission's institutional capacity for effective delivery of its constitutional mandate

4.3 Key Result Areas

The Strategic Plan is anchored on four Key Result Areas (KRAs) that serve as the main pillars guiding the Commission's work for the period 2024-2029. These KRAs, which are Managing Elections, Meaningful Citizen Engagement and Participation, Equitable Representation, and Institutional Resilience, provide the framework through which the Commission will deliver its mandate and track performance across its core functions.

4.2.1

KRA 1: Managing Elections

Goal: Conduct inclusive, credible and efficient elections

This Key Result Area focuses on the effective delivery and management of elections in line with the Commission's constitutional mandate. The Commission will strengthen the legal framework governing elections, manage voter registration including the participation of Kenyan citizens residing outside the country and coordinate all operational aspects of elections. Key activities include candidate registration, election training, procurement and distribution of election materials, deployment of election technology, election security coordination, voting, results management and logistical planning to ensure elections are conducted efficiently, transparently and in accordance with the law.

Strategic issue	Description
Enabling electoral legal framework	Continuous review of electoral laws is essential in enhancing the integrity of elections. These reforms address identified gaps and emerging issues, ensuring the electoral framework remains robust and credible. The Commission will actively engage Parliament and other relevant institutions to facilitate timely enactment of pending electoral reforms.
Electoral training	The commission shall conduct election training through a cascaded model that starts at the national level and flows down to county and constituency. It covers essential electoral processes, legal frameworks, use of technology and voter management, ensuring a consistent understanding and implementation. The Commission shall focus on early planning and recruitment, provide longer and modular training sessions, increase use of e-learning platforms, and enhance monitoring and evaluation.
Use of technology in elections	Deployment of reliable, secure, and auditable technology is critical to enhancing integrity of the electoral process. The Commission will integrate technology for voter registration, candidate registration, results transmission, and the display of election results.
Voter Registration	A comprehensive, accurate and inclusive Register of Voters is the foundation of credible elections and the platform for the realization of citizens constitutional right to vote. The Commission will undertake Continuous Voter Registration (CVR) and Enhanced Continuous Voter Registration (ECVR) to capture eligible voters and update the Register of Voters, including citizens residing outside Kenya. Emphasis will be placed on accessibility and the use of appropriate technology to enhance coverage, accuracy, and efficiency.
Candidate registration	Article 88(4) (d) and (f) mandates the Commission to oversee the candidates registration process and regulate the process by which parties nominate candidates for election. The Commission shall undertake candidate registration in a transparent manner and in adherence to all relevant legal requirements.
Electoral Logistics	Effective logistics are fundamental to the successful conduct of elections. The Commission will undertake comprehensive planning to ensure timely procurement, distribution, and management of election materials to all polling stations, including those in remote areas. Additionally, the Commission will coordinate transportation and develop contingency measures to address operational challenges and ensure seamless election delivery.
Management of polling day activities	The Commission will ensure that voting is simple, secure and verifiable through provision of procedures that guarantee the secrecy of the vote and accessibility for all voters, including Special Interest Groups (SIGs).
Special Voting (Diaspora and Early Voting)	Inclusive electoral processes are fundamental to ensuring that all eligible citizens can exercise their right to vote. The Commission will pursue legal reforms to operationalize special voting under Section 90 of the Elections (General) Regulations. The Commission will also implement appropriate logistics, ensure secure handling of materials, and conduct targeted voter education to support participation.

Strategic issue	Description
Election Results Management	Credible election outcomes depend on a transparent and accountable results management system. The Commission will ensure the secure transmission of results from polling stations and the accurate tallying and verification at constituency and national tallying centers. Furthermore, the Commission will manage results display systems and uphold a chain of custody to strengthen stakeholder confidence and ensure the integrity of the final results.
Management of electoral disputes	Elections by their nature are contentious. The Commission will closely collaborate with the justice sector actors to ensure that election related matters are heard and determined expeditiously. In addition, the Commission will put in place mechanisms for handling pre-election disputes and provide guidelines to candidates and political parties to minimize disputes arising from registration of candidates for elections.
Electoral Conflict Prevention and Management	Electoral processes can trigger tensions and if not well managed, may escalate into violence. The Commission cognizant of possible election-related conflicts will proactively identify and mitigate potential hotspots through stakeholder engagement, early warning systems, and collaboration with security agencies under the Election Security Coordination Framework to promote peaceful elections.

KRA 2: Meaningful Citizen Engagement and Participation

Goal: Build and nurture trust, inclusivity and active participation of citizens in electoral activities.

This area consolidates the Commission's priorities for active involvement of citizens and stakeholders in the electoral process as a foundation for credible elections. Efforts under this pillar focusses on strengthening voter education and public outreach to enhance awareness and public participation. In addition, the Commission shall promote structured engagement with key stakeholders through partnerships and collaboration, while facilitating election observation to support transparency, accountability, and public confidence in the electoral process.

Strategic issue	Description
Citizen participation in electoral processes	Promoting active and continuous involvement of citizens is vital for strengthening democratic legitimacy. This includes voter education and public awareness campaigns throughout the electoral cycle to encourage informed participation in all electoral activities. The Commission will intensify voter education and public awareness initiatives across the country.
Inclusion of Marginalised and Special Interest Groups (SIGs)	In compliance with Article 100 that Parliament shall enact legislation to promote the representation in Parliament of women, persons with disabilities, youth, ethnic and other minorities and marginalised communities. Additionally, provisions of Article 54, 55 and 56 of the Constitution, the Commission shall facilitate active participation and representation of marginalized and special interest groups in governance to deepen democracy. The Commission, in collaboration with stakeholders, shall implement targeted programs to support the participation of youth, women, persons with disabilities and other marginalized groups. This will eliminate barriers that limit engagement in electoral processes. The Commission will work with stakeholders to address barriers that limit their engagement in electoral processes.
Interagency co-ordination and collaboration	Collaborating with various partners and stakeholders enhances the collective effort towards peaceful and credible elections. The Commission shall endeavor to strengthen collaborative efforts with government agencies, civil society organizations, political parties and development partners in executing its mandate. Structured dialogue and regular consultations will promote transparency, credibility to enhance legitimacy of the shared responsibility in electoral processes.
Strengthen Coordination and management of Election observation	Independent observation offers valuable validation and amplifies legitimacy to the election process and recommendations for continuous improvement. The Commission shall facilitate the accreditation, deployment and coordination of domestic and international election observers to enhance transparency and accountability in the electoral process.

KRA 3: Equitable Representation

Goal: Realize fair and equitable representation.

Fair and equitable representation within the electoral system promotes inclusivity in a democratic society. The Commission will undertake review of electoral boundaries to achieve a balanced representation. It will also effectively manage special seat allocations, to ensure inclusion of women, youth, persons with disabilities, minorities and marginalised communities as provided for in law.

Strategic issue	Description
Review of electoral boundaries	Review of boundaries of Constituencies and Wards is essential for fair and equitable representation. The Commission will conduct delimitation of electoral boundaries in accordance with enabling legal provisions.
Allocation of special seats (Party Lists)	Allocation of special seats guarantees equitable representation for marginalized groups. The Commission will ensure compliance with the gender representation principle and that allocation of special seats is aligned with legal provisions. Clear procedures and verification processes will be applied to political party lists and nomination processes to uphold transparency and accountability.
Research and data management	Research is essential to achieving equitable representation. Demographic studies and community mapping ensure that constituencies are drawn to reflect equitable representation. The Commission shall undertake research on boundaries and data management to accurately describe and capture minority groups to ensure their inclusion in electoral processes.

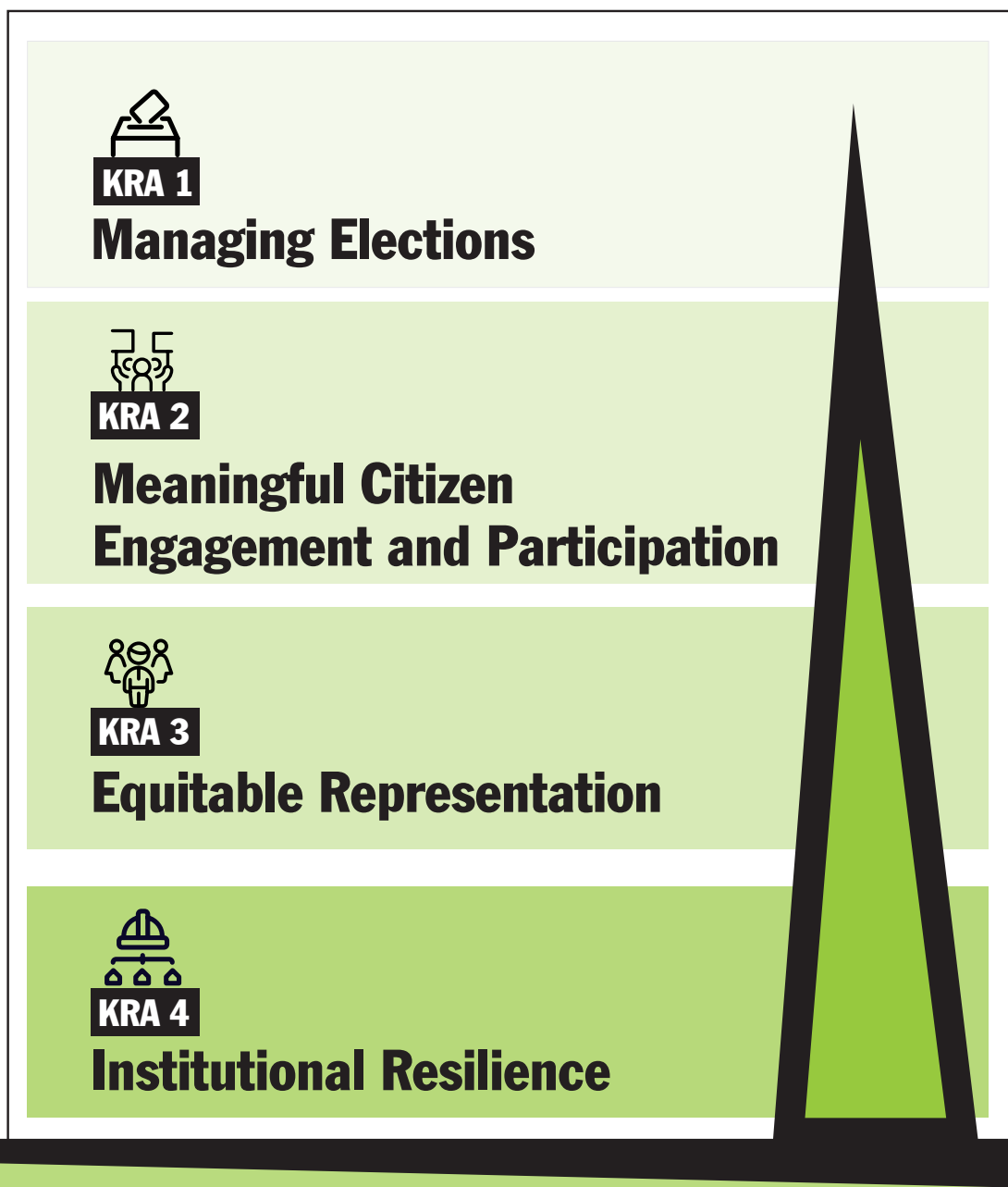
KRA 4: Institutional Resilience

Goal: Strengthen the Commission's institutional capacity for effective delivery of its constitutional mandate.

This Key Result Area consolidates the organisational, governance, financial, and knowledge management enablers that underpin the Commission's long-term operational effectiveness. It addresses corporate governance, resource mobilisation, risk management, strategic communication, technology adaptation, and evidence-based decision making as interdependent pillars of institutional resilience.

Strategic issue	Description
Governance, Risk and Compliance	Sound corporate governance is fundamental to the Commission's independence, accountability, and public credibility. The Commission shall uphold principles of transparency, integrity, and compliance with applicable laws, policies, and international best practices in the discharge of its mandate. The Commission shall integrate risk management in decision making and processes.
Resource Mobilisation and Financial Sustainability	Adequate and predictable funding is critical to the Commission's capacity to plan and execute its programmes. The Commission shall strengthen resource mobilisation strategies and prudent financial management to reduce dependence on irregular budgetary allocations.
Organisational Capacity and Human Resource Development	Institutional effectiveness is contingent on a competent, motivated, and well-resourced workforce at all levels. The Commission shall invest in capacity development, performance management, and succession planning to build a high-performing institution.
Infrastructural resilience	Infrastructural resilience ensures continuity, security and reliability of electoral systems and operations. The Commission shall establish critical infrastructure including a modern Uchaguzi Centre (Commission-owned headquarters and election resource centre), offices and warehouses and a dedicated training centre that provides secure, accessible and well-equipped facilities.
Knowledge Management, Research, and Evidence-Based Decision Making	Informed policy and operational decisions require systematic collection, management, and application of institutional knowledge and electoral research. The Commission shall institutionalise knowledge management systems and Monitoring, Evaluation, Accountability and Learning (MEAL) frameworks, and conduct applied research to enhance evidence-based planning and continuous improvement.
Strategic Communication	Public confidence in the Commission is shaped significantly by how it communicates its mandate, decisions, and electoral outcomes. The Commission shall develop and implement a proactive, inclusive, and accessible communication strategy to promote transparency and stakeholder confidence.

Figure 5: Key Result Areas



A polling official counting the votes after the voting process ended during a recently held by-election. Vote counting process is conducted at the polling stations witnessed by agents from political parties and independent observers to enhance transparency.



CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

The chapter provides a comprehensive framework that outlines the KRA, strategic objectives, outcomes, outcome indicators, and strategies to assist in achieving the objectives. It sets a clear roadmap and stage for effective implementation and monitoring of the strategic plan.

Commission staff conduct voter education in the marginalised communities. The Commission is actively enhancing inclusion by strengthening participation of women, youth and persons with disabilities (PWDs).



5.1 Strategic Objectives

The strategic objectives provide the framework for achieving the Commission's vision of deepening democracy in Kenya. They focus on strengthening electoral operations, enhancing stakeholder participation, promoting inclusivity and credibility in elections, and building a resilient and effective institution. Clear targets and timelines will enable the Commission to track performance and respond to emerging priorities. Table 7 shows the strategic objectives, outcomes and annual projections

Table 7: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Managing Elections							
To strengthen the electoral legal framework	An enabling electoral legal framework	Number of laws and regulations reviewed and enacted	6	8	0	5	8
	Increased compliance with electoral laws	% of processes compliant with electoral laws	100	100	100	100	100
		% of staff trained on electoral laws	100	100	100	100	100
	Policies aligned with the election legal framework on special voting and the Supreme Court decision of 2022 presidential election petition	Number of regulations and/or guidelines developed to implement special voting	2	2	2	0	0
To strengthen capacity of election officials	Efficient conduct of electoral processes	% Reduction in errors committed by election officials	0	0	0	0	0
To enhance the use of technology in election	Policies aligned with emerging election technologies	% of electoral technology and infrastructure maintained	100	100	100	100	100
		% disposal of e-waste	100	100	100	100	100
		% of staff trained on ICT systems	0	40	100	50	50
	Achieved unqualified audit report on election technology	Number of election technology audits	0	0	1	1	0
To achieve an inclusive and comprehensive Register of Voters	Comprehensive and updated Register of Voters	Number of new voters registered	50,000	2,500,000	3,500,000	0	50,000
		Number of audits on RoV	0	0	2	0	0
	Improved skills in voter registration	% of staff trained on voter registration	0	100	0	0	0
To enhance election logistics and coordination	Early procurement of election materials	% of election materials procured on time	100	100	100	100	100
	Timely distribution of election materials	% of election materials distributed on time	100	100	100	100	100

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
To strengthen candidate registration process	Effective candidate registration process	% of candidate applications processed accurately	100	100	100	100	100
		% of candidates processed within legal timelines	100	100	100	100	100
Manage polling day activities	Well coordinated election day activities	Time (minutes) taken by each voter at polling station	5	5	5	5	5
To facilitate Special (Kenyan Citizens residing outside Kenya and Early) Voting	Increased number of Citizens residing outside Kenya participating in elections	Number of additional registration centres and polling stations outside Kenya	17	0	32	0	0
		Number of Citizens residing outside Kenya participating in elections	10,000	10,000	20,000	50,000	100,000
	Established framework for early voting	Approved and gazetted guidelines on early voting enacted	0	0	1	0	0
To prevent and manage electoral conflict	Integrated early warning and response mechanisms in electoral processes	% of electoral conflicts mitigated	100	100	100	100	100
	Enhanced inter-agency collaboration on election security	Number of inter-agency forums conducted (National)	0	2	10	10	5
		Number of security officers sensitized and deployed	0	0	202,300	0	0
	Engaged stakeholders in peace-building initiatives	Number of forums on peace-building initiatives (Counties and Constituencies)	0	0	337	0	0
		Number of political actors engaged in signing peace charters	0	0	110	0	0
To provide timely and effective resolution of preelection disputes	Global best practice of election management adopted	Number of processes improved as a result of peer-learning with regional and international bodies	0	1	3	1	0
	Collaboration between justice sector actors to expedite resolution of pre-election disputes	% of disputes heard and determined within the legal timelines before the relevant institution	100	100	100	100	100
KRA 2: Meaningful citizen Engagement and Participation							
To enhance voter education throughout the electoral cycle	Informed electorate	% increase in voter turnout	100	100	100	100	100
		% reduction in rejected and stray ballots	100	100	100	100	100
		% of stakeholder awareness on the use of technology in elections	100	100	100	100	100
To enhance meaningful citizen participation and engagement in the electoral processes	Enhanced inclusivity, transparency and accountability in electoral processes	% increase in citizen and stakeholder satisfaction levels	100	100	100	100	100
		% increase in participation of citizen and external stakeholders	100	100	100	100	100

Table 7: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
To enhance the corporate brand	Improved reputation and public confidence	% of satisfaction levels	100	100	100	100	100
	Increased brand recognition and awareness	% increase of CSR Activities					
		% increase of social media impressions	100	100	100	100	100
Strengthen inter-agency coordination and collaboration	Improved inter-agency relations	Number of inter-agency engagements	15	20	25	30	10
		Number of inter-agency MoUs signed	10	12	15	20	10
To enhance inclusivity of marginalized groups in electoral processes	Increased participation of marginalized groups in electoral processes	Proportion increase of marginalized groups (women, youth, PWDs, ethnic and other minorities), and marginalized communities	100	100	100	100	100
KRA 3: Equitable Representation							
Review of constituencies and wards boundaries under the Constitution	Reviewed constituencies and wards names and boundaries	Number of Constituency names and boundaries reviewed	290	0	0	0	290
		Number and names of Ward boundaries reviewed	1450	0	0	0	1450
Conduct research and manage data in boundaries delimitation process	Evidence-based and equitable electoral boundaries delimitation	Comprehensive boundaries deliimitation report	0	0	0	0	1
Realize proportional representation by use of party list	Increased proportion in marginalize groups in the respective assemblies	Number of political parties compliant with the guidelines on requirements for submission of party list	83	91	0	0	0
		% of marginalized groups represented in the final list gazetted by the Commission	100	100	100	100	100
KRA 4: Institutional Resilience							
Strengthen Governance, Risk and Compliance	Enhanced integrity, accountability, and transparency in Commissions processes.	Proportion of governance processes compliant with applicable legal and regulatory frameworks	100	100	100	100	100
		% of Commission resolutions and decisions implemented within stipulated timeframes annually	100	100	100	100	100
		% of risks identified and mitigated	100	100	100	100	100
		% of business continuity plans implemented	100	100	100	100	100

Table 7: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
		% climate resilient policies integrated in electoral processes	100	100	100	100	100
		% of stakeholder awareness and engagement on climate–electoral linkages	0	5	60	95	100
Secure adequate and reliable funding through operationalization of IEBC Fund	Improved financial sustainability and operational funding predictability	Percentage of annual programme budget secured and disbursed on schedule	55	60	65	70	75
		Percentage reduction in audit queries and financial irregularities year-on-year	20	20	10	20	30
	Fully funded activities throughout the electoral cycle	Proportion of funded activities	100	100	100	100	100
Build a skilled, motivated and high-performing workforce	Improved staff competency, performance and institutional effectiveness	Percentage of staff who meet performance targets in annual appraisals	100	100	100	100	100
		Percentage of planned capacity development programmes implemented annually	100	100	100	100	100
Promote data-driven decision making through research and knowledge systems	Enhanced evidence-based decision and institutional learning	Number of electoral research publications and knowledge products disseminated annually	0	6	4	4	4
		Percentage of Commission programmes informed by research findings or MEAL reports	100	100	100	100	100
Enhance transparency, credibility and public communication	Increased stakeholder confidence	Proportion of communication commitments delivered within stipulated timelines	100	100	100	100	100
		Percentage of public inquiries, complaints and feedback resolved within stipulated response timelines	100	100	100	100	100
		Percentage of staff trained and certified in relevant digital competency programmes annually	100	100	100	100	100
	Enhanced capacity of the communication	Number of staff trained in public communication	0	0	400	300	100
		% of tools and accessories acquired	100	100	100	100	100

Table 7: Outcomes Annual Projections

Gazetted Returning Officers and other Commission staff, involved in the conduct of election, are taken through the administration of Oath of Secrecy of the Ballot after conclusion of their training.



5.2 Strategies

Strategic choices are initiatives undertaken by the Commission to prioritize specific activities that align with its Key Result Areas and Strategic Objectives, as outlined in Table 8.

Table 8: Strategic Objectives and Strategies

KRA	Strategic Objective	Strategies
KRA 1: Managing Elections	Strengthen the electoral legal framework	- Review and propose amendments to elections and boundaries delimitation laws and regulations. - Address legal gaps identified in judicial pronouncements, including governance and results management. - Strengthen enforcement of electoral laws and the electoral code of conduct. - Conduct stakeholder engagement and sensitization on electoral legal provisions. - Operationalize the Election Financing Regulations.
	Enhance capacity of electoral officials	- Review and develop electoral training curriculum and support materials - Enhance the capacity of election officials
	Enhance the use of electoral technology	- Deploy an integrated elections management system for voter registration, identification, candidate registration, and results transmission. - Strengthen and align ICT policies and procedures with regulatory frameworks and emerging technologies. - Conduct regular audits, testing, and certification of electoral technologies. - Build staff capacity on ICT systems and cybersecurity.
	Compile an inclusive and comprehensive Register of Voters ahead of 2027 General Election	- Continuously register Kenyan citizens residing outside Kenya. - Regularly revise and update the Register of Voters (RoV). - Leverage technology to improve registration efficiency and accessibility. - Collaborate with population registration agencies for data verification. - Audit and maintain the accuracy and integrity of the register of voters. - Conduct public awareness campaigns on voter registration
	Strengthen candidate registration process	- Review the candidate registration management process - Conduct stakeholder engagement on CRMS process

KRA	Strategic Objective	Strategies
KRA 1: Managing Elections	Enhance logistical planning and coordination in managing elections	• Develop and implement comprehensive election logistics plans. • Strengthen procurement planning and supply chain management. • Enhance warehouse operations, inventory management, and security systems. • Ensure timely distribution of election materials to all polling stations. • Develop contingency plans to address operational risks and disruptions
	Management of polling day activities	• Review the polling day processes • Sensitization of stakeholders on polling day activities
	Facilitate Special (Diaspora and Early) Voting	• Facilitate diaspora voting and voting for designated groups. • Review and operationalize legal and policy frameworks for special voting. • Expand registration and polling centers for diaspora voters. • Collaborate with government agencies and international partners to support diaspora participation. • Conduct targeted voter education and outreach programmes.
	Ensure transparent, accurate, and verifiable election results management	• Ensure compliance with the legal framework on candidate registration and nomination process • Enhance efficiency and effectiveness in electoral logistics • Recruit and train poll officials • Enhance efficiency in polling activities • Strengthen results management systems • Promote transparency through timely publication of election results
	Provide timely and effective resolution of electoral disputes	• Adopt global best practices on election management • Participate in peer-learning and knowledge exchange with regional and international bodies. • Collaborate with the Judiciary and relevant institutions to expedite resolution of electoral disputes. • Establish and strengthen internal mechanisms for election and boundaries dispute resolution • Provide clear legal guidelines to candidates and political parties. • Enhance capacity for dispute resolution through training and stakeholder engagement.
	Prevent and manage electoral conflict	• Implement early warning and response mechanisms for electoral conflict. • Strengthen collaboration with security agencies under the electoral security framework. • Engage stakeholders, including political actors and communities, in peace-building initiatives. • Promote adherence to the electoral code of conduct and peace accords.

Table 8: Strategic Objectives and Strategies

KRA	Strategic Objective	Strategies
KRA 2: Meaningful citizen Engagement and Participation	Enhance voter education throughout the electoral cycle	Conduct continuous voter education
	Enhance meaningful citizen participation in electoral processes	Upscale voter education and strategic communication to enhance participation in the electoral process
	Strengthen interagency coordination and collaboration	Enhance multi-agency coordination and stakeholder engagement across electoral and administrative boundaries to support credible electoral processes
	Enhance inclusivity, citizen and stakeholder participation in the electoral processes	• Enhance citizen and stakeholder engagement. • Promote inclusivity in electoral activities. • Enhance partner and stakeholder relations.
	Strengthen the corporate brand identity	• Enhance the Commission's visibility • Enhance customer service function • Enhance internal communication • Enhance external communication • Enhance Media relations
KRA 3: Equitable Representation	To finalize the 2nd review of constituencies and wards boundaries under the 2010 constitution	• Implement a phased approach in the delimitation and review of boundaries • Enhance the use of Geographic Information Systems (GIS) technology in the delimitation process • Build and enhance capacity of Commission and staff on boundaries delimitation • Undertake civic education, public participation and engagement • Establish and implement inter-agency collaboration framework
	Conduct research and manage data in boundaries delimitation process	• Mapping of communities of interest for fair representation and participation in the boundaries delimitation process • Enhance citizen and stakeholder engagement
	To realize fair representation of the marginalized groups by use of party lists	• Develop and implement framework for compliance with the two thirds gender principle. • Sensitize Political Parties on allocation of special seats • Issue guidelines on the allocation of special seats to political parties and enforce compliance.
KRA 4: Institutional Resilience	Strengthen Governance Risk Compliance	• Enhance the Commission's policy formulation, strategy development, and oversight functions • Strengthen governance structures, accountability mechanisms, and committee effectiveness • Reinforce internal controls, audit systems, and ethics and integrity frameworks • Digitalise governance processes, including the Hansard system for plenary proceedings

Table 8: Strategic Objectives and Strategies

KRA	Strategic Objective	Strategies
KRA 4: Institutional Resilience	Strengthen Governance Risk Compliance	- Strengthen data protection and privacy management by implementing secure systems and enforcing strict access controls - Operationalize the policy that safeguards personal and electoral data against unauthorized access, breaches, and misuse. - Integrate risk management into all electoral planning and operational activities. - Embed climate change adaptation and business continuity protocols into institutional systems
	Secure adequate and Reliable Funding and Ensure Efficient Financial Management	- Operationalise the IEBC Fund in accordance with the relevant legal provisions - Establish and maintain robust financial management and reporting mechanisms
	Build a Skilled, Motivated, and High-Performing Workforce	- Strengthen institutional capacity building and employee performance management systems. - Harmonise County office operations with headquarters for coherent programme delivery
	Promote Data-Driven Decision Making through Research and Knowledge Systems	- Institutionalise electoral research and innovation to inform programme planning and delivery - Operationalise a Monitoring, Evaluation, Accountability and Learning (MEAL) framework - Strengthen stakeholder participation in the evaluation of electoral activities - Establish an institutional knowledge repository to support organisational learning
	Enhance Transparency, Credibility, and Public Communication	- Develop accurate, timely, and accessible public communication mechanisms - Strengthen media engagement and crisis communication protocols - Improve public feedback, inquiry, and complaints-handling systems - Establish integrated communication linkages across all departments and County offices
	Improve institutional infrastructure	- Conduct a comprehensive infrastructure audit - Secure land across the country to house Commission warehouses and offices - Strengthen Asset Management utilization - Enhance partnership for infrastructure support and resource mobilisation

Table 8: Strategic Objectives and Strategies

CHAPTER SIX

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter provides the implementation and coordination framework. The implementation is further elaborated in the implementation plan matrix. The coordination framework is further discussed through the institutional framework, staff establishment, skill sets and competence development. A risk management framework is also provided in Annex 2.

Election materials ready for distribution to respective polling station during a past election. The Commission meticulously plans to conduct elections that are free, fair and transparent.



6.1 Implementation Plan

The implementation matrix for the Commission's 2024-2029 Strategic Plan is a comprehensive framework that outlines specific strategic objectives, strategies, key activities, output indicators, output targets, expected outcomes, and outcome indicators, thereby ensuring a clear roadmap for success. It assigns responsibility to the relevant offices within the Commission for each activity and details the projected budget for the five-year implementation period.

Annex 1 presents the action plan and detailed budgeting, emphasising the planning required for execution. To achieve the strategic goals, the plan mandates a total investment of Kes 98.04156 billion over the next five years, highlighting the scale and significance of this initiative in strengthening the electoral process and enhancing the Commission's capacity to meet national needs and demands.

6.1.1 Action Plan

The Commission's action plan constitutes the strategic issues, strategic goals, KRAs, outcomes, strategic objectives, strategies, key activities, expected output, output indicators, annual budget and responsibility for execution of activities.

The Commission shall communicate the plan to all stakeholders and mobilize, allocate and utilize resources as identified in the plan. Further, the Commission will align the annual work plans of Directorates and Counties to achieve the objectives of this strategic plan.

To operationalize this strategic plan, the Commission will put in place a robust monitoring, evaluation and reporting framework to track the delivery on the Key Result Areas (KRAs).

6.1.2 Annual Work Plan and Budget

The annual targets in the Implementation matrix will inform the annual budget. The Directorates and Counties will extract their annual work plans for their annual budgets. The annual work plan takes cognisance of the importance of stakeholder engagement in the preparation of the Commission's budget.

During the implementation period, climate change remains a risk that could influence the macroeconomic outlook and the Commission's operations. Consequently, the Commission has considered feedback from key stakeholders and integrated strategies aimed at promoting sustainability to mitigate the impacts of climate change.

The Commission adopted activity-based costing in the electoral cycle, taking into consideration dynamic changes in technology, legal reforms, cybersecurity threats, data security, political and social upheavals. Table 13 summarises the budget implication in implementing the SP 2024-2029.

6.1.3 Performance Contracting

Performance contracting is a fundamental mechanism that the Commission will implement as part of its new strategic plan for 2024-2029 to enhance accountability and drive results. This approach involves establishing clear performance targets and expectations for various departments and individual staff members, linking their performance directly to the overall objectives of the organization. By setting measurable goals and regularly evaluating progress, the Commission aims to foster a culture of high performance, transparency, and responsibility, ultimately leading to improved electoral services and public trust in the Commission's operations.

6.2 Coordination Framework

The Coordination Framework aims to establish effective communication and collaboration among various stakeholders involved in the electoral processes. This includes collaborating with state and non-state actors to create a cohesive approach that will enable the Commission to deliver on its mandate.

Whereas the Commission will offer policy direction and oversight in the implementation of this Strategic Plan, the Commission Secretary will be responsible for its operationalization. The Commission will engage various stakeholders to provide technical, financial and logistical support in the implementation of this strategy. By defining roles and responsibilities clearly, the framework seeks to enhance efficiency, reduce redundancies, and promote transparency, ensuring that all parties work towards achieving set goals. The coordination framework is shown in Annex 3.

6.2.1 Institutional framework

The Institutional Framework focuses on strengthening internal governance structures, organizational roles and responsibilities, accountability mechanisms and capacity building of the Commission and its staff to enable them to conduct free, fair and credible elections.

During the plan period, the Commission will review and implement the Human Resource Policies and Procedures manual, Organization Structure and finalize Career Progression Guidelines. Specifically, the Commission will undertake job analysis and evaluation to establish optimum staffing levels.

6.2.2 Staff Establishment, Skill Sets and Competence Development

The Commission recognizes that a well-established workforce equipped with the right skills and competencies is essential for the successful execution of its Strategic Plan. To this end, the Commission will focus on optimizing its staff establishment by identifying key roles needed to meet its objectives and ensuring that personnel possess the requisite skills and knowledge. Table 9 summarises the Commission's staff establishment.

Table 9: Staff Establishment

Designation	Grade	Establishment	In post	Variance
CEO	1	1	0	1
DCSs	2	2	2	0
Directors	3	9	3	6
Managers	4	75	58	17
Senior Officers	5	346	273	73
Officers	6	195	118	77
Assistant Officers	7	54	5	49
Assistant Officers	8	364	297	67
Support Staff	9	47	26	21
Support Staff	10	45	29	16
Total		1138	796	152

The Commission



Erastus Edung Ethekon, HSC
Chairperson



Fahima Araphat Abdallah, OGW
Vice Chairperson



Anne Njeri Nderitu, CBS
Commissioner



Dr. Alutalala Mukhwana
Commissioner



Marykaren Sorobit
Commissioner



Hassan Noor Hassan, EBS
Commissioner



Prof. Francis Odhiambo Aduol
Commissioner

1

The Chairperson

6

Members of the
Commission

Collaboration



IEBC Chairperson and Commissioners when they paid a courtesy call to Principal Secretary of the National Treasury Dr. Chris Kiptoo. The meeting focused on securing budgetary support and the timely release of funds to support Commission activities.

Skill Sets and Competency Development

The Commission will prioritize competence development through targeted training programmes, workshops, and continuous professional development initiatives. This commitment to enhancing the capabilities of its staff will not only improve operational efficiency but also empower employees to adapt to emerging challenges in the electoral landscape, ensuring the delivery of high-quality services to the public. Table 10 summarises the designation, desired skill sets to enable them discharge their respective responsibilities. The Commission will continuously undertake capacity assessments to identify gaps and areas of competence development.

Table 10: Skill Sets and Competency Development

S/No.	Designation	Skills Set	Competence Development
1.	Chairperson and Members of the Commission	i. Leadership skills ii. Strategic communication iii. Policy formulation Stakeholder engagement iv. Negotiation and conflict resolution v. Electoral law and governance vi. Risk – based decision-making vii. Technology sustainability viii. Change management ix. Public relations in electoral processes x. Strategic crisis communication xi. International best practices in election management	i. Executive leadership programmes ii. Election management certification iii. Strategic planning and policy workshops iv. Crisis management and public engagement training

S/No.	Designation	Skills Set	Competence Development
2.	Chief Executive Officer (CEO)	i. Visionary leadership ii. Strategic planning and execution iii. Financial and resource management iv. Organizational oversight and governance v. Risk management and electoral integrity vi. Crisis management vii. Technology sustainability viii. Change management ix. Advanced stakeholder engagement	i. Leadership and governance training ii. Risk and financial management courses iii. Strategic decision-making workshops iv. Electoral technology and cybersecurity training
3.	Deputy Commission Secretary	i. Strategic management and public policy ii. Risk management and compliance iii. Performance management iv. Electoral law and regulations v. Human resource and organizational development vi. Technology sustainability vii. Technology integration in election processes viii. Crisis communication in elections ix. Strategic human resource planning	i. Leadership and governance development ii. Change management training iii. HR strategic planning and risk compliance courses
4.	Directors (Various)	i. Electoral policy and governance ii. Budgeting and financial oversight iii. Team leadership and organizational strategy iv. Data-driven decision making v. Electoral risk management vi. Technology sustainability vii. Technology and digital election systems viii. Crisis management in electoral processes	i. Strategic leadership and electoral policy development ii. Advanced financial and risk management training iii. Digital transformation and electoral technology workshops
5.	Managers (Various)	i. Election operations management ii. Conflict resolution and dispute handling iii. Electoral logistics and planning iv. Risk-based decision-making v. Technology sustainability vi. Cybersecurity and election integrity vii. Supply chain and financial management	i. Project management certification ii. Electoral integrity and security training iii. Leadership and conflict resolution workshops
6.	County Election Managers	i. Election management and logistics ii. Stakeholder engagement and public awareness iii. Dispute resolution and mediation iv. Electoral law and compliance v. Voter education Technology adaptability vi. Advanced data analysis vii. Electoral law updates viii. Election risk management	i. Training in electoral laws and risk mitigation ii. Stakeholder engagement and public relations courses iii. Election management and security training

Table 10: Skill Sets and Competency Development

S/No.	Designation	Skills Set	Competence Development
7.	Senior Election Officers	i. Electoral administration ii. Public and crisis communication iii. Conflict resolution iv. Report writing and documentation v. Electoral risk and compliance vi. Technology sustainability vii. Advanced data management and analytics viii. Legal knowledge of elections	i. Electoral law and risk management training ii. Public communication and crisis-handling workshops iii. Data analytics and report writing training
8.	Officers (Various)	i. Election logistics and administration ii. Stakeholder engagement iii. Report writing and documentation iv. Electoral risk management v. Technology sustainability vi. Advanced data management vii. Electoral law and compliance	i. On-the-job electoral training ii. Technical writing and report writing courses iii. Electoral law and voter education training
9.	Assistant Election Officers	i. Election administration and logistics ii. Record-keeping and documentation iii. Stakeholder and voter engagement iv. Electoral technology support v. Technology sustainability vi. Legal compliance in elections vii. Advanced data and records management	i. Electoral law and compliance training ii. Data and records management certification
10.	Finance Officers	i. Budgeting and financial oversight ii. Risk management and compliance iii. Financial analysis and forecasting iv. Technology sustainability v. Fraud detection and forensic auditing vi. Technology integration in financial management	i. Advanced financial management courses ii. Fraud detection and risk mitigation training
11.	HR Officers	i. Recruitment and workforce planning ii. Performance and talent management iii. Compliance with electoral HR policies iv. Technology sustainability v. HR data analytics vi. Change management in electoral processes	i. HR strategy and analytics training ii. Change management workshops
12.	ICT Officers	i. Network and system security ii. Electoral technology and cybersecurity iii. Database management and data protection iv. Technology sustainability v. Emerging technologies in elections vi. Digital security and electoral fraud prevention	i. Cybersecurity and data protection certification ii. Electoral technology and innovation training
13.	Strategy and Innovation Officers	i. Data collection and research ii. Monitoring and evaluation	i. Research and data analysis training

Table 10: Skill Sets and Competency Development

S/No.	Designation	Skills Set	Competence Development
13.	Strategy and Innovation Officers	ii. Policy development iii. Technology sustainability iv. Advanced statistical analysis v. Technology-driven election monitoring	i. Election monitoring and evaluation certification
14.	Communication Officers	i. Public relations and media engagement ii. Digital communication and social media iii. Crisis communication iv. Technology sustainability v. Advanced crisis management vi. AI Digital media trends in elections	i. Public relations and media training ii. Crisis communication and election transparency workshops
15.	Supply Chain Officers	i. Emerging procurement law ii. Electronic Procurement compliance iii. Inventory technology integration iv. Procurement Audit compliance v. Compliance with logistic planning vi. Green supply chain management vii. Data analytical Skills viii. Project Management Skills ix. Risk Management Skills	i. Continuous capacity building on emerging change of Procurement laws ii. Procurement audit course iii. Green supply chain management course iv. Data analytical course v. Course on project management vi. Risk mitigation procurement process training
16.	Support Staff	i. Office administration and record-keeping ii. Customer service and public interaction iii. Basic IT and data entry iv. Technology sustainability v. Office software proficiency vi. Customer engagement strategies	i. Office management and administrative efficiency training ii. Customer service excellence workshops
17.	Drivers	i. Defensive driving and road safety ii. Emergency response and first aid iii. Navigation and route optimization iv. Basic vehicle maintenance v. Technology sustainability	i. Defensive driving certification ii. Emergency response and first aid training

Table 10: Skill Sets and Competency Development



6.2.3 Leadership Systems and Procedures

The governance structure of the Commission consists of the Plenary and its Committees. The Plenary includes the Chairperson and Commissioners, with the CEO serving as Secretary. The Plenary directs policies, strategies, and oversight for the implementation of this strategic plan.

The Commission has also delegated its functions to the County and Constituency levels to ensure effective service delivery and efficient execution of activities and programmes. The Secretariat plays a vital role in supporting the strategic plan by facilitating communication and collaboration among all stakeholders, ensuring that resources are effectively allocated to achieve the specified goals. This will be achieved through coordination, support, and supervision from the Commission secretary and senior management in accordance with the established structures.

6.2.4 Systems and Procedures

The Commission has developed systems and Standard Operating Procedures (SOPs) to enhance the execution of this strategic plan.

a) Systems

The Commission has developed and deployed systems to enhance efficiency in its operations and service delivery. The systems include:

- i. Kenya Integrated Electoral Management System (KIEMS);
- ii. Development and implementation of election technology and business applications;
- iii. Management of information systems and infrastructure security;
- iv. ISO certification of the Commission, asset tagging and re-engineered internal systems consisting of Information Technology Service Management (ITSM);
- v. Accreditation Management System (AMS);
- vi. Inventory Management System (IMS);
- vii. Human Resource Management Information System (HRMIS);
- viii. Legal Case Management System (LCMS);
- ix. Candidate Registration Management System (CRMS);
- x. Budget Management System (BMS); and
- xi. Research Electoral Boundaries and Risk Management Information Systems to improve the efficiency of operations and processes.

b) Procedures

The Standard Operating Procedures (SOPs) enable the Commission to carry out routine operations while aiming at achieving efficiency, quality output, uniformity of performance and reducing miscommunication and failure to comply with expectations. This is geared towards improving internal processes and mitigating operational risks.

The SOPs developed include:

- i. Voter Registration and Electoral Operations Policies and Standard Operating Procedure Manual;
- ii. Voter Education and Stakeholder Engagement Policies and Standard Operating Procedure Manual;
- iii. Legal Services Policies and Standard Operating Procedures Manual;
- iv. Standard Operating Procedures Manual;
- v. Strategic Communication and Social Media Standard Operating Procedures Manual;
- vi. Research, Electoral Boundaries, Risk Management Policies and Standard Operating Procedure Manual;
- vii. Finance Management Policies and Procedure Manual; and
- viii. Supply Chain Management Standard Operating Procedure Manual.

6.3 Risk Management Framework

The Constitution of Kenya 2010 established the frameworks for governance and accountabilities under Articles 10, 201 and 232. The Public Finance Management Act, 2012 and its attendant Regulations 2015 and Code of Governance for State Corporations (Mwongozo), require Accounting Officers of all public sector entities to develop systems of risk and internal controls that build robust business operations.

The Public Service (Values and Principles) Act, 2015, requires all public officers to observe the Public Service Values and Principles of Governance. Section 138 (4) of the Public Procurement and Asset Disposal Regulations 2020 requires a risk register to be maintained to monitor all identified contract risks.

The National Treasury issued a Circular no. 3/2009 and a Risk Management Guideline on the development and implementation of Institutional Risk Management Policy Framework (IRMPF) in the public sector. The Commission has complied with the above legislations, circular and guidelines by putting in place risk management policy, risk management framework and risk management registers for the oversight and management of risks.

The Commission has thus operationalized enterprise-wide risk management by ensuring that it is integrated with governance, strategic and operational processes. The Commission's risk management strategy is based on ISO 31000: 2018, Risk Management Guidelines and Committee of Sponsoring Organisations (COSO) Enterprise Risk Management - Integrating Strategy with Performance, 2017 standards. The Commission has undertaken a risk analysis on the implementation of this Strategic Plan. A summary of the identified risks and suggested mitigation measures is **annexed**.



Commission staff explains to the public the electoral process during the Nairobi International Trade Fair (NITF). The Commission The Show provides an opportunity to learn more about the electoral processes and activities, and interact with various electoral equipment and materials.



CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter focuses on strategies and mobilization of resources required for the successful implementation of this Strategic Plan over the next five years.

IEBC Chairperson and Commissioner when they welcomed the United Nations delegation to discuss a raft of programmes and activities that UNDP can support and partner with the Commission.



7.1 Financial Requirements

The Commission will require a projected resource allocation of Kshs 98.04156 billion spread over a five-year implementation period of the Strategic Plan as summarized in Table 11. The Commission's budgetary allocation requirement will increase in the financial year 2026/27 and 2027/2028 due to pre-election and election activities.

Table 11: Financial Requirement for Implementing the Strategic Plan and Mobilization Strategies

Cost Item	Projected Resource Requirements (Kshs)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Kshs (Billions)	Kshs (Billions)	Kshs (Billions)	Kshs (Billions)	Kshs (Billions)	Kshs (Billions)
KRA 1: Managing Elections	594.59	7,331.67	4,793.22	21,165.45	809.08	54,694.01
KRA 2: Citizen Engagement and Participation	69.36		3,896.20	889.72	86.92	6,931.68
KRA 3: Equitable Representation	32.81	8,451.90	268.59	108.81	81.50	8,943.61
KRA 4: Institution Resilience	75.24	303.35	3,640.52	4,420.47	1,249.69	9,689.26
Administrative Cost	3,155.00	3,582.00	3,682.00	3,782.00	3,582.00	17,783.00
Totals	3,927.00	21,658.40	36,280.53	30,366.45	5,809.19	98,041.56

98.04156 BILLION

The Commission require a Projected Resource allocation of Kshs 98.04156 billion spread over a five-year implementation period of the Strategic Plan

7.1.1 Resource Gaps

The Administrative Costs comprise Personnel Emoluments, Operations, and Maintenance Costs necessary to support the implementation of the Strategic Plan and the overall functions of the Commission. The activities under KRAs are necessary to achieve the planned annual activities in line with the Medium-Term Expenditure Framework (MTEF), Medium-Term Plan (MTP) IV, Vision 2030 and Bottom-Up Transformation Agenda (BETA).

The Commission will mobilise financial resources from development partners to bridge the resource gaps and complement exchequer funding towards the achievement of the objectives of this Strategic Plan. **Table 12** outlines the resource gaps over a five-year period.

Table 12: Resource Gaps

Financial Year	Estimated Financial Requirements (Kshs billions)	Estimated Allocation (Kshs billions)	Variance (Kshs billions)
Year 1	3.927	3.927	0
Years 2	21.658	9.302	12.356
Year 3	36.281	19.122	17.158
Year 4	30.366	34.295	-3.928
Year 5	5.809	4.075	1.734
Total	98.042	70.722	27.320

7.2 Resource Mobilization Strategies

The Commission, in the implementation of this strategic plan, will require financial resources. Kshs 98.04156 billion with a funding gap of Kshs 27.320 billion. Pursuant to its mandate, the Commission is expected to conduct by-elections and Referendum (if any) and delimitation of boundaries, which is likely to widen the resource gap and inadvertently call for more resources. The Commission will deploy the following strategies to mobilize resources:

27.320
BILLION

Funding Gap

The Commission, in the implementation of this strategic plan, will require financial resources. Kshs 98.042 billion with a funding gap of Kshs 27.320 billion.

- i. **Increase in Government funding** - The Commission will continue lobbying for increased funding from the MTEF budget, Sector Working Groups and Parliamentary Committees to ensure full implementation of the Strategic Plan;
- ii. **Engagement of Development Partners** - The Commission shall continue engaging Development Partners to fund our resource gaps;
- iii. **Collaborating with key stakeholders** - To implement some activities, such as information dissemination, and
- iv. **Appropriation in aid** - From candidate registration fees, the sale of Register of Voters, disposal of obsolete assets and lease of election materials.

7.3 Resource Management

The Commission will ensure prudent management of resources by putting in place the following strategies:

- i. Activity-based costing, where resource requirements will be accurately calculated using the most plausible method based on quantity, price and trend;
- ii. Continuous capacity building for staff;
- iii. Automation and greening of Commission processes;
- iv. Recycling and re-use of election materials;
- v. Joint forums and periodic monitoring and evaluation of projects and programmes;
- vi. Incorporate feedback to enhance processes;
- vii. Strengthen management and administrative policies; and
- viii. Incorporate internal audits and risk assessments in all processes to achieve value for money.

The National Assembly, when they hosted IEBC Team led by Chairperson and Members of the Commission for a discussion on key areas of national importance. The purpose of the engagement was to foster collaboration and assess the Commission's readiness to carry out its mandate..



CHAPTER EIGHT

MONITORING, EVALUATION, LEARNING AND REPORTING FRAMEWORK

8.0 Overview

This chapter discusses the monitoring of the implementation of the Strategic Plan, performance standards and evaluation criteria. It also highlights the tools applied in the Monitoring, Evaluation and Learning (MEL), reporting framework and feedback mechanism.

Polling officials pin results outside a polling station. Results announced at the Polling Stations are final and cannot be changed.



8.1 Monitoring

The Commission shall implement a robust, results-based monitoring framework to systematically track the performance of the Strategic Plan. Monitoring will be undertaken as a continuous and structured process to assess progress towards the achievement of planned outputs, outcomes and strategic objectives.

The Commission will utilise clearly defined indicators, data collection tools and reporting templates aligned to the Results Framework. Data will be collected from both primary and secondary sources, including administrative records, field reports, stakeholder feedback, surveys and management information systems. Directorates and field offices will be responsible for routine data generation and submission in accordance with established reporting schedules. The findings will inform evidence-based decision-making, adaptive management and timely corrective actions. Baseline data will be established using information from the 2023/2024 financial year, against which progress and performance over the plan period will be measured. These baselines will provide a reference point for setting realistic targets and assessing the extent of change attributable to the implementation of the Strategic Plan.

Monitoring outputs will include monthly, quarterly and annual performance reports, which will document progress, challenges, lessons learnt and recommended actions. These reports will also support institutional accountability and transparency.

8.2 Performance Standards and Accountability Framework

The Commission shall establish clear performance standards and an accountability framework to guide the implementation of this Strategic Plan. This will include the definition of roles and responsibilities, performance targets, timelines and reporting obligations across all levels of the institution.

Annual work plans will be derived from the Strategic Plan and will specify deliverables, key performance indicators and resource allocations. These work plans will form the basis for performance contracting and appraisal of directorates, departments and individual staff. Progress reporting shall follow standardised formats and timelines as prescribed in the guidelines annexed to this Plan.

To strengthen performance management, the Commission will operationalise a coordinated framework that integrates planning, budgeting, monitoring and reporting functions. This will ensure alignment between strategic priorities and operational activities, while enhancing efficiency and accountability.

In addition, the Commission will institute a structured system of incentives and corrective measures. Good performance will be recognised and rewarded in accordance with established policies, while underperformance will be systematically analysed to identify underlying constraints and inform appropriate remedial actions. This approach will promote a culture of results, continuous improvement and institutional learning..

8.3 Evaluation

The Commission shall undertake periodic evaluations of the Strategic Plan in line with internationally recognised good practices. These evaluations will assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of the Commission's interventions.

Evaluations will serve both accountability and learning purposes. They will provide an objective assessment of the extent to which strategic objectives have been achieved, the factors influencing performance and the value generated by the Commission's programmes. The findings will inform policy refinement, strategic adjustments, and future planning processes.

To ensure credibility and utility, evaluations will apply mixed-methods approaches that combine quantitative and qualitative data. They will draw on baseline (2023/2024), mid-term and end-term data to measure progress and results. Data will be triangulated from multiple sources to ensure accuracy and reliability. The process will culminate in structured reports that present clear findings, lessons learned and actionable recommendations.

8.3.1 Mid-Term Evaluation

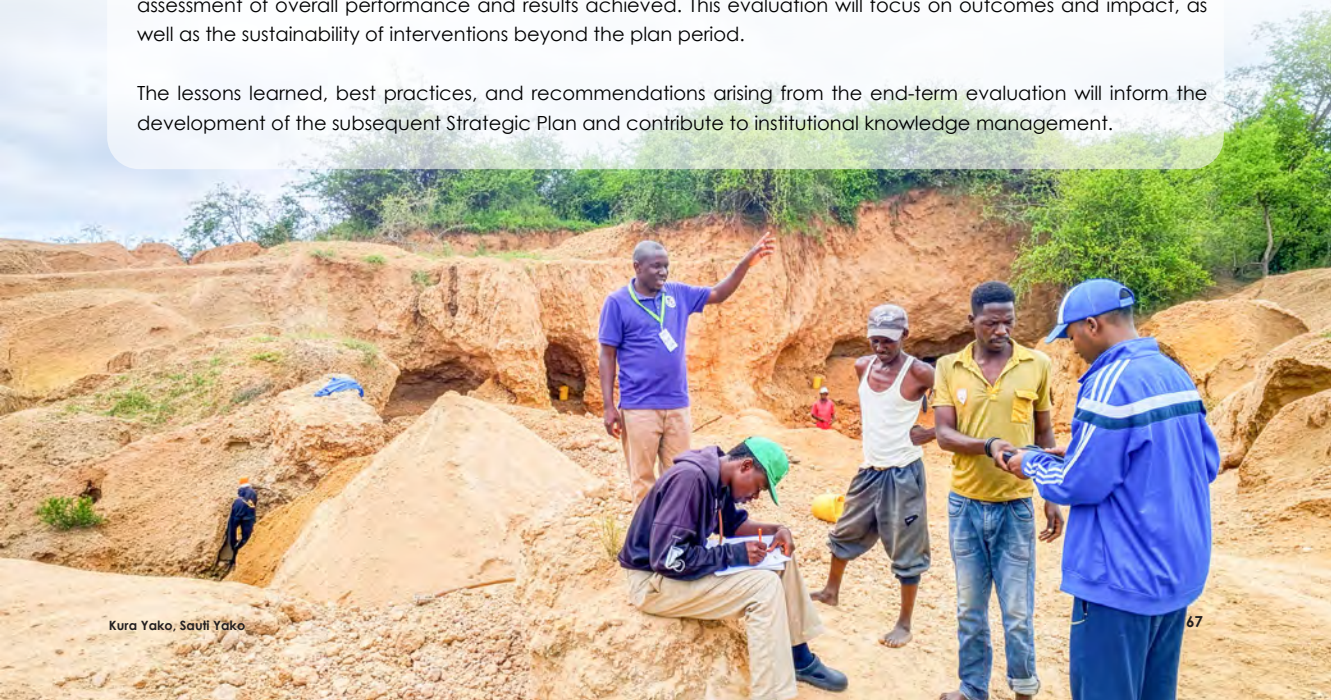
A mid-term evaluation will be conducted at the midpoint of the Strategic Plan implementation period (after two and a half years). The purpose of this evaluation will be to assess progress towards intended results, examine implementation challenges, and validate the continued relevance of strategic priorities.

The findings and recommendations from the mid-term evaluation will be used to recalibrate strategies, reallocate resources where necessary, and strengthen implementation for the remaining period of the Plan.

8.3.2 End-Term Evaluation

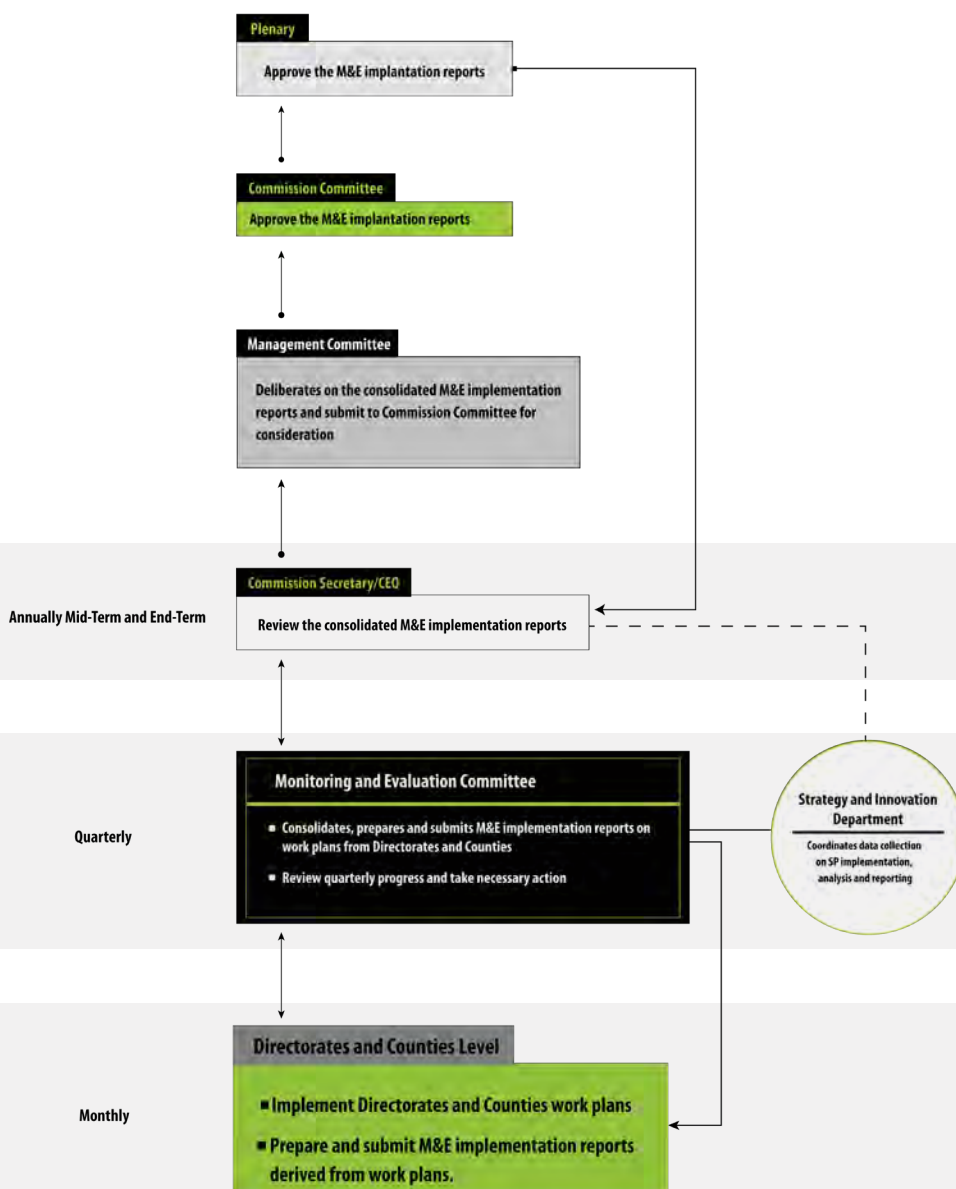
An end-term evaluation will be undertaken in the final year of the Strategic Plan to provide a comprehensive assessment of overall performance and results achieved. This evaluation will focus on outcomes and impact, as well as the sustainability of interventions beyond the plan period.

The lessons learned, best practices, and recommendations arising from the end-term evaluation will inform the development of the subsequent Strategic Plan and contribute to institutional knowledge management.



8.4 Reporting, Feedback and Learning Framework

The Commission has established a reporting framework and feedback mechanism for the implementation of this Strategic Plan as shown in Figure 4.



8.5 Strategic Outcomes Performance Tracking

Effective tracking of strategic outcomes is essential for the successful implementation of the Strategic Plan. The Commission shall apply a structured performance matrix that links each strategic objective to clearly defined indicators, baselines, and targets as shown in Table 13.

Table 13: Outcome Performance Matrix

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
KRA 1: Managing Elections						
To strengthen the legal framework	An Enabling Electoral Legal Framework	Number of laws and Regulations enacted	1	2023/24	14	22
	Increased compliance with electoral laws	Number of disputes processed	324	2023/24	150	180
		Number of election petitions defended	387	2023/24	150	180
		% of Boundary Delimitation cases defended	0	2023/24	100	100
		% of complaints heard and determined cases investigated	100	2023/24	100	100
		% of Commission decisions published	100	2023/24	100	100
To enhance the use of technology	Sustainable electoral technology and infrastructure	% of electoral technology and infrastructure maintained	60	2023/24	100	100
		% disposal of e-waste	0	2023/24	50	100
	Automated internal business processes	% of internal business processes automated	40	2023/24	100	100
To increase the number of registered voters	Increased number of registered voters	Number of new voters registered	2,510,033	2022/2023	5,679,443	5,729,443
To conduct credible elections	Credible elections	% of voter turnout	64.77	2022/2023	80	80
		% of positive post-election evaluation reports from independent assessments (Observers, election monitors)	100	2022/2023	100	100
		Number of election offences and malpractices committed	8	2022/2023	0	0
		% of electoral vacancies filled	100	2022/2023	100	100
To integrate procurement of election materials, warehousing and logistics in the electoral process	Coordinated procurement and warehousing processes	% of procurement processes integrated	100	2023/2024	100	100

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
KRA 2: Citizen Engagement and Participation						
To enhance voter education throughout the electoral cycle	Informed electorate	% increase in voter turnout	64.77	2022/23	40	80
		% of rejected ballots	0.8	2022/23	0.6	0.4
		% of IEC Material digitized	30	2022/23	60	80
To enhance citizen participation and stakeholders' engagement in the electoral processes	Inclusive, transparent and accountable electoral process	% of citizen participation	65	2022/23	70	80
		% of partners and stakeholders engaged	126,820	2024	50	100
To enhance the corporate brand	Improved reputation and public trust	% of satisfaction levels	68	2021/2022	70	80
	Increased brand recognition and awareness	Number of CSR Activities	50	2023/2024	70	100
		% increase of social media impressions	35,363,784	2023/2024	50	100
KRA 3: Equitable Representation						
To finalize the 2nd review of constituency and ward boundaries	Equitable representation of the people	Constituency boundaries reviewed	0	2023/2024	290	290
		Number and names of Ward boundaries reviewed	0	2023/2024	1450	1450
To realize fair representation of the marginalized groups by use of party lists	Proportional representation by use of party list	% of marginalized groups represented in the final list gazetted by the Commission	30	2023/2024	100	100
KRA 4: Institutional Resilience						
To strengthen the Commission's Corporate Governance	Enhanced reputation and public trust	% Increase in approval level by the public	68	2021/2022	70	80
	Approved internal policies and frameworks	% of internal policies reviewed and updated	80	2023/2024	100	100
	Integrated risk management in governance	% of identified risks mitigated	90	2023/2024	100	100
	Enhanced electoral security	% reduction in electoral-related attacks against staff	90	2022/2023	95	100
		% reduction in electoral security risks	80	2022/2023	90	100
To foster a culture of high-performance	Improved service delivery	% achievement of set performance targets	80	2023/2024	90	100
		% of performance contracts signed	100	2023/2024	100	100
To enhance efficient management of Commission assets	Improved use and maintenance of Commission assets	% of assets in use	100	2023/2024	100	100

Table 15: Outcome Performance Matrix

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
To enhance resource mobilization, financial management and compliance	Sustainable financial base	% of budget absorption	93	2023/2024	100	100
		% of resources mobilized on resource gaps	90	2023/2024	100	100
	Improved financial compliance and accountability	% compliance with financial regulations	95	2023/2024	100	100
		Unqualified audit report	0	2023/2024	1	2
Foster research for evidence-based decision-making, knowledge management and innovation	Enhanced evidence-based decision making	% of research findings incorporated into decision-making	80	2022/2023	100	100
		Number of research reports published	1	2020/2021	3	6
	Improved understanding and integration of climate change adaptation measures in electoral planning and operations	Number of electoral processes and policies informed by baseline climate studies.	0	0	2	2
		Percentage of electoral preparedness and contingency plans that incorporate climate adaptation measures.	0	0	50	50
		Number of stakeholder awareness and engagement on climate-electoral linkages	0	0	4	4
Strengthen planning, strategy formulation and coordination	Coordinated Commission activities	% implementation of the strategic plan	95.5	2023/2024	40	100
To strengthen monitoring, evaluation and learning function	Enhanced programme effectiveness	% of M&E recommendations implemented	80	2022/2023	100	100

Table 13: Outcome Performance Matrix

ANNEX

Commission Chairperson leads in receiving pallets containing ballot papers and statutory forms for by-elections at the Jomo Kenyatta International Airport (JKIA). The Commission always make deliberate decision to invite participating political parties to witness the arrival of the ballot papers to enhance free, fair and credible elections.





Managing Elections



Annex 1: Implementation Matrix



Managing Elections

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective: To strengthen the legal framework																
Operationalize and enforce Election Campaign Financing	Review of laws and Regulations on Election Campaign Financing	Reviewed ECF Act and Regulations	Number of ECF Act and Regulations reviewed	4	0	2	0	0	2	-	2.00	2.00	-	2.00	DLS	ALL
		Set campaign spending limits	Number of gazetted notices on spending limits	1	0	0	1	0	0	-	3.00	15.00	-	2.00	DLS	ALL
	Sensitize stakeholders and staff	Informed stakeholders and staff	Number of staff sensitized	1,226	10	337	829	25	25	-	30.00	81.00	30.00	3.00	DLS	ALL
			Number of sensitization forums	1,810	10	337	1450	10	3	-	10.50	35.50	16.50	2.50	DLS	ALL
			Number of sensitization reports	48	0	0	0	48	0						DLS	ALL
Compliance with legal and regulatory requirements	Disseminate IEC materials on Election Campaign Finance (ECF) Act and Regulations	Informed stakeholders	Number of IEC disseminated	543,000	3,000	101,100	435,000	3,000	900	-	15.00	30.00	30.00	2.00	DLS	ALL
		Compliance with the ECF Act	Number of political parties in compliance with ECF Act	91	0	0	91	0	0	-	8.00	18.00	5.00	5.00	DLS	ALL
	Enforce compliance with all electoral laws and regulations		% of independent candidates in compliance with the ECF Act.	100	0	0	100	100	100						DLS	ALL
			% of reported cases, investigated and determined	100	0	0	100	100	100	-	16.00	18.00	12.00	10.00	DLS	ALL
		Approved Legal audit report	Legal audit report	5	1	1	1	1	1						DLS	ALL
		Investigation reports submitted	% of investigations conducted on election offences, incidences, and malpractices successfully transmitted for prosecution	100	100	100	100	100	100		16.00	18.00	12.00	10.00	DLS	ALL

KRA 1: Managing Elections

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target						Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Review and enact electoral laws and Regulations		Report of Pre-election disputes determined and Case Digest	% of Pre-election disputes determined	100	100	100	100	100	100	0.50	15.00	30.00	15.00	3.00	DLS	ALL	
		Report on disputes determined from breach of electoral code of conduct	% of disputes determined arising from breach of electoral code of conduct	100	100	100	100	100	100	-	20.00	125.00	125.00	2.00	DLS	ALL	
	Engage stakeholders on review of electoral Laws Regulations	Electoral Laws and Regulations reviewed	Number of laws reviewed	5	5	5	0	0	5	1.80	40.00	-	15.00	5.00	DLS	ALL	
			Number of Regulations reviewed	1	0	1	0	0	0						DLS	ALL	
			Number of stakeholders engaged	205	5	50	50	50	50	-	25.00	60.00	10.00	3.00	DLS	ALL	
Strategic Objective: To enhance use of electoral technology	Enhance maintenance, sustainability and adaptability of ICT infrastructure and systems	Align ICT policies, procedures and guidelines with regulatory framework and emerging technologies	Reviewed ICT policies, procedures, guidelines and manuals	Number of approved ICT policy and procedures manuals	20	5	10	5	0	0	1.00	10.00	7.00	-	DICT	ALL	
		Comply with ISO27001:2022 and industry standards	Updated ISO 27001:2022 policy documents	Number of ISO Audits	10	2	2	2	2	2	8.28	14.32	8.28	8.28	8.28		ALL
		Acquire ICT Equipment and Infrastructure	Electronic Register of Voters	% of voters in the electronic register	100	100	100	100	100	100	133.00	833.00	4,250.00	618.00	218.00	DICT	ALL
				% of voters electronically identified	100	100	100	100	100							DICT	ALL
			% of results electronically transmitted	100	100	100	100	100	100	110.00	978.00	932.00	125.00	110.00	DICT	ALL	

KRA 1: Managing Elections

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance the technical capacity of staff	Secure information systems	Secure and reliable information system	% of cyber attacks averted	100	100	100	100	100	100	23.00	23.00	23.00	23.00	23.00	DICT	ALL
			Number of Business Continuity Plan (BCP) Report	5	1	1	1	1	1	0.50	0.50	0.50	0.50	0.50	DICT	ALL
	Conduct audit of election technology in accordance with the Elections Act.	Certification of election technology	Audit report	4	1	1	1	1	1	-	-	50.00	30.00	-	DICT	ALL
	Enhance the Capacity of staff on ICT	Improved skills of staff on ICT systems and technology	Number of staff trained	3575	70	1145	1145	70	70	2.00	90.00	93.00	7.00	7.00	DICT	ALL
			Number of training reports	152	1	50	50	50	1	1.00	8.80	10.00	-	9.30	DICT	ALL
Strategic Objective: To enhance registration of eligible citizens as voters and ensure accuracy of the Register of Voters																
Continuously register eligible citizens as voters	Conduct continuous registration of voters	Reviewed voter registration procedure manual	Approved voter registration procedure manual	1	0	1	0	0	0	9.00	4.00	-	-	-	DEO	ALL
		Voter Registration Policy	Approved Voter Registration Policy	1	0	1	0	0	0						DEO	ALL
		Reviewed policy on Kenyans living outside the country as voters	Approved diaspora policy	1	0	1	0	0	0	-	2.00	3.00	-	-	DEO	ALL
		Increased number of registered voters	Number of new voters in the register of voters	5,779,443	50,000	2,270,000	3,409,443	0	50,000	5.00	81.00	1,073.89	23.00	223.00	DEO	ALL
		Pre-enrolment module	Bi-annual reports on registration of voters	8	2	2	2	0	2	1.00	2.00	3.00	-	1.00	DEO	ALL
		Staff trained on registration and verification of the register of voters	% of pre-enrolment applications processed	100	100	100	100	0	100	-	1.00	1.00	1.00	1.00	DEO	ALL
		Trainings reports on registration and verification of the register of voters	Number of staff trained on registration and verification/inspection of the register of voters	74,524	1,164	19,724	51,941	-	1,695	56.00	1,920.00	2,560.00	-	-	DEO	ALL
			Number of training reports	1,283	1	640	640	1	1	3.00	8.00	8.00	-	-	DEO	ALL

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Regularly revise and update the Voters Roll	Engage population agencies	Inter-agency collaboration report	Number of inter- agency collaborations reports	25	5	5	5	5	5	1.00	2.00	8.00	-	1.00	DEO	ALL
		Comprehensive, accurate and updated register of voters	% accuracy of the register of voters	100	100	100	100	100	100	4.11	-	200.00	-	-	DEO	ALL
		Audited Register of Voters	Audit Report on Register of Voters	1	0	0	1	0	0	-	-	300.00	-	-	DEO	ALL
Strategic Objective: To conduct credible elections																
Conduct elections that are credible and efficient	Develop Election operation plan for the 2027 General Election	Election operation plan for 2027 GE	Approved Election operation plan for 2027	1	1	0	0	0	0	-	8.00	-	-	-	DEO	ALL
	Review Candidate Registration Manual	Reviewed Candidate Registration Manual	Approved Candidate Registration framework	1	1	0	0	0	0	-	3.00	27.00	3.00	3.00	DEO	ALL
	Sensitize Political Parties and aspirants on the use of CRMS	Sensitized political parties and aspirants on the use of CRMS	Number of Political Parties and Candidates sensitized on the use of CRMS	1	0	1	0	0	0						DEO	ALL
Enhance candidate registration process			Report on sensitization of candidates on use of CRMS	1	0	1	0	0	0	-	0.50	0.50	0.50	0.50	DEO	ALL
	Review of CRMS for Candidate Registration system	Updated CRMS System	Report on the Reviewed CRMS	1	0	1	0	0	0	-	0.50	0.50	0.50	0.50	DEO	ALL
	Develop an election logistics plan	An election logistics plan	Approved Logistics plan	1	0	1	0	0	0	-	-	4.89	-	-	DEO	ALL
Enhance efficiency and effectiveness in electoral logistics	Review of specifications of election materials	Reviewed specifications for election materials	Number of approved specifications of election materials	200	0	200	0	0	0	2.00	3.00	15.00	-	2.00	DEO	ALL
	Review of training policy, curriculum and curriculum support materials	Updated training policy	Approved training policy	1	0	1	0	0	0	9.00	7.00	-	-	2.00	DEO	ALL
Recruit and train poll officials		Electoral Training Curriculum	Approved electoral training curriculum	1	0	1	0	0	0						DEO	ALL

KRA 1: Managing Elections

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Curriculum support materials	Number of curriculum support materials approved	20	2	18	0	0	0						DEO	ALL
	Conduct electoral training needs assessment	Electoral training needs assessment report	Number of electoral training needs assessments reports	13	9	3	0	0	1						DEO	ALL
	Digitize electoral training content	Digital training content accessible online	Number of materials digitized	20	0	10	10	0	0	-	5.00	5.00	-	-	DEO	ALL
	Establish an Electoral Training Institute	Training institute established	% of the Electoral institute developed	100	0	20	80	0	0	-	2.00	40.00	0.50	0.50	DEO	ALL
		Training framework developed	Approved training framework	1	1	0	0	0	0	1.30	-	-	-	-	DEO	ALL
	Training of electoral officials	Trained election officials	Number of election officials trained	455,265	1,164	19,724	51,941	380,741	1,695	-	2,056.00	3,567.00	1,345.00	35.00	DEO	ALL
	Building capacity on the justice sector actors	Trained Justice sector actors	Number of Justice sector actors	400	-	-	400	-	-	-	-	-	-	-	DEO	ALL
Enhance efficiency in polling activities	Conduct elections	Filled elective positions	Percentage of vacancies filled in elective position	100	100	100	100	100	100	89.00	788.00	9,846.00	16,919.96	50.00	DEO	ALL
		Mapping of Polling centres	Mapping of Polling centres	28,000			28,000					620.00				
		% of elective petitions successfully defended	% of elective petitions successfully defended	98	98	98	98	98	98	100.00	32.00	1,200.00	1,200.00		DEO	ALL
Facilitate the conduct of external elections	Conduct external elections	External elections conducted	Number of external elections conducted	10	1	2	2	3	2	0.50	2.00	2.00	2.00	2.00	DEO	ALL
Enhance technical capacity of staff	Training of Commission staff on elections	Trained Commission staff on elections	Number of Commission staff trained on elections	3792	150	1164	1164	1164	150	-	55.15	129.66	286.71	40.00	DEO	ALL
Strategic Objective: To integrate procurement of election materials, warehousing and logistics in the electoral process																
Review procurement and disposal policy and procedures manual.	Under taking gap analysis	Gap analysis Report	Gaps identified	1	0	1	0	0	0	1.50	3.00	-	2.00	-	DSCM	ALL
	Review of TORs	TORs Review report	Revised TORs	1	0	1	0	0	0	1.00	3.50	-	-	-	DSCM	ALL

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Review logistics and warehousing management framework	Review & Revision of the procurement and disposal policy and procedures manual.	Revised procurement and disposal policy and procedures manual Report	Procurement and disposal policy and procedures manual Reviewed	1	0	1	0	0	0		1.50	5.00	-	-	DSCM	ALL
	Under take Stakeholder engagement	Stakeholders engagement report	% of stakeholders engagement	100	100	100	100	100	100	3.50	6.00	-	-	DSCM	ALL	
	Rollout & Implementation of the procurement and disposal policy and procedures manual.	Implementation and disposal policy and procedures manual report	% increase in compliance to procurement and disposal policy and procedures manual.	100	100	100	100	100	100	-	5	2	-	DSCM	ALL	
	Under taking gap analysis	Gap analysis Report	% of Gaps identified	100	100	100	100	100	100	1.50	3.00	-	-	DSCM	ALL	
	Review of TORs	TORs Review report	Revised TORs	1	0	1	0	0	0	1.00	3.50	1.50	-	DSCM	ALL	
Automate procurement and warehousing processes.	Review & Revision of logistics and warehousing management framework	Revised logistics and warehousing management framework report	Logistics and warehousing management framework Reviewed	1	1	1	1	1	1	1.00	3.50	-	-	DSCM	ALL	
	Under take Stakeholder engagement	Stakeholders engagement report	% of stakeholders engagement	100	100	100	100	100	100	3.50	6.00	-	-	DSCM	ALL	
	Rollout & Implementation of logistics and warehousing management framework	Implementation and logistics and warehousing management framework report	% increase in logistics and warehousing management output/ efficiency	100	100	100	100	100	100	-	5.50	3.00	-	DSCM	ALL	
Automate procurement and warehousing processes.	System requirements specification development, analysis and validation	Report on System requirements specification development, analysis and validation	No. of System requirements specification development,	1	0	1	0	0	0	2	2	-	-	DSCM	ALL	
	Conceptual design & prototype develop	Report on Conceptual design & prototype develop	System Prototype Developed	1	0	1	0	0	0	1.00	2.50	-	-	DSCM	ALL	
	System development	Report on System development	No. of System developed	1	0	1	0	0	0	1.00	5.50	2.00	-	DSCM	ALL	

KRA 1: Managing Elections

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target						Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	System testing and review	System test reports	System tested and reviewed	1	0	1	0	0	0	1.50	3.00	-	-	-	DSCM	ALL	
	User Testing & Acceptance	User Testing & Acceptance Reports	System tested & accepted by the use	1	1	0	0	0	0	2.50	-	-	-	-	DSCM	ALL	
	Development of User manual and training guide documentation	Development of User manual and training guide documentation report	User manual & guide developed	1	0	1	0	0	0	1.50	5.80	-	2.00	-	DSCM	ALL	
	User trainings	User trainings report	No. of personnel trained	300	150	150	0	0	1	5.80	5.80	-	-	2.50	DSCM	ALL	
	System Commissioning, Deployment & Rollout	Report on System Commissioning, Deployment & Rollout	No. of Automated procurement and warehouse process	9	1	1	1	1	1	1.50	1.50	-	-	1.50	DSCM	ALL	
Implement the e-waste management policy	Development of TORs	Report on Developed TORs on e-waste management policy	Developed TORs	1	1	0	1	-0	0	1.50	3.00	-	2.00	-	DSCM	ALL	
	Procurement of consultancy services	Report on Procurement of consultancy services	Consultant in place	1	0	1	0	0	0	3.50	3.50	-	-	-	DSCM	ALL	
	Development of e-waste management policy	Report on development of e-waste management policy	e-waste management policy developed	1	1	1	1	1	1	1.50	5.80	-	2.00	-	DSCM	ALL	
	Undertake Stakeholder engagement	Stakeholders engagement Report	% of stakeholders engagement	100	100	100	100	100	100	3.80	6.50	-	-	-	DSCM	ALL	
	Rollout & Implementation of e-waste management policy.	Implementation of e-waste management policy report	% increase in compliance to e-waste management policy	100	100	100	100	100	100	-	5.50	3.00	-	3.00	DSCM	ALL	



KRA 2

Meaningful Citizen Engagement and Participation

Strategic Goal:

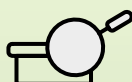
Build and nurture trust, inclusivity and active participation of citizens in electoral activities.



Meaningful citizen
participation
in electoral processes



Inclusion of Marginalised
and Special Interest Groups
(SIGs)



Strengthen Cordination
and management of
Election observation



Interagency co-ordination
and collaboration

Outcome:

Enhanced meaningful citizen participation in electoral activities



Meaningful Citizen Engagement and Participation

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective: To enhance voter education throughout the electoral cycle																
Conduct continuous voter education	Review voter education policy and regulatory framework	Approved Voter education Policy and regulatory framework	Approved Voter education Policy and support materials	9	0	9	0	0	0	1.00	9.00	6.00	-	2.00	DVEPC	ALL
			Voter Education Regulations enacted	1	0	1	0	0	0							ALL
		Voter Education Strategy	Approved voter education Strategy	1	0	1	0	0	0	0						ALL
	Review Accreditation Management System	Reviewed Accreditation Management System	Commissioned Accreditation Management System	1	0	1	0	0	0	-	2.00	-	2.00	2.00	DVEPC	ALL
			Number of accredited voter education providers	150	0	100	50	0	0	-	3.00	6.00	-	0.50	DVEPC	ALL
	Production of Voter education IEC materials	Voter education IEC materials	Voter education IEC materials	Number of IEC materials disseminated	9,000,000	0	2,500,000	3,500,000	2,500,000	500,000	2.00	150.00	250.00	100.00	1.00	DVEPC
Number of voter education materials digitized				40	0	10	25	3	2	-	3.00	3.00	-	-	DVEPC	ALL
% of voter education materials for PWDs produced and disseminated				100	100	100	100	100	100	-	10.00	36.00	-	-	DVEPC	ALL

KRA 2: Meaningful Citizen Engagement and Participation

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility		
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Conduct voter education	Informed citizenry on electoral matters	Number of voter education providers trained	150	-	50	100	-		0.50	30.00	60.00	-	3.00	DVEPC	ALL	
			Number of voter educators engaged and trained	19,381	-	6,427	6,427	100	0.60	400.00	450.00	-	0.60	DVEPC	ALL		
			Number of schools reached	3,480	870	1,740	-	-	870	1.00	10.00	15.00	-	-	DVEPC	ALL	
			Number of staff trained	1000	100	700	200	0	-	93.00	115.00	-	-	DVEPC	ALL		
	Conduct advocacy forums for marginalized groups	Advocacy forums held	Number of Advocacy forums conducted	1685	338	338	338	338	47	1.00	50.00	150.00	30.00	12.00	DVEPC	ALL	
Strategic Objective: To enhance meaningful citizen and stakeholder participation in the electoral processes																	
Enhance meaningful citizen and stakeholder engagement	Review Partnerships, Stakeholder engagement policy and Framework	Partnerships, Stakeholder engagement policy and framework	Approved Partnerships and Stakeholder engagement policy	1	0	1	0	0	0	-	6.00	2.00	-	-	DVEPC	ALL	
			Partnerships and stakeholder engagement SOPs approved	1	0	1	0	0	0						DVEPC	ALL	
			Approved Election Observation Guidelines	1	0	1	0	0	0						DVEPC	ALL	
Promote inclusivity in electoral activities	Engage marginalized groups in electoral activities	Increased participation of marginalized groups in electoral activities	Number of engagement forums held with marginalized groups	8940	26	339	1788	339	47	3.00	130.00	260.00	130.00	17.00	DVEPC	ALL	
			Number of youth, Women and PWD coordination committees established	873	0	873	0	0	0	-	47.00				DVEPC	ALL	

KRA 2: Meaningful Citizen Engagement and Participation

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance partner and stakeholder relations			Number of MOUs signed with marginalized groups	100	0	90	10	0		0.50	2.00	2.00	2.00	2.00	DVEPC	ALL
		Increased participation of Diaspora Alliances in electoral activities	Number of Diaspora Alliances Participated in electoral activities	20	0	10	10	0	0	-	136.00	456.00	231.00	4.00	DVEPC	ALL
Enhance stakeholder/ partner relations	Hold stakeholder/ partners engagement forums	Stakeholder/ partners engagement forums	Number of stakeholder and partner engagement forums held	8450	10	1000	6630	740	50	30.00	303.00	215.00	15.00	2.00	DVEPC	ALL
		Stakeholder policy validation forums	Number of policies validated	6	0	6	0	0		1.00	2.96	-	-	2.96	DVEPC	ALL
	Conduct National/ County Election Conferences	National / County Election Conferences	Number of Conferences held	48	0	0	1	0	0	-	-	149.23	-		DVEPC	ALL
	Conduct Staff training on Stakeholder engagement policy Framework	Staff trained on stakeholder engagement policy framework	Number of staff trained	1000	0	150	800	50		-	45.00	93.00	8.00	-	DVEPC	ALL
	Accredit election observers	Accreditation center	Accreditation center established	1	0	1	0	0		-	33.00	-	-	-	DVEPC	ALL
		Accredited Election observers	Number of election observers accredited	150,000	0	30,000	110,000	10,000		-	8.30	762.80	3.80	0.80	DVEPC	ALL
		election observer Reports	Number of election observer reports	11	0	1	4	6							DVEPC	ALL
Enhance stakeholder/ partner relations	Strengthen stakeholder/ partner collaborations mechanism	Stakeholder/ partner collaboration	Number of MoUs/ agreements signed	20	4	4	4	4	4	1.50	10.80	11.80	12.80	4.80	DVEPC	ALL

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Establish Stakeholder Feedback mechanism	Stakeholder Feedback mechanism	% of Feedback received	100	100	100	100	100							DVEPC	ALL
	Conduct Stakeholder Briefing during key electoral activities	Stakeholders Briefing sessions	Number of Stakeholder Briefing sessions	1690	0	338	1300	52	0	-	236.00	610.00	13.00	2.00	DVEPC	ALL
Strategic Objective: To enhance the corporate brand																
Enhance the Commission's corporate brand	Review Commission's communication policy and strategy	Communication policy and strategy	Approved communication policy	1	0	1	0	0	0	-	5.00	5.00	-	-	DVEPC	ALL
			Approved communication strategy	1	0	1	0	0	0						DVEPC	ALL
	Increase visibility of the corporate brand	Improved visibility of the corporate brand	Number of offices branded	350	0	350	0	350	0	-	111.75	112.00	111.75	-	DVEPC	ALL
			Number of IEBC branded materials	100	20	20	20	20	20	8.00	5.00	55.00	55.00	5.00	DVEPC	ALL
Enhance customer service function			Number of trade fairs, conferences and cultural/corporate events participated in	100	20	20	20	20	20	9.67	9.67	9.67	9.67	9.67	DVEPC	ALL
	Establish customer experience centre	Customer experience centre	Percentage completion of customer experience centre established	100	0	20	50	30	0	4.00	13.00	1.00	1.00	1.00	DVEPC	ALL
			% of customers served	100	100	100	100	100	100						DVEPC	ALL
Enhance internal communication			Number of customer satisfaction survey reports	16	0	4	4	4	4	-	0.50	0.50	0.50	0.50	DVEPC	ALL
	Production of internal communication publications	Informed staff	Number of newsletters and bulletins disseminated	280	56	56	56	56	56	1.20	1.20	1.20	1.20	1.20	DVEPC	ALL

KRA 2: Meaningful Citizen Engagement and Participation

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
	strengthening internal communication channels		Number of staff satisfaction survey reports	4	0	1	1	1	1	-	0.50	0.50	0.50	0.50	DVEPC	ALL
Enhance external communication	Production of external communication publications	Informed public	Number of productions disseminated	20	4	4	4	4	4	0.89	20.00	2,240.00	110.00	0.89	DVEPC	ALL
	Strengthening external communication channels		% increase of impressions on media platforms	38.66	7.33	8	8	8	7.33	0.50	2.00	2.00	2.00	2.00	DVEPC	ALL
			% of articles and adverts published	100	100	100	100	100	100	2.00	64.00	600.00	40.00	5.00	DVEPC	ALL
			Number of Talk Shows aired on mass and social media	48	4	12	24	4	4	0.50	0.50	0.50	0.50	0.50	DVEPC	ALL
Enhance Media relations	Review election media guidelines	Election media guidelines	Approved election media guidelines	1	0	1	0	0	0	-	2.80	-	-	-	DVEPC	ALL
	Accredit and train journalists	Coverage of electoral activities by qualified media professionals	Number journalists accredited	7000	0	100	550	50	0	-	23.00	38.00	-	-	DVEPC	ALL
		Objective and accurate reporting on electoral activities	Number of journalists trained on electoral activities	7000	0	100	550	50	0	-	8.00	12.00	-	2.00	DVEPC	ALL
	Conduct regular media engagement	Improved media relations and increased publicity of electoral activities	Number of media engagements	80	4	12	24	36	4	0.50	2.50	8.00	10.00	2.00	DVEPC	ALL



KRA 3

Equitable Representation

Outcome:
Equitable representation
of the people



Review of electoral boundaries



Allocation of special seats (Party Lists)



Research and data management

Strategic Goal:
Realize fair and equitable
representation

KRA 3: Equitable Representation

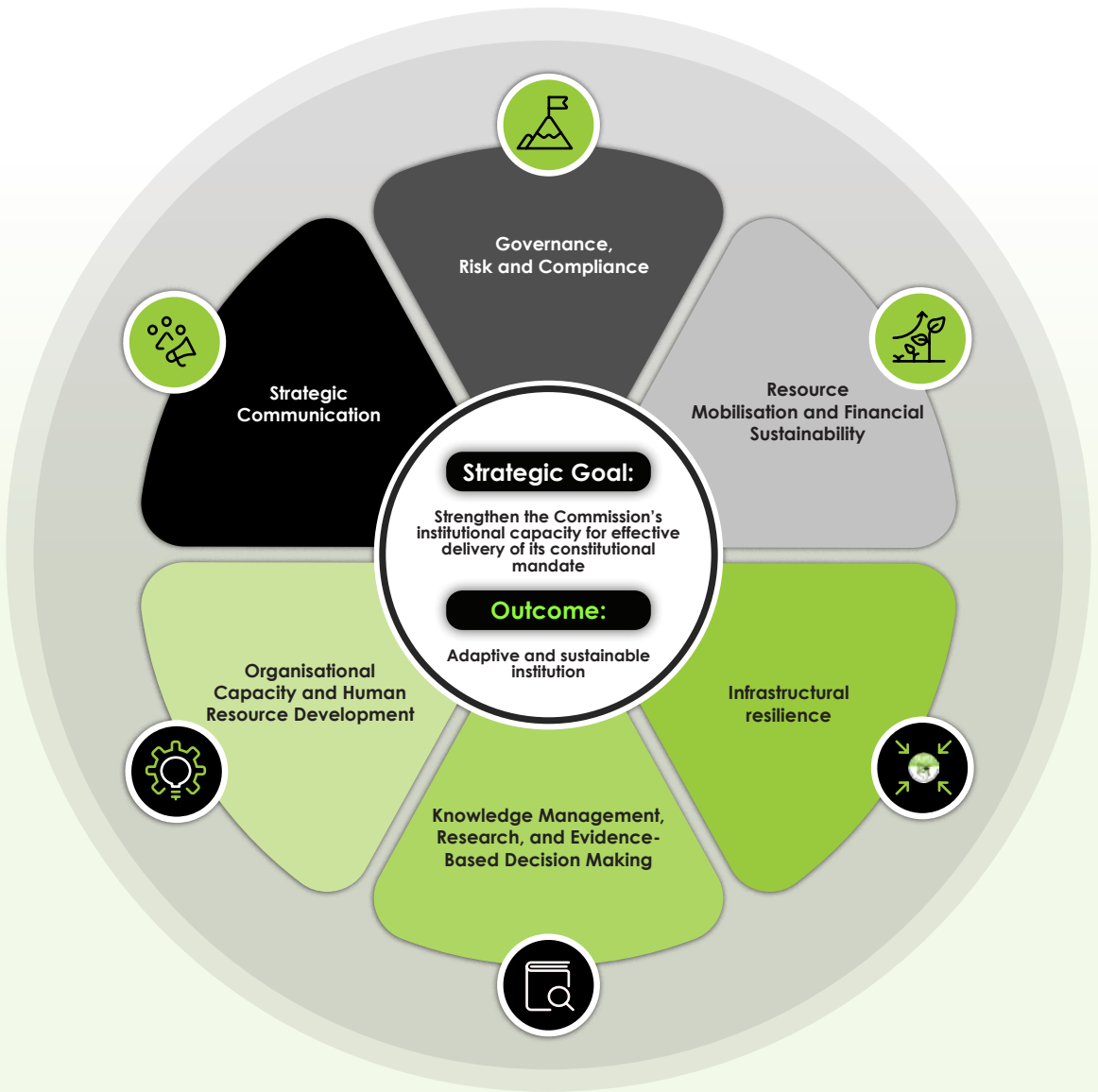
Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility		
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Objective: To finalize the 2nd review of Constituency and Ward boundaries																	
Undertake review of constituencies and County Assembly Wards boundaries	Review Boundary Review Operations Plan	Boundary Review Operations Plan	Approved Boundary Review Operations Plan	2	1	0	0	0	1	0.56	-	-	-	-	DREB&RM	ALL	
	Develop electoral boundaries delimitation source materials.	Electoral boundaries delimitation reference and guide materials	Number of electoral boundaries delimitation reference and guide materials developed	14	0	7	0	0	7	-	4.68	-	-	-	DREB&RM	ALL	
	Upgrade GIS laboratory	Modern GIS laboratory	Percentage of GIS laboratory modernized	100	0	20	30	50	0	-	54.00	12.00	12.00	12.00	DREBM	ALL	
		Accurate electoral boundaries delimitation	Number of accurate electoral boundaries delineated	1740	0	1740	0	0	0	0	-	1,467.00	-	-	-	DREBM	ALL
			Number of public hearings	337	0	337	0	0	0	0	-	1,865.00	-	-	-	DREBM	ALL
			Percentage of map requests processed	100	100	100	100	100	100	100	-	2.50	2.50	2.50	2.50	DREBM	ALL
			Number of reports generated	1	0	1	0	0	0	0	-	339.00	-	-	-	DREBM	ALL
			% of successful petitions defended	100	100	100	100	100	100	-	800.00	-	-	-	DLS	ALL	
			% of electoral boundaries disputes resolved	100	100	100	100	100	100	100	-	34.00	35.00	35.00	35.00	DREBM	ALL
Train staff on electoral boundaries delimitation	Improved skills of staff onelectoral boundaries delimitation	Training reports	51	1	49	0	0	1	0.25	2.67	-	-	-	DREBM	ALL		
Validate boundaries for geo-database update		Number of staff trained	1190	90	1000	0	0	100	-	107.00	-	-	-	DREBM	ALL		
		Geo-database update report	1	0	1	0	0	0	0	-	83.49	23.27	13.49	13.49	DREBM	ALL	

KRA 3: Equitable Representation

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target						Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Public engagement on the boundaries review process	Geo-reference Commission registration centres, offices and warehouses	Coordinates of Commission registration centres, offices and warehouses	Percentage of Commission registration centres, offices and warehouses geo-referenced	100	0	100	0	0	0	-	69.11	13.82	13.82	13.82	DREBM	ALL	
	Develop public engagement framework	Public engagement framework for boundary delimitation	Approved public engagement framework	1	0	1	0	0	0	-	14.69	-	-	-	DREBM	ALL	
		development of guidelines for county boundary review panels	Approved public guidelines	1	0	1	0	0	0	-	18.76	-	-	-	DREBM	ALL	
	Hold stakeholder/ partners engagement forums	Informed public	Number of forums conducted	1789	0	1789	0	0	0	-	1,967.00	-	-	-	DREBM	ALL	
			Numbers of public education materials developed	14	0	14	0	0	0	-	98.00	-	-	-	DREBM	ALL	
			Number of media outlets engaged	200	0	200	0	0	0	-	800.00	-	-	-	DREBM	ALL	
	Establish boundary review panel	Coordinated public hearings	Number of review panels	47	0	47	0	0	0	-	367.00	-	-	-	DREBM	ALL	
	Conduct public hearings	Memoranda	Number of memoranda received	338	0	338	0	0	0	-	231.00	-	-	-	DREBM	ALL	
		Revised report	Number of reports revised	3	0	3	0	0	0	-	60.00	-	-	-	DREBM	ALL	
	Resolve boundaries disputes.	Improved public trust	Percentage of resolved electoral boundary disputes	100	100	100	100	100	100	32.00	32.00	32.00	32.00	32.00	DREBM	ALL	
	Conduct post-delimitation evaluation	Post electoral boundary delimitation evaluation	Number of Post electoral boundary delimitation evaluation reports	1	0	0	1	0	0	-	35.00	150.00	-	-	DREBM	ALL	



Institutional Resilience



Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility		
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Objective: To strengthen the Commission's Corporate Governance																	
Enhance policy formulation, strategy and oversight function	Review Commission charters	Structured and coordinated Commission functions	Approved Commission charter	1	0	1	0	0	0	0	-	19.00	-	-	-	DREBM	ALL
			Approved Commission service charter	1	0	1	0	0	0	0						DREBM	ALL
			Approved Commission committees charter	7	0	7	0	0	0	0						DREBM	ALL
	Enhance Commission's capacity in corporate governance	Enhanced competency in corporate governance	Number of Commissioners trained	7	7	7	7	7	7	25.60	18.00	18.00	18.00	18.00	DREBM	ALL	
	Develop Commission operation plans and strategies	Election Operational Plan, BROP and Strategic Plan	Number of Commission plans developed	3	1	2	0	0	0	0.50	14.00	56.00	-	-	DREBM	ALL	
	Develop data protection policy	Compliance with the Data protection Laws and Regulations	Approved data protection policy	1	0	1	0	0	0	0.20	3.60	-	-	-	DREBM	ALL	
			Number of staff trained on data protection	1000	0	250	300	200	250	-	69.00	87.00	54.00	69.00	DREBM	ALL	
			Data inventory reports	5	1	1	1	1	1	0.50	0.50	0.50	0.50	0.50	DREBM	ALL	
			Number of data protection impact assessment reports	2	0	1	0	1	0	-	1.57	-	1.57	-	DREBM	ALL	
			Compliance Certificate	3	1	0	1	0	1						DREBM	ALL	
Strengthen risk management	Operationalize the hansard system	Functional Hansard	Implementation report	5	1	1	1	1	1	0.17	0.17	0.17	0.17	0.17	DREBM	ALL	
	Develop policy on special voting	Increased voter turnout	Approved policy	1	0	1	0	0	0	-	1.00	-	-	-	DREBM	ALL	
	Review the IEBC Risk Management Framework	Emerging risks in the electoral process are identified and mitigated	Approved IEBC Risk management framework	2	0	1	0	1	0	3.25	6.00	12.50	6.00	4.00	DREBM	ALL	
			Number of Risk Register developed	20	4	4	4	4	4							ALL	
			Number of Risk assessment reports	20	4	4	4	4	4							ALL	

KRA 4: Institutional Resilience

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance institutional capacity and employee performance	Review organization structure.	Approved organization structure.	%Completion of the structure review	100	25	50	25	0	0		6.85	10.00	-	-	DHRA	ALL
			% of job descriptions updated	100	25	50	25	0	0	-	6.85	10.00	-	-	DHRA	ALL
	Automate and review HR processes	Role alignment to the organization structure	Number of roles aligned to the new organization structure	100	25	50	25	0	0	-	6.85	10.00	-	-	DHRA	ALL
			Functional Fleet, Performance and payroll management systems	3	0	3	0	0	0	-	-	2.80	-	-	DHRA	ALL
	Develop Human Resource policies and framework	Approved Human Resource policies and framework	Approved staff training policy	1	0	1	0	0	0	0	-	2.00	-	-	DHRA	ALL
			Approved performance management framework	1	0	1	0	0	1	-	2.60	-	-	-	DHRA	ALL
			Approved staff welfare policy	1	0	1	0	0	1	10.00	12.00	-	-	-	DHRA	ALL
			Approved Human Resource and Administration Manual	1	0	1	0	0						DHRA	ALL	
			Approved career progression guidelines	1	0	1	0	0	0	6.85	15.00	-	-	-	DHRA	ALL
			Approved transport policy	1	0	1	0	0	0		2.54	-	-	-	DHRA	ALL
Approved occupational health and safety policy.			1	0	1	0	0	0	-	2.54	-	-	-	DHRA	ALL	
Approved health and wellness policy			1	0	1	0	0	0	-	2.54	-	-	-	DHRA	ALL	
Strengthen the management of Commission assets	Construct Uchaguzi Center	Uchaguzi Center constructed	% completion of the Uchaguzi Center	100	0	0	18	82	0	-	-	652.00	2,875.00	-	DHRA	ALL
	Construct County Warehouses, Constituency Stores and Offices	Asset ownership report	% completion of the warehouses	100	0	50	0	25	25	-	30.00	2,500.00	1,250.00	1,250.00	DHRA	ALL
	Mapping and documentation of Commission Assets	Asset ownership report	% of assets with ownership documents	100	20	20	20	20	20	1.00	20.00	20.00	20.00	20.00	DHRA	ALL
			Annual inventory report	5	1	1	1	1	1	1.00	3.00	3.00	3.00	3.00	DHRA	ALL

KPA 4: Institutional Resilience

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Valuation of Commission assets	Commission assets valuation roll	% of items valued Commission assets	100	20	20	20	20	20	43.20	43.20	43.20	43.20	43.20	DHRA	ALL
Strategic Objective: To enhance resource mobilization, financial management and compliance																
Operationalize the IEBF Fund	Operationalize the IEBF Fund regulations	IEBF fund operationalized	IEBF fund operationalized	1	0	1	0	0	0	-	-	3.33	2.12	1.00	DF	ALL
		IEBF Fund policy and procedure manual	Approved IEBF Fund policy and procedure manual	1	0	1	0	0	0	-	6.00	6.00	-	-	DF	ALL
	Enhance financial reporting	Unqualified financial reports	Number of unqualified financial reports	50	10	10	10	10	10	-	10.00	10.00	10.00	10.00	DF	ALL
	Automate financial payments and documentation processes	Automated financial payments and documentation processes	% of financial payments and documentation processes automated	100	20	25	30	20	5	-	0.56	0.56	0.56	0.56	DF	ALL
Mobilize resources	Review Finance policy manual	Reviewed Finance policy manual	Approved Finance policy manual	1	0	1	0	0		-	7.85	2.00	-	-	DF	ALL
	Train staff on public finance management laws	Compliance with finance management laws	Number of staff trained on finance management laws	1,000	150	150	350	200	150	-	12.01	24.37	18.65	12.20	DF	ALL
		Staff trained on Annual Finance Acts.	Number of staff trained on Annual Finance Acts.	5,000	1000	1000	1000	1000	1000	6.00	93.00	93.00	93.00	93.00	DF	ALL
	Develop resource mobilization framework	Developed resource mobilization framework	Approved resource mobilization framework	1	0	1	0	0	0	-	3.89	-	-	-	DF	ALL
Mobilize adequate funding		Sufficient funding of the budget from GoK	% of budget financed by the National Treasury	85	85	85	85	85	85	26.85	26.85	26.85	26.85	26.85	DF	ALL
		Budget deficits funded from development partners	Number of agreements with partners executed	4	4	4	4	4	4	0.56	0.56	0.56	0.56	0.56	DF	ALL
			% of budget deficit funded by development partners	100	100	100	100	100	100	0.56	0.56	0.56	0.56	0.56	DF	ALL
			No of Workplans prepared	280	56	56	56	56	56	25.00	25.00	25.00	25.00	25.00	DF	ALL

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective: Foster research for evidence-based decision making, knowledge management and innovation																
Institutionalize research and innovation in electoral processes	Develop research and innovation policy	Research and innovation policy	Approved research and innovation policy	1	0	1	0	0	0	-	2.00	-	-	-	DREBM	ALL
	Conduct research, surveys and studies	Evidence-based decisions	% of policies and decisions informed by research findings	100	100	100	100	100	100	4.00	4.20	5.20	5.20	5.20	DREBM	ALL
		Research, survey and studies' reports	Number of research, surveys and studies desiminated	20	4	4	4	4	4	6.00	4.00	4.00	4.00	4.00	DREBM	ALL
	Establish research collaboration with research and policy think-tanks	Signed MOUs	Number of MOUs signed	4	0	1	1	1	1	-	2.00	2.00	2.00	2.00	DREBM	ALL
		Joint research projects	Number of joint research published	4	0	1	1	1	1	-	2.93	2.93	2.93	2.93	DREBM	ALL
Mainstream climate change and adaptation in the electoral process	Peer learning on best practices	Improved electoral practices	% implementation of peer-learning recommendations	100	100	100	100	100	100	-	3.12	3.12	3.12	3.12	DREBM	ALL
	Build staff capacity in research and innovation	Enhanced knowledge and skills	Number of staff trained	1164	0	291	291	291	291	-	46.32	46.32	46.32	46.32	DREBM	ALL
	Equip Commission knowledge resource centre	Functional knowledge resource centre	Number of resource centre equipped	1	0	1	0	0	0	-	0.25	1.00	1.00	1.00	DREBM	ALL
	Undertake baseline studies on climate and adaptation in the electoral process	Baseline report	Number of reports	1	0	1	0	0	0	-	0.57	-	-	-	DREBM	ALL
			% of the implementation on the recommendations of the baseline report	100	0	25	25	25	25	-	0.52	0.52	0.52	0.52	DREBM	ALL
	Inter-agency collaboration with climate change actors	Inter-agency report	Number of MOUs signed	2	0	1	0	0	1	-	0.50	-	-	0.50	DREBM	ALL
Strategic Objective: Strengthen planning, strategy formulation and coordination																
Strengthen Commission planning function	Develop an integrated planning framework for electoral activities	Coordinated electoral activities	Integrated planning framework	1	0	1	0	0	0		3.50	-	-	-	DREBM	ALL

KRA 1: Managing Elections

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strengthen monitoring, evaluation and learning	Review the Commission's strategic and operation plans	Coordinated planning and implementation of Commission activities	Strategic Plan developed	2	1	0	0	1	0	45.00	16.00	2.00	2.00	2.00	DREBM	ALL
	Automate monitoring and evaluation processes	Election Operation Plan	Election Operation Plan	1	0	1	0	0	0	-	16.00	-	-	-	DREBM	ALL
		Boundary Review Operation Plans	Boundary Review Operation Plans	1	0	1	0	0	0	-	16.00	2.00	2.00	2.00	DREBM	ALL
		Consolidated Standard Operations Procedures	Consolidated Standard Operations Procedures	1	0	1	0	0	0	-	4.00	-	-	-	DREBM	ALL
		Annual Reports	Annual Reports	5	1	1	1	1	1	4.00	4.00	4.00	4.00	4.00	DREBM	ALL
Strategic Objective: To strengthen monitoring, evaluation and learning function																
Enhance stakeholder involvement in the evaluation of electoral activities	Develop monitoring, evaluation and learning framework	Monitoring, evaluation and learning framework	Approved monitoring, evaluation and learning framework	1	0	1	0	0	0	4.00	8.00	-	-	-	DREBM	ALL
	Automate monitoring and evaluation processes	Efficiency in monitoring and evaluation	Approved and operational system	1	0	1	0	0	0	-	7.00	-	-	-	DREBM	ALL
	Conduct Post-Election Evaluation	Post-Election Evaluation Report	Post-Election Evaluation Report gazetted and submitted to Parliament	1	0	0	0	1	0	-	-	150.00	10.00	-	DREBM	ALL
	Monitor and evaluate electoral processes	M&E Reports	Number of M&E Reports	285	57	57	57	57	57	7.00	2.00	2.00	2.00	2.00	DREBM	ALL
	Integrate M&E recommendations into Commission activities	Achieved targets	% of targets achieved	100	100	100	100	100	100	1.00	2.00	2.00	2.00	2.00	DREBM	ALL
Enhance stakeholder involvement in the evaluation of electoral activities	Conduct training for staff on M&E	Trained staff	Number of staff trained	1000	0	500	500	0	0	-	23.00	23.00	-	-	DREBM	ALL
	Conduct stakeholder feedback forums	Increased stakeholder trust in electoral processes	Number of stakeholder feedback reports	48	0	0	0	48	0	-	-	-	296.40	-	DREBM	ALL

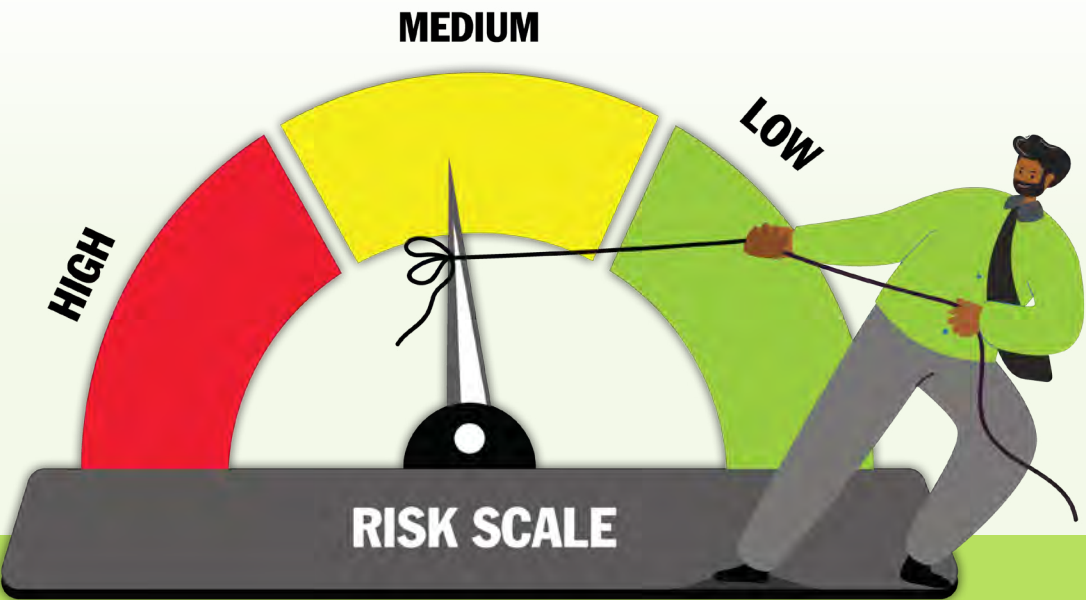
Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Annual Target					Budget (Ksh. Mn)					Responsibility	
					Y1 (24/25)	Y2 (25/26)	Y3 (26/27)	Y4 (27/28)	Y5 (28/29)	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Review of conduct of the General Election	Post-Election Evaluation report	1	0	0	0	1	0	-	-	-	15.00	-	DREBM	ALL
		Post delimitation preliminary and revised reports	Post delimitation preliminary and revised reports publicised	2	0	1	0	0	1	-	9.36	-	15.00	8.00	DREBM	ALL
	Conduct impact assessment on electoral activities	Impact assessment report	Number of impact assessment reports	10	0	1	1	4	4	2.00	2.00	2.00	4.00	2.00	DREBM	ALL
Total										3,927.00	21,658.40	40,908.53	30,370.45	5,813.19	102,677.56	



Annex 2:

Risk Management Framework

S/No.	Risk Category	Risk	Risk level	Mitigation
1.	Strategic Risks	Lapse of constitutional timelines for boundary delimitation.	High	Engage the Supreme court on the legal, political and constitutional implications of failed boundaries delimitation
2	Legal Risks	Insufficient laws that govern recall process of Members of Parliament	High	Engage Parliament and stakeholders.
		Last minute amendment of laws.	High	Engage Parliament and stakeholders.
		Delayed enactment of Referendum Bill & Regulations.	High	Engage Parliament and stakeholders
		Court decisions that disrupt the election process.	Medium	i. Engage Judiciary Committee on elections ii. Compliance with court orders. iii. Review of the election plan/ process. iv. Appeal court decisions
3	Political Risks	i. Lack of support from stakeholders for political and electoral reforms ii. Persistent attacks by political actors	High	Engaging PPLC and other stakeholders through public outreach



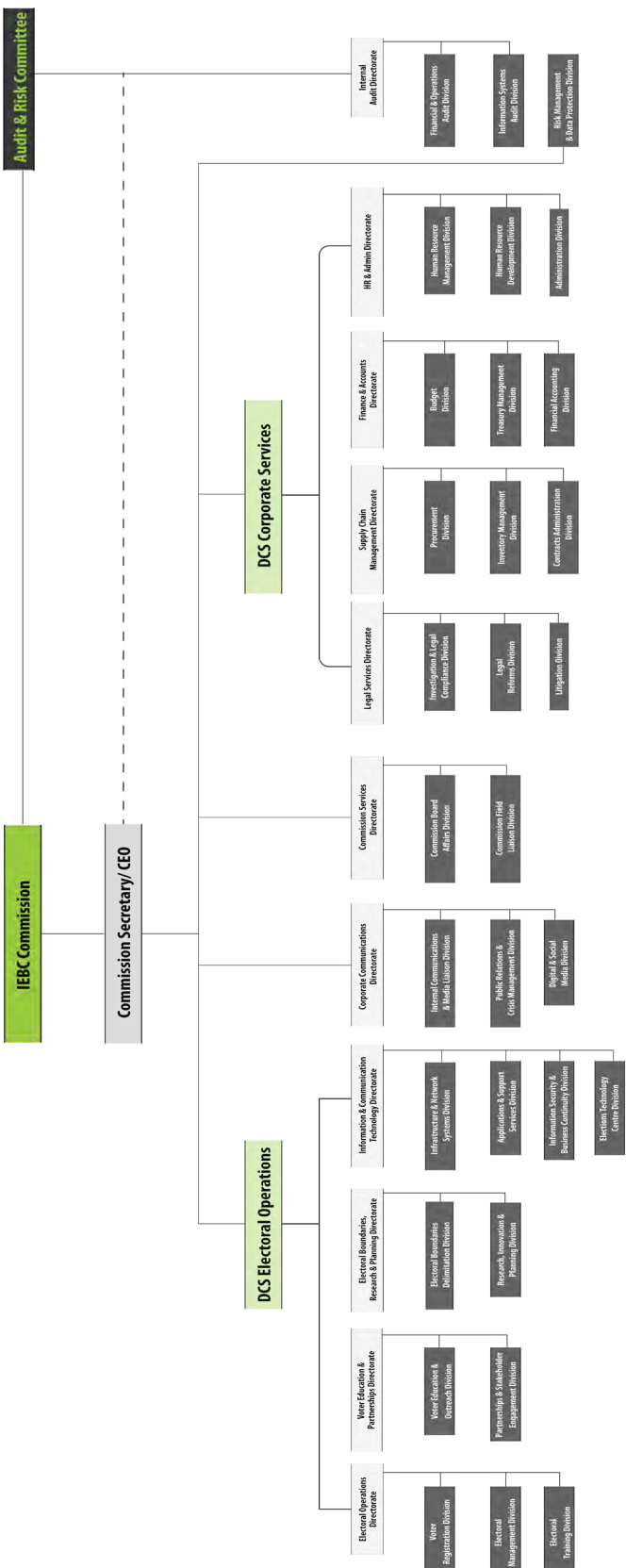
Risk Management Framework

S/No.	Risk Category	Risk	Risk level	Mitigation
4	Financial Risks	Non- operationalization of the IEBC Fund.	High	Engage Parliament and National Treasury to operationalize the IEBC Fund
		Budgetary limitations by the National Treasury	High	i. Engage Parliament and National Treasury for financing of planned activities. ii. Engage development partners for technical and financial support
		Increasingly high cost of elections	High	Innovation and automation of electoral processes
		Delay in release of Exchequer.	Medium	Engage the National Treasury.
5	Technological Risks	Obsolescence of electoral technology	High	i. Adopt open standards for electoral technology to facilitate compatibility with new technology. ii. Timely replacement and upgrading of technology iii. Innovation and development of homegrown ICT systems
		Breach of data integrity and systems security	High	i. Comply with the provisions of the Data Protection Act, 2019 ii. Data encryption and backup iii. Enhance ICT security system. iv. Training of users v. Insider threat prevention
		Cyber security threats	High	i. Enhance ICT security system. ii. Training of users iii. Data encryption and backup iv. Insider threat prevention
		Failure of Technology	Medium	i. Early procurement of technology ii. Simulations iii. Training of users iv. Pre-testing v. Adopt redundancy systems vi. Implementation of Service Level Agreements
6	Operational risks	Voter apathy	High	i. Continuous voter education and stakeholder engagement ii. Targeted voter registration iii. Deployment of innovative strategies in stakeholder engagement iv. Establish a feedback mechanisms for evaluation and improvement of electoral processes
		Protracted Procurement-related vendor disputes	High	i. Engage Parliament and Treasury for early release of budgets and resources ii. Adopt framework contracting

Risk Management Framework

S/No.	Risk Category	Risk	Risk level	Mitigation
		Challenges with implementation of the electronic Government	High	i. Training of all Commission staff ii. Engage the National Treasury for exemption since election materials are special and time bound
		Procurement system (eGPS)		
		Profiling of staff	High	i. Enhance security for staff. ii. Engage with stakeholders. iii. Establish an election security plan with security agencies iv. Enforcement of electoral code of conduct. v. Establish risk allowance for Commissioners and staff vi. Establish a compensation plan for occupational hazards for temporary staff. vii. Establish an IEBC police unit to ensure security of staff and election materials
		Unmet voter registration targets		i. Liaise with stakeholders for voter mobilization ii. Conduct targeted voter registration drives
		Problematic Register of voters	High	i. Inter-agency collaboration with stakeholders for Periodic cleaning of the RoV ii. Automatic update of the RoV during registration process
7	Reputational Risks	Negative publicity and reduced public trust	High	i. Public and media engagement. ii. The public is sensitized to Commission activities. iii. Enhance transparency in Commission operation.
		Misinformation and Disinformation	High	i. Rapid response mechanism ii. Public awareness. iii. Engagement of stakeholders iv. Fact-checking initiatives.
8	Environmental hazards	Adverse climatic and weather conditions	High	i. Institutionalize climate change resilient strategies in electoral planning ii. Introducing green initiatives in electoral processes iii. Adoption of digital methods in electoral processes iv. Sensitization of electoral stakeholders to adopt environmentally sustainable campaign methods

Annex 3: Organogram









Inclusion and Participation in Deepening Democracy in Kenya

Your **VOTE** | Your **Voice**

Kura Yako, Sauti Yako

Instagram Facebook Twitter YouTube LinkedIn | @IEBCKenya

#KuraYakoSautiYako #TalkWithIEBC #StopFakeNews

