



INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION (IEBC)

STRATEGIC PLAN

2015-2020



***THEME: "Making the Vote Count for Our Common Prosperity"
Your Vote, Your Future***

TABLE OF CONTENTS

MESSAGE FROM THE CHAIRPERSON vii

MESSAGE FROM THE COMMISSION SECRETARY/CEO..... viii

CHAPTER ONE..... 9

 1.0 INTRODUCTION..... 9

 The Mandate of the Independent Electoral and Boundaries Commission..... 9

 The IEBC Organizational Structure 9

 Contextual Background 12

 Process and Rationale for the Strategic Plan 12

 Structure of this Strategic Plan 13

CHAPTER TWO 14

 2.0 OVERVIEW OF THE FIRST STRATEGIC PLAN (2011-2017)..... 14

 Lessons Learnt from the previous Strategic Plan 16

CHAPTER THREE 18

 3.0 THE SITUATION ANALYSIS 18

 Introduction..... 18

 Analysis of the External Environment 18

The Political Environment 18

The Economic and Demographic Environment 19

The Socio-Cultural Environment 21

The Technological Environment 22

The Legal Environment 22

The Physical Environment 23

 Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) 24

 Stakeholder Analysis 25

 TABLE 3: PARTNER/STAKEHOLDER ROLES AND INTERESTS IN THE
ELECTORAL VALUE CHAIN 26

 Strategic Issues..... 29

 4.0 THE STRATEGIC DIRECTION OF THE IEBC 32

 Introduction..... 32

 Vision, Mission and Core Values 32

Our Core Values 32

 Programme Goals, Objectives, Outcomes and Strategies..... 32

 TABLE 4: SUMMARY OF STRATEGIC OBJECTIVES, RESULTS AND
STRATEGIC INITIATIVES 36

 TABLE 5: LOGICAL FRAMEWORK MATRIX 39

CHAPTER FIVE 46

 5.0 THE MONITORING FRAMEWORK..... 46

 Introduction..... 46

 TABLE 6: THE MONITORING FRAMEWORK 48

CHAPTER SIX 57

 TABLE 7: SUMMARY OF RISK ANALYSIS 57

CHAPTER SEVEN..... 59

 7.0 BUDGET SUMMARY 59

 TABLE 7: IEBC SUMMARY BUDGET - 2015/2016 - 2019/2020..... 60

LIST OF TABLES AND FIGURES

Table 1: Population prospects data

Table 2: SWOT Analysis

Table 3: Stakeholder roles and interests in the electoral value chain

Table 4: Summary strategic objectives, results and initiatives

Table 5: The Logical Framework

Table 6: The Monitoring Framework

Table 7: Summary of risk analysis

Table 8: IEBC Summary budget 2016/2016 – 2019/2020

Figure 1: IEBC organizational structure

Figure 2: Kenya's GDP trends since 2001

Figure 3: Strategic pillars

Figure 4: IEBC vision, mission, outcomes and pillars

ABBREVIATIONS AND ACRONYMS

ASAL	-	Arid & Semi-Arid Lands
BVR	-	Biometric Voter Registration
CBOs	-	Community Based Organizations
CECs	-	Constituency Elections Coordinators
COK	-	Constitution of Kenya
CSOs	-	Civil Society Organizations
CSR	-	Corporate Social Responsibility
DCS	-	Deputy Commission Secretary
DRC	-	Dispute Resolution Committee
EMB	-	Elections Management Body
ERP	-	Enterprise Resource Planning
ETAPs	-	Electoral and Technical Assistance Providers
EVIDs	-	Electronic Voter Identification Devices
GIS	-	Geographic Information System
GPS	-	Global Positioning System
GTZ	-	German Agency for Technical Cooperation
HR	-	Human Resource
ICT	-	Information & Communication Technology
IEBC	-	Independent Electoral & Boundaries Commission
IEC	-	Information, Education and Communication
IIBRC	-	Interim Independent Boundaries Review Committee
IIEC	-	Interim Independent Electoral Commission
IPRS	-	Integrated Population Registration System
IREC	-	Independent Review Commission
IRMPPF	-	Institutional Risk Management Policy Framework
JLAC	-	Justice & Legal Affairs Committee
KPHC	-	Kenya Population & Household Census
MDAs	-	Ministries, Departments and Agencies
MOU	-	Memorandum of Understanding
MTEF	-	Medium Term Expenditure Framework
PEE	-	Post-Election Evaluation
PFMA	-	Public Finance Management Act
POs	-	Presiding Officers
PPOA	-	Public Procurement Oversight Authority
PWDs	-	Persons with Disabilities
RBM	-	Results-Based Management System
REC	-	Regional Elections Coordinators
RO	-	Returning Officer
RPP	-	Registrar of Political Parties
RRE	-	Residual Registration Effort
RTS	-	Result Transmission System
TOTs	-	Trainers of Trainers

UN - United Nations
UNDP - United Nations Development Programme

MESSAGE FROM THE CHAIRPERSON



Kenya continues to make progress in the pursuit of a stable and stronger democracy. Since independence, the country has continued to hold elections regularly. However, it is the period 1992-2013 that has had the greatest impact on our democratic journey. During this period, Kenya held five elections, two referenda and adopted a new Constitution – all in a multi-party setting. It has not always been smooth but we can look back and be proud, as a country, of our achievements.

I am always elated by the promise of the 2010 Constitution. It places governance at the centre of the people of Kenya. That is why equity in representation and devolution are fundamental to the overall governance system under the Constitution. There is no other means of making representation and devolution a reality other than through elections. This is why the Commission remains an important actor in the implementation of the Constitution. But for us to succeed as an Electoral Management Body and also as a country, we must have a long-term perspective that goes beyond looking at elections as an event.

On the part of the Commission, we are committed to the ideals of the Constitution when it comes to management of elections. We remain fully aware that what we do today has implications for the future of our young democracy. The current Strategic Plan has been designed with this in mind.

We know that the electoral process is complex. The scope entails a robust legal framework, comprehensive voter education, effective and inclusive voter registration, efficient management of Polling Day processes including the management of election results and the management of post-electoral events, to mention just but a few. As a Commission, we have learnt a lot from past management of elections and referenda; particularly from the 2010 referendum and 2013 General Elections. The lessons learnt have now informed the Strategic Plan 2015-2020.

We are grateful for the support we have received from different stakeholders during the development of this Plan. We consulted with key stakeholders during the post-election review and stakeholders' insight informed the choice of our strategic priorities. The Commission later consulted with stakeholders on the draft Plan and we appreciate the informative feedback that culminated into the final Plan.

I would also like to thank the Secretariat who worked assiduously to complete this Plan. The Plan defines our programme for the next five years and I wish to invite all stakeholders to participate with us in the implementation.

Ahmed Issack Hassan, EBS
Chairperson, Independent Electoral and Boundaries Commission

MESSAGE FROM THE COMMISSION SECRETARY/CEO

This Strategic Plan 2015-2020 is the IEBC's road map for the next five years. The Plan is dual-purposed designed as a practical manual for guiding the Commission in the implementation of its five-year development programme as well as steering it towards the 2017 General Elections.

The implementation of the previous Strategic Plan 2011-2017 provided the foundation upon which the 2013 General Elections were held. The 2014 Post-Election Evaluation offered useful lessons and revealed areas that needed further reforms and improvement. It is against this background that this Strategic Plan has been developed.

The Plan is anchored on three strategic goals that focus on the management of elections, institutional transformation and public trust and participation. These goals are in turn supported by strategic objectives and the concomitant strategies for implementation. We believe that having the three-pillar investment approach should enable the Commission: (1) deliver elections that are efficient, effective and credible; (2) build a respected corporate brand in the provision of electoral services; and (3) win public trust and participation in the electoral process.

The IEBC is committed to the implementation of this Strategic Plan in order to further improve the electoral process and contribute towards strengthening democracy in Kenya. We recognize that this is not going to be an easy process but we need to sustain focus on our mandate. In so doing, we expect all the electoral stakeholders including political parties, the media, civil society, state and non-state agencies among others, to extend their support to the initiatives that the IEBC will undertake.

The process of developing this Strategic Plan was participatory involving Constituency, Regional and National level structures of the Commission. It also brought on board key stakeholders who made valuable contributions towards its formulation. The Plan is founded on the realization that Kenya's electoral process is grounded on participation and has identified those strategies that will foster inclusion both in its development and in the implementation process.

The Strategic Plan will be implemented within the organizational structure of the IEBC with each constituent functional unit playing its respective role towards achieving the mission of the Commission. A robust performance management system will be institutionalized to support implementation and to ensure that performance and accountability are lodged at the doorstep of each individual member of staff. A monitoring framework which has been developed as an integral component of the Plan will be used for steering implementation and for generating important information for decision-making.

In this regard, I wish to acknowledge the oversight role of the Commission in providing the strategic direction and the staff for developing the Plan. Finally, I wish to thank our development partners who have provided technical and much financial support towards the programmes and initiatives that define our success.

Ezra Chiloba,
Commission Secretary/CEO



CHAPTER ONE

1.0 INTRODUCTION

The Mandate of the Independent Electoral and Boundaries Commission

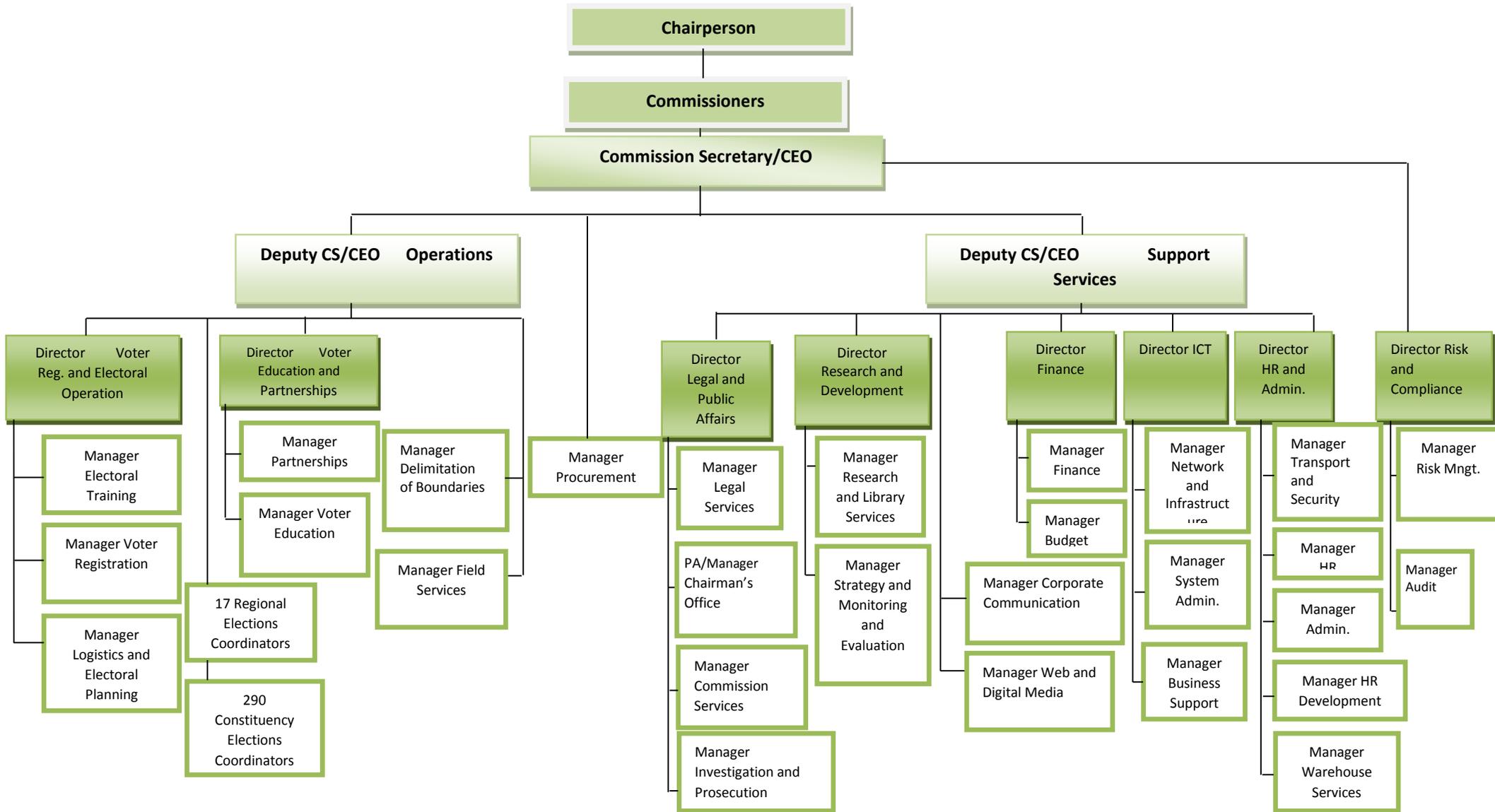
- 1.1 The Independent Electoral and Boundaries Commission (IEBC), was established under Article 88 of the Constitution of Kenya, 2010 as the successor body to the Interim Independent Electoral Commission (IIEC) and the Interim Independent Boundaries Review Committee (IIBRC). The IIEC was established by Parliament in 2008 through an amendment of Section 41 of the then Kenyan Constitution.
- 1.2 The IEBC is responsible for conducting and supervising referenda and elections to any elective body or office established under the Constitution or as prescribed by an Act of Parliament. The IEBC is specifically responsible for:-
 - a) Continuous registration of citizens as voters;
 - b) Regular revision of the Voters Roll;
 - c) Delimitation of constituencies and wards;
 - d) Regulation of the process by which parties nominate candidates for elections;
 - e) Settlement of electoral disputes;
 - f) Registration of candidates for election;
 - g) Voter education;
 - h) Facilitation of observation, monitoring and evaluation of elections;
 - i) Regulation of campaign financing;
 - j) Development and enforcement of a Code of Conduct for candidates and parties contesting elections; and
 - k) Monitoring of compliance with the legislation required by Article 82 (1) (b) of the Constitution relating to nomination of candidates by parties.
- 1.3 The functions of the Commission are also governed by other key legislations: the IEBC Act, 2011 which provides the legal framework for the organization of the Commission; the Elections Act, 2011 which provides the legal framework for elections to the various elective positions; the Political Parties Act, 2011 which governs the regulation of Political Parties and stipulates the requirements for their registration, membership and organization; and the Elections Campaign Financing Act, 2013.

The IEBC Organizational Structure

- 1.4 The Commission comprises of a Chairperson and eight members. The Commissioners provide oversight and policy direction through established Committees. For its functioning, it is supported by a Secretariat headed by a Chief Executive Officer who is also the Commission Secretary. The Commission Secretary is assisted by two Deputy Commission Secretaries; one in charge of Operations and the other Support Services. The functions of the Secretariat are arranged under eight directorates: Legal and Public Affairs; Voter Education and Partnerships; Voter Registration and Electoral Operations; Finance; Information and Communication Technology; Research and Development; Human Resource and Administration; and Risk and Compliance.
- 1.5 The IEBC's operations are decentralized with field offices in 17 regions managed by Regional Elections Coordinators. The Commission has also established offices in each of

the 290 constituencies being managed by a Constituency Elections Coordinator. The organizational structure is contained in figure 1.

Figure I: IEBC Organizational Structure



Contextual Background

- 1.6 This Strategic Plan is set within the context of Kenya's Vision 2030 which envisions a democratic system that is issue-based, people-centered, result-oriented and accountable to the people of Kenya. The principle tenets of the Vision 2030 with respect to the desired political system are:
- (i) Democracy, public participation and equitable delimitation of constituency and ward boundaries that promotes fair representation;
 - (ii) Structures that promote citizens' participation in free, fair, credible and decisive elections;
 - (iii) Public confidence in governance and the rule of law;
 - (iv) An electoral process that promotes competitive politics that are issue-based;
 - (v) Legal and Institutional frameworks that support issue-based political processes;
 - (vi) Comprehensive reform of all electoral-related laws, creating a viable Electoral Management Body; and
 - (vii) Institutionalizing and strengthening voter education programmes.
- 1.7 The Strategic Plan seeks to actualize the imperatives laid out in the 2010 Constitution including enabling the Kenyan citizens to exercise their political rights. In doing so, the Commission is also informed by internationally acceptable norms and standards in electoral administration and best practices established by other Elections Management Bodies (EMBs) around the world.

Process and Rationale for the Strategic Plan

- 1.8 This five-year strategic plan is a sequel to the first strategic plan 2011-2017. The first Plan was reviewed as part of the process of developing this Strategic Plan. In doing so, useful lessons on implementation have been drawn to inform the future of elections management in Kenya. Some of the objectives and strategies from the previous Plan have been validated and rolled-over into the new planning cycle which covers the period 2015 – 2020.
- 1.9 The Post-Election Evaluation (PEE) of the 2013 General Elections conducted by IEBC in 2014 offered important lessons that have also informed the development of this Strategic Plan. By making a critical internal assessment of the Commission's performance in the conduct of the 2013 General Elections, it was possible to establish what worked, what did not work as expected and what could have been done better. The PEE itself coincided with the mid-term review of the IEBC's seven-year Strategic Plan. It therefore afforded an opportunity to change course by developing this five-year Strategic Plan. In addition, new strategies needed to be evolved to address the impending 2017 General Elections.
- 1.10 The process of developing this Strategic Plan was participatory, involving key stakeholders. The development of the Plan was undertaken using a technical planning team whose membership was drawn from all the levels of the IEBC. The planning team was responsible for developing the various drafts of the plan which were subsequently tabled before the Plenary (IEBC's highest decision making organ) and external stakeholders. Additional input into the Plan was received from consultative forums held with key stakeholders who included Government Agencies, Political Parties, the Media, Civil Society Organizations and Faith-Based Organizations.

- 1.11 By developing this Strategic Plan, the Commission is fulfilling the requirements of Section 68 (1) of the Public Finance Management Act, in relation to setting strategic priorities within the context of the medium term fiscal framework. Like in other institutions, the Strategic Plan forms the basis for a performance management culture in the Commission.

Structure of this Strategic Plan

- 1.12 This Strategic Plan is arranged under seven chapters. Chapter One is the introduction and provides the mandate of the IEBC context and rationale. Chapter Two presents an overview of the First Strategic Plan: 2011-2017. Chapter Three is the situation analysis comprising the internal and external environments of the IEBC. Chapter Four presents the strategic direction of the IEBC comprising of the vision, mission, goals, guiding principles, Objectives and the logical framework matrix. Chapter Five presents the monitoring framework. Chapter Six deals with the risk analysis and mitigation, while Chapter Seven provides the budget summary.

CHAPTER TWO

2.0 OVERVIEW OF THE FIRST STRATEGIC PLAN (2011-2017)

2.1 The first Strategic Plan 2011-2017 was reviewed as part of the process of developing this Strategic Plan. The review confirmed that the purpose of the previous strategic plan was clear. However, the internal structures for cascading the Plan's objectives and strategies needed strengthening. Moreover a performance management system needed to be anchored on the Plan as a strategy for enhancing implementation and accountability. It was also noted that while the development of the Strategic Plan involved staff of IEBC at all levels, the participation of external stakeholders was very limited.

2.2 The review identified the following as some of the key achievements of the IEBC under the first Strategic Plan:

(a) The Legal Framework

In the run up to the 2013 General Elections, the IEBC provided leadership in establishing a robust legal framework for elections management. In the process, it accomplished the following:

- (i) Developed the Election Campaign Financing Bill, 2012 and the Election Regulations, 2012;
- (ii) Engaged stakeholders in consultative forums on the reviewed electoral laws;
- (iii) Developed and published Rules of Procedure on Settlement of Disputes;
- (iv) Participated in the development of Parliamentary and County Election Petition Rules, 2013 and Supreme Court Rules, 2013;
- (v) Developed and published the formula and criteria for the allocation of special seats;
- (vi) Built the legal capacities of Poll Officials in preparation for the 2013 General Elections;
- (vii) Arbitrated 206 disputes relating to or arising from pre-elections party nominations; and
- (viii) Arbitrated over 600 disputes relating to or arising from allocation of special seats during the post-election period.

(b) Registration of Eligible Voters

In fulfillment of its constitutional and statutory mandate to register voters the IEBC accomplished the following:

- (i) Expanded access to registration services by increasing the number of registration centres from 20,669 to 24,563;
- (ii) Deployed the Biometric Voter Registration technology to register voters in all the 290 constituencies in the country. A total of 15,894 kits were deployed in 24,563 registration centres;

- (iii) Recruited and trained over 30,000 registration clerks and 1,450 Voter Registration Assistants to register voters countrywide;
- (iv) Registered a total of 14.4 million voters in 30 days; and
- (v) Conducted, for the first time, voter registration for Kenyans residing outside the country within the East African region with a total of 2,637 voters being registered.

(c) Conduct of Elections

Pursuant to its mandate the Commission:

- (i) Conducted the 2013 General Election in accordance to a comprehensive Elections Operations Plan;
- (ii) Gazetted a total of 12,776 candidates to contest the 1,882 elective positions created under the 2010 Constitution of Kenya;
- (iii) Established and managed a total of 31,983 polling stations including six in the East African Countries; and
- (iv) Talled and reported the results of the 2013 General Election.

(d) Voter Education

The Commission achieved high voter registration rate of 79.4% of the target of 18 million in a period of 30 days and a high voter turnout of 86% in the 2013 General Elections. This is arguably the highest in Africa. To achieve this, the Commission developed and implemented Voter Education programmes employing various strategies including the following:

- (i) A comprehensive voter education curriculum for use by all voter education providers in the country;
- (ii) Mounted mass media campaigns utilizing media scripts, newspaper adverts, media appearances by IEBC officials and endorsements by media personalities;
- (iii) Conducted voter education campaigns for various electoral processes through 96 vernacular, English and Kiswahili radio stations and 8 TV stations;
- (iv) Employed various social media platforms such as Twitter, Facebook, Youtube and others to engage the youth in “elections conversation” and to have them register as voters. The Short Messaging Services (SMS) were also extensively employed to communicate specific messages;
- (v) Produced various curriculum support material and Information, Education and Communication (IEC) literature on the voter registration process targeting persons with disabilities, women, youth and marginalized groups across the country;
- (vi) Engaged various agents including Media, Provincial Administration, Political Parties, Faith-Based Organizations and Volunteer Community Mobilizers among others to mobilize voters; and

- (vii) Mounted various outdoor activities such as the Voter Marathon and road shows to spur voter registration.

(e) Strategic Partnerships

In this domain, the Commission achieved the following:

- (i) Accredited a total of 28,556 domestic observers, 4,458 international observers alongside 4,487 media personnel. In addition, 600,000 polling political party agents were also accredited; and
- (ii) Fostered partnerships with key stakeholders including Learning Institutions, Government Ministries and Commissions, the Judiciary, Development Partners, Civil Society Organizations, Faith-Based Organizations, Political Parties, the Media, Non-Governmental Organizations among others to support electoral processes.

(f) Integration of ICT in the Electoral Process

The Commission employed various electoral technologies to enhance the efficiency and effectiveness of the electoral process. Towards this end, it accomplished the following:

- (i) Employed the Biometric Voter Registration (BVR) technology countrywide;
- (ii) Employed a Candidates Nomination Software to verify nominees, generating a total of 12,776 ballot paper proofs;
- (iii) Adopted the use of Electronic Voter Identification Devices (EVIDs); and
- (iv) Developed a Result Transmission System (RTS) for relaying of provisional results.

(g) Establishment of the Political Parties Liaison Committee

The Commission in collaboration with the Office of the Registrar of Political Parties established the PPLC as stipulated under Section 38 of the Political Parties Act. This led to the following:

- (i) Creation of a platform for dialogue between the Registrar, Commission and Political Parties;
- (ii) Consultation on matters relating to election processes; and
- (iii) Sensitization of Political Parties on Electoral Laws.

Lessons Learnt from the previous Strategic Plan

2.3 A number of useful lessons were learnt while implementing the 2011–2017 Strategic Plan that are useful in the preparation of the current Strategic Plan. Key among them are:

- a) *Prioritization*: The prioritization process should consider the existing capacity in terms of organizational structure, human resources, physical infrastructure, IT skills, and required financial resources to put in place a sustainable Electoral Management Body.

- b) *Budgetary Constraints:* Implementation of any plan presumes that adequate resources will be available to the extent required and at the time needed. In this regard, there is need for timely allocation of funds to the Commission to enable proper planning especially during an election year. That is why operationalization of the IEBC Fund as provided for in the IEBC Act, 2011 is a strategic imperative.
- c) *Result-Based Management:* Result Based Management was not optimally realized in the previous Strategic Plan. There is need to institutionalize performance culture that links inputs to results. In addition, monitoring and evaluation should inform the program management and implementation in a structured manner. But any successful Results-Based Management (RBM) requires concerted leadership in project management with clear accountability and quality assurance as well.
- d) *Technology:* The Commission invested significant amount and time in acquisition and deployment of technology in the 2013 elections. Some technology succeeded while others did not perform to expectation. It is imperative that planning for technology must be preceded by adequate time, testing, training and information sharing with key stakeholders before full implementation.
- e) *Legal reforms:* Elections must be conducted within an enabling legal environment. In this regard, there is need for predictability on legal requirements for both the Commission and political parties. Late changes to the laws, as was the case in 2013, exerts unnecessary pressure on all actors in the electoral process. Future reforms must be within reasonable timelines.
- f) *Collaboration:* Successful delivery of the mandate of the Commission requires close collaboration with stakeholders across the board. Political parties and leaders who commit to the electoral process; government agencies who provide operational support when required; civil society organizations on voter education; development partners on technical assistance; and media for public engagement and information sharing, proved themselves worth in the last planning cycle. This must be nurtured going forward.

CHAPTER THREE

3.0 THE SITUATION ANALYSIS

Introduction

- 3.1 Developing IEBC's roadmap for the next five years, calls for a critical analysis of the key issues and factors - both internal and external – that are likely to influence the choice of strategies and Commission's ability to achieve its objectives. The analysis of the internal environment focuses on those strategic issues and challenges that relate to the Commission's operations, while the analysis of the external environment is an assessment of how policies and actions of other stakeholders impact on the work of the Commission. The achievement of the objectives is predicated upon how the Commission will exploit opportunities while controlling those factors that threaten the attainment of those objectives.

Analysis of the External Environment

The Political Environment

- 3.2 Kenya has held elections regularly since 1963. However, the period 1992-2013 has seen the country consistently hold periodic presidential and parliamentary elections in a multiparty setting. Over the same period, the country held two referenda on the constitution. This underscores the progress made in Kenya's journey in consolidating democratic gains. Nonetheless, successful deepening of democracy in Kenya will also depend on the commitment of the political class and continued participation of citizens in implementing reforms as set out under the 2010 Constitution.
- 3.3 In March 2013, the Commission assumed the arduous task of conducting elections for six positions under the 2010 Constitution. Despite the legal, logistical and political challenges arising from the complexity occasioned by the increased number of elective positions, the elections mediated the Country's transition to a devolved system of governance. Devolution is intended for improved service delivery and increased participation of citizens in the different governance processes that affect them. In many respects, devolution has far-reaching implications even in the way electoral services are planned and delivered to citizens by the Commission.
- 3.4 It is expected that these changes will continue to have an impact on the future management of the electoral process in Kenya. For instance, while the 2013 elections attracted 12,776 candidates in all the positions, there is an anticipated upsurge in this number owing to opportunities availed by the Constitution. The Commission must therefore use the lessons learnt from 2013 to further strengthen the management of electoral process in future.
- 3.5 Historical trends confirm the fluid nature of Kenya's political environment; more so when approaching an election. Weak political parties and unstable political alliances call for greater efforts towards gradual institutionalization of parties. Although the Political Parties Act currently provides the requisite framework for party regulation, it requires further strengthening. The existing challenges relating to political party nominations due to non-adherence to their own constitutions are still outstanding. The need for

predictability in the application of nomination rules by political parties is required in order to build public trust in the political processes.

- 3.6 Further, the persistent political mobilization and campaigns along ethnic lines poses a threat to the right of citizens to freely participate in the electoral process. Evidence also shows that owing to the nature of political organization in Kenya, the country is often left polarized along respective political divides, which can be a destabilizing factor. As such, there is need to pay greater attention to voter and civic education, enforcement of the electoral code of conduct and electoral security.
- 3.7 In the run-up to the 2013 elections, the Commission fulfilled its mandate on delimitation of constituency and ward boundaries in accordance with Article 89 of the Constitution. However, there are issues that remain unsettled in some constituencies and wards owing to appeal decisions rendered long after the close of the exercise. Further, with the operationalization of the devolved system of governance, emerging concerns are being raised over county boundaries which will likely impact on the work of the Commission. The Commission will need to seek avenues that would forestall any potential political risks on election operations due to unresolved boundary issues in the affected areas.
- 3.8 The media remains a critical player in the electoral process. The last 10 years have seen tremendous growth in the media sector in terms of numbers, reach and platform-type. There is increased investment by the private sector evidenced by the proliferation of FM radio stations across the country. The emergence of social media platforms has also liberalized the way information is shared across the globe. This positive development is an opportunity for the Commission especially when it comes to dissemination of electoral information. The Commission must therefore learn to have constructive partnership with media in a way that promotes the fulfillment of its mandate.
- 3.9 Non-state actors such as civil society organizations, faith-based organizations and the international community are important actors in Kenya's political processes. While in previous years civil society and religious groups had much presence at the national level in terms political reforms, there is now a gradual shift to the county level with additional voices being established. This provides an opportunity for the Commission in terms of collaboration in the dissemination of voter information and other community-based engagement relevant to the electoral process. For the international community, they have remained steady in supporting various governance processes in the country both directly and indirectly. During the last seven years, the international community invested significant resources - both financial and political - in constitutional and electoral reforms. Owing to the fact that Kenya is still in transition, the role of the international community is still important.

The Economic and Demographic Environment

- 3.10 Figure 2 below shows the GDP (annual %) trend since 2001. While Kenya's economy has immense potential for growth, it is still vulnerable to external shocks. Except in 2013, there has always been a decline in GDP growth every election year since 1992.

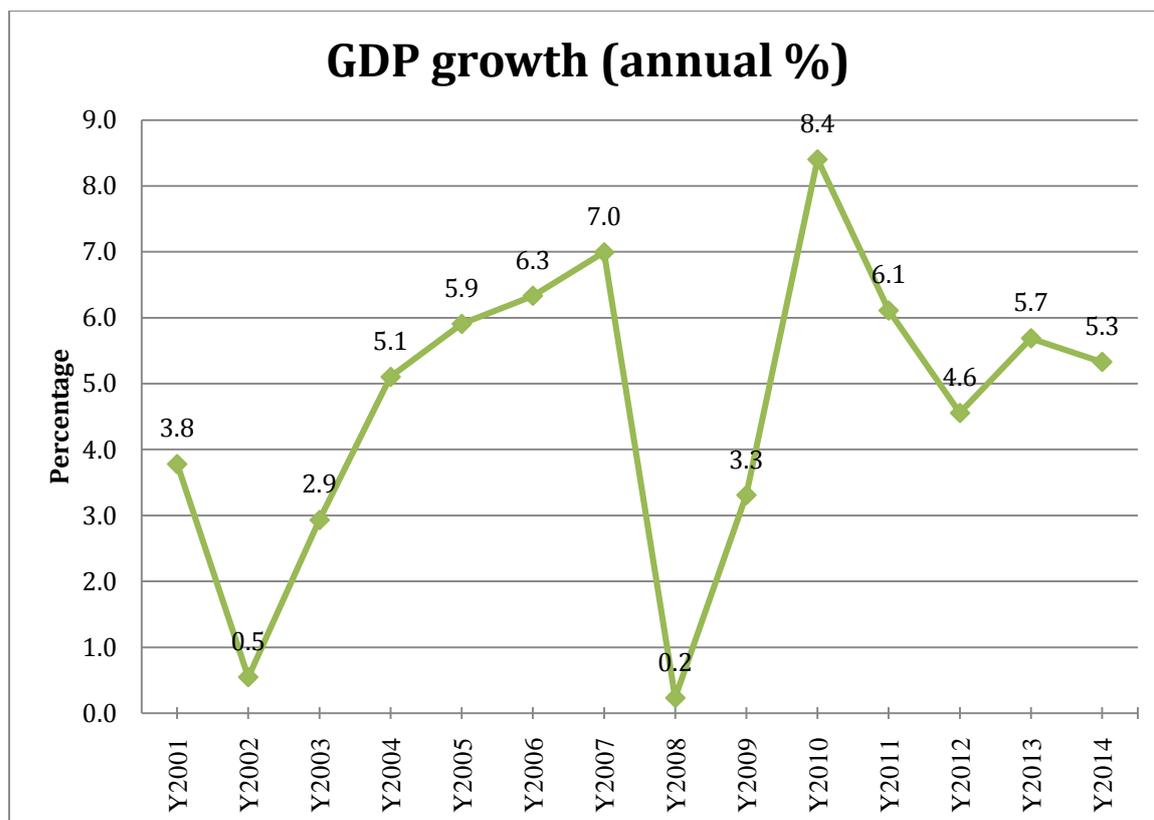


Figure 2: GDP trends since 2001 analyzed from the World Bank Data

- 3.11 According to the Kenya Economic Survey 2015, the Country's GDP is estimated to have dropped to 5.3% in 2014 from 5.7% in 2013. The agricultural sector which is the largest contributor to the GDP experienced negative growth recording a growth rate of 3.5% in 2014 compared to 5.2% in 2013. Similarly, the manufacturing sector fell from 5.6% in 2013 to 3.4% in 2014. Tourism, another key sector of the economy experienced a decline of 17.2% in 2014 compared to 4.2% in 2013. This negative trend is compounded by higher interest rates and concerns for security which will take away investible resources from productive sectors.
- 3.12 The general economic outlook portends significant budgetary challenges for the electoral process in the next five years. Poverty and unemployment pressures remain a significant challenge for government. Poorer regions in country are also known to exhibit increased number of assisted voters, voter bribery, and insecurity during an election year. The Commission has to plan its activities with focus on potential risks of inadequate budgetary allocations and poverty driven negative voter behavior.
- 3.13 The Kenya National Bureau of Statistics estimates that Kenya's population was 43.0 million in 2012 and by the end of 2020, the United Nations projects a population of 52 million people. Population growth means increasing demand for Commission's services across the board. It is projected that persons aged over-18 years will be 25.7 million by 2017 up from 22.5 million in 2012. This segment is most important for the Commission because it forms the cohort that will be eligible to vote in the 2017 elections.

Year	Population projections (million)	Projected Voting Population (million)
2012	43.1	22.5
2017	48.5	25.7
2020	52.9	29.0

Table 1: Analysed from KNBS and UN World Population Prospects data

- 3.14 The Commission has a voter register comprising 14.4 million voters as of March 2013. This means that by 2017 an additional 11.3 million Kenyans will be eligible for registration. During this strategic plan period, the Commission should be able to undertake a national voter registration campaign to bring on board eligible voting population into the Principal Register of Voters. The Commission expects to draw on lessons learnt in the 2012 registration exercise to ensure optimal results.
- 3.15 Population is key in the determination of the size and number of constituencies and wards across the country. Article 89 of the Constitution provides for delimitation exercise to take place between 8-12 years after the last review which was undertaken in 2012. The earliest the Commission is expected to review the boundaries is the year 2020 – the year marking the end of this Plan. The Commission will pay close attention on the need to review boundaries for wards and constituencies in preparation for subsequent elections.

The Socio-Cultural Environment

- 3.16 Kenya is a diverse county in terms of ethnicity, culture and religion. These parameters play a significant role in shaping discourses and practices around elections and democracy in Kenya. The 2010 Constitution is unequivocal on the need to nurture national values including respect, inclusion and non-discrimination around issues of ethnicity, culture and religion. The Commission is conscious of this fact and to a large extent has mainstreamed issues of inclusivity in its operations. However, the fact that the political elite in Kenya finds it easier to organize around the different groups – ethnic or religious – in many instances citizens are left vulnerable to exploitation when it comes to voting. As indicated earlier, ethnic-based political polarization is likely to regenerate into political violence during an election year. This is an issue the Commission has to confront in collaboration with other stakeholders.
- 3.17 Some groups in Kenya continue to register low participation in the electoral process. Kenyans in Arid and Semi-Arid areas still face challenges during voter registration and voting partly because most of them are pastoralists. Trends also show that these areas are prone to conflicts over resources and hence challenges in the deployment of electoral operations. With the advent of devolution, the Commission will explore opportunities of working closely with devolved institutions to ensure that Kenyans in the affected counties enjoy their right to participate in political processes. In addition, high illiteracy levels in certain areas of the country demand for voter assistance during voting. This may undermine the secrecy and integrity of the vote. The situation has been observed among marginalized communities where access to education is still a major concern.
- 3.18 The Constitution has created new opportunities for the participation of women in the electoral process. These opportunities have to be harnessed for all women. This includes giving serious considerations to the constitutional provision on the two-third gender principle. But it is also known that most women are still victims of inimical cultural

practices which deny them the opportunity to participate in the electoral process. Overcoming such cultural practices takes time but consistent voter education programmes that target women could contribute to the consolidation of constitutional gains so far made. In addition, political parties have the duty of ensuring that more women are given opportunities to participate in the electoral process as candidates and party leaders. The situation facing women also applies to Persons with Disabilities (PWDs) and must equally be addressed within the scope of the Constitution.

- 3.19 Security has emerged as a major issue in the country. The increased cases of terrorism, inter-clan conflicts in some parts of the North Rift and North Eastern region, not only exert constraints on national resources, they also affect the manner in which the Commission delivers its services to citizens. Conflicts tend to displace people or cause fear to the extent that their freedom to freely participate in an electoral process is curtailed. The National Government is likely to invest more in the security sector at the expense of providing adequate resources for elections preparations. Over this strategic plan period, the Commission will have to work closely with security agencies in monitoring security risks in as far as elections are concerned and explore additional resource options.

The Technological Environment

- 3.20 The Country's ICT sector has grown tremendously. There is a major shift towards mobile-based platforms in the delivery of services by both public and private sector institutions. Proliferation of these platforms among citizens has increased the utility of technology in people's daily lives. In terms of mobile telephony, for instance, the Communication Authority of Kenya reported subscriber growth from 30.5 million in 2012 to 32.2 million in 2014. During the same period, the number of Internet users increased by 31.02 % from about 16.3 million in 2012. In sum, the ICT penetration for the country's total population is reported to have been at 78.3% in 2014 which was an increase of 3.4% compared to 2013.
- 3.21 IEBC recognizes the immense opportunities offered by the growth in the ICT sector in the provision of electoral services and enhancing efficiencies in internal business operations. In the last General Election, IEBC deployed different types of technologies in the management of elections. Based on this experience, the IEBC is in a position to make decisions on appropriate technology when it comes to elections management. But the Commission also recognizes the fact that technology is not an end in itself. In fact, there are risks associated with technology in elections around costs, sustainability, utility and public expectations.
- 3.22 One of the lessons learnt by the IEBC, is that before deployment of any technology, there is need for constant engagement with stakeholders to appreciate the basics of the proposed election technology including its prospects and limits. Second, timely acquisition and testing of the technology before deployment is important. This will enable the Commission to foster trust and confidence in the electoral process.

The Legal Environment

- 3.23 Kenya's current legal framework for managing elections is largely progressive. This is because in the run up to the 2013 General Elections, the Commission embarked on a

consultative process of law reform which involved the consolidation, harmonization of all laws affecting the electoral process. But even then, in post-2013 elections, the Commission has identified a number of weaknesses in the legal framework that require amendments for further improvement. These include timelines on nomination, participation of the Diaspora in the electoral process, pre and post-election dispute resolution, voter registration, and campaign financing, to mention just a few.

- 3.24 There are also proposed reforms spearheaded by other actors involved in the electoral process such as Judiciary, Parliament and Civil Society Organizations. The speed of accomplishing these legal reforms will depend on other external actors such as the National Assembly, The State Law Office and Related Government Ministries and Agencies, among others. Successful preparation for election will require that such amendments are completed at least a year before the elections. This Strategic Plan is conscious of the risks and the Commission will accordingly select strategies for fostering collaboration with these key stakeholders to ensure timely enactment of any proposed amendments to the electoral law.
- 3.25 Between 2012 and 2013, the Commission experienced a heavy case-load arising from disputes over the boundary delimitation, party nomination and election results. For instance, a total of 237 cases were filed to challenge the Boundaries Delimitation exercise. The nomination of candidates by political parties as well as the registration of candidates for elections by the Commission was also contested within the Dispute Resolution Committee (DRC). A total of 206 cases were lodged; and the decisions of the DRC in those cases were further challenged in the High Court with a total of 109 cases being filed. With respect to the management of party lists, a total of 606 cases were lodged with the DRC out of which 221 cases were filed in court to challenge the decisions of the DRC. Following the gazettement of the Members of County Assemblies, 21 election petitions were filed challenging the designation of the elected candidates made by the Commission.
- 3.26 With reference to the 2013 General Elections, a total of 190 election petitions were filed in the High Court and in the Magistrates Court. Resulting from this process, 100 appeals were filed with some being second appeals to the Court of Appeal and Supreme Court. In as much as the Commission was successful in 90% of the cases, the large number of cases filed had implications on the cost of managing elections. Addressing some of the issues through legal reforms, voter education and collaboration with key stakeholders is expected to reduce the number of disputes arising from the electoral process.
- 3.27 The Supreme Court made a ruling on the participation of Kenyans living outside the country in elections. The Court recognized that this could be done progressively and tasked the Commission to put in place measures that would facilitate the progressive realization of that right. The Commission was also ordered to file annual progress reports to Parliament on the matter. The Court decision has implications for the Commission in terms of planning and execution of voter registration and voting in foreign countries. The Commission will have to identify an entry point that will ensure cost-effective facilitation of the Kenyans abroad to participate in elections.

The Physical Environment

- 3.28 Kenya has varied geographical landscapes and climatic patterns which influence logistical operations during elections. These factors determine the kind, level and cost of

inputs into the electoral process. There is, therefore, need to undertake an environmental assessment in order to make appropriate preparations.

Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)

3.29 A detailed analysis of the strengths, weaknesses, opportunities as well as threats was undertaken and prioritized as outlined here in under.-

<p>Strengths</p> <ol style="list-style-type: none"> 1. Mandate established under the Constitution. 2. IEBC has tested capacity to conduct elections. 3. A secretariat in place with a national outlook and presence. 4. Experience in electoral technology. 5. Existing partnerships with stakeholders. 6. Qualified and experienced staff. 7. Strong regional and international network on electoral matters. 8. New leadership at secretariat level. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Weak internal and external communication. 2. Inadequacies in ICT function in elections and internal processes. 3. Office premises not conducive for workforce and operations. 4. Inadequate data and record management system across the Commission. 5. Inadequate policies and procedures for efficient and effective business operations. 6. Weak internal control mechanisms in financial management. 7. Low capacity in risk management. 8. Static organizational structure.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Electoral processes embedded in the Constitution. 2. External stakeholder's willingness to support electoral processes. 3. Supportive Government Ministries and Agencies. 4. Expansion of the ICT sector and new government policy on ICT deployment in the public sector. 5. Increased communication platforms for engaging with citizens. 6. Devolved structure of government. 7. Peer support from other EMBs around the world. 8. Development partners interest in Kenya's elections. 9. Potentially enthusiastic electorate. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Lack of cooperation from other institutions and agencies in facilitating auxiliary aspects of electoral processes. 2. Unpredictable and inadequate funding of electoral activities. 3. Evolving insecurity situation in the country. 4. Political polarization along ethnic lines. 5. Slow pace of electoral reforms. 6. Voter apathy. 7. Increasing costs of election materials.

Table 2: SWOT Analysis

Stakeholder Analysis

3.30 The IEBC partners and stakeholders can be classified under two broad categories. The national level comprises of key partners including development partners, MDAs, international observer missions, national non-state actors, political parties the media among others. At the operational level, IEBC enjoys partnership with grassroots organizations including CSOs, CBOs, Electoral Technical Assistance Providers (ETAPs) among others. The stakeholder analysis reveals the specific roles as reflected in Table 3.

TABLE 3: PARTNER/STAKEHOLDER ROLES AND INTERESTS IN THE ELECTORAL VALUE CHAIN

Stakeholder/Partner	Roles and Interests	How to meet interests
1. Electorate	<ul style="list-style-type: none"> • Registering as voters. • Voting during elections. • Maintaining peace and reporting election malpractices. • Participating in political party nominations. • Validating results. 	<ul style="list-style-type: none"> • Conduct a free, fair and peaceful electoral process • Need to keep them informed and educated. • Monitor electorate cooperation.
2. IEBC Staff	<ul style="list-style-type: none"> • Conducting elections and Implement Strategies and Programmes of the Commission. • Implementing policies and enforcing regulations. 	<ul style="list-style-type: none"> • Provide a conducive working environment. • Ensure continuity and equity in skills development. • Provide supportive policies. • Provide adequate resources for their work. • Establish an incentive system
3. Political Parties	<ul style="list-style-type: none"> • Participating in the electoral process within the established framework. • Observing the Electoral Code of Conduct. • Present candidates for election. • Provide authentic and legal-responsive party lists. • Conduct free and fair party primaries. 	<ul style="list-style-type: none"> • Conduct free and fair elections • Transparent registration and regulation. • Funding. • Provide education and information. • Enforce internal code of conduct.
4. Treasury	<ul style="list-style-type: none"> • Timely funding. • Provision of guidelines for Financial Management. • Supporting external fundraising initiatives of the Commission; 	<ul style="list-style-type: none"> • Submit rationalized budgets in accordance with established guidelines. • Submit financial reports • Prudent financial management.
5. Parliament	<ul style="list-style-type: none"> • Approving budgetary proposals submitted by the Commission; • Enacting new laws for management of the electoral process. 	<ul style="list-style-type: none"> • Respond to parliamentary questions. • Submit proposals on electoral laws. • Submit annual reports and accounts.
6. Attorney General	<ul style="list-style-type: none"> • Drafting and review electoral bills for presentation to parliament for enactment. • Providing legal support and representation. • Political representation and intermediation. 	<ul style="list-style-type: none"> • Propose amendments to laws governing the electoral process. • Undertake legal research. • Provide accurate and timely legal information
7. Judicial Bodies(LRC, Courts, DPP, DRCs)	<ul style="list-style-type: none"> • Handling disputes. • Determine cases. • Convict offenders. 	<ul style="list-style-type: none"> • Provide information on alleged offence

Stakeholder/Partner	Roles and Interests	How to meet interests
8. Auditor General	<ul style="list-style-type: none"> • Auditing of the accounts of political parties; • Auditing the accounts of the Commission. 	<ul style="list-style-type: none"> • Submit financial reports and avail Books of Accounts of the Commission.
9. Security Agencies	<ul style="list-style-type: none"> • Providing security for electoral operations. • Providing protection and assistance for purposes of facilitating peaceful and orderly elections. • Securing commission assets and installations. • Acting on citizen and electoral staff reports on election malpractices in a timely manner. 	<ul style="list-style-type: none"> • Facilitate their payment and cost of logistics • Submit calendar of activities. • Provide evidence of election malpractices.
10. Media	<ul style="list-style-type: none"> • Informing the public on electoral processes and activities; • Providing balanced reporting on activities of political parties. 	<ul style="list-style-type: none"> • Avail timely accurate information on developments
11. Department of Civil Registration	<ul style="list-style-type: none"> • Verifying of the authenticity of the identification documents. • Timely release of identification documents to citizens of legal voting age. • Sharing information for the purpose of updating the Voters Register. 	<ul style="list-style-type: none"> • Strengthening linkages and fostering strategic partnerships.
12. Ministry of Education	<ul style="list-style-type: none"> • Providing technical guidance on curriculum and support materials development. • Partnering in voter education. • Providing venues for polling stations. • Providing infrastructure for the conduct of voter education in schools. 	<ul style="list-style-type: none"> • Fostering strategic alliances. • Provide election timelines
13. Ministry of Foreign Affairs	<ul style="list-style-type: none"> • Coordinating and managing participation of Kenyans residing outside Kenya in the electoral process. 	<ul style="list-style-type: none"> • Fostering strategic alliances.
14. Prison Department	<ul style="list-style-type: none"> • Facilitating the participation of prisoners in the electoral process. 	<ul style="list-style-type: none"> • Fostering strategic alliances.
15. International Organizations and Development Partners	<ul style="list-style-type: none"> • Partnership in policy dialogue and specific collaborative programmatic arrangements. • Providing financial, technical and material support. • Sharing internationally acceptable standards in elections management. 	<ul style="list-style-type: none"> • Submit proposals • Share Information • Submit reports (programme and financial)
16. Civil Society Organizations	<ul style="list-style-type: none"> • Providing advocacy. • Conducting civic education. • Observing elections. 	<ul style="list-style-type: none"> • Share information • Provide guidelines on civic education
17. Public Procurement Oversight	<ul style="list-style-type: none"> • Providing frameworks and guidelines on procurement. 	<ul style="list-style-type: none"> • Provide information.

Stakeholder/Partner	Roles and Interests	How to meet interests
Authority (PPOA)		<ul style="list-style-type: none"> • Compliance to procurement regulations
18. General publics	<ul style="list-style-type: none"> • Complying with the laws governing the electoral process. 	<ul style="list-style-type: none"> • Free, fair and peaceful electoral process.
19. Business community, suppliers and private sector associations	<ul style="list-style-type: none"> • Supplying goods and services. • Avenues for voter education. • Stability in political environment. 	<ul style="list-style-type: none"> • Ensure transparency in tendering and timely payment. • Periodic engagements on key issues in the electoral process.
20. County Government	<ul style="list-style-type: none"> • Complementing civic education 	<ul style="list-style-type: none"> • Provide with VE material and technical support
21. National government structure (County Commissioners, Chiefs, elders etc.)	<ul style="list-style-type: none"> • Supporting mobilization of voters for different electoral processes. 	<ul style="list-style-type: none"> • Facilitate their cost of logistics
22. Commissions and independent offices (CIC, NCIC, IPOA, NPSC, ORPP etc.)	<ul style="list-style-type: none"> • Supporting in their strategic areas of strength in the electoral process. 	<ul style="list-style-type: none"> • Provide timely information and data

Table 3: Partner/Stakeholder Roles and Interests in the Electoral Value Chain

Strategic Issues

The analysis of the external as well as internal environment provides the Commission with potential areas of work identified as strategic issues. These could be classified in themes, namely: voter registration, legal framework; elections operations, electoral technology; stakeholder collaboration; organizational capacity; and financials resources.

Legal Framework

- 3.31 *Legal Reforms:* There is need to enact amendments and new laws and regulations to strengthen the framework for effective management of elections. Some of the areas with gaps include: timelines for completion of voter registration, Diaspora voting, voter education, dispute resolution during and after elections among others.
- 3.32 *Nomination Processes:* Strengthening and regulating party nomination processes and dispute resolution mechanisms arising from nominations. There is also the need to streamline the guidelines relating to nomination of independent candidates.
- 3.33 *Enforcement:* The Commission has had challenges enforcing the electoral code of conduct partly because of capacity challenges and partly because of over-reliance on external actors. Increased compliance among political players will enhance credibility of the electoral process and the Commission must therefore adopt strategies that are more effective than what has been happened in the past.

Elections Operations

- 3.34 *Elections Planning:* Strengthening elections planning to ensure that the procurement of election material, warehousing and logistics are well synchronized to attend to the requirements of elections. In addition, options for long-term local production of strategic material should be explored.
- 3.35 *Elections Staff Deployment:* The Commission recruits about 300,000 temporary poll staff. For them to be effective, there is need to provide timely and adequate training on all aspects of elections management.
- 3.36 *Voter Experience during Voting:* With the expected increase in the number of voters, close attention will be paid to improving voter experience during voting by increasing the number of polling stations and reducing the time spent.
- 3.37 *Elections Results Management:* Management of elections results is a major issue which this plan seeks to address. Based on the experiences in previous elections, closer attention will be on increasing the accuracy, timeliness of reporting, integrity and security of the results.
- 3.38 *Boundary Delimitation:* Although the Constitution provides that electoral boundaries are reviewed after every 8-12 years, emerging issues relating to boundaries will still require to be addressed before the 2017 General Elections and preparatory work undertaken for the next boundary delimitation exercise.

Voter Registration

- 3.39 **Registering Additional Voters:** In 2012, IEBC registered 14.4 million voters against a target of 18 million in a potential voting population of 22.5 million. By 2017, the potential voting population will be 25.7 million. This means that the Commission must consider increasing the number of registered to acceptable levels by the 2017 General Elections.

- 3.40 *Diaspora Registration and Voting:* The Commission is required by law to facilitate the progressive realization of the right to vote for Kenya residing out of the country. The Supreme Court made a determination that the Commission should ensure the progressive realization of this right; the Commission is obliged to do so.
- 3.41 *Participation of Special Groups:* There is need to enhance the participation of special groups in the electoral process. Women, youths and other marginalized groups require special attention during registration and voting.

Electoral Technology

- 3.42 *ICT in Elections:* The Commission will be keen on deploying appropriate technologies based on the lessons learnt from the 2013 General Elections. Issues of cost, efficacy and sustainability will inform the choice of the technologies employed. It is also considered important that the Commission deploys appropriate technology to improve its internal business processes. Considerations will be made for mainstreaming technology in critical processes of the elections.

IEBC as an Organization

- 3.43 *Corporate Governance:* Due emphasis has been placed on improving Commission's corporate governance for prudent resource utilization and enhanced programme delivery. This will include addressing issues of oversight and accountability. At the same time, policies and procedures guiding the business of the Commission are still at a nascent stage and must be reviewed for purposes of clarity and coherence in decision-making.
- 3.44 *Organizational Structure:* The existing organizational structure requires rationalizing and the functions strengthened to facilitate more effective programme implementation and internal operations. Setting the structure within the devolved context will be considered. Further, accountability structures must be reviewed to ensure ease of coordination and coherence within the organization.
- 3.45 *Staff Capacity:* There will be need to continuously improve the capacities of staff in relevant skill areas. While the Commission has a cadre of staff experienced in election administration, there are skill gaps that must be addressed. Some critical are skills in project management, procurement, financial management and risk management, among others.
- 3.46 *Management culture:* The Commission will have to move towards an organizational culture that is dedicated to excellence and inspires confidence. The introduction of a performance management culture, re-engineering of business processes and the provision of a conducive work environment require attention.
- 3.47 *Resource Management:* Prudent financial management will be central to the Commission's desire to achieve efficiency, effectiveness and sustainability in delivery of electoral services. The predictability, adequacy and availability of funding need to be enhanced through the operationalization of the IEBC Fund. Options to optimize limited resources will be explored.

Outreach and Collaboration

- 3.48 *Communication with Stakeholders:* There is need to enhance both the internal and external communication for improved programme implementation, corporate image and public trust in the Commission. There will be need to adopt strategies that create more

transparency in IEBC processes, enhance the capacity of the media to report objectively on the electoral processes, and increase opportunities for constructive dialogue among the different stakeholders.

- 3.49 *Partnership and Outreach:* The Commission has to reach out and work with stakeholders across the board including government agencies, political parties, civil society, media and development partners among. This will promote trust and legitimacy of the electoral process at any given time.
- 3.50 *Voter Awareness:* The participation of voters in the electoral process is aided by key voter education messages and mobilization. This is crucial during registration of voters and voting. Other than increasing the quality of participation, voters should be able to do so in a peaceful environment.

CHAPTER FOUR

4.0 THE STRATEGIC DIRECTION OF THE IEBC

Introduction

4.1 This chapter presents the strategic direction of IEBC which is defined by its Vision, Mission, Goals and Values that shape the culture of the Commission. The chapter also contains the set goals and objectives to be realized over the five-year planning period (2015 - 2020). The concomitant strategies for attaining each objective have also been selected. Lastly, it presents the logical framework matrix at the result level.

Vision, Mission and Core Values

4.2 In IEBC, we recognize the need to anchor our operations and behavior on a pre-determined set of principles and values. We are also aware that the implementation of our programme will be guided by our Vision, Mission and Core Values which are:

Our Vision

A credible electoral management body committed to strengthening democracy in Kenya.

Our Mission

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

Our Core Values

4.3 Our culture and operational environment is governed by a set of guiding principles which reflect the overall philosophy of the IEBC in setting ethical and professional standards:

<i>Respect for the rule of law</i>	We shall conduct our affairs within the law
<i>Independence</i>	We shall conduct our affairs free from undue external influence.
<i>Integrity</i>	We shall conduct our affairs with utmost honesty.
<i>Teamwork</i>	We undertake to work collaboratively as colleagues to achieve Commission's goals
<i>Innovativeness</i>	We are committed to transforming the electoral process to meet and exceed the expectations of Kenyans

Programme Goals, Objectives, Outcomes and Strategies

4.4 The Strategic Plan is arranged along three pillars against which goals, objectives and outcomes are framed. These are: **managing elections, institutional transformation, and trust and participation**. The three pillars and their respective goals have a cause-effect relationship on one another. As the Commission invests in achieving each of the

goals, it will spread resources in a way that brings out balanced results in the three areas throughout the planning cycle.

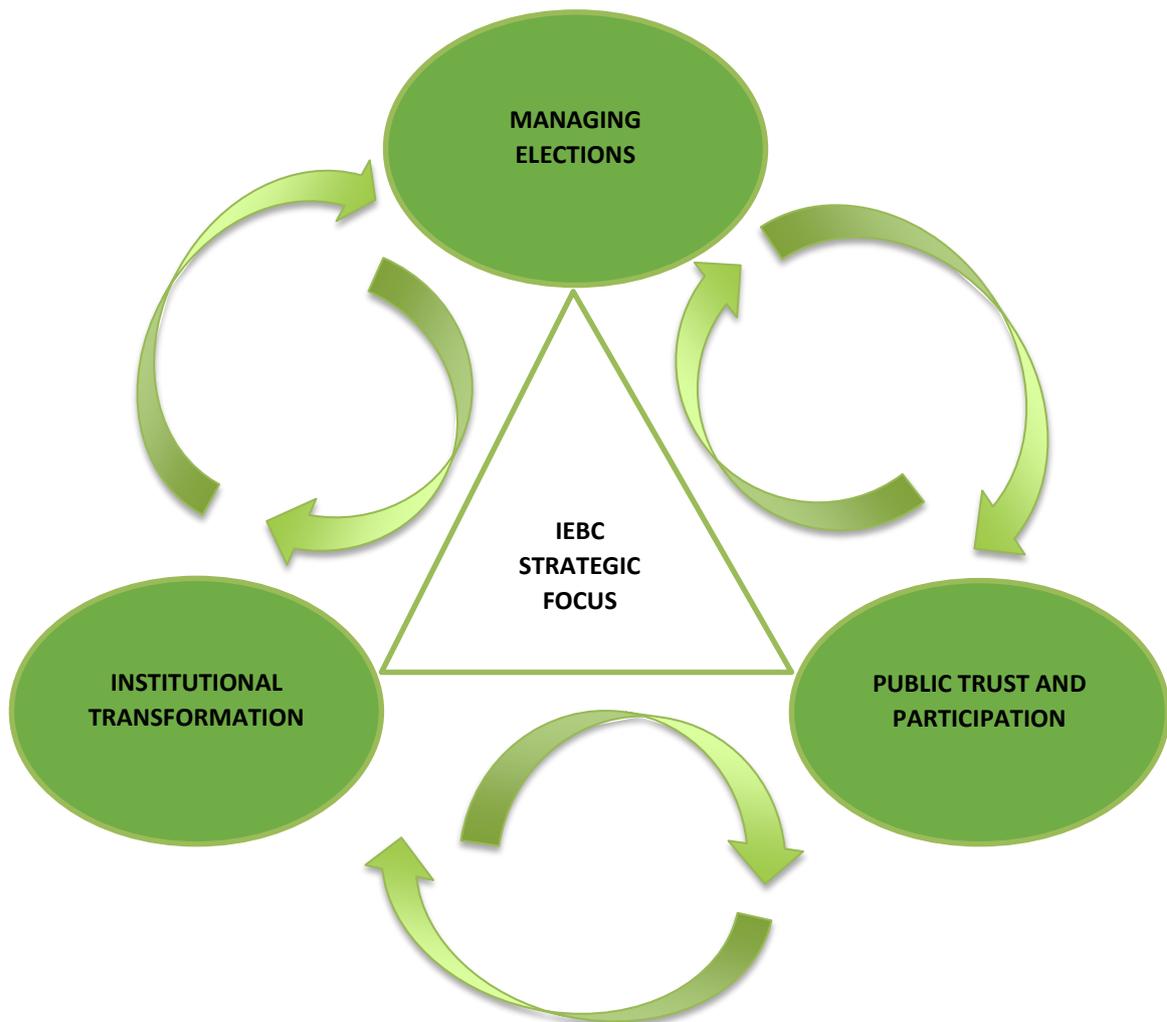


Figure 3: Strategic Pillars

- 4.5 **Pillar I: Managing Elections:** The Commission has the primary mandate of managing elections and referenda. Although mostly an operational function, it has to be conducted within the legal framework and observing specified timelines and criteria. It is imperative to have a legal framework that is facilitative. Further, managing elections presumes that voter registration will have taken place and materials for elections supplied as and when required. During voting, managing elections entails the Election Day operations that facilitate voting and vote counting. This pillar seeks to address voter experiences before, during and immediately after voting. Deploying an efficient election operation at the different stages is just one way of enhancing voting experiences.

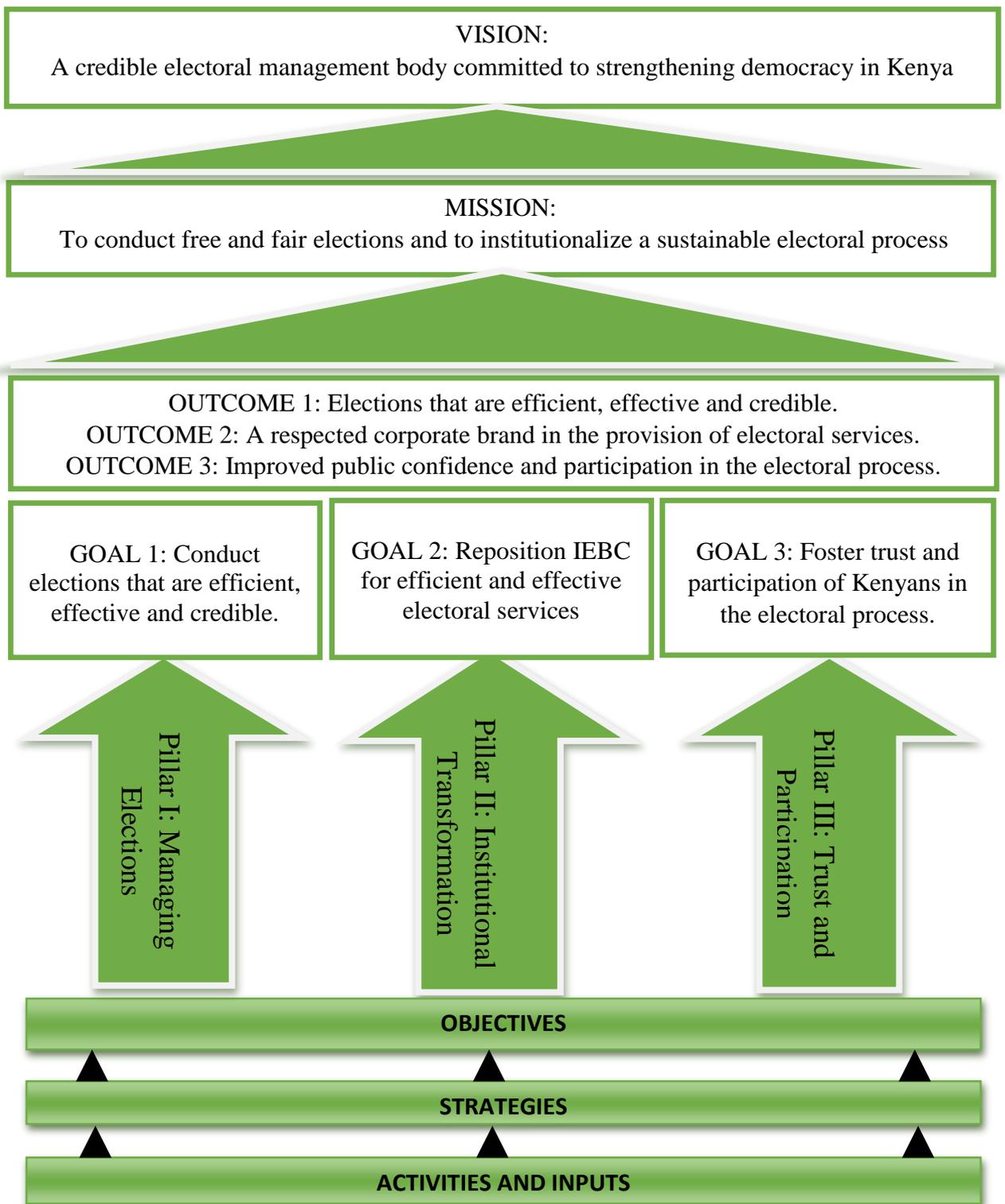


Figure 4: Vision, Mission, Outcomes, Goals and Pillars

- 4.6 **Pillar II: Institutional Transformation:** IEBC, as an institution, is still in transition despite the fact that it was able to run a referendum in 2010 and elections in 2013. Organizations that remain institutionally weak because of unresponsive operational systems, weak structures, and staffing challenges are unlikely to be effective and efficient in the way they deliver their respective mandates. Under this pillar, the Commission will pay attention to internally driven institutional reforms including

innovation in business processes, staff capacity, financial management and change management with emphasis on performance management culture. The aim is to build a respectable and sustainable institutional brand in elections management.

- 4.7 **Pillar III: Trust and Participation:** Managing the electoral process entails cultivating and meeting expectations of different stakeholders in the political space. Most important are the electorate and political parties. The electorate must be facilitated to participate in the electoral process as voters while political parties must offer candidates to contest in elections. The legitimacy of the electoral process and its outcome must be anchored in high levels of trust in the institution managing elections and the process itself. This calls for proactive collaboration, awareness creation and greater openness by the Commission. Voter education programmes and constructive dialogue among these stakeholders are expected to nurture atmosphere of trust and participation in the electoral process. In the end, the proactive participation of political parties, government agencies and non-state actors is vital in the process of democratic consolidation.

TABLE 4: SUMMARY OF STRATEGIC OBJECTIVES, RESULTS AND STRATEGIC INITIATIVES

PILLAR I: MANAGING ELECTIONS		
GOAL 1: To conduct elections that are efficient, effective and credible.		
OUTCOME 1: Elections that are efficient, effective and credible		
Strategic Objectives	Strategic Results	Strategic Initiatives
1.1 Strengthen electoral legal framework and enforcement.	1.1.1 An enabling electoral legal framework. 1.1.2 Increased compliance with electoral laws.	1.1.1.1 Advocating for timely enactment of proposed amendments to the electoral legal framework. 1.1.1.2 Sensitizing the stakeholders and the general public on electoral laws. 1.1.1.3 Strengthening the dispute resolution mechanisms. 1.1.1.4 Enforcing compliance with electoral laws and regulations
1.2 Elections operations implemented for enhanced voter experience.	1.2.1 Enhanced voting experience and compliance.	1.2.1.1 Increasing the number of polling stations to enhance the convenience of voting. 1.2.1.2 Simplifying election procedures and processes. 1.2.1.3 Strengthening the candidate nomination process. 1.2.1.4 Establishing an Integrated Elections Logistics System. 1.2.1.5 Recruiting, training, deploying and retaining a professional cadre of poll staff. 1.2.1.6 Deploying appropriate ICT solutions in elections management. 1.2.1.7 Enhancing the efficiency of the results management system. 1.2.1.8 Providing adequate security during elections. 1.2.1.9 Providing timely and relevant information useful to election officials, voters and stakeholders.
1.3 Register eligible Kenyan citizens as voters.	1.3.1 Increased number of registered voters. 1.3.2 A comprehensive, accurate and updated Principal Register of Voters.	1.3.1.1 Addressing emerging issues on electoral boundaries. 1.3.1.2 Improving accessibility to voter registration services. 1.3.1.3 Undertaking continuous registration of eligible voters. 1.3.1.4 Conducting periodic mass voter registration campaigns. 1.3.1.5 Conducting targeted voter registration for special groups. 1.3.1.6 Conducting voter registration for Kenyans living outside the country. 1.3.1.7 Establishing linkages with other national population agencies. 1.3.1.8 Strengthening collaboration with other stakeholders on voter registration. 1.3.1.9 Availing the Principal Register of Voters for continuous public inspection, revision and updating.
1.4 Enhance compliance with the constitutional	1.4.1 Equity in representation in Parliament and County Assembly levels.	1.4.1.1 Addressing emerging issues on electoral boundaries before 2017 elections. 1.4.1.2 Enforcing compliance by political parties on party lists and quotas. 1.4.1.3 Undertaking preparatory work for subsequent boundary delimitation.

provisions on representation.		
PILLAR II: INSTITUTIONAL TRANSFORMATION		
GOAL 2: To re-position the IEBC for efficient and effective delivery of electoral services		
OUTCOME2: A respected corporate brand in the provision of electoral services.		
Strategic Objectives	Strategic Results	Strategic Initiatives
2.1 Enhance IEBC's human resource capacity.	2.1.1 A professional, competent and efficient workforce.	2.1.1.1 Recruiting and retaining a competent and professional cadre of staff. 2.1.1.2 Establishing a performance management system in IEBC's operations. 2.1.1.3 Building the capacities of the staff. 2.1.1.4 Implementing change management across IEBC.
2.2 Strengthen corporate governance and communication in IEBC.	2.2.1 Improved accountability and corporate image of the Commission.	2.2.1.1 Rationalizing the existing organizational structure and functions. 2.2.1.2 Strengthening monitoring and evaluation framework in programme implementation. 2.2.1.3 Building the capacities of commissioners and staff in corporate governance. 2.2.1.4 Strengthening assurance and risk management in IEBC's operations. 2.2.1.5 Managing the corporate image of the IEBC. 2.2.1.6 Ensuring compliance with statutory obligations and reporting timelines. 2.2.1.7 Strengthening the internal and external communication systems.
2.3 Re-engineer business processes across IEBC's operations.	2.3.1 Increased efficiency and productivity.	2.3.1.1 Establishing the requisite policies, procedures and operational manuals. 2.3.1.2 Undertaking a technical audit to establish the adequacy, availability and appropriateness of the technologies to IEBC's operations and electoral processes. 2.3.1.3 Applying appropriate ICT solutions to internal operations and electoral processes. 2.3.1.4 Establishing a comprehensive and integrated ICT system for managing elections. 2.3.1.5 Simulating the efficacy of existing technologies in the electoral processes. 2.3.1.6 Establishing an ICT laboratory for testing and certification of ICTs in elections.
2.4 Provide adequate office space and a conducive work environment.	2.4.1 A congenial work environment.	2.4.1.1 Acquiring office facilities for the IEBC headquarters. 2.4.1.2 Providing adequate and rationalized office facilities for IEBC field staff. 2.4.1.3 Providing adequate and appropriate working tools for staff. 2.4.1.4 Streamlining warehouse facilities at Headquarters and Regions.

2.5 Institutionalize learning and knowledge-based decision making in IEBC.	2.5.1 Improved quality of decisions made by IEBC.	2.5.1.1 Undertaking research and disseminating electoral information to stakeholders. 2.5.1.2 Establishing reliable library, archival services and open data system. 2.5.1.3 Establishing partnerships with learning institutions. 2.5.1.4 Strengthening local and international collaborations on best practices and information sharing in electoral management.
2.6 Establish a sustainable financial resource base.	2.6.1 Predictable, stable and optimally utilized financial resources.	2.6.1.1 Exercising prudent financial management. 2.6.1.2 Operationalizing the IEBC Fund. 2.6.1.3 Harnessing additional resources from non-state budgetary sources. 2.6.1.4 Transition to local sourcing of strategic materials.
PILLAR 3: TRUST AND PARTICIPATION		
GOAL 3: To foster the trust and participation of stakeholders in the electoral process.		
OUTCOME 3: Improved public confidence and participation in the electoral process.		
Strategic Objectives	Strategic Results	Strategic Initiatives
3.1 Empower Kenyans to effectively participate in the electoral process.	3.1.1 Enhanced participation by citizens including special groups in the electoral process.	3.1.1.1 Reviewing and implementing a relevant voter education curriculum including mainstreaming voter education in the national school curriculum. 3.1.1.2 Building the capacities of voter education providers. 3.1.1.3 Strengthening collaboration and partnerships in delivery of voter education. 3.1.1.4 Providing a framework for quality assurance in voter education. 3.1.1.5 Providing targeted voter education for special groups including Kenyan citizens living outside the country, PWDs, Youths, Women and Marginalized groups. 3.1.1.6 Mounting periodic voter education campaigns for voter registration, general elections and other electoral events.
3.2 Empowering political parties and independent candidates to effectively participate in the electoral process.	3.1.2 Supportive, accountable and compliant political parties and candidates.	3.2.1.1 Strengthening structures and mechanisms in IEBC for promotion of liaison with political parties. 3.2.1.2 Promoting cooperation with the office of the Registrar of Political Parties. 3.2.1.3 Creating awareness among political parties and independent candidates on legal requirements and obligations in the electoral process.
3.3 Establish strategic partnerships and collaboration with other stakeholders.	3.3.1 Consistent and long-term multi-stakeholder support to the electoral process.	3.3.1.1 Establishing structured mechanisms and processes for engagement with partners including with media, CSOs, FBOs, donors and ETAPs. 3.3.1.2 Strengthening collaboration with state agencies in the electoral processes. 3.3.1.3 Increasing access to information held by the Commission within the legal framework. 3.3.1.4 Strengthening the Commission's capacity to communicate with external actors.

TABLE 5: LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
MISSION: TO CONDUCT FREE AND FAIR ELECTIONS AND TO INSTITUTIONALIZE A SUSTAINABLE ELECTORAL PROCESS			
GOAL # I: TO CONDUCT ELECTIONS THAT ARE EFFICIENT, EFFECTIVE AND CREDIBLE.			
OUTCOME # 1: Elections that are efficient, effective and credible	<ol style="list-style-type: none"> 1. Elections observer verdict declaring the 2017 General Elections as free, fair and credible. 2. The 2017 General Elections conducted as per the laid down laws and timeframes. 3. 2017 elections budget variation (percentage) maintained within allowable legal limits of not more than 10% if at all. 4. Proportion of pre and post-elections disputes/ petitions reduced by 50%. 	<ol style="list-style-type: none"> 1.1 The Elections Monitoring Observers' Reports 1.2 The IEBC's General Elections Report, 2017. 1.3 The IEBC's Post- Election Evaluation Report, 2018 and audit reports. 1.4 The IEBC's Post- Election Evaluation Report, 2018 and Law Reports. 	<ul style="list-style-type: none"> • The National Treasury will provide adequate funding for the 2017 General Election within the planned timeframe. • Elections will be held in 2017.
Result # 1: An enabling legal framework for the effective management of the electoral process established.	<ol style="list-style-type: none"> 1. At least 90% of gaps identified in the electoral legal framework eliminated upon enactment of proposed amendments by December 2015. 2. 100% of reported cases of violation of the electoral code of conduct investigated and at least 80% effectively concluded on annual basis. 3. 100% of complaints filed and adjudicated through the Electoral Dispute Resolution Committee effectively concluded within timelines set by law. 4. At least 90% of the decisions by the IEBC Dispute Resolution Committee accepted by the complainants. 	<ol style="list-style-type: none"> 1.1 The published and gazetted Electoral Laws and Regulations. 1.2 The published and gazetted Electoral Laws and Regulations 1.3 The IEBC Monitoring Reports. 1.4 The IEBC Monitoring Reports and DRC decisions. 	<ul style="list-style-type: none"> • The external actors collaborating with IEBC in the Legal reform initiatives will play their respective roles effectively and timely. • Parliament will debate and pass the proposed legal changes.
Result # 2: Elections operations implemented as per the law for	<ol style="list-style-type: none"> 1. Number of polling stations rationalized by June 2016 to correspond to a maximum of 500 voters per polling station. 	<ol style="list-style-type: none"> 1.1 The IEBC monitoring reports and Observer reports 	<ul style="list-style-type: none"> • Political Parties and Independent Candidates will

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
enhanced voting experience.	2. 100% of polling units receive all polling materials on time and in adequate quantities before the elections.	1.1 The IEBC monitoring reports and Observer reports	<p>comply with the Code of Conduct.</p> <ul style="list-style-type: none"> • Temporary poll staff will remain to be professionals. • Other actors will collaborate with the Commission • Elections will be held on 8th August, 2017.
	3. Time taken to process a voter on Polling Day (identification-inking) maintained at not more than 7 minutes per voter.	1.2 The IEBC monitoring reports and Observer reports.	
	4. 100% polling stations are accessible by PWDs and other special needs groups.	1.3 The IEBC monitoring reports and Observer reports.	
	5. Election results collated, tallied and reported within legal timelines with 100% accuracy and audit trail.	1.4 The IEBC monitoring reports and Observer reports.	
	Result #3: Eligible Kenyan citizens registered as voters.	1. 87% (22.4 million of 25.7 potential voting population) of eligible voters (disaggregated by age, gender, country of residence) registered as voters by 2017.	
2. Principal Register of Voters certified in time and perceived by all stakeholders as credible by 2017.		1.2 Survey reports and Elections Observer reports.	
3. 100% registration centers reviewed by September 2015 to enhance accessibility to registration services.		1.3 IEBC monitoring reports.	
Result # 4: Equity in representation in Parliament and County Assemblies levels.	1. 100% of outstanding constituency and ward electoral boundary issues effectively addressed by 2017 General Elections.	1.1 IEBC monitoring reports and constituency and ward maps.	<ul style="list-style-type: none"> • Communities affected will support decisions made by the Commission. • Parliament will put in place mechanisms for solving County boundaries as per Article 188 of the Constitution.
	2. Post-election Party Lists disputes/petitions reduced by 50%.	1.2 Dispute Resolution Committee Decisions and Law Reports.	
	3. Preparatory report on post-2017 boundary delimitation for constituencies and wards completed and adopted by March 2018.	1.3 IEBC Plenary Minutes	
GOAL # II: THE IEBC REPOSITIONED FOR EFFICIENT AND EFFECTIVE DELIVERY OF ELECTORAL SERVICES.			

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
OUTCOME # 2: A respected corporate brand in the provision of electoral services.	1. IEBC rated as a model EMB in the African region by the year 2020.	1.1 Assessment reports by different electoral assistance providers.	<ul style="list-style-type: none"> Internally driven reforms will be supported throughout the planning cycle.
	2. IEBC among the top 3 public sector institutions in service delivery.	1.2 Survey reports.	
	3. Majority of Kenyans perceive IEBC as having gained a positive momentum.	1.3 Survey reports and commentaries.	
Result #1: The IEBC's Human Resource capacity built for improved delivery of electoral services.	1. IEBC staff complement recruited and retained starting December 2015.	1.1 The IEBC HR records.	<ul style="list-style-type: none"> The National Treasury will provide adequate funding for the Implementation of the Strategic Plan within the planned timeframe.
	2. Performance management system introduced by September 2015 and 100% of staff sign performance contracts on annual basis.	1.2 Staff performance contracts, Work plans and Appraisal reports.	
	3. At least 50% of IEBC staff taken through a change management programme on annual basis over a period of 4 years.	1.3 Management review reports.	
	4. Staff welfare schemes including Housing, Medical, Staff Insurance and Car Loan in place by March 2016.	1.4 Official IEBC documents on staff welfare schemes.	
	5. At least 30% of staff receive training once per year in a field relevant to their work.	1.5 Training reports by HR Directorate.	
Result #2: Corporate governance and communication strengthened in IEBC.	1. The IEBC's Organization Structure and functions rationalized by December, 2015.	1.1 The new IEBC organogram.	<ul style="list-style-type: none"> All historical audit queries will be addressed. Identified Stakeholders for CSR initiatives will collaborate.
	2. IEBC receives an 'UNQUALIFIED' audit findings on annual basis.	1.2 Audit reports by Auditor General, Internal Audit Review report and reports by other agencies.	
	3. 100% senior managers and commissioners trained on different aspects of corporate governance every year.	1.3 Training and bench-marking reports.	
	4. All statutory reports prepared and submitted not later than 3 months after close of the financial year.	1.4 Kenya Gazette, Parliamentary Hansard.	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	5. 50% increase in internal corporate communication across IEBC by December 2015.	1.5 Newsletters, field reports and minutes.	
	6. 75% of IEBC customers able to identify IEBC's brand.	1.6 Customer satisfaction survey.	
Result #3: IEBC's business processes re-engineered for increased efficiency and productivity.	1. 100% of draft and new policies, procedures and operational manuals finalized and adopted by February, 2016.	1 IEBC Policy documents and operational manuals; Plenary Minutes.	<ul style="list-style-type: none"> Adequate budget provided to acquire new ICT tools.
	2. 50% of IEBC internal business processes (finance, human resources, procurement, logistics and warehousing) automated by December, 2016.	1 Systems audit reports.	
	3. 100% of ICT infrastructure for elections operations (BVR, EVID, RTS, and Nomination System) confirmed to be fully functional at least 4 months before deployment in an electoral process.	2 ICT audit and testing reports,	
Result #4: Adequate office space and a conducive work environment for staff provided.	1. IEBC acquires own Headquarters office block by 2018.	1.1 Ownership documents.	<ul style="list-style-type: none"> Resources will be available.
	2. 100% of IEBC offices in the field rationalized and revamped to suit Commission and staff needs by June 2016.	1.2 IEBC's records on office infrastructure.	
	3. 100% availability of appropriate working tools (computers, telephone, transport facilities etc) for staff realized by June, 2016.	1.3 IEBC records on equipment and assets.	
	4. 100% of warehousing facilities at the Headquarters and the Regions rationalized by October, 2015.	1.4 Monitoring Report on the status of warehouse facilities.	
Result #5: Learning and knowledge-based decision making institutionalized.	1. Turnaround time to access IEBC generated data by both internal and external stakeholder reduced to not more than 3 days.	1.1 The Resource Center.	<ul style="list-style-type: none"> Resources will be available.
	2. At least 4 thematic electoral studies undertaken and disseminated annually.	1.2 Compendium on key research areas. And Research reports.	
	3. The National Elections Education Institute established by December 2016.	1.3 Founding documents of the Institute.	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	4. At least 20 knowledge-sharing local and international exchange programmes between IEBC and other actors organized per year.	1.4 Exchange programme reports.	
	5. An ICT Laboratory for testing and certification of ICTs in Elections established by December 2015.	1.5 The IEBC ICT Laboratory.	
Result #6: A sustainable financial resource base established (Predictable, stable and optimally utilized financial resources).	1. The Draft Policies and Procedures Financial Management reviewed and adopted by September, 2015.	1.1 Financial Policies and procedures manuals.	<ul style="list-style-type: none"> National Treasury will support the operationalization of the IEBC Fund. Donors are willing to support the electoral process in Kenya.
	2. 100% availability of cash through operationalizing the IEBC Fund by June 2016.	1.2 Communication from National Treasury.	
	3. At least 10% of 2017 General Elections budget financed from other sources.	1.3 Memorandum of Understanding (MoU) signed between IEBC/Treasury and donors; MoUs signed with other ETAPs.	
GOAL # III: TO FOSTER THE TRUST AND PARTICIPATION OF CITIZENS AND STAKEHOLDERS IN THE ELECTORAL PROCESS.			
OUTCOME # 3: Improved public confidence and participation in the electoral process.	1. At least 75% of Kenyans perceive the 2017 General Elections as free, fair and credible.	1.1 Survey reports.	<ul style="list-style-type: none"> National Treasury will provide adequate resources for voter education. Elections will be held in August 2017. IEBC will hold 2 mass voter registration exercise.
	2. At least 75% perceive the IEBC as an independent, impartial, and efficient electoral management body by 2017.	1.2 Survey reports.	
	3. Voter turnout maintained at a minimum of 80% in the 2017 General Elections.	1.3 The IEBC's General Elections Report, 2017.	
	4. Proportion of invalid ballots reduced to 0.40% in the 2017 General Elections.	1.4 The IEBC's General Elections Report, 2017	
	5. At least additional 8 million eligible voters turn out to register as voters by 2017.	1.5 Principal Register of Voters at close of registration.	
Result #1: Kenyans empowered to effectively participate in the electoral	1. At least 20 million Kenyans directly or indirectly reached with voter education information undertaken by IEBC or partners prior to a major electoral event.	1.1 IEBC monitoring reports; media monitoring reports; reports from implementing partners.	<ul style="list-style-type: none"> The Voter Education Providers willing to

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS	
process through voter education.	2. IEBC voter education programme implemented in all the 47 counties either directly or indirectly through partners commencing December 2015.	1.2 IEBC monitoring reports; media monitoring reports; reports from implementing partners.	<p>participate in provision of voter education.</p> <ul style="list-style-type: none"> • Education Authorities including the Ministry of Education, TSC, KICD and Learning Institutions ready to collaborate with IEBC in integration of Voter Education Curriculum in their programmes. • Political parties will collaborate with IEBC. • Partners and stakeholders are ready to collaborate with IEBC in implementing the Strategic Plan. 	
	3. 1000 schools facilitated to incorporate voter education in the school curriculum by 2018.	1.3 Reports by implementing partners; IEBC monitoring reports; Ministry of Education reports.		
	4. 300 participants receive certification on elections management from the National Elections Institute annually commencing January 2017.	1.4 Reports from the Institute.		
	Result #2: Political parties and independent candidates empowered to effectively participate in the electoral process.	1. Over 90% political parties and independent candidates participating in elections are compliant with legal requirements in the first instance.		1.1 IEBC monitoring reports.
2. Framework for collaboration with ORPP and political parties in place by December 2015.		1.2 Minutes of the meetings.		
3. Quarterly dialogue forums between IEBC, ORPP and political parties held.		1.3 Minutes and records of meetings.		
4. All chief agents nominated by political parties effectively trained to perform their functions during elections.		1.4 IEBC monitoring.		
Result #3: Strategic partnerships and collaboration with stakeholders in the electoral process established.	1. A policy framework on partnership with different stakeholders established by December 2015.	1.1 The policy framework document.		
	2. All applicants for position of domestic and international observer status accredited by IEBC within the stipulated timeframe.	1.2 Accreditation records.		
	3. Quarterly forums on electoral issues involving the media, Electoral Assistance Providers, CSOs, security organs and other relevant Government Departments held.	1.3 Press releases and minutes.		
	4. At least 10 partnership memoranda between IEBC and non-state actors for financial and in-kind contributions signed by December 2016.	1.4 Signed MoUs.		

CHAPTER FIVE

5.0 THE MONITORING FRAMEWORK

Introduction

- 5.1 This Plan will be implemented within the organizational structure of the IEBC with every functional unit developing its Plans of Operation with detailed activities for implementation. Every functional unit will be expected to provide regular progress reports on implementation against established deliverables and timelines.
- 5.2 Monitoring progress and evaluating results are key management function which must be undertaken. Under this Strategic Plan, performance monitoring will be undertaken as an on-going process that will enable the management to assess whether activities are being implemented as planned. The monitoring framework will therefore be the basis for tracking performance.

The Monitoring Framework

- 5.3 The monitoring framework contains the results to be monitored, the key indicators selected to track performance and the baseline data which describes the current status of each indicator. The framework also provides the target established for attainment under each indicator and the critical information to be collected to describe the change in the status of the indicator. It also provides the frequency of collecting information and reporting on the indicators. Lastly, the persons responsible for monitoring and the resources needed are identified.
- 5.4 The monitoring plan will establish the means of providing critical information around the key indicators selected. It is expected that staff will provide periodic monitoring reports that will be used for decision making and to steer the implementation of the Strategic Plan. The Plan is, therefore, a management tool for systematically reviewing progress, trouble-shooting problems during implementation.
- 5.5 Under this Strategic Plan, quarterly programme meetings will be held to monitor implementation. To facilitate the process, the Directorate of Research and Development will have responsibility to prepare quarterly progress reports of the Strategic Plan. This will be collated from the monitoring reports of the respective functional units including those from the Regions. The quarterly programme performance reports will be submitted to the Commission for deliberation. Subsequently, these reports will be posted on the IEBC website and information shared with stakeholders through IEBC's periodic newsletter.
- 5.6 Other key areas of reporting include the mandatory monthly financial reports to be submitted to Treasury. A quarterly financial report to the Commission will also be part of this reporting. It is also planned that a Mid-term Review of this Strategic Plan be conducted soon after the 2017 general elections. The quarterly monitoring reports will form the basis of the mid-term evaluation. The monitoring framework is presented in Table 5.

- 5.7 In order to strengthen the quality of results being tracked, the Monitoring framework will be reviewed on a periodic basis. This will enable the Commission adjust interventions where need be and communicated effectively with other stakeholders.

TABLE 6: THE MONITORING FRAMEWORK

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #1: An enabling legal framework for the effective management of the electoral process established.	1.1 All Electoral Laws reviewed and harmonized by August 2015.	1.1.1 Gaps in the existing electoral Laws. 1.1.2 Lack of Regulations to manage some important electoral processes.	1.1.1 Harmonized electoral Laws devoid of gaps by December 2015. 1.1.2 Legal Regulations established by December, 2015.	1.1.1 Progress on the drafting of the Proposed Laws and Regulations. 1.1.2 Progress on the movement of the draft Laws and Regulations through the mandatory steps and stages including Parliament. 1.1.3 Progress on the finalization until gazettelement of the Laws.	Director Legal and Public Affairs	Normal
	1.2 The percentage reduction in reported cases of electoral offences by Political Parties, Candidates and other Stakeholders.	1.2 A total of 54 Cases investigated and prosecuted in 2013/14.	1.2 A 50% reduction in reported cases related to electoral offences.	1.2.1 The number of election offences committed. 1.2.2 The nature of election offences. 1.2.3 The location and frequency of occurrence. 1.2.4 Status in prosecution of the electoral offences.	Director Legal and Public Affairs	Cost of data collection, prosecution and witness costs.
Result #2. Elections managed in accordance with the Law.	2.1. An Integrated Elections Logistics System established by September, 2015.	2.1 An ad hoc Logistics System.	2.1 An Integrated Elections Logistics System operational by September, 2015.	2.1 Progress on the concept, design and operationalization of the Logistics System.	DCS Operations	Cost of consultancy services.
	2.2 An Audit of the existing electoral technologies in IEBC completed and their readiness to support elections established by December, 2015.	2.2 The adequacy, serviceability and readiness of the BVR, EVID, RTS and GIS technologies for	2.2 A technical audit report on the adequacy and availability of the ICT technologies to	2.2.1 Number of serviceable BVR, EVIDs, RTS and GIS equipment. 2.2.2 Serviceability and capacity of servers.	Director ICT	Cost of consultancy services.

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
		elections not ascertained.	support elections by December, 2015.	2.2.3 Ownership rights and access to the technologies. 2.2.4 Additional requirements if any. 2.2.5 Status of the process of development of the RTS system.		
	2.3 Relevant electoral information useful to Election Officials published and disseminated continuously over the Plan period.	2.3 Information on eligible voters per constituency available to the RECs and CECs.	2.3 Updated information on Voter education, registration, electoral Laws and Regulations, electoral technologies, and changes in policy availed to poll officials on a continuous basis.	2.3.1 Progress on availability of electoral information and types of materials. 2.3.2 Channels used for dissemination. 2.3.3 Recipients of the information. 2.3.4 Feedback on the relevance of the information.	DCS Operations	Dissemination costs.
Result #3: Kenyans empowered to effectively participate in the electoral process through voter education.	3.1 At least two periodic voter education campaigns conducted by June 2017, one in each Financial Year.	3.1.1 A periodic voter education campaign conducted in May, 2015. 3.1.2 A continuous voter education programme.	3.1 At least two episodes of periodic voter education campaigns conducted throughout the country in 2016 and 2017.	3.1.1 Performance under the previous campaigns. 3.1.2 Progress in the outcomes in terms of registration, level of awareness of electoral matters. 3.1.3 Costs associated with the campaigns.	Director Voter Education and Partnerships	Survey costs.
	3.2 The existing Voter Education Curriculum reviewed and implemented to make it responsive to the needs of	3.2.1 Gaps existing in the current Voter Education Curriculum. 3.2.2 Current curriculum not	3.2 A revised and responsive Voter Education Curriculum by December, 2015.	3.2.1 Status of the Voter Education Curriculum review process. 3.2.2 The gaps addressed in the Curriculum.	Director Voter Education and Partnerships	Normal.

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
	the voters by December, 2015.	responsive to the needs of all the electorates.		3.2.3 Response to the needs of the special groups. 3.2.4 Proposed implementation Plan.		
	3.3. The Voter Education Curriculum support materials developed, published and disseminated by December, 2015.	3.3 Existing Curriculum support materials tailored to the current Voter education Curriculum.	3.3 New Voter Education Curriculum support materials developed, published and disseminated by December, 2015.	3.3.1 Type of Curriculum support materials. 3.3.2 Progress on development, publication and dissemination.	Director Voter Education and Partnerships	Normal.
Result #4: Eligible Kenyan citizens registered as voters and a complete, accurate and current register of voters maintained.	4.1. The percentage increase in the number of eligible voters registered by 2017.	4.1 Total number of registered voters in 2013 was 14.3 Million or 65.9% of the eligible persons.	4.1 Total number of registered voters by 2017 at 22.4 million or 87% of eligible Kenyans.	4.1.1 Number of ID cards issued. 4.1.2 Changes in the voting population structure. 4.1.3 Progress in continuous and periodic voter registration. 4.1.4 Challenges to voter registration on the ground.	Director Voter Registration and Electoral Operations.	Normal.
	4.2 The Principal Register of Voters completed and certified by April, 2017.	4.2 Gaps existing in the current Principal Register.	4.2 A complete and accurate voter's register by April, 2017.	4.2.1 Record of new enrolments. 4.2.2 Number of deceased voters deleted from the register. 4.2.3 Records of voters transferred to new polling stations.	Director Voter Registration and Electoral Operations.	Normal
Result #5: Equity in representation and participation in the	5.1. The distribution of registration/polling stations reviewed to enhance the convenience	5.1 A total of 24,614 registration centres were established for the 2013 General Elections.	5.1 A total of 44,000 polling stations by 2017.	5.1.1 -Status of GPS coordinates of polling centers collected. 5.1.2 Status of development of maps showing	Director Voter Registration and Electoral Operations.	Normal.

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
electoral process enhanced.	of registration and voting by June 2016.	5.2 The current polling station carries an average of 800 voters.		distribution of registration/polling stations.		
Result #6: ICT strengthened in IEBC's operations and electoral processes.	6.1 A technical audit to establish the adequacy, availability and appropriateness of existing technologies in IEBC for operations and electoral processes completed by December, 2015.	6.1 No audit conducted.	6.1 A technical audit of all existing technologies in IEBC by December, 2015.	6.1.1 Progress on the audit. 6.1.2 The adequacy and appropriateness of existing technologies. 6.1.3 The existing ICT capacities in IEBC.	Director ICT	Cost of consultancy services.
	6.2 A seamless and comprehensive integrated ICT system for operations and management of elections installed and tested by June, 2016.	6.2.1 The existing technologies are not integrated. 6.2.2 ICT solutions for support services are lacking in key areas of operation.	6.2 An integrated ICT system for operations and management of elections.	6.2.1 Type of solutions and for which areas. 6.2.2 Progress on integration.	Director ICT	Cost of consultancy services and bench marking visits.
Result #7: The IEBC's Human Resource capacity built for improved delivery of electoral services.	7.1 A performance management system encompassing performance contracting and performance appraisal developed and established by August, 2015.	7.1 A weak performance management system with staff appraisal prone to subjective assessments.	7.1 A comprehensive performance management system comprising of performance contracting, performance appraisal and rating.	7.1 Progress on establishment of performance contracts for staff and performance appraisal system.	Director Human Resource and Administration	Cost of consultancy services.
	7.2 Staff roles and responsibilities clearly outlined by December, 201	7.2 Unclear staff roles and responsibilities.	7.2.1 Clearly defined job descriptions for staff. 7.2.2 Schemes of service	7.2 Progress on development of job descriptions and schemes of service.	Director Human Resource and Administration	Cost of consultancy services.

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
	7.3 Adequate and competent staff complements recruited and retained to deliver the IEBC mandate.	7.3.1 A total of 856 staff in the Establishment. 7.3.2 Gaps exist in some areas of specialization.	7.3 Full complement of staff with the requisite skills.	7.3.1 Job descriptions, job specifications and cadres 7.3.2 Progress on recruitment process. 7.3.3 Information where gaps in staffing exist.	DCS Support Services	Normal.
Result #8: Corporate governance strengthened.	8.1 The effective implementation of IEBC's Strategic Plan 2015-2020 achieved.	8.1.1 Significant achievements made under the previous Strategic Plan 2011-2017. 8.1.2 The gaps identified in implementation.	8.1 Enhanced implementation of the Strategic plan 2015-2020.	8.1.1 Level of attainment of set objectives. 8.1.2 Rate of resource absorption by the various programme components. 8.1.3 Monitoring reports on successes and challenges in implementation. 8.1.4 Proposed changes in strategy.	Director Research and Development	Cost of Surveys.
	8.2 A capacity building Plan for Commissioners and staff on corporate governance developed by December, 2015 and implemented over the Plan period.	8.2 Not all Commissioners and staff have been inducted in corporate governance.	8.2 All Commissioners and management staff inducted on corporate governance.	8.2 Progress on the implementation of the capacity building programme on corporate governance.	Director Human Resource and Administration	Normal.
	8.3 IEBC's internal and external communication systems including WAN, LAN, Website and Social media strengthened.	8.3 Gaps existing in internal and external communication.	8.3 Internal and external communication strengthened over the Plan period.	8.3.1 Information on gaps in communication 8.3.2 Plan for improving the communication systems in IEBC. 8.3.3 Progress on implementation of the proposed Plan.	Director ICT	Cost of consultancy services.

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
	<p>8.4.1 A risk-based Annual Internal Audit Plan developed and implemented.</p> <p>8.4.2 Quarterly progress reports on risk management developed.</p> <p>8.4.3 The effectiveness on Internal Audit reviewed annually.</p> <p>8.4.4 The IEBC Risk Register reviewed quarterly.</p>	8.4.1 Non-existent Internal Audit Plan.	<p>8.4.1 Internal Audit Plan developed.</p> <p>8.4.2 Risk Register reviewed.</p>	<p>8.4.1A Plan for implementing a risk-based internal audit.</p> <p>8.4.2 Update on review of the IEBC Risk Register.</p>	Director Risk and Compliance	
Result #9 IEBC's business processes re-engineered for efficient service delivery.	9.1 Policies, procedures and operational manuals developed and established by December, 2015.	9.1 Policies, procedures and manuals lacking in key areas of operation.	9.1 Policies, procedures and operation manuals developed.	9.1 Progress on development of policies and operation manuals.	DCS Support Services	Normal
	9.2 IEBC's business processes automated by June, 2016.	9.2 Not all business processes are automated.	9.2 ERP installed and operationalized.	9.2 Progress on installation and implementation.	Director ICT	Normal
Result #10 Adequate office space and a conducive work environment for staff provided.	10.1 Own Office facilities for the IEBC Headquarters and Field acquired by 2020.	10.1 Commission offices-leased 227, owned 29 and 51 Government owned.	10.1 One Headquarter and 47 County offices.	10.1 Periodic progress reports on acquisition of own office space.	DCS Support Services	Normal
	10.2 Appropriate working tools for staff provided by June, 2016.	10.2 Inadequacies in working tools.	10.2 Adequate and appropriate working tools.	10.2 Periodic reports on the status of tooling of staff.	Director Human Resource and Administration	Normal
	10.3 Warehousing facilities at the Headquarters and the Regions rationalized by October, 2015.	10.3 61 leased Warehouses.	10.3 48 warehouses one in each county with the national warehouse at the Headquarters.	10.3 Periodic progress reports on acquisition of own Warehouses.	DCS Support Services	Normal

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #11 Learning and knowledge-based decision making institutionalized in IEBC operations.	11.1 A Resource Center incorporating the Commission's Library and archives established by December, 2015.	11.1 A modestly equipped library.	11.1 A model resource center fully automated and stocked.	11.1 Periodic progress reports on the establishment of the resource center.	Director Research and Development	Normal
	11.2 Commission's Research Plan developed by September, 2015 and implemented over the Plan period.	11.2 Research activities ongoing albeit not within a structured programme.	11.2 A structured Research Plan addressing all key areas relevant to the electoral process.	11.2.1 Areas of Research 11.2.2 Timing of the Research Studies 11.2.3 Expected outputs.	Director Research and Development	Normal
	11.3 A programme on collaborations on best practices and information sharing developed and implemented by October, 2015.	11.3 Activities in benchmarking managed on ad hoc basis.	11.3 A structured benchmarking programme.	11.3.1 Areas of cooperation and benchmarking. 11.3.2 Collaborating Institutions. 11.3.3 Reports on benchmarking. 11.3.4 Progress on implementation of best practices.	Director Research and Development	Normal
	11.4 An ICT Laboratory for testing and certification of ICTs in Elections established.	11.4 No ICT laboratory existing.	11.4 An ICT Laboratory.	11.4 Progress on the establishment of the ICT laboratory.	Director ICT	Costs of consultancy services.
Result #12 A sustainable financial resource base established.	12.1 Policies and procedures for prudent financial management developed and implemented by December, 2015.	12.1 Gaps in Policy frameworks.	12.1 Comprehensive policy frameworks and operational guidelines.	12.1 Progress reports on development of the various policy frameworks.	DCS Support Services	
	12.2 The IEBC Fund established.	12.2 No Fund existing.	12.2.1 An established and operational Fund. 12.2.2 An operational Fund Account.	12.2 Progress report on establishing IEBC Fund.	DCS Support Services	

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
	12.3 A programme for mobilizing budgetary resources from non-state partners for electoral activities developed and implemented by December, 2015.	12.3 No programme for mobilizing resources in place.	12.3 Resource mobilization Plan developed.	12.3 Updates on resource mobilization.	DCS Support Services	
Result #13: Collaboration with Political Parties and Candidates for their participation in the electoral process strengthened.	13.1. A programme for building the capacities of Political Party structures developed by December, 2015 and implemented over the Plan period.	13.1 A capacity building programme not established.	13.1 A capacity building programme for political parties established by December, 2015.	13.1.1 Training needs assessment for Political parties. 13.1.2 Progress in development of training programme. 13.1.3 Party structures participating in the programme.	Director Legal and Public Affairs	TNA Survey Costs.
	13.2 Modalities for consultation and working collaboratively with Political Parties to further strengthen the electoral processes especially in voter education and voter registration developed by September, 2015.	13.2 Modalities for consultation and collaboration with Political Parties are weak.	13.2 Formal programme of collaboration to be established by September, 2015.	13.2.1 Definition and content of the joint programme. 13.2.2 Modalities for collaboration. 13.2.3 Responsibilities and obligations of the Political parties and IEBC. 13.2.4 Progress and challenges on implementation of the joint programme.	Director Voter Education and Partnerships	Normal

RESULTS	PERFORMANCE INDICATORS	BASELINE DATA	TARGET	INFORMATION TYPE	RESPONSIBLE PERSON	RESOURCE REQUIREMENT
Result #14: Strategic partnerships, collaboration and networking with Stakeholders in the electoral process established.	<p>14.1 Mechanisms for strengthening linkages with Government ministries and departments; and state agencies in the electoral process established by September, 2015.</p> <p>14.2 Collaboration mechanism of non-state actors, and political parties established</p>	14.1 No formal mechanisms for collaboration with Government Ministries and Agencies exist.	14.1 Formal mechanisms for collaboration by September, 2015.	<p>14.1.1 Key Ministries and Departments.</p> <p>14.1.2 Areas of collaboration.</p>	DCS Support Services	Normal.

CHAPTER SIX

6.0 RISKS AND MITIGATION

Risk identification and management is a key pillar of corporate governance. The purpose of strengthening risk management in IEBC is to identify the risk factors and to link them to the implementation of the Commission’s Strategic Plan. Table 7 presents a summary of the types of risks likely to be faced by IEBC while implementing this Strategic Plan.

TABLE 7: SUMMARY OF RISK ANALYSIS

Risk Domain	Type of Risk	Probability (Low, Medium, High)	Mitigation
Financial	Inadequate budgetary provisions for electoral activities.	Medium	<ul style="list-style-type: none"> – Establish the IEBC Fund. – Lobby Parliament and Treasury for the financing of all planned electoral activities. – Lobby Development Partners for increased funding.
	Delays in budgetary approvals and disbursement of funds.	High	<ul style="list-style-type: none"> – Early preparation of the IEBC budget in synchrony with the Treasury Budgetary Cycle. – Lobby Treasury for timely release of funds in line with IEBC plans.
Reputational	Negative publicity	High	<ul style="list-style-type: none"> – Sharing information with the Media and the public on important electoral issues and events.
	Reduced public trust	Medium	<ul style="list-style-type: none"> – Establishing communication platforms that enhance openness.
	Overreliance on private sector driven media for communication	High	<ul style="list-style-type: none"> – Equitably sharing information with all media houses – Establishing platforms for engagement and sharing with media. – Lobbying the media houses to rationalize their charges for IEBC’s programme activities.
Strategic	Delayed enactment of electoral laws.	Medium	<ul style="list-style-type: none"> – Lobby Parliament for timely enactment of electoral laws. – Engage political parties on major legal reforms through consultative meetings.
	Unpredictable political developments	High	<ul style="list-style-type: none"> – Have a contingency plan to respond to immediate needs.
	Misinformation of voters through inappropriate voter education messages by external providers.	High	<ul style="list-style-type: none"> – Provide a standard voter education curriculum. – Training and regulating the Voter Education Providers

Risk Domain	Type of Risk	Probability (Low, Medium, High)	Mitigation
	Lack of proper nomination procedures and systems for candidates.	Medium	– Enhance and enforce the procedures for nomination.
	Delayed funding for procurement of strategic and non-strategic election materials.	High	– Lobby Treasury for timely release of funds in line with IEBC plans.
	Insecurity during elections	High	– Enforcement of the code of conduct. – Educating the public and candidates on their roles and responsibilities.
	Parallel transmission of unofficial election results	High	– Enter into MOUs on procedures for management of election results with the media, political parties and observer groups.
	Rejection of election results	High	– Educate the public and candidates on their roles and responsibilities in response to declared election results. – Ensure the accuracy and transparency in election results.
Technological	Unauthorized access to ICT systems.	Low	– Secure and test the ICT systems.
	Unreliability of third party platforms.	High	– Specify and agree with service providers on expected standards of service performance.
	Malfunctioning of ICT equipment	Medium	– Constantly testing and upgrading ICT systems and equipment.
Human resource	High attrition of skilled staff towards election	Medium	– Improve staff welfare and security. – Improve career progression and growth opportunities for staff. – Build capacities of staff to professionalize them
	Poorly remunerated temporary poll officials	High	– Improve the terms of service for temporary poll staff including providing insurance cover.

CHAPTER SEVEN

7.0 BUDGET SUMMARY

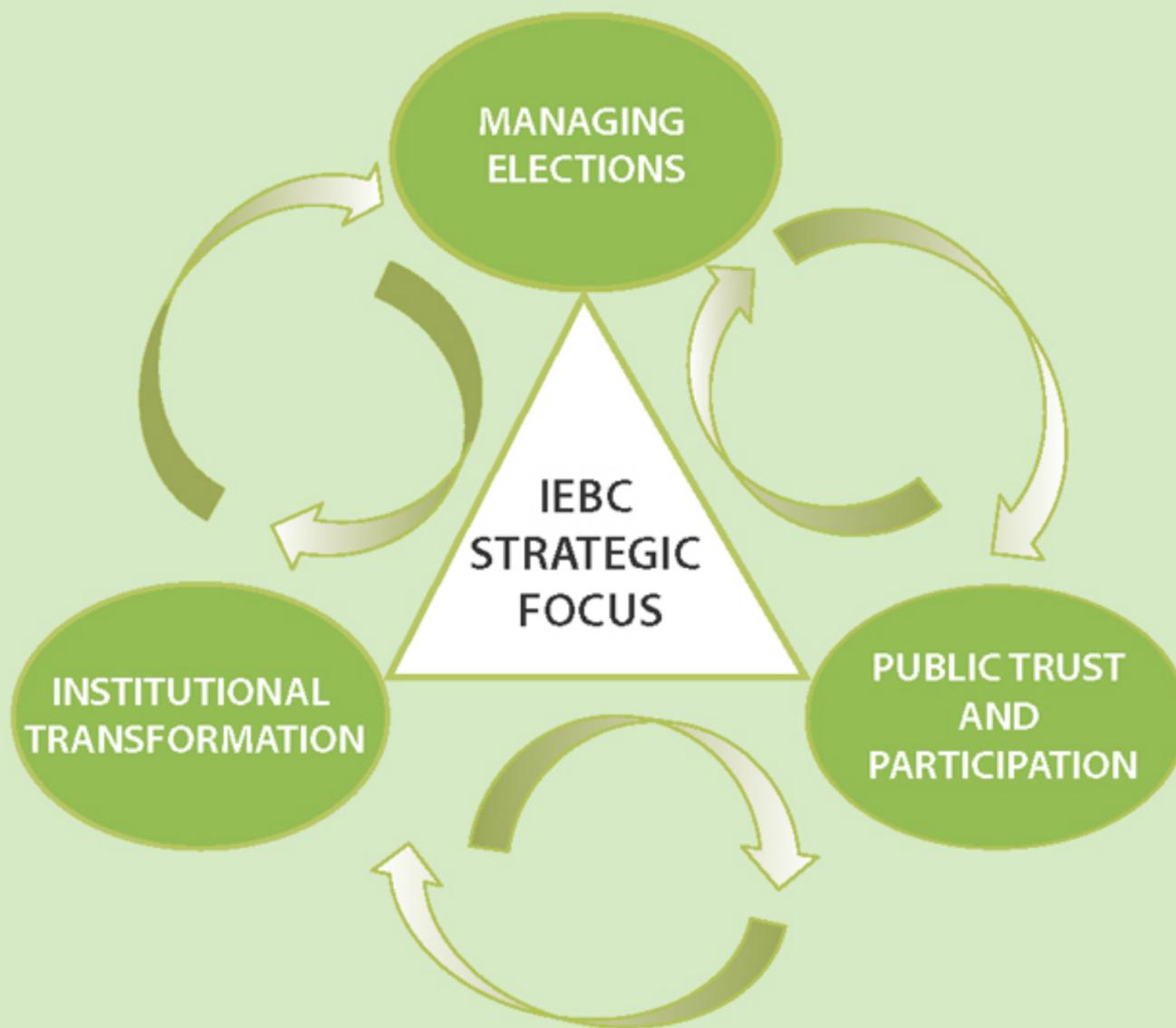
The Commission relies on Government of Kenya for funding; with less than 10% of the total financial requirement coming from development partners. The budget summary shown in Table 8 reflects the total funding requirement by the IEBC over the next five years of its development programme. The budget has been developed within the principles of the Medium Term Expenditure Framework of the National Treasury employing the programme-based costing approach.

TABLE 7: IEBC SUMMARY BUDGET - 2015/2016 - 2019/2020

SUMMARY OF BUDGET BY GOALS	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
	2015/16	2016/17	2017/18	2018/19	2019/20	
	Amount in Millions (Kshs)					
INFLOWS						
Government Funding	9,338	19,197	13,965	4,610	4,628	51,739
Donors Funding (10% of Programme budget)	704	1,751	1,172	137	124	3,889
TOTAL INFLOWS	10,043	20,947	15,138	4,747	4,752	55,627
OUTFLOWS						
Programme						
Outcome 1: Elections that are efficient, effective and credible	1,813	9,743	9,906	37	39	21,538
Outcome 2: Respected corporate brand in the provision of electoral services	4,493	6,831	1,714	1,269	1,136	15,443
Outcome 3: Improved public confidence and participation in the electoral process	738	935	101	62	67	1,904
Programme Total	7,045	17,509	11,722	1,367	1,242	38,885
Recurrent Budget	2,998	3,438	3,416	3,380	3,510	16,742
Grand Total	10,043	20,947	15,138	4,747	4,752	55,627

SUMMARY OF BUDGET BY OUTCOME AND RESULT AREAS		Year 1	Year 2	Year 3	Year 4	Year 5	Total	
OUTCOME	RESULT AREA	2015/16	2016/17	2017/18	2018/19	2019/20		
		Amounts in '000,000'						
Elections that are efficient, effective and credible	An enabling legal framework for the effective management of the electoral process established.	439	885	1,162	10	10	21,538	
	Elections operations implemented as per the law for enhanced voting experience.	-	7,462	7,595	-	-		
	Eligible Kenyan citizens registered as voters and a complete, accurate and current register of voters maintained.	1,374	1,397	1,149	26	29		
Respected corporate brand in the provision of electoral services	The IEBC's Human Resource capacity built for improved delivery of electoral services.	355	1,640	93	286	188	15,443	
	Corporate governance strengthened in IEBC.	10	183	208	31	81		
	IEBC's business processes re-engineered for efficient service delivery.	3,944	4,265	720	729	638		
	Adequate office space and a conducive work environment for staff provided.	101	673	622	135	148		
	Learning and knowledge-based decision making institutionalized in IEBC operations.	24	12	13	30	23		
	A sustainable financial resource base established.	58	58	58	58	58		
Improved public confidence and	Kenyans empowered to effectively participate in the electoral process through voter education.	647	838	100	61	66	192	

participation in the electoral process	Collaboration with Political Parties and Candidates for their participation in the electoral process strengthened.	91	94	0.3	0.3	0.3	
	Strategic partnerships and collaboration with stakeholders in the electoral process established.	0.6	3.4	0.7	0.8	0.9	
TOTAL OUTCOME COST		7,045	17,509	11,722	1,367	1,242	38,885
<i>Recurrent Expenditure</i>		<i>2,998</i>	<i>3,438</i>	<i>3,416</i>	<i>3,380</i>	<i>3,510</i>	<i>16,742</i>
TOTAL BUDGET		10,043	20,947	15,138	4,747	4,752	55,627



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