

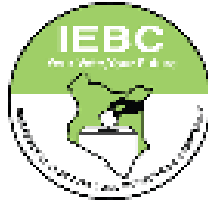


Independent Electoral and Boundaries Commission (IEBC)

ELECTION OPERATION PLAN

2021





INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION

Elections Operations Plan (EOP)

Your Vote, Your Future

VISION

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

MISSION

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

CORE VALUES

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

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LIST OF ABBREVIATIONS

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

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

CHAIRPERSON'S FOREWORD

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

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

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

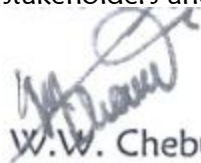
This EOP is an operationalization document for the Commission's Strategic Plan 2020-2024. The plan is a key navigation instrument to steer the development and execution of key electoral activities for the 2022 General Elections-

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

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

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

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



W.W. Chebukati

Chairman of the Commission.

THE COMMISSION SECRETARY'S OVERVIEW

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

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

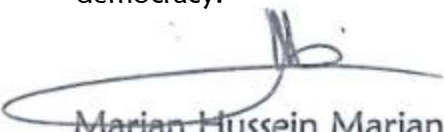
As part of the forward looking approach in the conduct and management of elections, the Commission developed its 2020-2024 Strategic Plan, a document that steers the Commission's strategic direction for the next five years. The Plan realigns all Commission operations to ensure seamless implementation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

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

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

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

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



Marjan Hussein Marjan

Ag. Commission Secretary/Chief Executive Officer.

CHAPTER ONE: BACKGROUND

1.0 INTRODUCTION

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

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

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

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

1.1 COMMISSION MANDATE

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

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

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

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

1.2 COMMISSION'S STRATEGIC PRIORITIES

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

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

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

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

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

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

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

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

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

CHAPTER TWO: SCOPE OF THE ELECTION OPERATION PLAN

2.0 INTRODUCTION

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

2.1 PURPOSE OF EOP

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

2.2 OBJECTIVES

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

2.3 METHODOLOGY

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

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

2.4 STRUCTURE OF EOP

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

2.5 KEY ACHIEVEMENTS

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

2.5.1 Successes from the previous electoral cycle

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

1. Development and enactment of new laws and regulations aimed at improving the electoral environment. These are: Elections (Technology) Regulations, 2017; Election

(Voter Education) Regulations, 2017; Elections (Party Primaries and Party Lists) Regulations, 2017; the Draft Election Campaign Financing Regulations, 2016.

2. Review of existing laws namely; Elections Act, 2011; Election (Voter Registration) Regulations, 2012; and Election (General) Regulations, 2012.
3. Increase in number of voters in the register of voters - Increase in number of registered voters from 14.3 million in 2013 to 19.6 million in 2017. This number included the registered citizens residing outside Kenya initially within East Africa and later progressed to include South Africa (from 2,637 to 4,224) and registration of prisoners (5,528 from 103 prisons).
4. Audited Register of Voters - The Commission engaged the services of an Audit Firm to verify the accuracy of the register of voters prior to the 2017 General Election.
5. Developed and deployed an electronic system on accreditation and management of observers at both National and Local level.
6. Deployment of an integrated electoral system including the upgrading of the Database Management System; Converging of ICT infrastructure for high availability and scalability, training and support benefits through sourcing of Servers, Storage and Data Centre Collocation Facility; Expansion of the Wide Area Network (WAN) Connectivity to the 290 Constituency offices; Engagement of the three main Mobile network service providers in the country for Results Transmission; and establishment of a Security Operations Centre (SOC) for monitoring security threats on the election infrastructure on a 24 hour basis.
7. Capping of voters per polling station to 700. This improved efficiency in the voting process in the 40,883 polling stations across the country.
8. Improved training of election officials facilitated through the review of voter registration and election training manuals as well as the adoption of an enhanced cascaded training module. This was implemented through needs assessment, training plans, and localized training strategies to address regional disparities.
9. Improved and efficient distribution of election materials through development of a logistic plan including outsourcing of logistical services.
10. Determination of 373 pre-election disputes (350 arising from registration of candidates for election, 23 emanating from party list nominations). Additionally, 71 cases arising from breaches of the Electoral Code of Conduct were heard and determined.
11. Developed guidelines for: Party nominations and nomination rules; Review of Political Parties' Constitutions. Sensitized all Political Party Secretary Generals and Party National Election Boards (NEBs) on election related processes, election dispute resolution and preparation of Party Lists for nomination of special interest groups.
12. Enhanced Voter Education: this included developing of Voter Education curriculum for Primary and Secondary Schools; increased accreditation of voter education providers in consultation with government agencies, religious community, civil societies and

community based organizations for voter/civic mobilization; and implementation of targeted voter education approaches. Voter education for Kenyan's citizens leaving outside the country.

13. Improved consultation and participation of stakeholders as well as partners in the electoral process with international organizations, donors, government agencies, professional bodies, employer and trade unions, Religious caucuses, civil society and community based organizations. Consultative forums were held at the National, County, Constituency and County Assembly Ward levels.
14. Setting up of a National Elections Communication Centre that was composed of three units: Operation Support Unit (OSP) provided electoral support to field staff before, during and after election; Public Support Unit (PSU) which provided call-in options to members of public on election issues; and Media Monitoring Unit (MMU) for monitoring media trends and coverage.
15. Setting up of a Media Centre that facilitated on-site filing of stories as well as provision of live feed signal to media outlets to ensure seamless live coverage of Election results.
16. Deployment of the Election Risk Management Tool (ERM Tool) software in the electoral cycle which helped in identifying risks, analyzing and sharing information; enhanced institutional linkages between the Commission and other relevant agencies; and timely decision making for risk mitigation.

2.5.2 Assumptions

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

- (a) Timely enactment of proposed legislative amendment into law.
- (b) The Commission will receive adequate and timely funding for electoral processes.
- (c) The Country's 3G network coverage will be expanded to facilitate election results transmission from polling stations.
- (d) Electoral technology will be in place for the elections.
- (e) Political Party Primaries will be conducted in total adherence to the rule of law.
- (f) Timely determination of pre-election disputes and complaints.
- (g) The Commission will be fully constituted.

CHAPTER THREE: THE EOP PRIORITY INTERVENTIONS

3.0 INTRODUCTION

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

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

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

The priority areas addressed in this EOP are presented below.

3.1 STRENGTHENING CORPORATE GOVERNANCE

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

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

- a) **Leadership, Ethics and Corporate Citizenship:** Leading ethically and effectively by promoting collective as well as individual responsibility in discharge of duties; setting the direction for ethics in the organization; and implementation of existing codes of conduct.
- b) **Strategy Performance and Reporting:** Develop sustainable business management models with clear direction, purpose and strategy and effective oversight on agreed performance measures and targets.
- c) **Governing Structures and Delegation:** Focal point and custodian of the corporate governance in the organization through appropriate governance structures and established protocols.
- d) **Performance Management and Risk Governance:** Oversee that key management functions and competency based programs as well as setting an approach for risk governance, through a risk management plan.

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

- a) **Equity:** The Commission commits to attend to all persons including special interest groups to ensure parity in the provision of electoral services.
- b) **Transparency:** The Commission will endeavour to be open, communicative and accountable.
- c) **Results-Oriented:** Optimal use of resources by ensuring that work is performed in the most economical, efficient and effective way, within available resources.
- d) **Collaboration:** Be Consultative, transparent and responsive to all stakeholders.

3.1.1 Priorities for 2020-2024

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

Table 1: Priorities in Corporate Governance

No	Priority Activities	Performance Indicators
1.	Strengthen framework for organizational governance and corporate identity.	<ul style="list-style-type: none"> i. Corporate Governance Framework in place. ii. Organisation Charter in place. iii. Approved Commission policies – Standard Operating Procedures, Corporate governance policy, Risk management policy, COVID – 19 management policy, ICT policy, Voter registration policy, Whistle-Blowing policy.
2.	Implementation of the Commission's 2020 -2024 Strategic Plan.	<ul style="list-style-type: none"> i. Annual Progress Reports ii. Commission's Business Continuity management operational Plan in place.
3.	Ensure review and approval of the Commission organization Structure.	<ul style="list-style-type: none"> i. Revised organogram in place

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

Challenges

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

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

3.2 STRENGTHENING THE LEGAL FRAMEWORK

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

3.2.1 Legal Framework Priority Areas

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

Table 2: Priorities in Strengthening Legal Framework

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

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

Challenges

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

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

3.3 EFFECTIVE CONDUCT OF ELECTIONS

3.3.1 Voter Registration and Maintenance of the Register of Voters

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

Table 3: Voter Registration Priority Areas

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

No	PRIORITY ACTIVITIES	KEY INDICATORS
2.	Develop Voter Registration Management Tool	Voter Registration Management Tool in place.
3.	Map and review of voter registration centers	Updated list of registration centers.
4.	Standardize Voter Registration Records management	voter registration standards in place
5.	Develop inter-agency collaboration policy on data sharing	Inter-agency collaboration policy in place
6.	Revision of Specification of Voter Registration Materials	Revised compendium of voter registration materials Specifications
7.	Conduct audit of voter registration technology.	Audit report
8.	Review technical requirements and specifications of the election technology (BVR, KIEMs)	Reviewed technical requirements and specification.
9.	Upgrade KIEMS to include voter registration module.	Registration module incorporated in KIEMS
10.	Upgrade the BVR system license and infrastructure to accommodate additional voters.	BVR system license and infrastructure upgraded.
11.	Enhanced Voter Registration	<ul style="list-style-type: none"> i. Seven Million additional voters ii. Number of additional countries for diaspora registration
12.	Update and revision of the register of voters	<ul style="list-style-type: none"> i. Number of deceased voters deleted ii. Number of transfer of registration effected iii. Number of change of particulars effected
13.	Inspection of the register of voters	Half year Inspection reports
14.	verification register of voters	Verification reports
15.	Audit of the Register of Voters	Audit Report
16.	Implementation of the Audit recommendation	Percentage of the recommendations fully implemented
17.	Production and publication of the Register of Voters	Certified Register of Voters
18.	Fresh Voter registration after boundary review	New register of voters.

Challenges

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

- (i) Inadequate funding of continuous voter registration (CVR).
- (ii) Lack of accurate and verifiable data on deceased persons.
- (iii) Lack of 3G network coverage in some parts of the country thus affecting transmission of data from constituencies to headquarter for update of the register.

3.3.2 Electoral Operations and Logistics

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

Table 4: Priorities in Election operation

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

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

Challenges

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

- (i) Voter apathy leading to low registration and voting.
- (ii) Pandemics and natural calamities resulting to high costs of services and goods.
- (iii) Insecurity in some parts of the country causing risk to electoral officials and materials.
- (iv) Polarized political environment.

3.4 PUBLIC OUTREACH

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

3.4.1 Voter Education

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

Table 5: Priorities in Voter Education

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

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

Challenges

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

- (i) Late amendments to the election laws leading to delay in the preparation and distribution of voter education materials.
- (ii) Inadequate and delayed disbursement of funds affecting production and distribution of voter education materials.

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

3.4.2 Strategic Partnerships and Collaborations

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

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

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

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

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

Challenges

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

- (i) Multiple stakeholder priorities and needs that have to be aligned with the Commission's priorities.
- (ii) Curtailed face to face meetings due to Covid-19 pandemic, thus changing interactive engagement which is important.
- (iii) Inadequate funds for stakeholder engagement in all stages of the electoral cycle.
- (iv) Polarized political environment that could extent to electoral stakeholders thus shrinking the number of stakeholders that the Commission can engage with.

3.4.3 Election Observation Management

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

Table 7: Election Observation Priority Activities

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

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

Challenges

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

- (i) Most observers opt to observe general elections and other major electoral activities as opposed to conducting observation around the electoral cycle
- (ii) Most election observer missions concentrate in urban areas leaving the vast rural areas unattended leading to biased reports.
- (iii) Few Election observation reports submitted to the Commission.

3.5 STRATEGIC COMMUNICATIONS

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

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

Table 8: Communications Priorities

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

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

Challenges

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

- (i) Disbursement of funds is not aligned to the electoral cycle thus affecting communication and dissemination of information.
- (ii) Misinformation, mal-information, disinformation and propaganda on the operations of the Commission from social media and fake news.

3.6 STRENGTHENING STRATEGIC OPERATIONS

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

3.6.1 Priority Activities for Strengthening Institutional Capacity

Table 9: Strengthening Institutional Capacity of IEBC

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

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

Challenges

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

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

3.6.2 Priority Activities for Managing Risk in Electoral Processes

Table 10: Risk Management Priority Areas

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

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

Challenge

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

3.6.3 Election Security Priorities

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

Table 11: Election Security Priorities

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

3.6.4 Assurance Priority Activities

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

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

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

Table 12: Assurance Priorities

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

Challenge

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

3.6.5 Priority Activities for Strengthening ICT in Elections and Operations.

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

Table 13: ICT Priority Activities

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

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

Challenges

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

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

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

3.6.5 Priority Activities for Strengthening Financial Management

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

Table 14: Strengthening Finance Function Priority Activities

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

Challenges

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

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

3.6.6 Priority Activities for Strengthening Procurement, Warehousing and Logistics

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

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

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

Challenges

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

- i) Non-responsiveness of bidders in some procurement processes leading to termination of the procurement process.
- ii) Interminable litigation against procurement processes.
- iii) Understaffing in the Supply Chain Management Directorate.

3.6.7 Priority Activities in Strengthening Research, Planning and Development

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

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

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

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

Challenges

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

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

CHAPTER FOUR: MONITORING AND RISK MANAGEMENT

4.0. INTRODUCTION

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

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

4.1 RISK MANAGEMENT

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

EOP RISK FRAMEWORK

NO.	RISK CATEGORY	RISK	OVERALL RATING	MITIGATION MEASURES	RISK OWNER
1.	Legal Risks	<ul style="list-style-type: none">• Delay in enactment or amendments of electoral law• Ambiguity in the current electoral laws.• Judicial rulings that affect the election timelines.• Incessant litigation on commission processes	High	<ul style="list-style-type: none">• Engagement with parliament and stakeholders.• Seek legal opinion of the Attorney General.• Timely legal interpretation.• Compliance with the law.• Appeal of cases.	Commissioners. DLPA

NO.	RISK CATEGORY	RISK	OVERALL RATING	MITIGATION MEASURES	RISK OWNER
		<ul style="list-style-type: none"> • Delayed enactment of referendum laws & regulations. 	High	<ul style="list-style-type: none"> • Lobby parliament to enact the relevant laws 	Commissioners DLPA
2	Political Risks	<ul style="list-style-type: none"> • Election related violence • Highly contested election results • Fake news and propaganda. • Increased litigation • Flawed political party primaries 	High	<ul style="list-style-type: none"> • Have contingency plans to respond to emerging issues. • Conduct continuous risk assessments. • Sensitize political players • Enhance enforcement of Electoral code of conduct 	Commissioners. DARC
3	Strategic Risks	<ul style="list-style-type: none"> • Delayed recruitment of the Commissioners 	High	<ul style="list-style-type: none"> • Timely appointment of Commissioners. • Staggered recruitment of Commissioners. 	Chairperson of the Commission and Commissioners
		<ul style="list-style-type: none"> • Unpredictable political developments 	High	<ul style="list-style-type: none"> • Engage the political parties, civil society, faith based organizations, professional bodies, Ministries, Departments and Agencies of government and the private sector on the delimitation process 	
4	Financial Risks	<ul style="list-style-type: none"> • Non operationalization of the IEBC Fund. • Inadequate budgetary provision • Delayed Exchequer release. 	High	<ul style="list-style-type: none"> • Lobby for operationalizing the IEBC Fund. • Engage Parliament and Treasury for financing of planned activities • Budgeting to be aligned with Commission's core mandate • Early requisition of Exchequer. 	Commissioners CEO DF

NO.	RISK CATEGORY	RISK	OVERALL RATING	MITIGATION MEASURES	RISK OWNER
		<ul style="list-style-type: none"> Pending Bills 	High	<ul style="list-style-type: none"> Lobby Treasury for allocation of funds to clear pending bills 	CEO DF
5	Technological Risks	<ul style="list-style-type: none"> Malfunctioning of ICT Systems & Equipment 	High	<ul style="list-style-type: none"> Maintenance and testing of ICT equipment and systems. Upgrading of ICT Systems and Equipment. 	DICT.
		<ul style="list-style-type: none"> Overreliance on vendors 	High	<ul style="list-style-type: none"> Skills transfer to Commission Staff. Timely funding and adequate time for implementation of ICT systems. Effect contract management Develop propriety solution (Escrow agreement) 	DSCM DICT
		<ul style="list-style-type: none"> Over legislation on use of ICT 	High	<ul style="list-style-type: none"> Lobby for review the law. 	DICT DLPA
		<ul style="list-style-type: none"> Cyber security threats 	Medium	<ul style="list-style-type: none"> Enhance ICT security system. 	DICT
		<ul style="list-style-type: none"> Centralization of ICT procurement in the Ministry of ICT 	High	<ul style="list-style-type: none"> Engage Treasury to exempt the Commission from the directive and allow its autonomy in ICT Procurement. Direct engagement with the Office of the Attorney General. 	Commissioners DSCM DICT
		<ul style="list-style-type: none"> Obsolescence of Election technology 	High	<ul style="list-style-type: none"> Modify KIEMs to perform registration function. 	DICT

NO.	RISK CATEGORY	RISK	OVERALL RATING	MITIGATION MEASURES	RISK OWNER
		Unauthorized access of ICT systems	High	<ul style="list-style-type: none"> • Use passwords and user accounts that are highly secure • Limit user rights to technical staff • Put in place security features in maps and other software 	DICT
		Malfunctioning of ICT equipment	Medium	<ul style="list-style-type: none"> • Put in place consistent power supply alternative to mains electricity supply 	
		Non procurement of the requisite equipment, gadgets and software	High	<ul style="list-style-type: none"> • Timely procurement and allocation of finances 	CEO, DF,DSCM
6	Operational Risks	• Emergence of Covid-19 Pandemic	High	<ul style="list-style-type: none"> • Develop protocols for implementation of Commission activities • Adhere to guidelines issued by Ministry of Health (MOH) 	CEO All Directors CEMS
		<ul style="list-style-type: none"> • Delay in procurement of strategic and non-strategic election materials. • Vendor wars 		<ul style="list-style-type: none"> • Enter into framework agreements with service providers. • Re-utilization of available materials. • Early procurement of goods and services 	CEO DSCM
		• Low Voter Registration turnout	Medium	<ul style="list-style-type: none"> • Engage stakeholders in mobilization of eligible voters. • Conduct continuous voter education for voter registration. 	DVREO DVEPC DF

NO.	RISK CATEGORY	RISK	OVERALL RATING	MITIGATION MEASURES	RISK OWNER
				<ul style="list-style-type: none"> • Adequate budget • Targeted voter registration. • Liaise with National Registration Bureau 	
		• Insecurity during electoral activities	High	<ul style="list-style-type: none"> • Establish an election security plan with security agencies • Enforcement of electoral code of conduct. 	Commissioners DPLA DARC DHRA
		• Profiling of IEBC Commissioners and Staff	High	<ul style="list-style-type: none"> • Enhance security for staff and Commissioners. • Engage with stakeholders. 	Chairperson CEO DHRA DARC
		• Transfer of staff close to election	Medium	• Staff transfer policy.	DHRA
		• Staff attrition	Low	<ul style="list-style-type: none"> • Improved staff welfare and security. • Institute career progression. • Establish a staff reward mechanism. • Succession planning 	DHRA
		<ul style="list-style-type: none"> • Under remuneration of temporary poll officials. • Occupational Hazards such as accidents suffered by temporary poll officials. 	Medium	<ul style="list-style-type: none"> • Improve the terms of service for temporary poll officials including accommodation during trainings in vast constituencies. • Institutionalize safety measures in place 	DHRA DF
		• A high number of seconded and temporary staff that do not share	High	• Conduct induction of seconded staff and commit them to the IEBC code of	DHRA

NO.	RISK CATEGORY	RISK	OVERALL RATING	MITIGATION MEASURES	RISK OWNER
		common values with the commission.		conduct.	
		<ul style="list-style-type: none"> • Unregulated engagement of experts and other staff. 	High	<ul style="list-style-type: none"> • Follow set procedures for recruitments 	CEO, DHRA
		<ul style="list-style-type: none"> • Freeze of recruitment of field officers to implement the Commissions devolved structure. 	High	<ul style="list-style-type: none"> • Unfreeze recruitment for the devolved structure. 	
7	Reputational Risks	<ul style="list-style-type: none"> • Negative publicity and reduced public trust 	High	<ul style="list-style-type: none"> • Engagement of media and stakeholders. • Enhance public sensitization on Commission activities. • Enhance transparency in Commission operation. • Enhanced budget. 	Commissioners DVEPC CEO
		<ul style="list-style-type: none"> • Reduced public trust 	Medium	<ul style="list-style-type: none"> • Establishing strategic communication platforms that enhance accountability and transparency 	CEO, DVEP
8	Compliance Risks	<ul style="list-style-type: none"> • Non-compliance with policies, laws, procedures and obligations. 	Medium	<ul style="list-style-type: none"> • Sensitize staff and enforce the relevant legislations, policies, procedures and obligations 	Commissioners All Directors

APPENDIX

APPENDIX I: THE EOP IMPLEMENTATION TIMELINES

No.	ACTIVITY	START	END	DURATION (DAYS)
STRENGTHENING CORPORATE GOVERNANCE				
1.	Development of policy proposals guiding corporate governance (this includes - Staff, Structures, Systems, Roles, Facilities, Skills and Tools)			
a)	Internal stakeholder engagement forums	Monday, October 5, 2020	Friday, December 4, 2020	60
b)	Consultative meetings with Audit, Risk and Compliance Directorate	Monday, October 5, 2020	Saturday, October 30, 2021	390
c)	Consultative meetings with State Agencies (KSG, KENAO, DPP & EACC)	Monday, October 5, 2020	Friday, January 8, 2021	95
d)	Policy document	Monday, January 11, 2021	Friday, February 5, 2021	25
2	Operationalize the Corporate Governance Framework			
a)	Approved Operational Plan/Framework.	Monday, February 8, 2021	Friday, February 26, 2021	18
b)	Established Ethics and Compliance Committees.	Monday, March 1, 2021	Friday, March 5, 2021	4
3	Capacity Building on Corporate Governance Framework and procedures among Commission implementing Staff and other stakeholders.			
a)	Training Needs Assessment	Monday, October 5, 2020	Saturday, December 5, 2020	61
b)	Training curriculum	Monday, January 4, 2021	Friday, January 15, 2021	11
4	Enhancing compliance to the principles on leadership and integrity within the Commission			
a)	Compliance audit reports	Monday, January 4, 2021	Continuous	Continuous
b)	Compliance tracking tools	Monday, January 4, 2021	Friday, January 29, 2021	25
5	Timely and balanced disclosure of information			
a)	Workshop Reports and Circulars shared consistently	Tuesday, September 7, 2021	Continuous	Continuous
b)	Signed minutes and attendance schedules	Tuesday, September 7, 2021	Continuous	Continuous
6	Enhanced Linkages and Collaboration with stakeholders			
a)	Workshop Reports and Minutes capturing stakeholder recommendations	Tuesday, September 7, 2021	Continuous	Continuous
b)	Signed minutes and attendance schedules	Tuesday, September 7, 2021	Continuous	Continuous
STRENGTHENING LEGAL FRAMEWORK				
1.	Development of legislative proposals for review and/or enactment.	Monday, July 9, 2018	Thursday, March 14, 2019	248

No.	ACTIVITY	START	END	DURATION (DAYS)
2.	Public Engagements with Senate and Committees of Parliament(JLAC/CIOC)	Sunday, March 17, 2019	Wednesday, June 24, 2020	465
3.	Drafting and Incorporation of Recommendations	Wednesday, July 1, 2020	Friday, October 30, 2020	121
4.	Public Participation/Stakeholder Engagements	Sunday, November 1, 2020	Tuesday, March 30, 2021	149
5.	Publication and Enactment of all revised and new electoral laws.	Wednesday, April 1, 2020	Wednesday, June 30, 2021	455
6.	Review the Election Campaign Financing Act and Draft Campaign Financing Regulations.	Monday, July 9, 2018	Thursday, March 14, 2019	248
7.	Engagement and Discussions with JLAC.	Sunday, March 17, 2019	Wednesday, June 24, 2020	465
8.	Publication and Enactment of Campaign Finance Amendment Act /Regulations	Wednesday, April 1, 2020	Wednesday, June 30, 2021	455
9.	Review existing Framework	Saturday, July 10, 2021	Monday, August 30, 2021	51
10.	Develop an operational plan.	Tuesday, August 10, 2021	Monday, December 20, 2021	132
11.	Capacity Building/Benchmarking	Tuesday, August 10, 2021	Thursday, June 30, 2022	324
12.	Implementation of framework:	Wednesday, May 25, 2022	Thursday, December 8, 2022	197
13.	Monitoring & compliance			0
14.	Publication of Limits for expenditure, Contributions and Donations	Sunday, August 8, 2021	Monday, August 8, 2022	365
15.	Appointment/Registration of Authorized Persons to manage Campaign Finance Expenditure	Wednesday, June 8, 2022	Monday, August 8, 2022	61
16.	Submission of Nomination Expenditure Reports	Sunday, May 8, 2022	Saturday, May 28, 2022	20
17.	Submission of Election Expenditure Returns.	Saturday, May 28, 2022	Thursday, December 8, 2022	194
18.	Mapping of Kenyan Citizens residing outside the Country to ascertain existing divergence.	Saturday, July 14, 2018	Wednesday, June 30, 2021	1082
19.	Review of the existing Policy	Monday, July 9, 2018	Thursday, March 14, 2019	248
20.	Development of legislative proposals.	Monday, July 9, 2018	Thursday, March 14, 2019	248
21.	Public Participation of Revised laws.	Sunday, November 1, 2020	Tuesday, March 30, 2021	149
22.	Publication and Enactment of the revised laws on “diaspora”.	Wednesday, April 1, 2020	Wednesday, June 30, 2021	455
23.	Training Needs Assessment.	Tuesday, January 12, 2021	Friday, January 22, 2021	10
24.	Development of Capacity Building Programme.	Monday, February 8, 2021	Thursday, February 25, 2021	17
25.	Development of Training Plan for Implementation	Monday, March 1, 2021	Friday, March 5, 2021	4
26.	Development of a para-legal training program			
27.	Training/Sensitization	Monday, March 8, 2021	Wednesday, June 30, 2021	114
28.	Establishment of Inter-Agency Taskforce.	Friday, April 13, 2018	Friday, April 13, 2018	0
29.	Development of Policy and draft Political Parties Act Amendments for review of regulation of political party primaries.	Monday, November 12, 2018	Thursday, January 31, 2019	80

No.	ACTIVITY	START	END	DURATION (DAYS)
30.	Public Engagements (County forums with candidates and Political Party Members/Parliamentary Caucus Group/Political Parties Dispute Tribunal/Civil Society/Political Parties Leaders.	Friday, March 1, 2019	Thursday, September 26, 2019	209
31.	Publication of Revised Political Parties Act and related Electoral Laws.	Wednesday, April 1, 2020	Wednesday, June 30, 2021	455
32.	Operationalization of Framework for regulation of Political party processes/primaries.	Thursday, July 1, 2021	Monday, August 8, 2022	403
33.	Post 2017-InterAgency Review Workshop.	Monday, October 26, 2020	Friday, October 30, 2020	4
34.	Development of Strategic Collaboration Framework.	Monday, November 9, 2020	Sunday, February 28, 2021	111
35.	Development of TORs/Strategic Engagements	Monday, March 1, 2021	Wednesday, June 30, 2021	121
36.	Roll out of Compliance Meetings	Sunday, August 8, 2021	Monday, August 8, 2022	365
37.	EDR Debrief Workshops	Wednesday, August 28, 2019	Friday, September 6, 2019	9
38.	Development of proposal for amendment of Procedures and Rules for Settlement of Disputes, 2014.	Monday, July 9, 2018	Thursday, March 14, 2019	248
39.	Public Participation of Revised laws.	Sunday, November 1, 2020	Tuesday, March 30, 2021	149
40.	Publication and Enactment of the revised laws on “diaspora”.	Wednesday, April 1, 2020	Wednesday, June 30, 2021	455
41.	Capacity Building of Commissioners and Commission Staff.	Monday, March 8, 2021	Thursday, June 30, 2022	479
42.	Review of Electoral Laws on prosecution and Investigation powers of the Commission.	Wednesday, July 1, 2020	Friday, January 1, 2021	184
43.	Capacity Building of Commissioners and Commission Staff,			
44.	Procurement /Pre-qualification of Legal Services.	Wednesday, May 6, 2020	Tuesday, June 30, 2020	55
45.	Sensitization/Training of Prequalified lawyers	Monday, March 8, 2021	Thursday, June 30, 2022	479
46.	Pre-Poll briefings	Friday, July 1, 2022	Thursday, March 30, 2023	272
47.	Development and Publication.	Sunday, August 8, 2021	Thursday, December 8, 2022	487
CONDUCT OF ELECTIONS				
	GENERAL ELECTION PHASE AND PROCESSES	Friday, April 2, 2021	Thursday, September 1, 2022	518
1	Develop the Election Operation Plan	Friday, April 2, 2021	Wednesday, June 30, 2021	90
2	Develop Elections Logistics Framework	Friday, April 2, 2021	Wednesday, June 30, 2021	90
3	Develop electoral data management framework	Thursday, July 1, 2021	Tuesday, September 28, 2021	90
4	Revision of Specification of Electoral Materials	Thursday, July 1, 2021	Tuesday, September 28, 2021	90
5	Revision of election results management framework	Wednesday, September 29, 2021	Saturday, November 27, 2021	60

No.	ACTIVITY	START	END	DURATION (DAYS)
6	Develop procedures for distribution and maintenance of electoral materials	Monday, November 29, 2021	Thursday, January 27, 2022	60
7	Revise candidate Management Framework to provide for Management of independent candidate	Friday, January 28, 2022	Sunday, March 13, 2022	45
8	Review procedure for distribution of voters into polling stations	Friday, January 28, 2022	Monday, March 28, 2022	60
9	Develop coordination and communication procedure during elections.	Tuesday, March 29, 2022	Friday, May 27, 2022	60
10	Enhance collaboration with network providers to improve network infrastructure for election result transmission.	Friday, May 27, 2022	Wednesday, August 24, 2022	90
11	Election Campaign	Monday May 30, 2022	Saturday, August 06, 2022	90
12	Pre-Election Operations	Monday, March 07, 2022	Tuesday, August 09, 2022	179
13	Review handover and takeover procedures of election results forms at the Constituency, County and National level.	Friday, May 27, 2022	Thursday, June 16, 2022	21
14	Review procedures for management of election materials during petitions	Friday, May 27, 2022	Saturday, June 25, 2022	30
15	Develop an Elections Materials Disposal plan	Sunday, June 26, 2022	Sunday, July 10, 2022	15
16	Engage key stakeholders in electoral operations.	Saturday, February 26, 2022	Wednesday, August 24, 2022	180
17	Hold National Election Conference	Friday, June 24, 2022	Tuesday, June 28, 2022	5
18	Mainstreaming of Special Interest Groups in electoral process	Tuesday, February 1, 2022	Saturday, July 30, 2022	180
19	Election Security arrangement	Tuesday, July 2021	Friday, 28 October 2021	
20	General Elections	Tuesday, August 9, 2022	Tuesday, August 9, 2022	1
21	Transmission of Results	Wednesday, August 10, 2022	Tuesday, August 16, 2022	7
22	Filing of Petitions	Wednesday, August 17, 2022	Wednesday, August 31, 2022	15
	GENERAL ELECTION TRAINING	Tuesday, February 1, 2022	Saturday, July 30, 2022	180
23	Develop Electoral Training Policy	Tuesday, February 1, 2022	Thursday, March 17, 2022	45
24	Review Election Manuals	Friday, March 18, 2022	Thursday, April 7, 2022	21
25	Develop and Operationalize Training Curriculum	Friday, April 8, 2022	Friday, August 5, 2022	120
26	Develop E-Learning modules and platform	Friday, April 8, 2022	Friday, August 5, 2022	120
27	Develop and Operationalize Security Officers Training manual	Friday, June 24, 2022	Sunday, August 7, 2022	45
28	Review PSD to incorporate all administrative forms.	Friday, May 27, 2022	Thursday, June 16, 2022	21
VOTER REGISTRATION				
1	FINAL REGISTER OF VOTERS	Wednesday, July 01, 2020	Tuesday, August 09, 2022	770
1.1	Continuous Voter Registration	Wednesday, July 01, 2020	Monday, February 28, 2022	608
1.2	Review the voter registration policy and procedure manual.	Wednesday, July 01, 2020	Thursday, December 31, 2020	184

No.	ACTIVITY	START	END	DURATION (DAYS)
1.3	Review of Policy on Diaspora and Elections.	Wednesday, July 01, 2020	Thursday, December 31, 2020	184
1.4	Develop operational plan to facilitate citizens residing outside Kenya to participate in electoral processes	Monday, January 04, 2021	Wednesday, March 31, 2021	87
1.5	Develop Electoral Technology policy	Monday, January 04, 2021	Wednesday, June 30, 2021	178
1.6	Map and review of voter registration centers	Wednesday, July 01, 2020	Thursday, December 31, 2020	184
1.7	Standardize Voter Registration Records management	Monday, January 04, 2021	Wednesday, June 30, 2021	178
1.8	Develop inter-agency collaboration policy on data sharing	Wednesday, July 01, 2020	Thursday, December 31, 2020	184
1.9	Enhanced Continuous Voter Registration Drive 1	Monday, August 02, 2021	Monday, August 16, 2021	15
1.1	Uploading CVR Data to Central Database	Tuesday, August 17, 2021	Monday, August 23, 2021	7
1.11	De-Duplication of the Register of Voters	Monday, August 23, 2021	Wednesday, September 01, 2021	10
1.12	Procurement of reputable firm to conduct audit the Register of Voters	Thursday, July 01, 2021	Tuesday, August 31, 2021	62
1.13	Audit of the Register of Voters	Friday, October 01, 2021	Saturday, October 30, 2021	30
1.14	Receipt of Audit findings from the firm	Monday, November 01, 2021	Tuesday, November 02, 2021	2
1.15	Submission of Audit report to the National Assembly and the Senate	Tuesday, November 02, 2021	Monday, November 15, 2021	14
1.16	Implementation of the Audit recommendation	Monday, November 01, 2021	Thursday, March 31, 2022	151
1.17	Enhanced Continuous Voter Registration Drive 2	Monday, December 06, 2021	Monday, December 20, 2021	15
1.18	Diaspora Voter Registration	Monday, December 06, 2021	Monday, December 20, 2021	15
1.19	Registration of Prisoners	Monday, December 06, 2021	Monday, December 20, 2021	15
1.2	Uploading CVR Data to Central Database	Monday, December 20, 2021	Monday, January 03, 2022	15
1.21	De-Duplication of the Register of Voters	Monday, January 03, 2022	Monday, January 10, 2022	8
1.22	Notice of Suspension of Registration of Voters	Monday, February 28, 2022	Monday, February 28, 2022	1
1.23	Gazettement of VR Inspection and Verification	Monday, February 28, 2022	Monday, February 28, 2022	1
1.24	Forward Draft Register to the Field for Verification	Monday, February 28, 2022	Tuesday, March 01, 2022	2
1.25	Inspection and Verification of the Register	Tuesday, March 01, 2022	Thursday, March 31, 2022	31
1.26	Amendments to the Register of Voters	Tuesday, March 01, 2022	Thursday, March 31, 2022	31
1.27	Revise the Draft Register Details Based on Field Findings	Thursday, March 31, 2022	Thursday, April 14, 2022	15
1.28	Certification of the Register of Voters	Monday, May 02, 2022	Monday, May 02, 2022	1
1.29	Publication of the Register of Voters (Constituencies, Website, SMS)	Monday, May 02, 2022	Monday, May 02, 2022	1
PUBLIC OUTREACH				
VOTER EDUCATION				
1.	Develop a framework for conduct of voter education across the electoral cycle	Friday Aug 6th 2021	Thur 30th Dec 2021	144
2.	Undertake citizen outreach across the electoral cycle;	Monday, March 15th 2021	Fri, 30th Sept 2022	540

No.	ACTIVITY	START	END	DURATION (DAYS)
3.	Undertake regular monitoring and evaluation of the interventions	Thursday Sept 10th 2020	Continuous	150
4.	Collaborate with grassroots organizations for effective voter education	Monday, February 15th 2021	Continuous	480
5.	Conduct voter education for SIGs in all electoral processes	Mon, March 15th 2021	Continuous	480
6.	Strengthen voter education outreach for first time voters	Mon, March 15th 2021	Continuous	480
7.	Strengthen voter education school clubs	Tue, Nov 10th 2020	April 17th 2021	150
8.	Develop and implement coordination and quality assurance framework	Mon, Aug, 9th 2021	Thur, Nov, 10th 2021	90
9.	Build capacity of voter education providers to effectively conduct voter education	Mon March 1st 2021	Fri, Dec 31st 2021	300
10.	Establish structured engagement with voter education providers.	Mon, March. 8th 2021	Continuous	480
11.	Review voter education manuals	Monday August 9th 2021	Friday 17th December 2021	120
12.	Centralize development of IEC materials	Friday December, 17th 2021	Friday January 14th 2022	30
13.	Establish voter education platforms for voter education providers	Periodically	Periodically	480
14.	Establish local language translation committees at the national and county levels	Thur, April 15th 2021	Wednesday, 30th June 2021	65
15.	Conduct thematic Campaigns in the pre, during and after elections	Thursday June 10th 2021	Friday August 5th 2022	385
16.	Conduct voter education for staff.	Annually	Annually	700
17.	Avail all IEC materials digital first.	Mon, March. 8th 2021	Continuous	365
STRATEGIC PARTNERSHIPS, STAKEHOLDER ENGAGEMENT AND ELECTION OBSERVATION				
1.	Map key Stakeholders and Partners	Wednesday March, 31st , 2021	Continuous	335
2.	Carry out partner and stakeholder needs survey	Friday April 9th 2021	Wednesday Dec, 15th 2021	60
3.	Develop standard operating procedures (SOPs) for strategic partnerships and stakeholder engagement	Mon, July 13th 2020	Fri, Oct. 16th 2020	90
4.	Review partnerships and stakeholder engagement Policy and manuals	Thursday, Sept 7th 2021	Fri, Jan 8th 2022	120
5.	Develop partnerships and public participation communicate guidelines	Tuesday 11th May 2021	Friday 25th June 2021	45
6.	Develop a resource mobilization strategy	Mon, May 10th 2021	Friday 25th June 2021	40
7.	Develop Information Wheel on election dispute resolution mechanisms and timelines	Monday, May 10th 2021	Monday 28th June 2021	40
8.	Collaborate with institutions of higher learning in the conduct of student dialogue forums on youth participation in elections	Monday May 31st 2021	31st December 2021	240
9.	Establish information sharing linkages with relevant Agencies	Continuous	Continuous	665
10.	Enhance participation of Special Interest Groups including citizens living outside Kenya in electoral processes.	Continuous	Continuous	700

No.	ACTIVITY	START	END	DURATION (DAYS)
11.	Engage sign language interpreters in stakeholder engagement forums	Continuous	Continuous	700
12.	Develop coffee digest for special groups	Tue. March, 2nd 2021	Wed, June, 30th 2021	120
13.	Build capacity staff on partnerships and stakeholder engagement regulatory and policy framework	Monday 31 st January 2022	Thursday 30 th June 2022	120
14.	Hold dialogue forums with stakeholders on electoral activities	Quarterly	Quarterly	700
15.	Establish interagency Technical Committees on elections	Monday 15 th Nov 2021	Tuesday February 15 th 2022	90
16.	Induct and brief Political Party/Candidate Agents around the electoral cycle	As per the electoral activity	As per the electoral activity	700
17.	Engage stakeholders and partners for Referendum	Monday 13 th March 2021	Tuesday 31 st August 2021	150
18.	Undertake Bench-marking with peer EMBS for best practice in stakeholder engagement	October 2021	December 2021	120
19.	Engage Partners and stakeholder for the general election	Mon, March 15 th 2021	Fri, Oct, 28 th 2022	600
20.	Strengthen quality assurance mechanisms for partnership and stakeholder engagement.	Periodically	Periodically	
ELECTION OBSERVATION MANAGEMENT				
21.	Review Election Observer code of Conduct	Mon, 30 th August 2021	Friday 30 th December 2021	120
22.	Review Election Observers Management System	Mon, Aug. 23 rd 2020	Monday March. 29 th 2021	90
23.	Develop guidelines for accreditation of state actors as election monitors	Thursday 1 st April 2021	Tue, June 15 th 2021	75
24.	Develop Standard Operating Procedures (SOPs) for election observation management	Monday, 28 th September 2020	Thursday 24 th Dec 2020	90
25.	Establish an accreditation center for observers for all electoral processes.	As per the scheduled activity	February 2024	1035
26.	Conduct observer sensitization and briefing for the by-elections, referendum, and General Elections	Periodically	February 2024	1035
STRATEGIC COMMUNICATIONS				
INTERNAL AND EXTERNAL COMMUNICATIONS				
1.	Publication and dissemination of the Quarterly ballot newsletter regulations	Continuous	Continuous	Continuous
2.	Compilation of the weekly E-bulletin	Continuous	Continuous	Weekly
3.	Utilization of Bulk SMS	Need be basis	Continuous	Continuous
4.	Sensitization of staff on Customer Service, know your product and telephone etiquette	Continuous	Twice yearly	60
5.	Training of Call Center Agents	1 st June 2022	1 st July 2022	30

No.	ACTIVITY	START	END	DURATION (DAYS)
6.	Training and capacity building of staff on emerging communication trends like social media	Continuous	Twice yearly	60
	Strengthening External Communications			
8.	Holding regular Media Retreats with editors, owners and political reporters	Continuous	Continuous	Quarterly
9.	update of Commission Website and Social Media platforms	Continuous	Continuous	Continuous
10.	Production of Thematic/ Patriotic Songs	Continuous	Revised when need be	Quarterly
11.	To reposition IEBC as a respected corporate brand in the provision of electoral services			
12.	Production of branded merchandise	Continuous	Continuous	Continuous
13.	Participation in County forums, cultural festivals, Lamu cultural week, camel derby, bull fighting.	Continuous	Continuous	Continuous
14.	Participation in conferences and workshops organized by professional bodies	Continuous	Continuous	Continuous
15.	Implementation of CSR initiatives	Continuous	Continuous	Continuous
16.	Media Management			
17.	Setting up and implementation of a media center	1st June 2022	1st July 2022	30 days
18.	Setting up and running of the National Elections and Communications Center election hotline center (NECC)	1st April 2022	1st May 2022	30 days
19.	Providing a live video feed from the tallying center	1st June 2022	1st July 2022	30 days
20.	Production and airing of media infomercials and appeal messages	1st June 2022	1st July 2022	Continuous
21.	Engagement of Strategic Communication Consultancy Firm	Feb-22	Sep-22	180 days
22.	Engagement of a Media Monitoring Firm	Jan-21	Continuous	Continuous
23.	Production of press kits	May 1st 2022	July 1st 2022	90 days
24.	Accreditation of media	May 1st 2022	July 1st 2022	90 days
25.	Referendum communications strategy	-	-	-

STRENGTHENING INSTITUTIONAL CAPACITY

1	Review and implement human resource planning	Sunday, November 1, 2020	Friday, October 1, 2021	242
2	Review the organizational structure	Sunday, November 1, 2020	Sunday, August 1, 2021	181
3	Review performance management framework	Sunday, November 1, 2020	Friday, October 1, 2021	242
4	Review staff welfare policy	Sunday, November 1, 2020	Friday, October 1, 2021	273
5	Review the Human Resource and Administration Manuals	Sunday, November 1, 2020	Wednesday, September 1, 2021	304
6	Develop and implement career progression guidelines	Sunday, November 1, 2020	Friday, January 1, 2022	273
7	Automate HR processes.	Sunday, November 1, 2020	On going	

No.	ACTIVITY	START	END	DURATION (DAYS)
8	Develop a framework for employee relations policy	Sunday, November 1, 2020	Wednesday, December 1, 2021	304
9	Establish and implement counselling services	Sunday, November 1, 2020	Friday, January 1, 2022	334
10	Establish and implement health and wellness program	Sunday, November 1, 2020	On going	
11	Develop and implement succession management policy	Sunday, November 1, 2020	Monday, November 1, 2021	365
12	Develop and implement occupational health and safety policy	Sunday, November 1, 2020	Wednesday, December 1, 2021	395
13	Develop a Competency framework for the commission.	Sunday, November 1, 2020	Friday, January 1, 2022	334
14	Capacity Building of the Commission staff	Sunday, November 1, 2020	Tuesday, November 1, 2022	365
15	Develop a records management policy	Sunday, November 1, 2020	Saturday, January 1, 2022	304
16	Automate record management system	Sunday, November 1, 2020	Sunday, May 1, 2022	457
17	Develop a transport policy	Sunday, November 1, 2020	Friday, October 1, 2021	334
18	Develop a comprehensive plan for the provision of office space and working office equipment	Sunday, November 1, 2020	Wednesday, December 1, 2021	273
19	Develop a comprehensive plan for the development of office space and warehouses	Sunday, November 1, 2020	Wednesday, December 1, 2022	181
20	Develop and implement a maintenance plan for commissions assets	Sunday, November 1, 2020	Wednesday, December 1, 2022	304
21	Acquire Commission land/building(s)	Sunday, November 1, 2020	Sunday, May 1, 2022	395
22	Develop and implement staff security and safety Policy	Sunday, November 1, 2020	Wednesday, December 1, 2021	304
23	Develop and implement security plan for commissions assets	Sunday, November 1, 2020	Wednesday, December 1, 2021	365
ELECTION RISK MANAGEMENT				
1	Establish a Risk Management Framework for EOP	Monday, July 1, 2020	Saturday, August 1, 2020	30
2	Train Risk Champions from the Counties and Directorates on the EOP Risk Management Framework	Monday, July 1, 2021	Friday, July 5, 2021	5
3	Conduct continuous risk assessment and monitoring	Sunday, November 1, 2020	Friday, July 1, 2022	607
4	Establish EOP Risk Registers in every county and directorate	Sunday, August 2, 2021	Tuesday, August 10, 2021	10
5	Conduct continuous and quarterly update of County, Directorate and Commission EOP Risk Registers	Sunday, November 1, 2020	Friday, July 1, 2022	607
6	Deploy Electoral Risk Management Tool (ERMTTool) with the support of International IDEA	Monday, September 6, 2021	Tuesday, December 1, 2022	451
7	Conduct baseline survey on electoral violence triggers	Sunday, November 7, 2021	Saturday, November 20, 2021	14
8	Build the capacity of staff on the use of ERMtool	Monday, January 9, 2022	Saturday, January 23, 2022	21
9	Disseminate ERM reports to relevant actors for action	Monday, September 6, 2021	Friday, December 1, 2022	451

No.	ACTIVITY	START	END	DURATION (DAYS)
10	Track and report on risks affecting women, marginalized and minorities' participation in the electoral process	Monday, September 6, 2021	Friday, December 1, 2022	451
11	Establish Election Risk Analysis and Response Centre	Sunday, March 6, 2021	Friday, October 28, 2022	602
ELECTION SECURITY				
1	Initiate an interagency collaboration between the Commission, National Police Service (NPS) and other stakeholders	Sunday, April 1, 2021	Saturday, May 1, 2021	30
2	Engage a consultant to review Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security	Monday, June 6, 2021	Friday, July 2, 2021	27
3	Review Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security	Sunday, August 1, 2021	Friday, December 17, 2021	139
4	Produce and distribute copies of Handbook on Election Security, Security Guide Role Cards and Training Manual on Election Security	Sunday, January 2, 2022	Wednesday, January 26, 2022	26
5	Conduct cascaded training of security officers on Electoral Security	Sunday, February 13, 2022	Saturday, April 30, 2022	77
6	Brief and deploy Security Personnel during referendum and elections	Sunday, May 2, 2021	Friday, October 28, 2022	547
7	Establish Joint Election Security Coordination Centre at the National Tallying Centre	Monday, June 6, 2022	Friday, October 28, 2022	147
8	Conduct monitoring of the implementation of ESAP	Sunday, April 1, 2021	Friday, October 28, 2022	578
9	Conduct evaluation of ESAP	Sunday, January 15, 2023	Tuesday, January 31, 2023	17
INTERNAL AUDIT				
1	Enhance internal audit on electoral processes.	Sunday, November 1, 2020	Tuesday, December 1, 2020	30
2	Strengthen the capacity internal audit.	Sunday, November 1, 2020	Monday, March 1, 2021	120
3	Develop a framework for the conduct of Legal Audit.	Sunday, November 1, 2020	Wednesday, January 6, 2021	66
INFORMATION COMMUNICATION AND TECHNOLOGY				
1	Enhance the sustainability and maintenance of ICT infrastructure and systems.	July 1, 2021	December 1, 2021	150
2	Enhance the Capacity of ICT staff	July 1, 2021	Jan 1, 2022	212
3	Enhance the Capacity of non ICT staff	July 1, 2021	December 1, 2021	150
4	Automate internal operations of the Commission	November 1, 2020	June 1, 2021	240
5	Develop guidelines on e-waste management and replacement of ICT equipment.	July 1, 2021	June 12, 2024	1319

No.	ACTIVITY	START	END	DURATION (DAYS)
6	Conduct audit of election technology in accordance with the Elections Act.	January 1, 2021	April 30, 2021	120
7	Review technical requirements and specifications of the election technology.	February 1, 2020	March 1, 2020	30
8	Set up a Commission owned data center.	September 1, 2022	June 1, 2023	300
9	Setup/acquire testing and simulation lab for election technology	January 1, 2021	December 1, 2023	1,080
10	Develop a collaboration framework with mobile network service providers for RTS.	February 1, 2021	June 1, 2021	150
11	Sensitize stakeholders on election technologies.	November 1, 2020	Continuous	
12	Enhance connectivity to the Commission offices countrywide.	November 1, 2020	June 30, 2021	240
13	Implement the ICT policy and procedures manual.	November 1, 2020	March 30, 2021	150
14	Enhance the security of the ICT infrastructure and systems.	October 1, 2020	March 30, 2021	180
15	Develop Information Security management System (ISMS) framework (SOC).	July 1, 2021	December 31, 2021	180
FINANCE				
1	Engage the National Treasury for adequate electoral cycle based funding.	Wednesday, January 6, 2021	Continuous	
2	Lobby for operationalization of IEBC Fund	Thursday, January 7, 2021	Tuesday, June 1, 2021	145
3	Enhance adherence to MTEF budget preparation requirements	Friday, January 8, 2021	Continuous	
4	Mobilize additional resources from development partners.	Saturday, January 9, 2021	Tuesday, June 1, 2021	143
5	Automation of financial management processes.	Sunday, January 10, 2021	Tuesday, June 1, 2021	142
6	Enhance adherence to the PFMA Act and International Public-Sector Accounting Standard (IPSAS).	Monday, January 11, 2021	Tuesday, June 1, 2021	141
7	Enhance capacity of staff in financial management	Tuesday, January 12, 2021	Tuesday, June 1, 2021	140
	Strengthening Procurement, Warehousing and Logistics			
1	Streamline procurement processes, logistics, warehousing and disposal.	Tuesday, January 12, 2021	Continuous	SOP completed in June, 2020
2	Procurement of General Elections	Tuesday, January 12, 2021	Wednesday, June 1, 2022	505
3	Automate and Implementation of the Logistics and warehouse functions	Tuesday, January 12, 2021	Wednesday, December 1, 2021	323
4	Prepare an inventory of Commission's elections material and equipment across the country	Tuesday, January 12, 2021	Annually	Annually
	Strengthening Research, Planning and Development			
1	Develop Research Policy.	Tuesday, January 12, 2021	Wednesday, December 1, 2021	323

No.	ACTIVITY	START	END	DURATION (DAYS)
2	Conduct research to inform electoral processes and operations	Tuesday, January 12, 2021	Wednesday, December 1, 2021	323
2	Establish research collaboration with relevant research institutions and academia locally and internationally.	Continuous	Continuous	
3	Strengthen and digitalize library.	Continuous	Continuous	
4	Develop a reporting framework.	Tuesday, January 12, 2021	Wednesday, December 1, 2021	323
5	Develop a monitoring and evaluation manual.	Tuesday, January 12, 2021	Tuesday, June 1, 2022	505

APPENDIX II: 2022 GENERAL ELECTIONS TIMELINES

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

	ACTIVITY	START	FINISH	DURATION	RESPONSIBILITY
1.16	Commission Transmits Copies of Party Signatories' specimen signatures & Candidate symbols to Returning Officers	Monday, May 09, 2022	Monday, May 16, 2022		DVR&EO
1.17	Pre-Nomination meeting with Aspirants	Monday, May 16, 2022	Sunday, May 22, 2022		Ro/Candidates
1.18	Collection of Nomination papers and Code of conduct	Monday, May 09, 2022	Friday, June 10, 2022		CANDIDATES
1.19	Submission and Verification of List of Presidential Candidate Supporters	Monday, May 23, 2022	Wednesday, May 25, 2022	at least 5 days before presidential nomination	DVREO
1.20	Nominations for Presidential Elections	Monday, May 30, 2022	Friday, June 10, 2022	at least 60 days before GE	Chairman
1.21	Nomination for Senate Elections	Monday, May 30, 2022	Thursday, June 02, 2022	at least 60 days before GE	CRO
1.22	Nomination for National Assembly Elections	Monday, May 30, 2022	Wednesday, June 01, 2022	at least 60 days before GE	RO
1.23	Nomination for CAW Representatives Elections	Thursday, June 02, 2022	Friday, June 10, 2022	at least 60 days before GE	RO
1.24	Nomination for County Women Representatives	Friday, June 03, 2022	Monday, June 06, 2022	at least 60 days before GE	CRO
1.25	Nomination for National Assembly Elections	Monday, May 30, 2022	Thursday, June 02, 2022	at least 60 days before GE	RO
1.26	Nomination for Gubernatorial Elections	Tuesday, June 07, 2022	Friday, June 10, 2022	at least 60 days before GE	CRO
1.27	Lodging of and settlement of Dispute arising from Nominations	Friday, June 10, 2022	Monday, June 20, 2022	10 days from lodging	DL&PA
1.28	Publication of Names of all Nominated Candidates	Monday, June 20, 2022	Friday, June 24, 2022		DL&PA
1.29	Parties Submit Party List Candidates		Saturday, June 25, 2022	at least 45 days before GE	DVREO
2	ELECTION CAMPAIGNS	Monday, May 30, 2022	Saturday, August 06, 2022		ROs& Candidates
3	PRE-ELECTION OPERATIONS	Monday, March 07, 2022	Tuesday, August 09, 2022		
3.1	Notice of General Election		Wednesday, January 19, 2022		Commission
3.2	Appointment of Returning Officers & Deputy Returning Officers		Monday, March 14, 2022		DHR&ADMN
3.3	Sharing of names of Returning officers and deputies with political parties	Monday, March 14, 2022	Monday, March 28, 2022		DHR&ADMN

	ACTIVITY	START	FINISH	DURATION	RESPONSIBILITY
3.4	National Election Officials Pre-Election Briefing Meeting	Monday, March 28, 2022	Sunday, April 03, 2022		CEO
3.5	Returning Officers Sign the Code of Conduct	Monday, March 28, 2022	Sunday, April 03, 2022	during Election planning meeting	ROs, DVREO, DL&PA
3.6	Review of Polling Stations and Tallying Centres at the Different Levels	Monday, May 02, 2022	Sunday, May 22, 2022		DVREO
3.7	Gazette Polling Stations and Tallying Centers	Monday, June 20, 2022	Friday, June 24, 2022		DL&PA
3.8	Appointment of Constituency and County Chief Agents		Sunday, July 10, 2022	at least 21 days to GE	DVEP
3.9	Appointment of Chief Agents	Tuesday, July 19, 2022	Sunday, July 10, 2022		DVEP
3.10	Recruitment of Election Officials (POs, DPOs and Clerks)	Monday, March 28, 2022	Friday, May 27, 2022		DHR&ADMN/RO
3.11	Share List of Successful Candidates with Political Parties and Stakeholders	Friday, May 27, 2022	Friday, June 10, 2022		DHR&ADMN
3.12	Consideration of Political Parties and other Stakeholders Comments	Friday, June 10, 2022	Friday, June 24, 2022		DVEP
3.13	Publish Final List of Successful Candidates (POs, DPOs and Clerks)	Monday, June 27, 2022	Monday, August 01, 2022		DHR&ADMN
3.14	Preparations and Execution of Cascaded Training of Elections Officials	Friday, July 01, 2022	Saturday, August 06, 2022		DVREO
3.15	Training and administration of Oath of the Security Agents	Monday, August 01, 2022	Friday, August 05, 2022		DL&PA/DVREO
3.16	Inspection of Polling Stations and Testing Transmission	Monday, August 01, 2022	Friday, August 05, 2022		Ros
3.17	Display of Poll Register at Polling Station		Monday, August 01, 2022	at least 7 days before the polling day	Ros
3.18	Deployment of Polling Station Personnel, Materials and KIEMS	Monday, August 08, 2022	Monday, August 08, 2022		Ros
4	ELECTION DAY AND RESULTS MANAGEMENT	Tuesday, August 09, 2022	Sunday, August 28, 2022		
4.1	Polling Stations Open 6.00 am - 5.00 pm	Tuesday, August 09, 2022	Tuesday, August 09, 2022		Ros
4.2	Counting, Tallying and Announcement of Results at Polling Stations	Tuesday, August 09, 2022	Wednesday, August 10, 2022		Pos
4.3	Electronic Transmission of Presidential Results from Polling Stations	Tuesday, August 09, 2022	Wednesday, August 10, 2022		Pos
4.4	Collation and Announcement of Presidential Results at the Constituency	Tuesday, August 09, 2022	Friday, August 12, 2022		Ro

	ACTIVITY	START	FINISH	DURATION	RESPONSIBILITY
4.5	Tallying, Verification, Announcement and Declaration of Presidential Results at National Tallying Centre	Tuesday, August 09, 2022	Monday, August 15, 2022		Chairman
4.6	Collation, Announcement and Declaration of All Other Results		Monday, August 15, 2022		Chairman
4.7	Gazettement of Election Results	Monday, August 15, 2022	Sunday, August 28, 2022		DL&PA
4.8	Scanning and Publication of Results Forms	Tuesday, August 09, 2022	Sunday, August 28, 2022		Chairman

APPENDIX III: STAKEHOLDER MAPPING

No.	STAKEHOLDER	STAKEHOLDER ROLE	ROLE OF THE COMMISSION
1.	Electorate	<ul style="list-style-type: none"> • Register as voters and participate in elections. • Maintain peace and report election malpractices where there has been breach of the Electoral Code of Conduct. 	<ul style="list-style-type: none"> • Keep the electorate informed and educated on electoral laws, regulations and processes. • Compliance with the law
2.	Political Parties/ Candidates	<ul style="list-style-type: none"> • Participate in the electoral processes within the established legal framework; • Conduct free and fair party primaries; • Present candidates for elections; • Provide authentic and legally compliant party lists; • Develop party constitutions that conform to the guidelines/rules and regulations put in place • Resolve election disputes at party level 	<ul style="list-style-type: none"> • Provide the necessary information and education to enable political parties effectively participate in electoral process; • Provide political level playing ground by enforcing electoral codes of conduct.
3.	Parliament: The National Assembly/ The Senate	<ul style="list-style-type: none"> • Approve budgetary allocation for conduct of elections; • Exercise an oversight role on the management of expenditure; • Enact laws and regulations on the management of elections; 	<ul style="list-style-type: none"> • Ensure that Parliament is fully sensitized on the proposed legal reforms; • Provide the necessary financial information to assist in their oversight roles.
4.	The National Treasury	<ul style="list-style-type: none"> • Provide timely funding • Provide guidelines for Financial Management • Disburse of funds • Support external fundraising initiatives of the Commission. 	<ul style="list-style-type: none"> • Submit rationalized budgets in accordance with established guidelines; • Submit financial reports • Exercise prudent financial management.
5.	Office of Registrar Political Parties	<ul style="list-style-type: none"> • Registration, supervision and regulation of the activities of Political parties; • Provide the Commission with party membership lists, party symbols and party signatory specimen signatures to facilitate the registration of candidates for elections; • Certify to the Commission the record of the registered political parties; • Establish a Political Parties Fund which is administered by the Office of the Registrar to all political parties to manage party activities. 	<ul style="list-style-type: none"> • Share with the Office of the Registrar a record of the votes secured by a political party in a General Election to facilitate computation of monies.
6.	Office of Attorney General	<ul style="list-style-type: none"> • Promotes, protects, upholds the rule of law and defends public interest; • Provides legal advice, judicial interpretation and offers legislative direction to facilitate amendments to existing laws and publication of new laws 	<ul style="list-style-type: none"> • Undertake prompt legal research, provide timely and accurate legal information and propose amendments to laws governing electoral process.

No.	STAKEHOLDER	STAKEHOLDER ROLE	ROLE OF THE COMMISSION
7.	Judiciary	<ul style="list-style-type: none"> • Final arbiter in the settlement of electoral disputes subsequent to declaration of elections results; • Interpret of ambiguities in the law and offer constructive direction in filling gaps in the law; • Provides a forum for convergence of minds on elections issues through the Judicial Working Committee on Elections (JWCE). 	<ul style="list-style-type: none"> • Dispute Resolution Committee exercises a quasi-judicial role in the resolution of electoral disputes.
8.	Office of Director of Public Prosecution	<ul style="list-style-type: none"> • A constitutional mandate power of prosecution; • Timely prosecution of election offenders. 	<ul style="list-style-type: none"> • Nurture and sustain interagency cooperation with ODPP for effective and efficient prosecution of election offenders.
9.	Security Agencies Ministry of Interior and Coordination of National Government	<ul style="list-style-type: none"> • Provide security for electoral operations during election periods and offer protection and assistance for purposes of facilitating peaceful and orderly elections; • Secure commission assets and installations; • Act on citizen and electoral staff reports on election malpractices in a timely manner to ensure maintenance of law, order and stability during the conduct of elections. 	<ul style="list-style-type: none"> • Empower the security officers with knowledge of electoral practice, investigation and prosecution of electoral offences.
10.	National Registration Bureau and Civil Registration Departments	<ul style="list-style-type: none"> • Issue National Identification Cards which are a requirement in the registration of voters; • Information on dead voters for purposes of updating the voters' register; • Verify the authenticity of the identification documents in the event of an offence. 	<ul style="list-style-type: none"> • Strengthening linkages and foster strategic partnerships with this institution. • Hold consultative meetings with National Registration Bureau and Civil Registration Departments • Request data from the National Registration Bureau and Civil Registration Departments
11.	Ministry of Education	<ul style="list-style-type: none"> • Provide venues for registration, polling and tallying of results. • Provide technical guidance on voter education curriculum and support materials development. • Voter education forums for schools 	<ul style="list-style-type: none"> • Provide learning institutions with elections timelines and programme of activities to facilitate the availability of the facilities • Ensure that the MOE facilities are taken care of.
12.	Ministry of Foreign Affairs and International Trade	<ul style="list-style-type: none"> • Provide venues for registration, polling and tallying for citizens residing outside Kenya; • Negotiate voter registration and voting agreements with countries hosting the Kenyan citizens and coordinating participation of citizens residing outside the Kenya. 	<ul style="list-style-type: none"> • Foster strategic alliances and sustains good relations with the Ministry; • Undertake timely training of election officials including provision of information, education and communication (IEC) materials.
13.	Prison Department	<ul style="list-style-type: none"> • Facilitate the participation of prisoners in the electoral process 	<ul style="list-style-type: none"> • Ensure that administrative arrangements are designed to facilitate and not deny prisoners the right to register and vote.

No.	STAKEHOLDER	STAKEHOLDER ROLE	ROLE OF THE COMMISSION
14.	Constitutional Commissions and Independent Offices	<ul style="list-style-type: none"> Promote constitutionalism of the electoral process by protecting the sovereignty of the people Ensuring that all state organs observe the democratic values and principles; 	<ul style="list-style-type: none"> Share timely information on election preparedness Involve the Commissions in election planning to enhance public trust and credibility of the electoral process.
15.	Ministry of Health	<ul style="list-style-type: none"> Provide venues for registration, polling and tallying of results. Provide information and statistics on dead adults of 18 years and above 	<ul style="list-style-type: none"> Provide the institutions with elections timelines and programme of activities to facilitate the availability of the facilities
16.	KEBS	<ul style="list-style-type: none"> Technical support in quality assurance of goods and services 	<ul style="list-style-type: none"> Comply with quality standards in goods and services
17.	Public Procurement Oversight Authority (PPOA)	<ul style="list-style-type: none"> Technical guidance on procurement of goods and services Timely determination of disputes arising from procurement process 	<ul style="list-style-type: none"> Compliance with procurement laws and professional advice Offered by PPOA
18.	Public Procurement Regulatory Authority (PPRA)	<ul style="list-style-type: none"> Technical guidance on procurement of goods and services Timely determination of disputes arising from procurement process 	<ul style="list-style-type: none"> Compliance with procurement laws and professional advice Offered by PPRA
19.	Public Procurement Administrative Review Board	<ul style="list-style-type: none"> Oversight on procurement processes 	<ul style="list-style-type: none"> Collaboration and compliance
20.	Ministry of ICT and Communication Authority	<ul style="list-style-type: none"> regulate information and communications sectors; broadcasting, cybersecurity, multimedia, telecommunications, electronic commerce, postal and courier service 	<ul style="list-style-type: none"> Collaboration on network coverage and media space
21.	Ministry of ICT / ICT Authority	<ul style="list-style-type: none"> Provide guidelines on ICT infrastructure. 	<ul style="list-style-type: none"> Compliance with ICT guidelines
22.	Office of the Auditor General	<ul style="list-style-type: none"> audit and report on the accounts of Commission 	<ul style="list-style-type: none"> Provision of relevant financial reports
23.	Ministry of Foreign Affairs	<ul style="list-style-type: none"> Provision of data on Kenyans citizens residing in host countries, provide registration centres and Polling Station. 	<ul style="list-style-type: none"> Collaboration with Kenyan Missions and host nations
24.	EACC	<ul style="list-style-type: none"> ensuring compliance with, and enforcement of leadership and integrity requirement 	<ul style="list-style-type: none"> Collaboration and compliance
25.	Kenya Law Reform	<ul style="list-style-type: none"> Provides drafting services Legislative reform guidance Legislative policy direction 	<ul style="list-style-type: none"> Provide proposals for legislative reforms
26.	Media	<ul style="list-style-type: none"> Provide voters with the requisite knowledge and information on the election process through print and electronic media platforms; “Watchdog” in safeguarding transparency of the electoral process; Provide a balanced, accurate and objective coverage of various aspects of electoral process 	<ul style="list-style-type: none"> Partners with the media in dissemination of election information; Monitor the equitable allocation of air-time for all candidates and political parties concerned.
27.	Council of Governors	<ul style="list-style-type: none"> Hold forums to discuss effects of elections in their counties Fund elections monitors in their 	<ul style="list-style-type: none"> Timely sharing of information on election preparedness Create a pool of election resource persons

No.	STAKEHOLDER	STAKEHOLDER ROLE	ROLE OF THE COMMISSION
		counties <ul style="list-style-type: none"> Assist the Commission to fund and mobilize support of voter education and voter registration Invite IEBC to attend and share information during CoG conferences 	to give talks during regional blocks forums <ul style="list-style-type: none"> Give comprehensive reports on election statistics Sign MOUs with the Council of Governors on areas of collaboration Attend CoG Conferences
28.	County Assembly Forums	<ul style="list-style-type: none"> Hold forums to discuss economic effects of elections in their regions Fund elections monitors in their counties Assist the commission to fund and mobilize support of voter education and voter registration 	<ul style="list-style-type: none"> Timely sharing of information on election preparedness Create a pool of election resource persons to give talks during regional blocks forums Give comprehensive reports on election statistics to the CAFs Sign MOUs with the County Assembly Forums on areas of collaboration Attend CAF Conferences
29.	Regional Economic Blocks	<ul style="list-style-type: none"> Hold forums to discuss economic effects of elections in their regions Fund elections monitors in their counties Assist the commission to fund and mobilize support of voter education and voter registration 	<ul style="list-style-type: none"> Timely sharing of information on election preparedness Create a pool of election resource persons to give talks during regional blocks forums Give comprehensive reports on election statistics for the concerned regions Sign MOUs with the regional blocks on areas of collaboration Share with regional blocks lists of collaborations accredited election monitors
30.	International Organizations & Development Partners	<ul style="list-style-type: none"> Provide financial and technical support for electoral processes and activities 	<ul style="list-style-type: none"> Ensure accountability of its activities for a sustained partnership.
31.	Civil Society Organizations	<ul style="list-style-type: none"> Provide advocacy Conduct civic education Provide feedback from the grassroots on challenges faced 	<ul style="list-style-type: none"> Facilitate public participation and involvement in its electoral processes, engages them.
32.	Disability Public Benefit Organizations	<ul style="list-style-type: none"> Attend stakeholder information sharing forums Give information on the organizations under their umbrella up to the grassroots Share information and areas of collaboration to ensure inclusive electoral processes 	<ul style="list-style-type: none"> Engage stakeholders in this sector Timely sharing of electoral information Accredit qualified organizations
33.	Professional bodies	<ul style="list-style-type: none"> Volunteer to act as a bridge between the Commission and communities they come from Share areas of collaboration Dissemination information in the 	<ul style="list-style-type: none"> Map professional bodies in every constituency Engage stakeholders in this sector

No.	STAKEHOLDER	STAKEHOLDER ROLE	ROLE OF THE COMMISSION
		communities <ul style="list-style-type: none"> • Mobilize, sensitize and educate the communities on importance of peaceful elections and voting. • Sponsor community sports 	<ul style="list-style-type: none"> • Timely sharing of electoral information • Accredite qualified organizations
34.	Professional Sports and athletics associations	<ul style="list-style-type: none"> • Volunteer to act as a bridge between the Commission and communities they come from • Be available to be endorsers and influencers in electoral processes • Dissemination information in the communities • Mobilize, sensitize and educate the communities on importance of peaceful elections and voting. • Sponsor community sports 	<ul style="list-style-type: none"> • Map professional Sports and athletic bodies in every constituency • Engage stakeholders in this sector • Timely sharing of electoral information • Accredite qualified organizations
35.	Faith –Based Organizations	<ul style="list-style-type: none"> • Volunteer to act as a bridge between the Commission, communities and the faithful they serve • Share areas of collaboration • Dissemination information in the places of worship • Mobilize, sensitize and educate the communities on importance of peaceful elections and voting. • Sponsor community social activities informed themes. 	<ul style="list-style-type: none"> • Map professional bodies in every constituency • Engage stakeholders in this sector • Timely sharing of electoral information • Accredite qualified organizations • Provide information , education and communication materials
36.	Elections Observers	<ul style="list-style-type: none"> • Confer elections legitimacy through observation and reporting on the conduct of election; • Contribute to strengthening democratic institutions, building public confidence in electoral process and helping to detect fraud intimidation and violence • Give timely feedback to the commission on the conduct of election activity for improved service delivery • Give reports at the end of the assignment 	<ul style="list-style-type: none"> • Provide opportunities and facilitate the observation, monitoring and evaluation of election process. • Accredite election observers and monitors • Hold information sharing and briefing sessions to observers • Provide election observation aids such as booklets, maps , contacts of officers
37.	Private Sector and Business Community	<ul style="list-style-type: none"> • Supply goods and services; • Engaged periodically on the key issues in the electoral process 	<ul style="list-style-type: none"> • Timely information sharing on election preparedness • Timely payment of goods and services supplied
38.	Council of Elders	<ul style="list-style-type: none"> • Negotiated democracy 	<ul style="list-style-type: none"> • Collaborate
39.	Nyumba Kumi	<ul style="list-style-type: none"> • Mobilize • Security 	<ul style="list-style-type: none"> • Collaborate
40.	Diaspora Alliances & Associations	<ul style="list-style-type: none"> • Mobilize Kenyans in Diaspora to participate in electoral processes • Provide voter Education 	<ul style="list-style-type: none"> • Map and Engage the Associations • Provide information

No.	STAKEHOLDER	STAKEHOLDER ROLE	ROLE OF THE COMMISSION
			<ul style="list-style-type: none"> • Provide voter education materials
41.	Other EMBs	<ul style="list-style-type: none"> • Election Observation • Share experiences on election management • Peer learning 	<ul style="list-style-type: none"> • Map and engage • Participate in activities of partner states • Peer learning • Election observation

APPENDIX IV: INDICATIVE BUDGET

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