

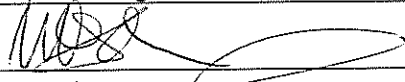

IEBC



Empowered Lives. Resilient Nations

**ANNUAL WORK PLAN
2012**

**SUPPORT TO ELECTORAL REFORMS AND ELECTORAL
PROCESSES**

Project Title	Support to Electoral Reforms and Electoral Process in Kenya																																									
UNDAF Outcome	Democratic governance and human rights including gender equality progressively enhanced.																																									
CPAP Expected Outcome	More efficient, effective and equitable public service delivery by institutions and systems of democratic governance and rule of law enhanced.																																									
Expected CPAP Output(s)/Project Outcome	Enhanced capacity of the Independent Electoral and Boundaries Commission (IEBC) to deliver on its constitutional mandate including free, fair and credible elections.																																									
Implementing Partner	IEBC																																									
Collaborating parties	Development Partners, International and National Electoral Assistance Providers																																									
<p>Kenya is getting ready to hold its fifth successive elections since the re-introduction of multiparty politics in 1991. The coming elections will be held under a different political, social, economic and legal context. The elections will be held at the backdrop of the 2007 Post-Election Violence (PEV) and a new constitutional dispensation. While the former awakened national consciousness for far-reaching governance reforms, the latter marks the beginning of governance transformation in Kenya. This project document provides a framework of support to the next phase of electoral assistance to Kenya through the newly created Independent Electoral and Boundaries Commission (IEBC).</p> <p>The overall aim of this intervention is to enhance the capacity of the IEBC towards the management of free, fair and credible elections in Kenya. It will focus on the following four main components: institutional strengthening of the IEBC, electoral operations and processes, civic participation and engagement and project management and coordination.</p> <p>The main outputs for this intervention include: (1) IEBC institutional capacity strengthened (2) legal framework strengthened (3) new electoral unit boundaries established as per the Constitution (4) a credible voter register established (4) an effective and efficient elections/polling operation plan implemented (5) an elections dispute resolution and conflict prevention strategy implemented (6) an inclusive national civic and voter education programme successfully implemented (7) opportunities for women, youth, minorities and persons with disabilities participation in the electoral process enhanced (8) effective monitoring and observation mechanisms implemented and (9) leadership and coordination of the electoral process enhanced.</p> <p>Some of the key activities include: Professional development of staff and commissioners; Development of organizational/institutional policies, procedure manuals; Installation of an integrated management information system; Support to Phase II of LAN/WAN; Building capacity of IEBC on boundary delimitation; Training media on boundary delimitation; Training in communication; Development of applications for electoral planning and navigation; Identification of most appropriate options for voter registration; Support given to voter registration operation; Purchase of 2,500 EVR kits; Support given to mainstreaming of gender, disabilities and other marginalised groups in voter registration; Support given to drafting of bills and regulations; Provision of technical assistance in identified areas of elections operations; Support given to elections results management system; Purchase of 10,000 electronic poll books; Support given to electoral operations activities; support given to exploration of voting operation options under new constitution; Implementation of elections media strategy; Development and implementation of an elections conflict prevention strategy; Establishment and implementation of dispute resolution mechanisms; Development and implementation of civic and voter education and information (CVEI) strategy; Support given to mass based CVEI campaigns including radio, TV and newspapers; Building partnerships with the media and civil society; Support given to enforcement of compliance with quota provisions; Support given to mainstreaming gender/minorities in elections; Support given to designing targeted CVEI strategies for women, youth, minorities and persons with disabilities; Support given to gender sensitive reporting; Support given to coordination of monitoring observation mechanisms; Establishment of monitoring feedback mechanisms; Facilitate training of polling agents; Establishment of donor and partner coordination mechanisms; Establishment of a robust M&E framework; and Setting up Project Support Team (PST).</p>																																										
Project Period: CPAP 2009 - 2013 Project Component: Governance Project Title: Support to Electoral reforms in Kenya Project ID: 00073426 Current Phase Period: 2012-2013 Current Phase Project Duration: 24 months Management Arrangement: NIM		<table border="1"> <thead> <tr> <th colspan="2">Indicative Budget & Pledges</th> <th>USD</th> </tr> </thead> <tbody> <tr> <td colspan="2">Total budget - 2012</td> <td>28,592,540.00</td> </tr> <tr> <td colspan="2">UNDP core resources</td> <td>300,000.00</td> </tr> <tr> <td colspan="2">SIDA</td> <td>5,900,000.00</td> </tr> <tr> <td colspan="2">Finland</td> <td>2,881,844.00</td> </tr> <tr> <td colspan="2">Norway</td> <td>1,454,545.00</td> </tr> <tr> <td colspan="2">DFID</td> <td>7,840,000.00</td> </tr> <tr> <td colspan="2">Denmark</td> <td>2,106,969.00</td> </tr> <tr> <td colspan="2">USAID</td> <td>2,000,000.00</td> </tr> <tr> <td colspan="2">European Union</td> <td>2,881,844.00</td> </tr> <tr> <td colspan="2">Netherlands</td> <td>2,800,000.00</td> </tr> <tr> <td colspan="2">Total Allocated Resources</td> <td>28,165,202.00</td> </tr> <tr> <td colspan="2">Deficit</td> <td>427,338.00</td> </tr> </tbody> </table>		Indicative Budget & Pledges		USD	Total budget - 2012		28,592,540.00	UNDP core resources		300,000.00	SIDA		5,900,000.00	Finland		2,881,844.00	Norway		1,454,545.00	DFID		7,840,000.00	Denmark		2,106,969.00	USAID		2,000,000.00	European Union		2,881,844.00	Netherlands		2,800,000.00	Total Allocated Resources		28,165,202.00	Deficit		427,338.00
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IEBC	Edward K. Karisa DIRECTOR OF FINANCE		12/04/2012																																							
UNDP Kenya	Alfredo Teixeira Deputy Country Director -Programmes																																									

UNDAF Outcome: Democratic governance and human rights including gender equality progressively enhanced												
CPAP Outcome: More efficient, effective and equitable public service delivery by institutions and systems of democratic governance and rule of law enhanced												
Project title and ID (ATLAS Award ID): 00073426 "Support to Electoral Reforms and Processes"												
Outputs, Baseline, Targeted Indicators	Indicative Activities				Q 1	Q 2	Q 3	Q 4	Resp. party	Indicative Inputs	Budget (USD)	
1. IEBC Institutional capacity strengthened Indicators: <ul style="list-style-type: none"> - Number of regional offices covered by LAN/WAN - Number and type of organizational and institutional policies and procedure manuals in place - Number of relevant courses and trainings - Management information system in place Baseline: <ul style="list-style-type: none"> - Phase I of LAN/WAN underway - No policies on gender, risk management, electoral processes, ICT, among others - New commissioners with limited elections experience - Weak information management system exist - Weak communication strategy Target: <ul style="list-style-type: none"> - 80 % of constituency offices connected to LAN/WAN - At least 2 policies identified and finalized including gender policy - At least 3 trainings supported including one of gender - New information management system installed 	Professional development of staff and commissioners <ul style="list-style-type: none"> - Facilitate 1 BRIDGE training locally - Facilitate corporate management training - Facilitate professional training - Facilitate training in public relations and communications 					X	X		IEBC UNDP	Travel Consultancy Conference facilities	47,000 71,000 40,000 25,000 183,000	
	Develop organizational/institutional policies, procedure manuals <ul style="list-style-type: none"> - Develop at least 2 organizational policies and procedures - Develop 2 procedure manuals on electoral processes 					X			IEBC UNDP	Consultancy Conference facilities Travel	75,000 75,000	
	Install an integrated management information system <ul style="list-style-type: none"> - Procure ERP software - Train staff on ERP applications - Deploy of ERP software 					X	X	X	IEBC UNDP	Professional services ICTs Conference facilities Travel	150,000 978,000 10,000 12,000 1,080,000	
	Support Phase II of LAN/WAN <ul style="list-style-type: none"> - Review institutional capacity for LAN/WAN use - Hire competent firm to undertake LAN/WAN 					X	X		IEBC UNDP	Professional services ICTs	15,000 1,185,000	
	Sub-total 1											
	2,533,000											
	2. Legal framework strengthened Indicators: <ul style="list-style-type: none"> - Number of Bills enacted to mainstream elections management - Number of regulations gazette by the IEBC Baseline: <ul style="list-style-type: none"> - No regulations under the new elections laws 	Support preparations of draft Bills and regulations <ul style="list-style-type: none"> - Facilitate stakeholder consultations - Provide technical expertise in the preparation of Bills and draft regulations 				X	X	X		IEBC UNDP	Conference Facilities Travel Consultancy	20,000 30,000
		Sub-total 1										
		2,533,000										

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		1	2	3	4						
<ul style="list-style-type: none"> - Discussions on Campaign Financing Bill on-going Target: - The Campaign Finance Bill finalized and presented - 3 regulations (under the Elections Act, IEBC Act and Political Parties Act) gazetted 								50,000			
Sub-total 2											
3. New electoral units (areas) established as per the Constitution Indicators: <ul style="list-style-type: none"> - Extent to which the process/electoral units comply with the Constitution - % level of public satisfaction with the process and outcome of delimitation exercise Baseline: <ul style="list-style-type: none"> - IBRC recommendations - Constitution and legislation provide formula and process of delimitation Target: <ul style="list-style-type: none"> - New boundaries established within expected timeframe - 75% of public satisfied with process and outcome of the exercise 	Build capacity of IEBC on boundary delimitation <ul style="list-style-type: none"> - Deploy technical experts to assist IEBC - Procure licenses for central mapping software - Develop applications for electoral planning and navigation - Facilitate stakeholder consultations Train media on boundary delimitation					IEBC UNDP	Consultancy Conference facilities Travel ICTs	100,000			
		X	X	X	X					40,000	
		X	X	X	X					40,000	
		X	X	X	X					40,000	
										220,000	
Sub-total 3											
4. A credible voter register established Indicators: <ul style="list-style-type: none"> - % registered voters against total eligible voters - % registered voters desegregated by sex, age and region - Level of credibility of voters' role Baseline: <ul style="list-style-type: none"> - 12.4 million voters registered in 2010 within 45 days with almost 50:50 men to women 	Identify most appropriate options for voter registration <ul style="list-style-type: none"> - Facilitate stakeholder consultations - Explore options for Diaspora voter registration Support to voter registration operation <ul style="list-style-type: none"> - Provide technical expertise on registration operations - Train 60,000 staff and officials on registration 					IEBC UNDP	Consultancy Travel Conference services	20,000			
		X	X	X	X					15,000	
		X	X	X	X					35,000	
		X	X	X	X					60,000	
										1,000,000	

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Outputs, Baseline, Targeted Indicators	Indicative Activities				Resp. party				Indicative Inputs	Budget (USD)
	Q 1	Q 2	Q 3	Q 4						
<ul style="list-style-type: none"> ration. Registered # of voters aged 18-35 yrs- 48% 2010 Referendum (Female youth 46% compared to 51% male youth) 21.8 million eligible voters. <p>Target:</p> <ul style="list-style-type: none"> 15 million registered by end of exercise Over 90% satisfied with new voters' roll 50:50 men to women ratio registered voters Increase % youth registered by 20% and increase female youth by 10% from 2010 mark 	<ul style="list-style-type: none"> operations (2 officers per polling station) Production and publication of voter register and manuals Facilitate voter verification through SMS/Web platform Purchase 1,250 EVR kits 								Communications ICTs	40,000
	<ul style="list-style-type: none"> Support mainstreaming of gender, disabilities and other marginalised groups in voter registration Provide technical assistance in material design Hold stakeholder forums Publication/deployment of responsive materials 				IEBC UNDP				<ul style="list-style-type: none"> Consultancy Conference facilities Printing Communication 	20,000 20,000 40,000
										80,000
										6,265,000
<p>5- An effective and efficient elections/polling operation plan implemented</p> <p>Indicators:</p> <ul style="list-style-type: none"> Timeliness in procurement and delivery of strategic and non-strategic material Timeliness of results transmission # of centres receiving complaints <p>Baseline:</p> <ul style="list-style-type: none"> 2010 referendum operation was executed effectively Less than 5% centres received complaints Minimum 6 ballots expected to pose operational challenges Political parties nomination/primaries potentially volatile <p>Targets:</p> <ul style="list-style-type: none"> Operational plan designed and endorsed 80% presidential results received electronically within 24 hours Less than 7% centres receive complaints related to implementation of operations plan 	<ul style="list-style-type: none"> Provide technical assistance in identified areas of elections operations: <ul style="list-style-type: none"> Support logistics and warehousing Monitor political parties' nominations Monitor campaign financing Support elections results management system <ul style="list-style-type: none"> Facilitate stakeholder consultations Review existing system and make proposals Facilitate training of staff and returning officers Support electoral operations activities <ul style="list-style-type: none"> Facilitate mock elections in 2 constituencies Train 240,000 field officials/polling clerks Develop and disseminate election manuals Purchase of 5,000 poll books Explore voting operation options under new constitution <ul style="list-style-type: none"> Facilitate stakeholder consultations Facilitate an international conference on 				IEBC UNDP				<ul style="list-style-type: none"> Consultancy Travel Communication 	50,000 80,000 80,000 210,000
										Sub-total 4
										40,000
										5,000
										100,000
										145,000
										700,000
										3,000,000
										500,000
										2,500,000
									6,700,000	
									40,000	
									100,000	

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	Q 1	Q 2	Q 3	Q 4		Q 1	Q 2	Q 3	Q 4			
<ul style="list-style-type: none"> - Reduce the number of complaints on party nominations by 50% 	elections and related activities				IEBC UNDP	Consultancy Conference facilities Travel ICT Communication				140,000		
	Implement elections media strategy											
	- Train the media on electoral processes						X					40,000
	- Establish media centre for elections operations							X	X		50,000	
- Train staff and commissioners on handling media during elections						X	X		40,000			
Sub-total 5												
6. An elections dispute resolution and conflict prevention strategy implemented Indicator: <ul style="list-style-type: none"> - % of electoral disputes resolved - Timeliness of dispute resolution - # of incidents of violence/intimidations recorded Baseline: <ul style="list-style-type: none"> - Electoral dispute tribunal legislated but not operational - IEBC strategic plan does not mention conflict prevention strategy - 2010 referendum peaceful with no incident of violence - Campaigns related tensions and incidence of violence recorded in November 2011 Target: <ul style="list-style-type: none"> - IEBC conflict prevention strategy developed - Electoral dispute tribunal operationalised - IEBC able to take action against any incidence of violence or threats to violence 	Develop and implement an elections conflict prevention strategy				IEBC UNDP	Consultancy Service Contracts Conference facilities Travel Communication				70,000		
	- Hire conflict prevention specialist						X	X				
	- Facilitate stakeholder consultations county levels						X	X			150,000	
	- Facilitate collaboration for early warning						X	X			20,000	
	- Facilitate training in elections conflict prevention						X	X			20,000	
	- Create synergies with existing peace committees						X	X			60,000	
	- Facilitate consultation with Political Parties Liaison Committees						X	X			320,000	
	Establish and implement dispute resolution mechanisms											
	- Engage with Political Parties Liaison Committee						X	X			30,000	
	- Develop engagement framework with Political Parties Tribunal						X				10,000	
- Train staff and judicial officers on elections dispute resolution					X	X			20,000			
- Establish Code of Conduct Enforcement Committee					X	X			10,000			
Sub-total 6												
7. An inclusive national civic and voter education project successfully implemented Indicators: <ul style="list-style-type: none"> - % people reached by civic and voter education - % level of satisfaction with civic and voter education 	Develop and implement civic and voter education and information (CVEI) strategy				IEBC UNDP	Consultancy Travel Conference facilities Printing Communication				50,000		
	- Facilitate the design CVEI strategy						X	X				
	- Produce and disseminate voter education materials (Handbooks, curriculum, IEC materials)						X	X			200,000	
	- Facilitate face-to-face CVEI forums at national and county levels						X	X	X		50,000	
							X	X			50,000	

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Outputs, Baseline, Targeted Indicators	Indicative Activities				Indicative Inputs				Budget (USD)						
	Q 1	Q 2	Q 3	Q 4	Resp. party										
<ul style="list-style-type: none"> - Proxy: (# eligible voters registered) - Proxy: (# voter turnout) - Proxy: (% spoiled ballots) Baseline: <ul style="list-style-type: none"> - New electoral system with several ballots cast on same date but with low levels of awareness of changes - 21 million eligible voters - 2010 referendum turnout was at 73% - Over 200,000 ballots spoiled during 2010 referendum Target: <ul style="list-style-type: none"> - At least 80% confirm being reached by civic/voter education - 75% of those reached satisfied with civic/voter education - Record at least 65% voter turnout - Reduce #of spoiled ballots by 50% 	<ul style="list-style-type: none"> - Engagement with other partners (ASK shows, music, drama, etc) - Training of voter educators 								120,000						
	<ul style="list-style-type: none"> - Support mass based CVEI campaigns - Design strategy of media campaigns - Engage FM radio stations - ads - Engage TV stations - ads - Deploy ICT platforms (bulks SMS, crowdsourcing) 				<ul style="list-style-type: none"> - IEBC - UNDP 				<ul style="list-style-type: none"> - Communication/Ads - Consultancy - Travel 			570,000			
Sub-total 7															
8. Opportunities for women, youth, minorities and persons with disabilities participation in the electoral process enhanced	<ul style="list-style-type: none"> - Support enforcement of compliance with quota provisions - Facilitate stakeholder consultations - Develop rules and procedures on quotas - Publish rules and procedures for quota 				<ul style="list-style-type: none"> - IEBC - UNDP 				<ul style="list-style-type: none"> - Conference facilities - Consultancy - Communication 			7,620,000			
	<ul style="list-style-type: none"> - # of women, youth, minorities and persons with disabilities registered as voters - # of women, youth, minorities and persons with disabilities offering themselves as candidates in the General Elections - Extent of compliance with constitutional quota Baseline: <ul style="list-style-type: none"> - 2010 voters role had 49% of voters being women - Very few women, youths and persons with disabilities represented in Parliament - Constitution provide quotas for women, 				<ul style="list-style-type: none"> - Support in mainstreaming gender/minorities in elections - Provide technical assistance on gender mainstreaming - Train staff and commissioners on gender mainstreaming - Conduct audit of electoral process (gender and minorities) 				<ul style="list-style-type: none"> - IEBC - UNDP 				<ul style="list-style-type: none"> - Consultancy - Conference facilities - Travel 		
Sub-total 7															
8. Opportunities for women, youth, minorities and persons with disabilities participation in the electoral process enhanced															
<ul style="list-style-type: none"> - Design targeted CVEI strategies women, youth, minorities and persons with disabilities - Provide technical assistance in design of CVEI 				<ul style="list-style-type: none"> - Consultancy - Conference facilities - Communication 				<ul style="list-style-type: none"> - X - X - X - X - X - X - X - X 			50,000				

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	Indicative Activities											
youths, minorities and persons with disabilities Target: - 50% of registered voters to be women - Increase youth voters by 20% - Increase # of women, youth, persons with disabilities standing as candidates by 20%	- Support campaigns against gender violence				X	X				ICT	100,000	
	Support gender sensitive reporting											150,000
	- Train media/journalists - Monitor media/reporting on gender and elections				X	X	X	X		IEBC UNDP	Conference facilities Consultancy Travel	30,000 80,000
Sub-total 8											430,000	
9. An effective monitoring and observation mechanism implemented Indicators: - Ease of observer accreditation and access information - Reporting and feedback mechanism in place Baseline: - Monitoring and observation guidelines not developed - Weak feedback mechanism - External platforms for elections monitoring and observation in place - Political parties unfamiliar with electoral process Target: - New guidelines on monitoring and observation developed - Feedback mechanism developed - Train 15,000 polling agents ToTs	Support coordination of monitoring observation mechanisms											
	- Develop guidelines for monitoring and observation				X					IEBC UNDP	Conference facilities Travel Equipment ICTs	15,000
	- Facilitate accreditation and briefings with observers					X	X	X				30,000
	- Develop an access to information policy					X						7,000
	- Facilitate stakeholder consultations						X					20,000
	Sub-total 8											72,000
	Training of 15,000 polling agents ToTs						X	X		IEBC UNDP	Conference facilities Travel	700,000
	Sub-total 9											700,000
	Support feedback mechanisms									IEBC UNDP	Conference facilities Communication Travel	25,000 20,000
	- Develop monitoring tools to enhance compliance				X	X						
- Develop a response mechanism on reports				X	X							
Sub-total 9											45,000	
Sub-total 9											817,000	
10. Enhanced leadership and coordination of electoral processes Indicator: - Level of effectiveness and efficiency of coordination mechanisms in place - Quality of monitoring and reporting - Timeliness in responding to risks and management issues Baseline:	Establish donor and partner coordination mechanisms											
	- Facilitate periodic meetings and consultations				X	X	X	X		IEBC UNDP	Conference facilities	10,000
	- Facilitate partnership with national support institutions				X	X	X	X				10,000
	Establish robust M&E framework									IEBC UNDP	Consultancy Travel	20,000
	- Formulate M&E strategy - Facilitate periodic surveys and reporting on results				X	X	X	X				250,000