

# INEC STRATEGIC PLAN 2022-2026

CONSOLIDATING FREE, FAIR, CREDIBLE AND  
INCLUSIVE ELECTIONS



INDEPENDENT NATIONAL  
ELECTORAL COMMISSION

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# FOREWORD

The Strategic Plan 2022-2026 is the third successive Plan in as many Electoral Cycles developed by the Commission in its efforts towards deepening electoral integrity. Recognizing the central role that free, fair and credible elections play in democratic consolidation, the Strategic Planning process, began during the 2003-2007 Electoral Cycle, is a further demonstration of the Commission's commitment to more focused, structured and deliberate planning, monitoring and implementation processes in the management of elections in Nigeria. The 2017-2021 Strategic Plan and Strategic Programme of Action wind down at the end of this year. This Plan has been faced by a range of new and unanticipated challenges such as the COVID-19 pandemic and heightened security threats to the electoral system. Hence, the development of a new plan for the 2019-2023 Electoral Cycle has become imperative.

While the 2017-2021 Plan constituted both the foundation and roadmap that informed decision making and implementation of various levels of activities culminating in the successful conduct of the 2019 General Election, new and emergent challenges require newer knowledge and skill sets, actions, activities, programmes and linkages in order to plan and conduct the 2023 General Election (GE).

The 2022-2026 Strategic Plan and Strategic Plan Implementation Programme drew lessons from and thoroughly reviewed the level of implementation of the last plan. It builds on the successes of the preceding Plan, especially in the planning and conduct of the 2019 General Election, the Edo and Ondo Governorship Elections as well as several other bye-elections nationwide. However, noting the massive impact of the Covid-19 Pandemic as well as the current security threats on elections, the 2022-2026 Plan prioritises the institutionalization of the Commission's processes for the effective delivery of its mandate through a focus on capacity building, the promotion of professionalism, encouraging greater synergy among departments, improving efficient mobilization and utilization of resources, increased deployment of technology as well as greater sensitivity to threats to election security and broader threats to personnel and infrastructure.

These concerns have been reflected in the Plan's Five (5) Strategic Objectives. Each of these Strategic Objectives has identified several key actions, key activities and key outcomes that constitute a broad guide to the vision of the Commission to provide electoral operations, systems and infrastructure to support the delivery of free, fair, credible and inclusive elections. The 2022-2026 Strategic Plan is accompanied by a detailed Strategic Plan Implementation Programme that breaks down the broad activities in the Plan into a series of lower-level events, programmes and actions meant to ensure effective implementation, monitoring and evaluation. Similarly, it is this Plan that will form the basis from which the Election Project Plan for the 2023 General Election will be drawn.

As has been the practice in the Commission, this Plan is the product of a collective effort, drawing as it did, inputs from all levels of the Commission's staff as well as from external stakeholders. I would like to thank all those that have contributed to the formulation and development of the Plan.

I also assure you of the Commission's commitment to its implementation in the continued effort towards free, fair, credible and inclusive elections in Nigeria.

Finally, I commend the Chairman and Members of the Strategic Plan Committee for the dedication and hard work demonstrated in the production of the Plan.

**Professor Mahmood Yakubu**

Chairman,  
Independent National Electoral Commission (INEC)

# ACKNOWLEDGEMENTS

The development of a Strategic Plan for a Commission such as ours is a product of a collective effort drawing on the support of a wide range of individuals and organizations. The Commission has, for the past two Electoral Cycles (2011-2015, 2015-2019), relied on Strategic Plans and related planning tools to effectively perform its constitutional and statutory responsibilities. The INEC 2022 – 2026 Strategic Plan and Strategic Programme of Action (renamed the Strategic Plan Implementation Programme or SPIP) is a practical, action-oriented blueprint that not only articulates the Commission’s vision, mission and values, but also provides the necessary strategic objectives, key actions and specific activities for carrying out its mandate within the plan period.

I want to express sincere appreciation to the Commission for the confidence reposed in the Strategic Plan Committee under my leadership for the review of the 2017–2021 Strategic Plan and the development of the 2022–2026 Plan. I am grateful to all members of the Committee for their hard work, dedication and commitment towards the successful production of the Plan. The process benefited from the experience and in-depth knowledge of the Commission’s processes by two of the Consultants, Professor Etannibi E. O. Alemika and Mr. Okechukwu Ndeche, the former a renowned scholar and the latter a retired Director in the Commission. The contribution of the various stakeholders in the review of the previous plan and the development and validation of the present plan is highly appreciated. The Commission also acknowledges the logistic and technical support provided by the International Foundation for Electoral Systems (IFES), which facilitated the Committee’s work.

The processes of developing and validating the INEC 2022 – 2026 Strategic Plan and Strategic Plan Implementation Programme involved several officials of the Commission. In this regard, the Committee is grateful to National Commissioners, Resident Electoral Commissioners, Directors, Departmental Focal Persons (DFPs) and all other staff of the Commission at Headquarters and Field Offices nationwide for their dedication and commitment. I look forward to the continuation of the already established synergy, collaboration and teamwork in the actual implementation of the plan over the next five years.

**AVM Ahmad T. Mu’azu (Rtd)**

Chairman, INEC Strategic Plan Committee

# List of Abbreviations

ADM	-	Administration
ADR	-	Alternative Dispute Resolution Department
ASCON	-	Administrative Staff College of Nigeria
BaSED	-	Basic Security for Election Duty
BPP	-	Bureau of Public Procurement
COVID-19	-	Corona Virus Disease- 2019
CPS	-	Chief Press Secretary
CS	-	Commission Secretariat
CSOs	-	Civil Society Organisations
CMD	-	Centre for Management Development
CVR	-	Continuous Voter Registration
DFPs	-	Department Focal Persons
DPM	-	Directorate of Planning and Monitoring
EADR	-	Electoral Alternative Dispute Resolution
EMB	-	Election Management Body
EMS	-	Election Management System
EMSC	-	Election Monitoring and Support Centre
EO	-	Electoral Officer
EOM	-	Election Observer Missions
EOP	-	Electoral Operations
EOSC	-	Electoral Operations Support Centre
EPM	-	Election and Party Monitoring
EPPC	-	Election Project Plan Committee
EPP	-	Election Project Plan
ERM	-	Electoral Risk Management
EVMAT	-	Election Violence Mitigation and Advocacy Tool
EWT	-	Estate, Works & Transport
F&A	-	Finance and Accounts
FCT	-	Federal Capital Territory
FMBN	-	Federal Mortgage Bank of Nigeria
FoIA	-	Freedom of Information Act

FOSIECON	-	Forum of State Independent Electoral Commissions
GE	-	General Election
G & I	-	Gender & Inclusivity
GSM	-	Global System for Mobile Communication
HRM	-	Human Resource Management
HS	-	Health Services
IA	-	Internal Audit
ICCES	-	Inter-Agency Consultative Committee on Election Security
ICP	-	International Cooperation & Protocol
ICT	-	Information and Communications Technology
IGA	-	Inter-Governmental Affairs
IT	-	Information Technology
IDPs	-	Internally Displaced Persons
IFES	-	International Foundation for Electoral Systems
INEC	-	Independent National Electoral Commission
INECPRES	-	INEC Portal for Recruitment of Election Staff
LD & C	-	Legal Drafting & Complaints
LGAOs	-	Local Government Area Offices
L & P	-	Litigation & Prosecution
KPIs	-	Key Performance Indicators
M & E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MoU	-	Memorandum of Understanding
MOV	-	Means of Verification
NASS	-	National Assembly
NARTO	-	National Association of Road Transport Owners
NCC	-	Nigerian Communications Commission
NHF	-	National Housing Fund
NICVEP	-	National Inter Agency Committee on Voter Education and Publicity
NIMC	-	National Identity Management Commission
NIN	-	National Identification Number

NIPSS	-	National Institute for Policy and Strategic Studies
NURTW	-	National Union of Road Transport Workers
OCV	-	Out of Country Voting
OVI	-	Objectively Verifiable Indicators
P & M	-	Planning & Monitoring
PBA	-	Principal Business Areas
PPA	-	Public Procurement Act 2007
PPLPDC	-	Political Parties Leadership and Policy Development Centre
PRO	-	Procurement
PU	-	Polling Units
PVC	-	Permanent Voters Card
PwC	-	Pricewaterhouse Coopers
PwDs	-	Persons with Disability
RAC	-	Registration Area Camps
RAO	-	Registration Area Officer
R & D	-	Research & Documentation
SCR	-	Smart Card Readers
SEC	-	Security
SIM	-	Subscriber Identity Module
SERVICOM	-	Service Compact with All Nigerians
SO	-	Strategic Objective
SP	-	Strategic Plan
SPA	-	Strategic Programme of Action
SPIP	-	Strategic Plan Implementation Programme
STO	-	Stores
TEI	-	The Electoral Institute
TRG	-	Training
VEP	-	Voter Education and Publicity
VR	-	Voter Registry

# EXECUTIVE SUMMARY

## Establishment, Structure and Powers of the Commission

The Independent National Electoral Commission (INEC) is Nigeria's national Election Management Body (EMB) established by the 1999 Constitution and the Electoral Act 2010. The Commission is composed of a Chairman, who is the Chief Electoral Commissioner of the Federation and 12 members known as National Electoral Commissioners. It has offices in the 36 States and the Federal Capital Territory headed by Resident Electoral Commissioners. It also has offices in the 774 Local Government Areas of the Federation supervised by Electoral Officers. There are nine Departments and 10 Directorates at the Commission's headquarters that are subdivided into a number of Divisions and Units. There are seven departments in the State and Federal Capital Territory (FCT) offices. While these departments, directorates and units are supervised by Standing Committees of the Commission, the Electoral Institute (EI), which is the training, research and documentation arm of the Commission, is administered by a Board. There are 8,809 electoral wards and 176,846 Polling Units countrywide.

The Commission's powers and functions are specified in the Constitution of the Federal Republic of Nigeria 1999 (as amended) and the Electoral Act 2010 (as amended). The Constitution grants the Commission independence in appointments, promotions and discipline of its staff, provided that in the 'exercise of its powers to make appointments, or to exercise disciplinary control over persons, it shall not be subject to the direction or control of any other authority or person' (158[1]). While

the establishment, powers and composition of the Commission are enshrined in Paragraphs 14 (1&2) and 15 (a-c) of the Third Schedule 226 (1-3) of the Constitution, the Commission's powers in relation to establishment, control over funds as well as to supervise and monitor political parties are specified in Sections 1, 2 (a-c), 3, 4, 6, 7, 8, 25, 33 and 87, and similar sections of the Electoral Act 2010 (as amended). The powers of the Commission include "Organizing, undertaking and supervising all elections to the offices of the President and Vice-President, the Governor and Deputy Governor of a state, and to the membership of the Senate, the House of Representatives and the House of Assembly of each State of the Federation; as well as the Chairman and Councillors of FCT Area Councils."

## Vision, Mission and Values

The vision of INEC is to be one of the best Election Management bodies in the world and to meet the aspirations of Nigerians. Its mission is to serve as an independent and effective EMB committed to the conduct of free, fair and credible elections for sustainable democracy in Nigeria. The values that guide the Commission's performance are autonomy, transparency, integrity, credibility, impartiality, dedication, equity, excellence and teamwork.

## Strategic Planning

The Commission has since 2012 adopted the use of a Strategic Plan and Strategic Programme of Action to articulate its vision, mission, values, strategic objectives, key actions and activities to carry out its constitutional and statutory responsibilities. Consequently, it has produced two strategic plans covering the periods 2012 to 2016 and

# Vision, Mission and Values



*The vision of INEC is to be one of the best Election Management bodies in the world and to meet the aspirations of Nigerians. Its Mission is to serve as an independent and effective EMB committed to the conduct of free, fair and credible elections for sustainable democracy in Nigeria. The values that guide the Commission's performance are autonomy, transparency, integrity, credibility, impartiality, dedication, equity, excellence and teamwork*



2017 to 2021. The purpose of the 2017-2021 Plan was to provide the Commission with a practical, action-oriented blueprint for its activities during the plan period.

## Review of 2017-2021 Plan

The strategic objectives of the Plan were:

1. To provide electoral operations, systems and infrastructure to support delivery of free, fair and credible elections;
2. To improve voter education, training and research;
3. To register political parties and monitor their operations;
4. To interact nationally and internationally with relevant stakeholders; and
5. To strengthen INEC for sustained conduct of free, fair and credible elections.

The Plan consisted of 47 Key Actions and 650 Key Activities. A review of the implementation of the Plan showed that 246 (37.8%) Key Actions were fully implemented; 117 (18%) were partially implemented; 51 (7%) were ongoing and 236 (36.3%) were not implemented as at the time of this review

A detailed review of the Plan's Strategic Objectives (SO) indicated that Strategic Objectives 1 and 3 had the highest implementation rates of 44.1% and 46.9%, while Strategic Objective 5 with a value of 27.1% had the least number of implemented activities. SO 1 and 4 had the lowest percentage of partially implemented activities at 9.7% and 13.5% respectively, while SO 2 and 4 had the highest number of unimplemented activities at 38.6% and 45.9% respectively.

## Challenges of Plan Implementation

Implementation of the Plan was adversely affected by several factors, most significantly

the outbreak of the COVID-19 pandemic. The wave of insecurity nationwide that led to attacks on the Commission's facilities was also an important factor. Other constraints included uncertainties of changes in the electoral legal framework; inadequate funding; delay in the release of appropriated funds; low level of digitalisation and automation of Commission's processes and activities; delay in issuing Certificates of No Objection for the procurement of sensitive and non-sensitive election materials by the Bureau of Public Procurement; gaps in skills, knowledge and processes; challenges with lateral and horizontal communication, and lack of optimal collaboration, cooperation and coordination among the Commission's departments, directorates and units.

## Recommendations

Based on the review of the 2017-2021 Plan, the following recommendations should be given due consideration in the formulation of the 2022 – 2026 SP and SPIP.

1. The Commission should strengthen its administrative processes to ensure collaboration, cooperation and coordination among its Departments and Directorates with the institution of appropriate sanctions for non-compliance.
2. The electoral budget should be aligned with the Plan and spread over budget cycles in order to avoid delays associated with appropriation and cash releases.
3. Elimination of noticeable delays in granting approval for implementation and funding of planned activities.
4. There is a need to review the application of the Public Procurement Act to INEC given its peculiar circumstances as an Electoral Management Body implementing statutorily time-bound activities.
5. The Commission should prioritize the digitalisation of key management and operational processes and procedures, including its records, through an IT Governance Policy.
6. The SP and SPA implementation strategy should include provisions that enhance the implantation processes throughout the Commission.
7. The Commission should establish a Committee to revisit the integration of its monitoring platforms for the effective operationalization of the EMSC
8. The Commission should conclude its holistic organizational change effort began in 2013, eliminate duplication and overlap of functions. Thereafter it should conduct a Change Management Workshop for senior management staff to imbue them with the necessary strategic management skills for effectively managing the change in the desired direction and in accordance with the Commission's vision and mission.
9. INEC should ensure periodic and effective monitoring and evaluation of the SP and SPA with a mandatory mid-term plan review and update.
10. INEC should continue to conduct regular capacity building training workshops which can have online self-test modules based on needs assessment for both permanent and ad hoc staff.
11. INEC should establish its own Scheme of Service in consultation with the National Council on Establishments for clear career path and progression of its workforce.

12. INEC should obtain a Corporate NIN status from NIMC in collaboration with NCC to ensure uninterrupted service of its operational and media-based communication platforms.

### **Strategic Plan 2022-2026**

The Strategic Objectives of the 2022-2026 Plan are:

1. To provide electoral operations, systems and infrastructure to support the delivery of free, fair, credible and inclusive elections;
2. To improve voter and civic education and promote knowledge of sound democratic

election processes;

3. To register political parties and monitor their operations;
4. To interact nationally and internationally with relevant stakeholders;
5. To strengthen INEC institutionally for effective delivery of its mandate.

These strategic objectives will be pursued through Key Actions and Programme of Activities as outlined in Section Four of this Report and in the separate but accompanying Strategic Plan Implementation Programme document.



# Section One

## Introduction

01



# 1.0 Background

The Independent National Electoral Commission (INEC) is Nigeria's federal Election Management Body (EMB) established in both the 1999 Constitution (as amended) and the Electoral Act 2010 (as amended). In 2012, INEC prepared a Strategic Plan as a roadmap to its activities from 2012-2016. In 2016, the Commission embarked on a review of the Plan and the development of a new one, a process that culminated in the present Strategic Plan 2017 – 2021.

## 1.1 Structure, Powers and Functions

INEC is composed of a Chairman, who is the Chief Electoral Commissioner of the Federation, 12 members known as National Electoral Commissioners and 37 Resident Electoral Commissioners who head the offices of the Commission in the 36 States of the Federation and the Federal Capital Territory (FCT). The bureaucracy consists of a Secretary, Directors, Directing and Non-Directing Staff, with over 16,000 staff at the national, state and local government offices. In addition to these offices, there are 8,809 Registration Areas/Electoral Wards and 176,846 Polling Units countrywide.

The organisational structure at the Headquarters comprises nine Departments and 10 Directorates, which are sub-divided into a number of Divisions and Units, while in the State and Federal Capital Territory (FCT) offices, there are seven departments with heads of department who report to the Resident Electoral Commissioners through the Administrative Secretaries. The Local Government offices of the Commission are headed by Electoral Officers. These departments, directorates and units are

supervised by standing committees of the Commission. Moreover, there is The Electoral Institute (TEI) which is the training, research and documentation arm of the Commission.

The Constitution grants the Commission independence in appointment, promotion and discipline of its staff. It however specifies that in the 'exercise of its powers to make appointments, or to exercise disciplinary control over persons, it shall not be subject to the direction or control of any other authority or person' (158[1]). The powers and functions of the Commission are specified in the Constitution of the Federal Republic of Nigeria, 1999 (as amended) and the Electoral Act 2010 (as amended). Paragraphs 14 (1&2) and 15 (a-c) of the Third Schedule 226 (1-3) of the Constitution specify the establishment, powers and composition of the Commission. Sections 1, 2 (a-c), 3, 4, 6, 7, 8, 25, 33 and 87, and similar other sections of the Electoral Act 2010 (as amended) also specify some of these powers in relation to establishment, control over funds, as well as supervision and monitoring of political parties.

### These powers and functions are as follows:

- a. Organising, undertaking and supervising all elections to the offices of the President and Vice-President, the Governor and Deputy Governor of a state, and to the membership of the Senate, the House of Representatives and the House of Assembly of each State of the Federation; as well as the Chairman and Councillors of FCT Area Councils;
- b. Registering political parties in accordance with the provisions of the Constitution and an Act of the National Assembly;
- c. Monitoring the organisation and operation of political parties, including their finances;

- d. Arranging for the annual examination and auditing for the funds and accounts of political parties and publishing a report on such examination and audit for public information;
- e. Arranging and conducting the registration of persons qualified to vote and preparing, maintaining and revising the register of voters for the purpose of any election;
- f. Promoting knowledge of sound democratic election processes;
- g. Monitoring political campaigns and providing rules and regulations which shall govern the political parties;
- h. Ensuring that all Electoral Commissioners, Electoral and Returning Officers take and subscribe to the oath of the Office as prescribed by law;
- i. Delegating any of its powers to any Resident Electoral Commissioner(s);
- j. Carrying out such other functions as may be conferred upon it by an Act of the National Assembly;
- k. Delimiting constituencies at intervals of not less than ten years;
- l. Conducting referenda for recall of a Member of the National Assembly (NASS) or House of Assembly of a State and Area Council of the FCT or any other referendum; and
- m. Conducting Civic and Voter Education.

### 1.1.1 Vision

The vision of INEC is to be one of the best Election Management Bodies in the world and to meet the aspirations of the Nigerian people.

### 1.1.2 Mission

The mission of INEC is to serve as an independent and effective EMB committed to the conduct of free, fair, credible and inclusive elections for sustainable democracy in Nigeria.

### 1.1.3 Values

INEC shall be guided by the following values in the performance of its duties:

- **Autonomy:** Carry out all its functions independently, free from external control and influence.
- **Transparency:** Display openness and transparency in all its activities and in its relationship with all stakeholders.
- **Integrity:** Maintain truthfulness and honesty in all its dealings at all times.
- **Credibility:** Ensure that all its actions inspire confidence at all times.
- **Impartiality:** Ensure the creation of a level playing field for all political actors.
- **Dedication:** Committed to providing quality electoral services efficiently and effectively, guided by best international practice and standards.
- **Equity:** Ensure fairness and justice in dealing with all stakeholders.
- **Excellence:** Be committed to the promotion of merit and professionalism as the basis for all its actions.
- **Teamwork:** Create a conducive environment that promotes teamwork among its staff at all levels.

Knowledge: Continue to prioritize knowledge building, knowledge acquisition and knowledge sharing for organizational growth and performance.

## 1.2 Governance

The Commission will provide strategic leadership, policy direction and supervision for the entire work of INEC as an organisation. The Secretary to the Commission, as the Head of the Commission's Secretariat, is responsible for the control of all other employees of the Commission, with the approval of the Commission. The Resident Electoral Commissioners, assisted by the Administrative Secretaries, Heads of Department and the Electoral Officers in the Field Offices will continue to drive the implementation of the Plan at the State/FCT and Local Government levels. At the Registration Area (Ward) level, the Registration Area Officer (RAO) will be accountable to the EO for all his/her work. Leadership at all levels in the Commission will be by example.

The Gender and Inclusivity Policies of the Commission will be reviewed during the plan period to ascertain the level of implementation and then to strengthen them as tools for promoting inclusiveness within the Commission and in the electoral process at large.

## 1.3 Management

The management of INEC and the electoral process shall continue to be a joint responsibility of the Commission and its Staff. The Commission is responsible for providing strategic direction and monitoring the operations of the departments through its Standing Committees, as well as supervision

of the State/FCT and LGA offices.

The Office of the Chairman of the Commission will exercise overall oversight in the implementation of the Strategic Plan. Among other things, this will entail the implementation of a new and comprehensive Business Process for the Commission. It also entails deepening the integration of key planning and monitoring mechanisms, namely the Election Management System (EMS), Electoral Risk Management (ERM) and Electoral Operations Support Centre (EOSC) into the Election Monitoring and Support Centre (EMSC). The Commission will ensure that a comprehensive work plan emanates from the strategy, which would include:

- a. Development and implementation of an Election Project Plan (EPP) for the 2023 General Election;
- b. Prioritisation of skill acquisition, training and capacity building for staff;
- c. Strengthening cooperation, coordination and synergy within the Inter-Agency Consultative Committee on Election Security (ICCES), National Inter Agency Committee on Voter Education and Publicity (NICVEP), Civil Society Organisations (CSOs) etc.;
- d. Strengthening the Electoral Legal Framework, including Electoral Act, Regulations, Guidelines and Manuals;
- e. Continuation of the restructuring process to enhance efficiency; and
- f. Covid-19 safe electoral processes.

During the implementation of this Strategic Plan, priority will be given to re-orientation of staff, change management, mobilisation and

effective utilisation of resources, deployment of tools and systems that have been developed over the years, and utilization of technology. In addition, the Commission will review voter registration and voting processes to make them easier for voters to participate in the electoral process. Furthermore, the Commission will step up action on monitoring political parties, especially candidate nomination processes and tracking of campaign finance. Similarly, the Commission will intensify its partnership with civil society and community-based organisations and groups, especially in the areas of civic and voter education and election monitoring and observation. In order to facilitate effective prosecution of electoral offenders, reduce impunity and enhance deterrence, the Commission will establish a prosecution unit staffed with trained prosecutors to facilitate quicker and efficient prosecution of electoral offences.

### 1.3.1 Human Resource and Organisational Development

Human resource and organisational development will be a key priority in this plan, focusing on re-orientation, change management and promotion of co-operation and synergy among the departments.

During this plan period, the Commission will propose a scheme of service, review and improve staff conditions of service, design and implement a posting policy for the deployment of its personnel. This will ensure that staff members do not become entrenched in particular duty posts. It will also afford staff the opportunity to become reasonably acquainted with different aspects of the Commission's operations. The Commission will accelerate professional development of staff and improve their work environment and remuneration, while strengthening its reward

and disciplinary mechanisms. All these will help to build a professional corps of dedicated, committed and productive work force.

In the recruitment of ad-hoc electoral staff, the Commission will take advantage of its existing pool of staff by regularly updating the database of such staff and recruit from this pool during elections. Similarly, the process of online recruitment will be revisited to make it easier for the Commission to recruit ad-hoc staff for its operations.

### 1.3.2 Resource Mobilisation and Financial Management

Budget planning and execution will be improved. The Commission will continue to rely on the Federal Government for the funding of core electoral activities as a sovereign responsibility. It will also engage with development partners to support the integrity cost of elections and with the Ministry of Finance, the Budget Office and Bureau of Public Procurement to apprise them of the peculiarities of its operations and challenges. During the Plan period, the Commission will fully activate the INEC Fund as provided for in Section 3 of the Electoral Act 2010 (as amended). Also, in order to ease the burden



***The Commission will continue to rely on the Federal Government for the funding of core electoral activities as a sovereign responsibility***



of funding during election periods, the Commission will spread the general election budget across the financial period covered by the electoral cycle. This strategy will facilitate early planning for elections. The Commission will continue the process of automation of its financial management systems, including an end-to-end automation of its e-payment system. Furthermore, improved accounting systems will be established with new policies on vouchering, claims and payments.

### **1.3.3 The Electoral Institute**

The Electoral Institute will continue to exist as a semi-autonomous unit of the Commission, with a Governing Board. It will be responsible for training, research and documentation of some of the electoral materials. Persons of high integrity, professionalism and appropriate knowledge will be appointed by the Commission into the Board and as staff of the Institute. The quality of documentation in the Commission will be improved upon across board. The capacity of staff will be built to document the activities, trends and issues in the Commission. The Electoral Institute will be strengthened to document research reports on elections.

### **1.3.4 Communication**

The Commission's new Communication Policy will continue to be implemented. The website will be overhauled to improve information availability and introduce new features and capabilities to support more direct interaction between the Commission, electoral stakeholders and the general public. The quality of communication will be improved. Both internal and external communication will be enhanced. Communication between the Headquarters, States and LGAs will be improved as well as communication among the departments of the Commission. The use of new media in communication will be enhanced.

### **1.3.5 Information Technology**

The Commission will improve on the deployment and utilization of ICT for both its day-to-day activities and for elections. The capacity of staff will be built on the deployment and utilization of IT. Technical support will be provided to facilitate deployment and utilization of ICT in the Commission. A comprehensive IT policy, including a policy on emails, will be developed and implemented during the plan period.



# Section Two

Review of the 2017 –  
2021 Strategic Plan

2021



## 2.0 Background

The Commission has since 2012 adopted the use of strategic planning to articulate its vision, mission, values, strategic objectives, key actions and activities to carry out its constitutional and statutory responsibilities. Consequently, it produced two Strategic Plans covering the following periods 2012 to 2016 and 2017 to 2021, which is the object of this review.

The Commission has in 2021 implemented a landmark strategic policy change regarding access to voting by converting existing Voting Points (VPs) and Voting Point Settlements (VPS) into full-fledged Polling Units. Throughout the plan period 2022 - 2026, the Commission will continue to work towards enhancement of voter access to Polling Units as part of strengthening the electoral process in Nigeria.

### 2.1 Purpose

The purpose of the Plan is to provide the Commission with a practical, action-oriented blueprint for its activities from 2022 - 2026. The specific objectives of the Plan are to:

**2.1.1** Provide a strategic direction for INEC and the actions to achieve its mandate within the national and international context of its operations;

**2.1.2** Propose what needs to be done by the organization to achieve its mandate following a review of the previous strategic plan;

**2.1.3** Provide a framework and focus for improvement within the Commission as a whole;

**2.1.4** Optimise the Commission's organisational systems and structures;

**2.1.5** Provide guidance to managers for day-to-day decisions;

**2.1.6** Provide a monitoring and evaluation framework for measuring the performance; and

**2.1.7** Create a sense of common ownership of the plan among staff and Commissioners.

### 2.2 Performance

Although a review of the 2017-2021 SP indicates appreciable progress in comparison to the 2012-2016 Plan, overall implementation still stands at less than 40%. Of the 47 Key Actions and 650 Key Activities of the 2017-2021 Plan, 246 (37.8%), 117 (18%) 51 (7.8%) and 236 (36.3%) were fully, partially, on-going, and not implemented respectively as indicated in Figure 1 below.

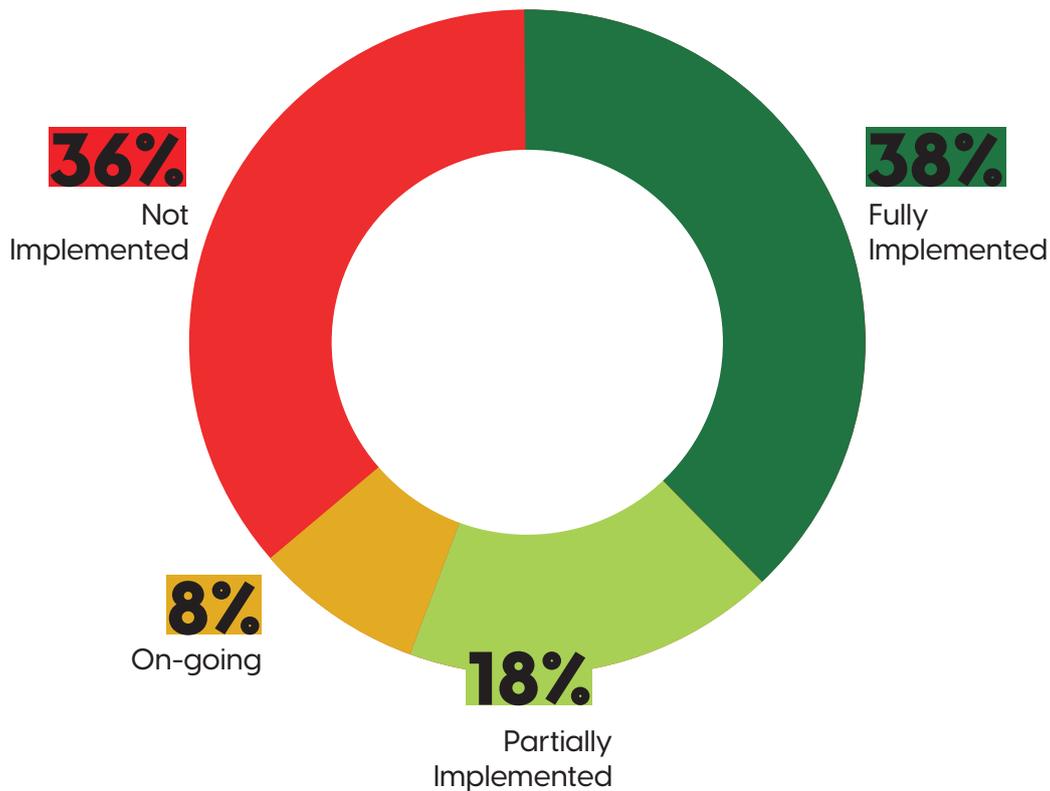


Figure 1: Status of implementation as at April 2019  
Total number of activities in the plan period: 650

This performance level needs to be contextualized within a variety of factors, beginning with the successful conduct of planned Continuous Voter Registration (CVR), the 2019 General Election and over 190 court-ordered, off-cycle and bye-elections. The impact of the onset of COVID-19 pandemic on the plan, which was only mid-way in its lifespan, could have radically affected the implementation of planned activities as from April 2019. This means that the Plan, scheduled to come to a close in 2021, has nearly two years of its lifespan disrupted by the aforementioned events.

### 2.3 Performance Analysis of the 2017 – 2021 Plan Objectives

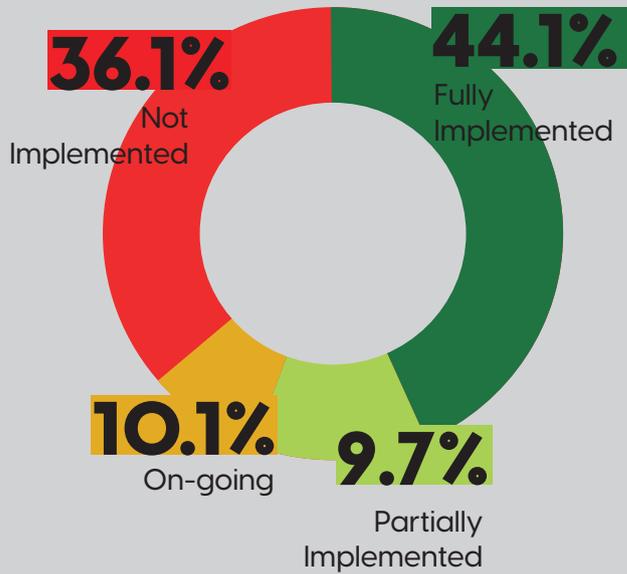
Tables 1-5 below present a detailed sectoral analysis of the Plan’s Strategic Objectives (SOs) with their key actions and activities from departments. Generally, Strategic Objectives 1 and 3 had the highest implementation rates with 44.1% and 46.9% of activities implemented while Strategic Objective 5 had the least number of implemented activities, with a value of 27.1%. Similarly, SOs 1 and 4 had the lowest percentage of partially implemented, 9.7% and 13.5% respectively, while SOs 2 and 4 had the highest number of unimplemented activities (38.6 and 45.9%) respectively.

### 2.3.1 Objective One

**Table 1: 2017-2021 Strategic Plan Implementation Programme Review Score Card for Objective One**

STRATEGIC OBJECTIVE ONE: To Provide Electoral Operations, Systems and Infrastructure to Support the Delivery of Free, Fair and Credible Elections							
S/N	Departments	Key Action	Activities (Total)	Fully Implemented	Partially Implemented	On-going	Not Implemented
1	Alternative Dispute Resolution	1	9	8	0	0	1
2	Election and Party Monitoring	1	1	0	0	0	1
3	Electoral Operations	5	79	30	13	13	23
4	Estate Work & Transport	1	5	2	0	3	0
5	Finance & Account	1	5	0	1	0	4
6	Human Resources Management	1	1	0	0	0	1
7	Information and Communication Technology	2	67	34	1	8	24
8	International Cooperation and Protocol	1	5	0	0	0	5
9	Legal Services	2	10	8	0	0	2
10	Planning and Monitoring	4	15	5	0	0	10
11	Security	1	5	0	0	0	5
12	State Offices	1	1	1	0	0	0
13	Stores	2	2	1	0	0	1
14	The Electoral Institute	2	6	1	1	0	4
15	Voter Education and Publicity	1	1	0	0	0	1
16	Voter Registry	2	26	15	7	0	4
	Sub-Total		238	105	23	24	86
	Implementation Percentages		100%	44.1%	9.7%	10.1%	36.1%

**STRATEGIC OBJECTIVE 1**



**2017 - 2021 Strategic Objective 1:**

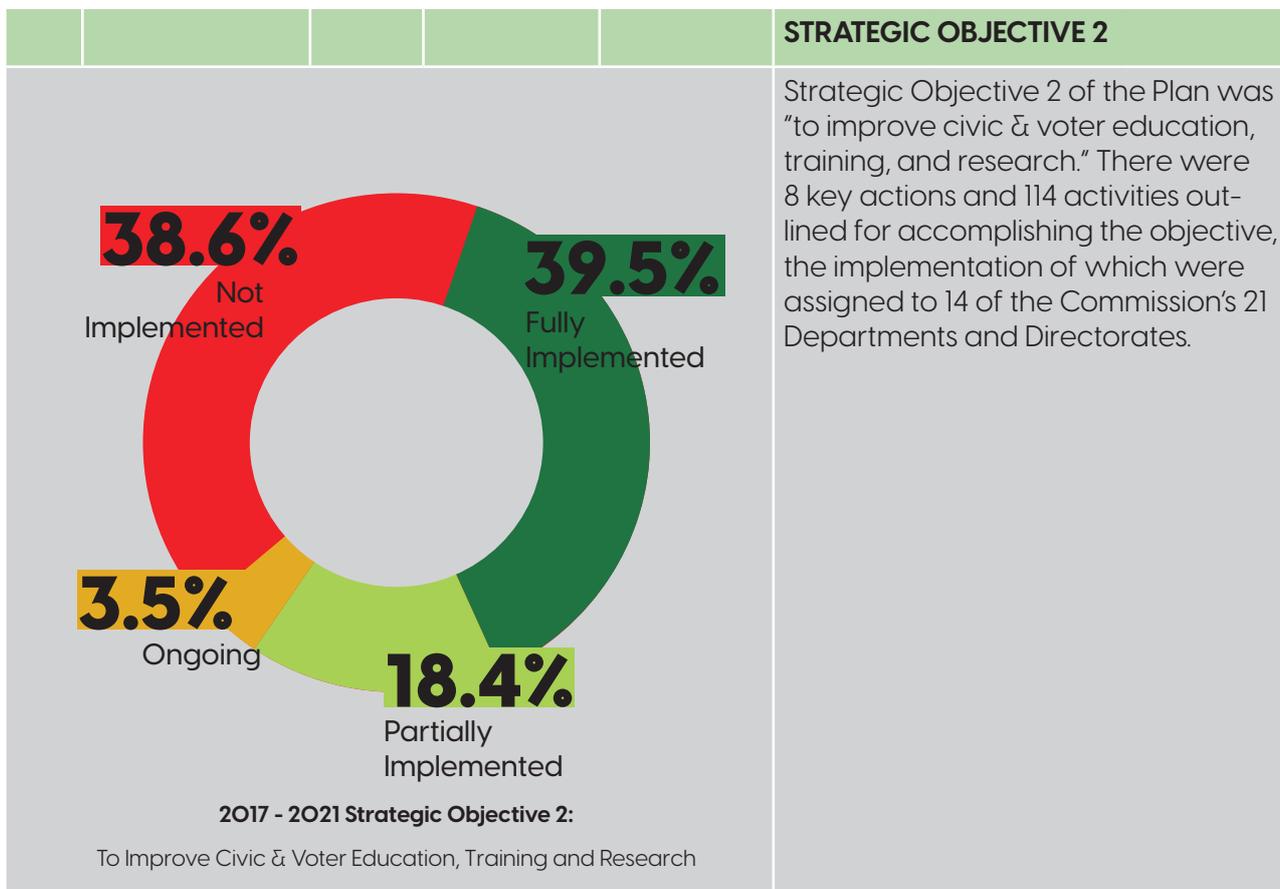
Electoral Operations, Systems and Infrastructure to Support the Delivery of Free, Fair and Credible Elections

The Strategic Objective one of the Plan was “to provide electoral operations, systems and infrastructure to support the delivery of free, fair and credible elections.” This objective serves as the hub around which the other 4 strategic objectives revolved. There were 13 key actions and 238 activities outlined for accomplishing the objective, the implementation of which were assigned to 16 of the Commission’s 21 Departments. Analysis of the report from the Departments indicated that 44.1% (105) of the activities were fully implemented; 9.7% (23) were partially implemented; 10.1% (24) were on-going, while 36.1% (86) were not implemented.

### 2.3.2 Objective Two

**Table 2: 2017-2021 Strategic Plan Implementation Programme Review Score Card for Objective Two**

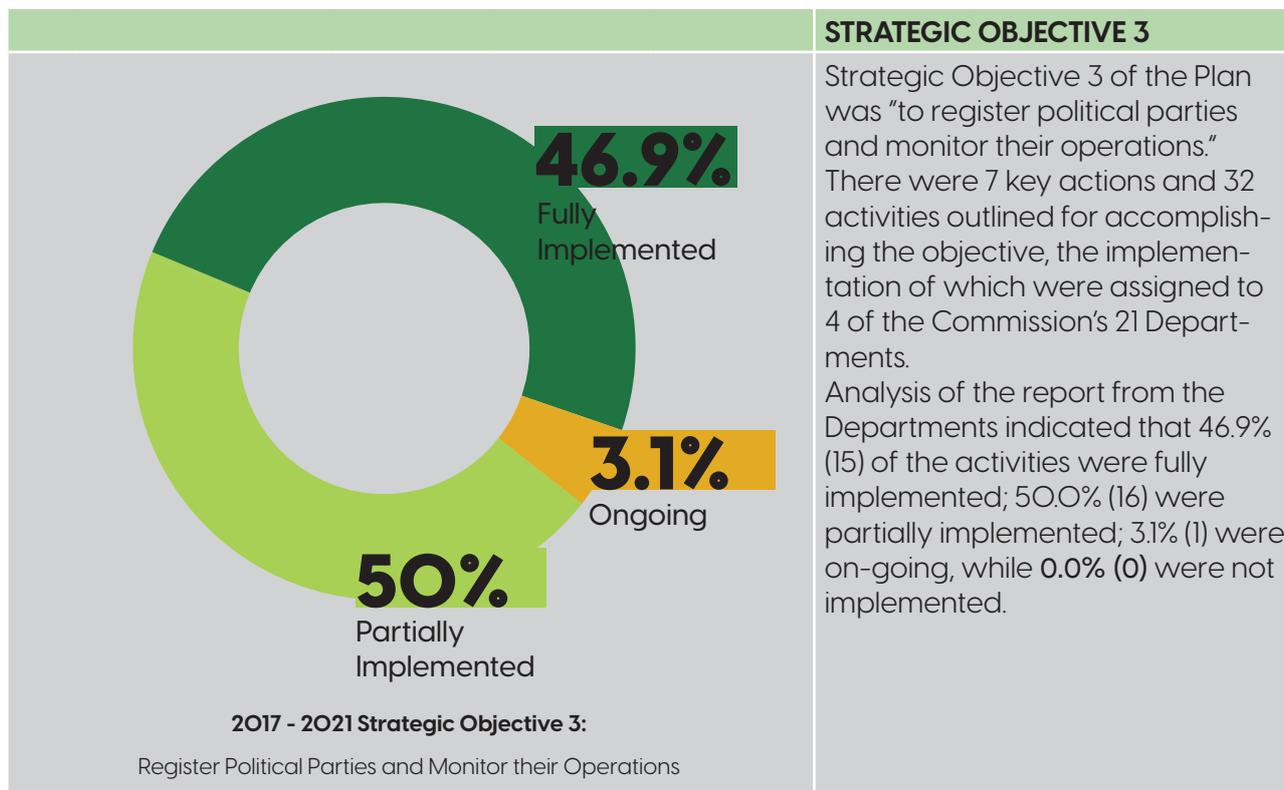
<b>STRATEGIC OBJECTIVE TWO: To Improve Civic &amp; Voter Education, Training and Research</b>							
S/N	Departments	Key Action	Activities (Total)	Fully Implemented	Partially Implemented	On-Going	Not Implemented
1	Alternative Dispute Resolution	1	3	1	0	0	2
2	Commission Secretariat	1	1	0	0	0	1
3	Electoral Operations	1	4	0	2	0	2
4	Estate Work & Transport	1	2	0	0	1	1
5	Health Services	1	1	0	0	0	1
6	Human Resources Management	2	7	3	0	2	2
7	Information Communication and Technology	1	1	0	0	0	1
8	International Cooperation and Protocol	1	1	0	0	0	1
9	Legal Services	1	1	1	0	0	0
10	LS/State Offices	1	1	0	0	0	1
11	Planning and Monitoring	1	2	0	0	0	2
12	The Electoral Institute	5	52	17	12	0	23
13	Voter Education and Publicity	7	37	22	7	1	7
14	Voter Registry	1	1	1	0	0	0
	<b>Sub-Total</b>		<b>114</b>	<b>45</b>	<b>21</b>	<b>4</b>	<b>44</b>
	<b>Implementation Percentages</b>		<b>100%</b>	<b>39.5%</b>	<b>18.4%</b>	<b>3.5%</b>	<b>38.6%</b>



### 2.3.2 Objective Three

**Table 3: 2017-2021 Strategic Plan Implementation Programme Review Score Card for Objective Three**

STRATEGIC OBJECTIVE THREE: To Register Political Parties and Monitor their Operations							
S/N	Departments	Key Action	Activities (Total)	Fully Implemented	Partially Implemented	On-Going	Not Implemented
1	Alternative Dispute Resolution	1	1	1	0	0	0
2	Election and Party Monitoring	7	27	11	16	0	0
3	Legal Services	1	1	1	0	0	0
4	Voter Education and Publicity	1	3	2	0	1	0
Sub-Total			32	15	16	1	0
Implementation Percentages			100%	46.9%	50.0%	3.1%	0.0%



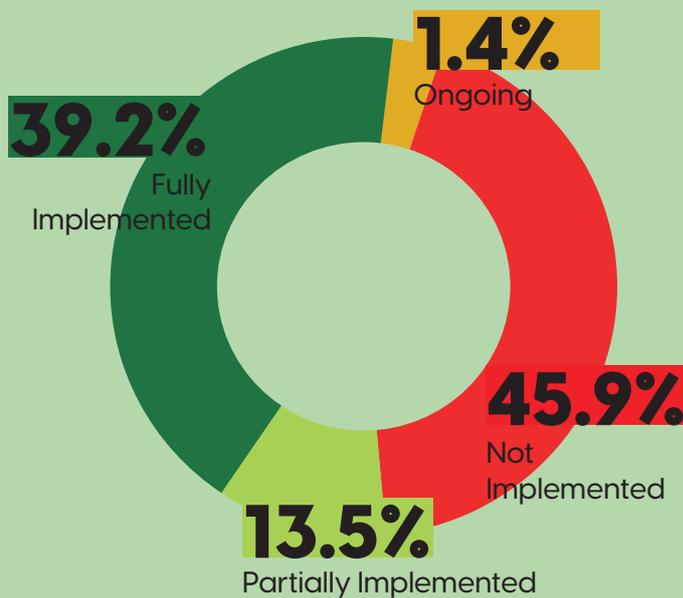
### 2.3.4 Objective Four

**Table 4: 2017-2021 Strategic Plan Implementation Programme Review Score Card for Objective Four**

STRATEGIC OBJECTIVE FOUR: To Interact Nationally and Internationally with Relevant Stakeholders							
S/N	Departments	Key Action	Activities (Total)	Fully Implemented	Partially Implemented	On-Going	Not Implemented
1	Commission Secretariat	1	7	0	0	0	7
2	Election and Party Monitoring	2	12	9	3	0	0
3	EO's	1	1	0	0	0	1
4	International Cooperation and Protocol	1	13	3	4	0	6
5	Legal Services	1	1	1	0	0	0
6	Planning and Monitoring	1	2	0	0	0	2
7	RECs Office	1	1	0	0	0	1

8	Security	1	13	6	1	0	6
9	State Offices	1	1	0	0	0	1
10	The Electoral Institute	4	9	2	1	0	6
11	Voter Education and Publicity	3	14	8	1	1	4
<b>Sub-Total</b>			74	29	10	1	34
<b>Implementation Percentages</b>			<b>100%</b>	<b>39.2%</b>	<b>13.5%</b>	<b>1.4%</b>	<b>45.9%</b>

**STRATEGIC OBJECTIVE 4**



Strategic Objective 4 of the Plan was “to interact nationally and internationally with relevant stakeholders.” There were 7 key actions and 74 activities outlined for accomplishing the objective, the implementation of which were assigned to 11 of the Commission’s departments, directorates and units.

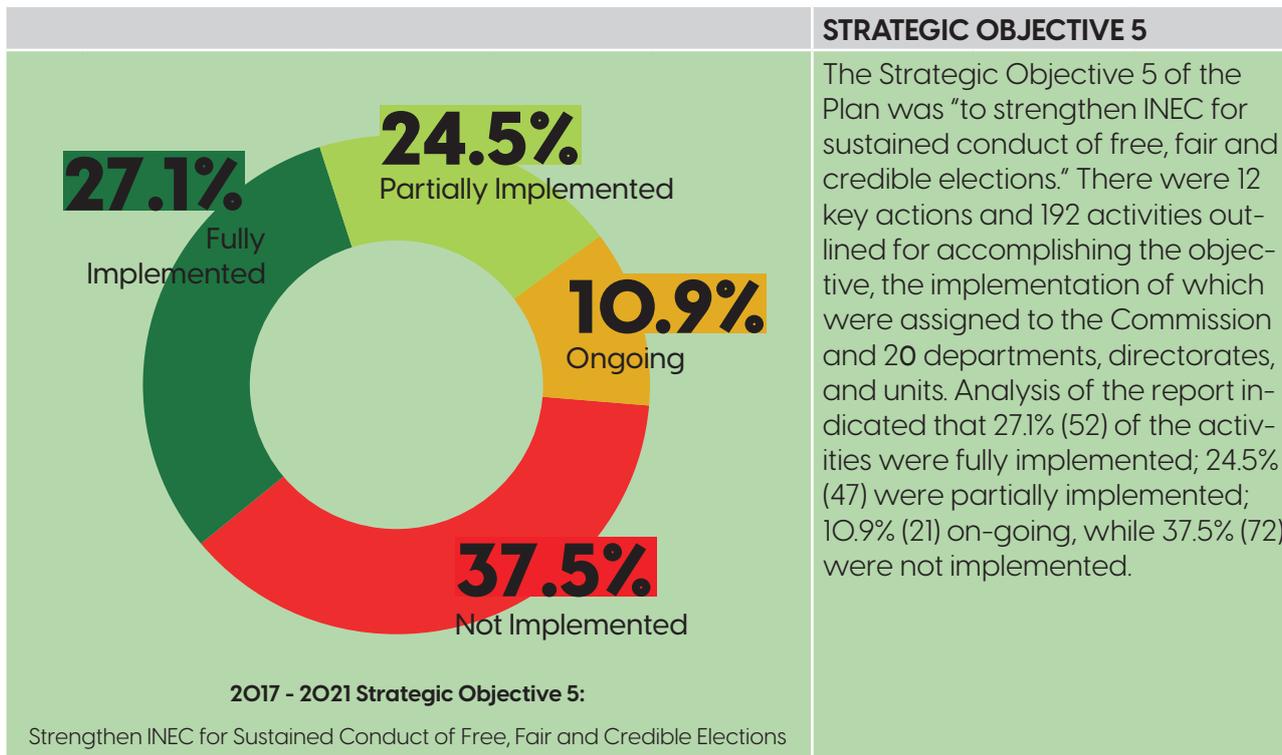
Analysis of the report indicated that 39.2% (29) of the activities were fully implemented; 13.5% (10) were partially implemented; 1.4% (1) on-going, while 45.9% (39) were not implemented.

**2017 - 2021 Strategic Objective 4:**  
National And International Relevant Stakeholders

### 2.3.5 Objective Five

**Table 5: 2017-2021 Strategic Plan Implementation Programme Review Score Card for Objective Five**

<b>STRATEGIC OBJECTIVE FIVE: To Strengthen INEC for Sustained Conduct of Free, Fair and Credible Elections</b>							
S/N	Departments	Key Action	Activities (Total)	Fully Implemented	Partially Implemented	On-Going	Not Implemented
1	Administration	5	18	2	9	3	4
2	ADR	2	6	3	1	0	2
3	Commission Secretariat	1	2	0	1	1	0
4	EPM	2	2	0	2	0	0
5	Electoral Operations	3	30	9	14	2	5
6	Estate Work & Transport	2	11	0	0	11	0
7	Finance & Account	2	8	3	3	0	2
8	Health Services	3	8	4	1	0	3
9	HRM	3	22	9	0	0	13
10	ICT	3	4	0	0	1	3
11	Internal Audit	3	12	2	5	0	5
12	ICP	1	5	0	0	0	5
13	Legal Services	4	9	6	2	0	1
14	Planning and Monitoring	7	25	6	5	3	11
15	Procurement	2	4	1	1	0	2
16	Stores	1	3	1	0	0	2
17	The Commission	2	5	0	0	0	5
18	The Electoral Institute	2	9	0	2	0	7
19	VEP	2	8	6	0	0	2
20	Voter Registry	2	1	0	1	0	0
	Sub-Total		192	52	47	21	72
	Implementation Percentages		100%	27.1%	24.5%	10.9%	37.5%



## 2.4 Challenges of Implementing the 2017 – 2021 Strategic Plan and Strategic Programme of Action

As part of the development of the 2022-2026 Strategic Plan and its Strategic Programme of Action, INEC undertook a review of the current 2017-2021 Strategic Plan, which runs till December 2021. In implementing the 47 key actions and over 650 activities listed in the Plan, a number of key challenges were identified and categorised into five thematic areas as follows:

### 1. Electoral Legal Framework

- Delayed Amendments to Substantive Legislation
- Electoral Dispute Adjudication

- Political Party Registration, Regulation and Candidate Nomination Processes
- Prosecution of Electoral Offenders

### 2. Operational Challenges

- Logistical Planning and Support
- Infrastructural Support
- Electoral Staff Management
- Election Security
- Compliance Monitoring

### 3. Human Capital and Organisational Challenges

- Documentation, Processes and Procedures
- Existing Generational Gap in Workforce

- Training and Capacity Building
- Staff Welfare

#### 4. Funding and Financing Electoral Activities

- Appropriation and Cash Releases
- Procurement Planning and Approval Processes
- Budget Performance

#### 5. Communication

- Internal Communication
- External Communication

### 2.4.1 Electoral Legal Framework

When the Commission in 2017 approved the Plan under review, there was uncertainty as to the outcome of proposed amendments submitted by INEC to the National Assembly on the review of the Electoral Act 2010 (as amended). This situation led to reliance on the existing legislation in developing the 2017 – 2021 Plan and subsequent delay in the review of regulations, guidelines and manuals for the conduct of elections under the Plan with particular emphasis on the 2019 General Election. While the passage and enactment of amended electoral legal framework was beyond INEC, the situation nevertheless challenged the early preparation of electoral timelines needed for effective planning and mandate delivery.

The plan was also negatively impacted by the numerous electoral disputes recorded before, during and after the 2019 General Election. There were cases of conflicting judgments from courts of coordinate jurisdiction on the same or similar facts before them for pre-election challenges.

There was no question that the registration of political parties, the monitoring of their operations including the nomination of candidates and the submission of the names of such candidates flowed from the electoral legal framework. It was reported during the review of the plan that some of the political parties lacked adequate knowledge of the extant legal requirements for the nomination of candidates and in some cases, out-rightly breached the provisions of the Constitution, Electoral Act, INEC Guidelines or their own guidelines. Some of the parties reportedly sponsored candidates that did not emerge from valid primaries, often resulting in litigations in which INEC was always a nominal defendant. Many political parties reportedly kept poor records of their statutory books and often did not observe internal party democracy, a situation that further stretched the resources of INEC in managing the processes, particularly in the area of campaign finance regulations.

The Commission has an important albeit severely limited role to play in the prosecution



**While the passage and enactment of amended electoral legal framework was beyond INEC, the situation nevertheless challenged the early preparation of electoral timelines needed for effective planning and mandate delivery**



of electoral offenders. The power of arrest and investigation of offenders resides with the Police, with some of the Investigating Police Officers (IPOs) being frequently transferred out of jurisdiction or assigned to other duties. There is also the challenge of late transmission of case files to the Commission by the Police. During trials, securing attendance of ad-hoc electoral staff as witnesses can be problematic.

### 2.4.2 Operational Challenges

The elaborate logistical requirements for the implementation of this plan were challenged by several issues, of which transportation is perhaps the most daunting. To address this problem, the Commission entered a Memorandum of Understanding (MoU) with the leadership of the National Union of Road Transport Workers (NURTW) and the National Association of Road Transport Owners (NARTO). However, the non-enforcement of the full provisions of the MoUs in the contractual arrangement between INEC State/FCT offices and the State and LGA Chapters of NURTW and NARTO in some jurisdictions led to serious delays in moving electoral officials and materials, especially on Election Day.

Furthermore, in some cases, factional disputes among the transport stakeholders and poor knowledge of implementation guidelines of the MoUs reportedly contributed to the logistical challenges. This is in addition to the problem of access to difficult terrains before, during and after electoral exercises that continue to impede timely deployment.

The over-centralised procurement planning, storage, distribution and retrieval processes in place affected the balloting instrument designs and timely delivery of non-sensitive materials under the plan. Weak infrastructural support for the plan implementation resulted

in poor management of RACs, which served as staging posts for electoral operations and created leakages and non-compliance. Local Government Area offices were reportedly overstretched with obsolete electoral store items, making it difficult and sometimes impossible to receive required election materials.

Some ICT equipment and facilities were reportedly either out-dated due to constant technological innovations and developments or due to lack of proper maintenance. Certain critical ICT infrastructure lacked effective power backups, which had implications for seamless data migration and consolidation and the periodic installation of appropriate upgrades without interruption. Some of the Smart Card Readers (SCRs) for verifying and authenticating voters at elections continued to register performance challenges.

Internet and intranet network capacity and use at the Headquarters and the State/FCT offices remain poor and epileptic, while some locations for the Commission's activities are yet to be fully covered by GSM, which affects smooth communication during electoral exercises. It can be said that the Commission has no system for periodic audit of its equipment and facilities due to non-availability of an efficient inventory management system.

Electoral staff recruitment, training, deployment and remuneration were challenges throughout the period of the plan and can rightly be termed a recurring one. The number of ad-hoc staff required for the conduct of electoral exercises, especially general elections, is huge, leaving the Commission constantly dependent on other agencies. The shortlist of such persons is often not presented timeously enough for effective training, which consequently takes place over a shorter and often inadequate timeline.



**Internet and intranet network capacity and use at the Headquarters and the State/FCT offices remain poor and epileptic, while some locations for the Commission's activities are yet to be fully covered by GSM, which affects smooth communication during electoral exercises. It can be said that the Commission has no system for periodic audit of its equipment and facilities due to non-availability of an efficient inventory management system**



Training for elections lack adequate kits and aids and may take place in unconducive classroom environment in some instances. Consequently, some deployed staff from these crashed cascade trainings exhibits poor technical and process skills in managing the exercises.

The Electoral Institute has not operationalized its e-library services nor established its database management system to support effective delivery of e-training of electoral staff.

Security for elections provided its own unique challenges as election security is not within the control of the Commission. This challenge is not limited to physical security of the premises, materials, personnel, voters, observers and media but also to the overall electoral process. While the Commission has put in place the ICCES as an advisory body on election security, the actual command and control of security agents during elections is outside the Commission, with the Police as the lead agency. ICCES at the national level performed better with joint security planning sessions and commitment of the lead agency,

Nigeria Police Force, a measure that was hugely improved by the development of a common Code of Conduct for ICCES.

However, this was not the case at the state and LGA levels where synergy needs to be strengthened. Managing violence and other incidents before, during and after elections falls squarely in the hands of the statutory security agencies. The lack of full complement of security personnel required for electoral exercises, logistics for moving them, prompt payment of approved allowances and ensuring compliance with the code of conduct for security agents are the major challenges with securing elections.

Basic election security training and knowledge of fire prevention and control measures among staff and stakeholders, as well as the effective deployment of fire-fighting equipment, has not been adequately enforced under the plan. This resulted in inability to quickly respond to fire outbreaks both at Headquarters and in some State/FCT and LGA offices.

Compliance monitoring and evaluation of planned activities is another major challenge encountered in the implementation of this Plan. To this end, key performance indicators (KPIs) developed along with the Plan and annexed to it and which provided the template for quarterly tracking of the output from the activities being undertaken was not utilised by the activity holders.

The COVID-19 pandemic situation further hindered the full implementation of the Plan and its Programme of Action. Although the Plan is still running notwithstanding the early end-of-plan review, some of the planned activities that are yet to be undertaken this year will merit consideration for roll over into the succeeding Plan. The 2021 Anambra State off-cycle governorship election has been scheduled for November 2021 and is covered by the present Plan and its Programme of Action and will accordingly be implemented.

### **2.4.3 Human Capital and Organisational Challenges**

There is poor record keeping with respect to the volumes of documents in the Commission's possession. Most of the records ought to have been digitized but that is not the case as the document archiving system has not been fully implemented. For instance, the Commission under this Plan is developing a biometric-based nominal roll of its workforce. The absence of new and advanced technology in the selection, training, deployment and tracking of both permanent and ad hoc staff in order to enhance transparency and integrity of the electoral process is also noted. The Commission's cascade training methodology is reportedly not meeting the challenges of effective electoral training and may therefore require additional fine-tuning for that purpose.

A job rotation or posting policy among the workforce to improve performance and address concerns with frequent movement of Training Officers at field office levels is presently not being effectively implemented. Structured capacity building workshops, seminars and conferences as consistently requested by Departments and approved by the Commission did not feature in the implementation reports.

Collaboration, team building and cooperation remain a major challenge to efforts to achieve organisational results across the departments and field offices. This could be seen in some activities not being undertaken or were undertaken by lead departments without the collaborating inputs of other supporting departments.

The inability to conclude the organisational change effort of the Commission, which began in 2013, continues to impact subsequent change plans. There are noticeable duplication of functions and overlaps among the departments, such as reported between DPM and EPM; DPM and Finance and Accounts; as well as HRM and Training (TEI) among others. At the moment, a human capital generational gap exists occasioned by retirements or deaths and inability to carry out periodic staff audit and conduct recruitment exercises to fill critical vacancies in the Commission, particularly at the graduate entry levels.

The delay in processing staff promotions, entitlements and non-inclusion of retired staff in the INECPRES portal featured as a challenge. The periodic review of honoraria and allowances for electoral duty to reflect current economic realities and a refreshed commitment to recognizing and rewarding outstanding staff performance has not been implemented. It was also observed

that some staff complained of not being registered with the National Housing Fund (NHF) and that the Federal Mortgage Bank of Nigeria (FMBN) is reportedly not posting and updating staff monthly NHF deductions. INEC Staff Conditions of Service together with INEC Rules of Procedure appear not to have been rigorously enforced during this period.

#### **2.4.4 Funding and Financing Electoral Activities**

The Commission's Annual Budget continues to operate on the "Envelope System" template provided by the Budget Office through budget call circulars. The approach could encounter delays during appropriation process, and this could leave the Commission unable to fund some of its key activities on demand. Many unperformed activities were attributed to lack of funding approval as the major reason. There are hardly any in-house tools for effective budget performance monitoring, either by Finance and Accounts Department or Planning and Monitoring Directorate. The Commission's Annual Financial Statement is often delayed or issued in arrears due to non-audited compliance reports that could attract sanctions from the Public Accounts Committees of the National Assembly. Additionally, the Commission is yet to fully implement the IPSAS Accounting Manual.

Procurement challenges impacted not only the contracting process but also the operationalization of the Commission's planned activities during the period. The procurement plan of the Commission was not fully captured in the Strategic Plan. The design, procurement, storage, distribution and other operations chain were affected by problematic procurement timelines occasioned by delay in passage of the budget and release of funds. The Department

of Procurement, which managed the entire procurement, planning processes was over stretched to its limits in the run-up to the 2019 General Election, coupled with poor knowledge and awareness of the reformed procurement process by user-departments. The restrictive and cumbersome nature of the Public Procurement Act (PPA) 2007, even with provisions for emergency and special procurement, sometimes posed challenges.

Quality control became such a challenge, so much so that necessary stress tests and material specifications could not be carried out on some critical equipment and infrastructure before delivery and deployment to the field, with negative consequences. Contractors and vendors reportedly breached their contractual obligations during the tight window to supply some not-fit-for-purpose materials, particularly for consumables. The Department had delays in securing BPP "Certificate of No Objection" as well as in acquiring the services of its trainers to further strengthen the capacity of its officers.

#### **2.4.5 Communication**

The Commission's communication policy is not fully disseminated, understood and appreciated by the staff at both the Headquarters and State/FCT Offices, which has challenged effective implementation of the Plan.

#### **2.4.5 Internal Communication**

Both vertical and horizontal levels of communicating the vision, mission and core organisational values of the Commission were impacted by the poor understanding of the extant communication policy, resulting in low synergy among the departments with observable contest for territoriality.

Information leakages also occurred down the chain of command in total disregard of the official channels and modes of communication.

### 2.4.5.2 External Communication

The rise of unregulated social media has proved a challenge for effective information dissemination of planned activities. The structured engagement with the leadership of political parties, security agencies, CSOs, the media, voters, development partners, election observation missions and others has further provided the challenge of financial cost implication and time demands for the Commission. The use of the SERVICOM unit, Fol desk and the ICC platform to further engage with the public also involves costs. Improving voter turn-out at elections, with associated issue of unclaimed PVCs, remains a challenge for the Commission's strategic planning efforts. The Commission has to also manage the issue of media owners' interest vis-à-vis coverage of its activities. The policy of mandatory NIN-SIM connectivity might impact some of the Commission's public outreach platforms unless there is some regulatory relief.

## 2.5 Lessons Learnt from 2017 - 2021 Strategic Plan Implementation

Notwithstanding the challenges recorded in the implementation of this Strategic Plan and its Programme of Action, some useful lessons have been harvested and may provide opportunity for improvements in the successor plan.

1. Early planning is key to the attainment of INEC's strategic objectives, beginning with timely amendment to the electoral legal framework, which will enable preparation and development of regulations, guidelines and manuals for electoral activities.
2. Electoral technology and associated systems that enhance the integrity of the electoral process and limit human errors such as candidate nomination process, electoral staff management, voting process as well as election results transmission and management systems are some of the key areas requiring further action.
3. Election security, especially in the past few years, has become a central issue of concern to the planning, management and conduct of elections. The Commission's measures and tools for the mitigation of election security threats such as Election Risk Management Tool (ERM), Basic Security for Election Duty (BaSED), and Election Violence Mitigation and Advocacy Tool (EVMAT) have helped address some of these challenges. However, given the dynamism of emergent security challenges, nationwide security threat analyses and a database of incidents need to be regularised and established.
4. The MoUs signed with critical stakeholders in logistics and operational areas have been useful in managing both the forward and reverse logistics. They need to be periodically reviewed to enhance efficiency.
5. Regular interactive consultations with the leadership of political parties, civil society organizations and security agencies have been of immense benefit in managing elections and other electoral activities.
6. Delay in release of appropriated funds for the General Election as well as in issuing BPP "Certificate of No Objection" to procure could become subtle political

controls that undermine the Commission's best efforts for effective mandate delivery.

7. Some activities in the plan could not be implemented either due to delayed, inadequate or lack of funding, as well as the impact of the COVID-19 pandemic. However, some departments implemented projects and activities not originally planned or anticipated but will need to be referenced for the records. There is still a "Budget-Plan" misalignment, a recurring issue to be fully addressed in all subsequent plans. The plan should be used to prepare the budget and not the other way round.
8. There are gaps in skills, knowledge and processes, which have impacted organisational growth and performance, that require necessary actions.
9. The present system of activity ownership and leadership holds Directors and no other officials accountable for performance, underperformance or outright non-performance of planned activities.
10. The Commission needs to constantly monitor and track progress in the performance of planned activities in real time. A performance scorecard system or high-level management dashboard is indicated for constantly monitoring and reporting on the plan implementation.
11. The strategic plan implementation clearly brought out the need for collaboration, cooperation and coordination among the Commission's departments and offices. The synergy for this should be built around completing the reorganization effort.
12. The plan was unable to achieve full operationalization and operationalisation of the three monitoring platforms of EMS, EOSC and ERM into the EMSC as approved by the Commission. Additional policy intervention is required in this regard to ensure effective integration and avoid duplication of functions especially on Election Day.
13. Regular engagement with appropriate leadership of the judiciary will assist to clarify some of the present jurisprudential challenges in resolving pre-election disputes. Also, mainstreaming alternative dispute resolution processes in the electoral justice system could enhance internal democracy in political parties.
14. The Commission's communication policy and similar policy documents have not been fully disseminated, understood and implemented in a way that will enhance professionalization of its workforce capable of being deployed to undertake electoral duties with minimal training and supervision in accordance with its Strategic Objective Five.

## 2.6 Recommendations

The findings from the review indicated the need for the Commission to take some measures to improve the level of implementation of the activities that were aimed at achieving the strategic objectives of the plan. Based on the findings and discussions during the review, the following recommendations should be given due consideration in the formulation of the 2022 – 2026 SP and SPA.

1. The Commission should strengthen its administrative processes to ensure collaboration, cooperation and

coordination among its Departments and Directorates with the institution of appropriate sanctions for non-compliance.

2. The electoral budget for General Election should be aligned with the Election Project Plan (EPP) and spread over budget cycles in order to avoid delays associated with appropriation and cash releases.
3. Sustain nationwide security threat analyses, develop a coordination framework and common database of election security threats and incidents.
4. Elimination of noticeable delays within the Commission in granting approval for implementation and funding of planned activities.
5. Rules of Procedure should be fully complied with.
6. The Commission should initiate action for a review of the Public Procurement Act given its peculiar circumstances as an Election Management Body implementing statutorily time-bound activities.
7. The Commission should prioritise the digitalisation of key management and operational processes and procedures, including its records through an IT Governance Policy.
8. The SP and SPA implementation strategy should include provisions that enhance the implantation processes throughout the Commission.
9. INEC should revisit the integration of the Commission's monitoring platforms for effective operationalisation of the EMSC.
10. The Commission should conclude its holistic organisational change effort that began in 2013, eliminate duplication and overlap of functions and thereafter quickly conduct a Change Management Workshop for senior management of the Commission in order to imbue them with the necessary strategic management skills for effectively managing the change in the desired direction and in accordance with the vision and mission of the Commission.
11. INEC should ensure periodic and effective monitoring and evaluation of the SP and SPA with a mandatory mid-term plan review and update.
12. INEC should continue to conduct regular capacity building training workshops which can have online self-test modules based on needs assessment for both permanent and ad hoc staff.
13. INEC should establish its own Scheme of Service in consultation with the National Council on Establishments for clear career path and progression of its workforce.
14. INEC should obtain a Corporate NIN status from NIMC in collaboration with the NCC to ensure uninterrupted service on its media-based communication platforms.



# Section Three

Contextual Analysis  
of the 2022 – 2026  
Strategic Plan

03



## 3.0 Background

The INEC 2022 - 2026 Strategic Plan will be implemented within the context of a national, international and organisational environment characterised by several intervening factors. These factors will impact the operationalization of the Plan and the achievement of the key actions and outcomes.

### 3.1 National Context

With a land mass of 923,768 square kilometres, an estimated population of 206 million (2020), over 250 ethnic groups and 400 languages and dialects, Nigeria is clearly one of the most populous and diverse countries in the world. It operates a federal system with 36 states, a Federal Capital Territory (FCT) and 774 local government areas. It is also one of the most complex countries in terms of electoral geography with 8,809 Wards, 119,973 polling units and 1,556 (2019 GE) electoral constituencies for which elections are conducted in a general election every four years.

Formal Western-type elections began with the local council elections for Calabar and Lagos under British colonial rule in 1922. Since then, elections have been conducted by National Electoral Commissions established by successive governments through the colonial, independence and post-independence eras. The Independent National Electoral Commission, the sixth Commission since the first Commission was established in 1958, has conducted general and bye-elections since the return to civil rule in 1999.

While the Commission has successfully conducted six consecutive general elections since 1999, many observers point to the

singularly bad elections in 2003 and 2007 that generated serious criticisms about the operations of the Commission as well as the conduct of certain stakeholders in the electoral process. Those criticisms led to calls for wide-ranging reforms, culminating in the appointment of Electoral Reform Committees such as the Justice Uwais Electoral Reforms Committee, the Sheik Lemu Committee on the 2011 Post Election Violence and the Ken Nnamani Electoral Reforms Committee. All these have largely focused on addressing the reform of the broad electoral legal framework to enhance the integrity of elections. Far-reaching recommendations were made, a number of which have been implemented while many others are still outstanding.

Internally and in response to some of these recommendations, the Commission itself, under the Chairmanship of Professors Attahiru Jega (2010-2015) and Mahmood Yakubu (2015-Date) embarked on far-reaching internal reforms. These are meant to improve coordination, efficiency and effectiveness of electoral operations, enhance security in the electoral process, professionalise the workforce and enhance voter experience. These measures have been largely pursued through reliance on the production of new knowledge to enhance electoral operations, development of a culture of regular planning for all electoral activities, reorganization and streamlining of the Commission's departments, provision of better security features for electoral materials, increasing adoption of relevant election technologies in the management of the electoral process, development of effective early-warning, monitoring and implementation tools, capacity building for staff of the Commission and sustained engagements with relevant stakeholders in the electoral process. These reforms led to the conduct of successful general elections in 2011, 2015 and 2019.

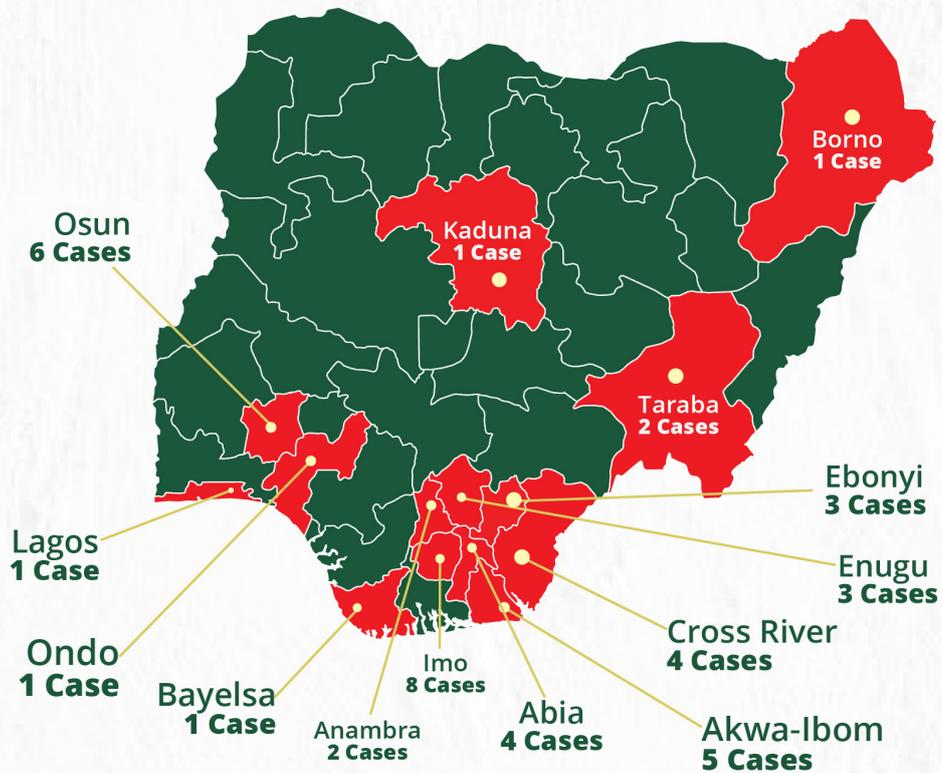
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The general as well as several bye and re-run elections conducted after the 2015 and 2019 general elections have raised quiet a number of legal and administrative challenges for the Commission that needed to be addressed to help consolidate and sustain the conduct of free, fair and credible elections. On the electoral legal framework, the Commission had before both the 2015 and 2019 general elections, submitted comprehensive suggestions aimed at addressing the observed operational challenges faced in the conduct of elections. These proposals are still before the National Assembly, and their early passage will go a long way in strengthening the Commission's operations and in addressing identified gaps. Administratively, the Commission had, within the powers conferred on it to make regulations and guidelines for the conduct of credible elections, taken steps to address some of the challenges identified in the field by revising election regulations, guidelines and manuals.

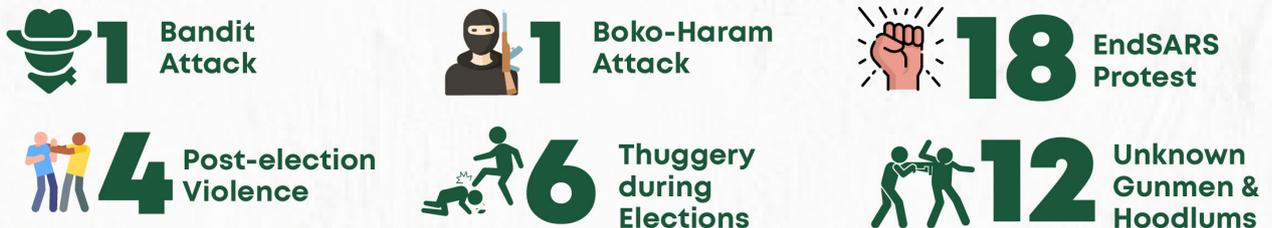
Since 2010, there has been an increasing effort by the Commission to exert its independence from external interference. The credibility of general, bye- and re-run elections has been on the increase since the conduct of the 2011 General Election, as demonstrated by increasingly tight races between candidates as well as fewer disputes directly emanating from the conduct of elections themselves. Although the number of litigations is still high, most litigations are on pre-election cases, focused on the nomination process and the conduct of primaries by political parties.

In the past several months, the security situation in the country has assumed worrying dimensions. The Commission's assets and facilities, being spread across all the 774 LGAs and State Capitals in the country, have come under various forms of security threats including vandalisation and arson. In more specific terms, across the six geopolitical zones, the threat levels have gone far beyond what obtained during the 2019 General Election. A total of forty-two (42) attacks across fourteen (14) states nationwide from 2019 to date has suddenly raised serious security threats to the Commission's assets and personnel. While details of these attacks are presented in the figure below, the physical security of the Commission's offices, personnel and assets need now be taken as seriously as election security has been. Although the attacks have considerably waned in the past few weeks, it is important to now fully integrate security considerations in all phases of the activities of the Commission: the location of offices and facilities; provision of protection to these facilities; staff training and capacity building on basic security awareness and measures; increased collaboration and coordination with ICCES at all levels and deployment of technology for securing staff, facilities and materials.

# ANALYSIS OF INCIDENTS



## TYPE OF INCIDENTS



## NATURE OF INCIDENTS



## ATTACK BY YEAR



### 3.2 Political and Socio-Economic Context

Overall, the political context within which the Commission conducts elections is dynamic, informed as it is by the behaviour and activities of several electoral stakeholders in the process. In all, the overarching strategic objective of the Commission to provide an effective and efficient operational framework for the planning and conduct of free, fair and credible elections has been steadily pursued and sustained across at least the last two Electoral Cycles. With the conduct of 6 successive general elections across 5 Electoral Cycles, democratic consolidation in Nigeria can be said to be well underway, albeit with significant challenges.

Political actors are unwilling to accept electoral outcomes, turning some political contests into theatres of war. This has serious negative political consequences for the electoral process with an overbearing impact on the competition for political power and on the conduct of elections often manifested in election violence and related electoral malpractices.

There is also the polarisation of the political space by actors along ethnic, religious and regional lines. The failure to put across a pan-Nigerian agenda to rally the whole country around leads to the championing of sub-national political positions instead of broader national political objectives, with quiet a significant impact on the organisation and conduct of elections.

Political parties are key institutions in the democratisation process. As such their management, operations and internal processes have a huge impact on the conduct of elections and on the wider electoral



*There is also the polarisation of the political space by actors along ethnic, religious and regional lines. The failure to put across a pan-Nigerian agenda to rally the whole country around leads to the championing of sub-national political positions instead of broader national political objectives, with quiet a significant impact on the organisation and conduct of elections*



process. For instance, the lack of internal party democracy has tremendous implications on the leadership selection process, negatively affecting not just the parties themselves, but also the wider electoral process.

The frequency of bye- and re-run elections has meant that the Commission conducts an election virtually every month. This has had a significant impact on raising the cost of elections and has put the Commission virtually in an 'election mode' all-year round sometimes to the eve of general elections. For example, the Commission conducted over 190 bye-and re-run elections arising from the 2015 General Election, taking part of much needed time for the preparation of the 2019 General Election.

It is also of significant concern that while the conduct of elections at the federal level are adjudged as largely, free and fair, elections at the level of local councils leave much to be desired and have adverse implications for democratic consolidation. The onset of the

COVID-19 pandemic has radically affected virtually all aspects of life, including the conduct of elections. Its impact has raised the cost of elections as we have seen in the elections conducted by the Commission since the Nasarawa Central State Constituency election on 8th August 2020.

It is important to note that within this Plan period, the Commission finally addressed a 25-year-old problem of the inadequacy of polling units across the country. Given the changing demographics, expansion of populations in our cities, growth of towns and suburbs, the 119,974 polling units created in 1996 to provide electoral services to an estimated voter population of fifty [50] million was grossly inadequate for a current voter population of eighty-four (84) million. Consequently, in consultation with stakeholders, the Commission successfully expanded voter access to polling units by converting 56,872 Voting Points and Voting



**COVID-19 pandemic has radically affected virtually all aspects of life, including the conduct of elections. Its impact has raised the cost of elections as we have seen in the elections conducted by the Commission since the Nasarawa Central State Constituency election on 8th August 2020**



Point Settlements across the country into polling units. This now brings the number of polling units in the country to 176,846.

On a broader level, the expansion of globalisation in the last few decades characterised by rapid technological development in the area of information, communications and transportation has become a defining phenomenon across the world, especially in the application of election technologies. The deployment of technology in the electoral process can reduce transaction costs and improve productivity; offer immediate voice, data and visual connectivity; as well as improve efficiency. But it can also come with huge economic and political costs especially in raising the cost of elections and generating conflicts over electoral processes and outcomes. Similarly, the social media have become very important mechanisms of communication for organisations, particularly election management bodies.

All these have to be carefully taken into consideration in planning the Commission's electoral operations, delivery of electoral services, engagement with stakeholders and management of the Commission's routine processes across Electoral Cycles.

### 3.3 International Context

In the last couple of years, the euphoria of democratic advancement around the world has dampened. In the 2019 Report of the Global State of Democracy, International IDEA identified six key global challenges to democracy as follows: i) the crisis of representation of political parties and the rise of populism ii) patterns and conditions of democratic backsliding iii) empowerment of civil society in a shrinking civic space iv) managing electoral processes in challenging environments v) corruption and the role of money in politics, and vi) impact of information and communication technologies on democracy. The Commission

must continue to explore and pursue policy options, opportunities and solutions that will enable it to protect, defend and advance a free, fair, credible and safe electoral process for the purpose of consolidating democracy and institutionalising good governance. Furthermore, the Commission, in developing its manuals, regulations and guidelines should take due cognisance of the key provisions of international and regional treaties and conventions that are relevant to democratic participation to which Nigeria is a State Party.

The COVID-19 global pandemic will continue to challenge the electoral system and impact the work of the Commission. The capacity of the Commission to conduct all elections envisaged under the Plan, within the extant legal timeframe, will depend on some factors that are beyond its remit. These include the progressive mitigation of the health risks associated with the pandemic, the normalization of the supply chain for critical electoral materials produced outside the country and deepening the use of electoral technology to undertake certain electoral activities. To this end, the Commission should continue to work with health authorities at various levels to monitor the spread of the pandemic and be prepared to implement measures to protect the health and safety of electoral stakeholders, including electoral officials, voters and candidates as well as accredited election observers and journalists.

Furthermore, the Commission must commence early planning for the procurement and delivery of critical offshore electoral materials to prevent disruptions and delay and exercising necessary caution to deploy appropriate and secure electoral technology in its processes and procedures.

Nigeria is rated Partly Free in the Freedom in the World, which is Freedom House's annual study

of political rights and civil liberties worldwide. This rating is in part influenced by the conduct of regular and periodic elections. The ability of the country to adequately fund the conduct of elections as a sovereign responsibility is intractably tied to the generation of sufficient revenue to meet the contending needs of the citizenry. Given the mono-cultural nature of the Nigerian economy, any downward trend in the price of crude oil in the international market will have negative impact on the economy and across board reduction in government spending.

Although INEC is on the first-line charge, which means it receives its funds directly from the Consolidated Revenue Fund, any reduction in government revenue will influence the provision of required funding for electoral activities. The Commission must always be conscious of this fact and ensure that sufficient resources are in the Independent National Electoral Commission Fund to mitigate fluctuations in revenue from the Consolidated Revenue Fund.

The Commission works with International Development Partners (IDPs) to promote institution building, strengthening of electoral integrity and diffusion of democratic principles within a framework of mutual respect and co-responsibility. The IDPs include the United Nations and its Specialized Agencies, Embassies and Diplomatic Missions, Multilateral Development Agencies, International Governmental and Non-Governmental Agencies and Foundations. Although the Commission does not depend on resources from IDPs to cover its core electoral operations, it works with them to promote free, fair and credible elections as a global best practice. The relationship with the Development Partners should therefore continue to be governed by the principle of independence of the Commission.

### 3.4 Organisational Context

Available organizational analyses reports are to the effect that the Commission continues to operate in an environment challenged by inadequate human and operational capacities. A key challenge has been that of achieving effective collaboration, cooperation and coordination of activities among the departments and personnel to accomplish stated goals and further sustain them.

Operationally, the procedures guiding cancellation or postponement of polls have not been widely publicised, which may have resulted in declining public trust in electoral outcomes, especially where violence was the issue. The problem is further compounded by uncertainties in revising and re-enacting necessary legislative provisions for the conduct of elections based on useful lessons learnt.

Critical electoral data regarding voter registration process and the Register of Voters remain unavailable or where available, are unreliable for planning and research purposes. The situation is not helped by the existing gaps in internal and external communication strategies for conveying decisions and activities of the Commission.

More voting points have been created out of the existing polling units to decongest and better manage the latter but more importantly, there is a need for their optimal redistribution to ensure effective coverage. The voting process continues to record some irregularities and inconsistencies in the statement of results from the polling units to the registration centre level where the first stage of collation takes place. This development may be as a result of inadequate skills and training of election officials or technical challenges associated



***Critical electoral data regarding voter registration process and the Register of Voters remain unavailable or where available, are unreliable for planning and research purposes. The situation is not helped by the existing gaps in internal and external communication strategies for conveying decisions and activities of the Commission***



with the Smart Card Readers. In particular, more robust public engagement on the use of these election technological devices should be deployed in order to enhance transparency and eliminate distrust.

The unending delay in carrying out a constitutionally mandated review of electoral constituencies and consequential judicial interventions on the matter present a major organisational challenge for the Commission.

Some accredited election observer mission team members display lack of knowledge of the processes, local environment and the context of the elections and in some cases, have been found not to be impartial and unbiased in their conduct and reports.

There continues to be low representation of women, youths and other marginalised and vulnerable groups in the electoral process, especially with respect to nominated and elected candidates. While access to polling units and voting is being expanded, special provisions have to be made for Persons with

Disability (PwDs) and Internally Displaced Persons (IDPs) during voter registration exercises and on Election Day in order to guarantee their inclusiveness.

Many permanent voter cards still remain uncollected many years after they were issued, and the matter needs to be holistically addressed. The Commission enjoys enormous goodwill and support of the development partners as strategic stakeholders for which regular engagement with them for improving the processes is indicated.

INEC regularly scans its “operating environment” for issues and has incorporated understanding and managing them as part of its strategic planning process. The previous plans, in addition to this one, utilised the unique organisational context and the information obtained from analysing the influence of internal and external factors to make strategic choices of objectives and key actions with their intended outcomes. One of the focus areas driving the strategic change is improving human resource capacity for all categories of staff including ad-hoc ones through trainings, seminars, workshops and skills development programmes. The current structure of the Commission at the Headquarters and State Offices is being reviewed in order to optimise processes, improve organisational behaviour and performance. The continued use of effective organisation-wide rewards and sanctions mechanisms remain a priority for securing compliance.

Organisational communication through strategic planning encourages the leadership, management, employees and stakeholders to understand the Commission’s vision, mission, core values and strategic direction which are necessary for facilitating better relationships, building managerial capacity and enhancing organisational efficiency.

The Commission continues to engage with relevant stakeholders on the need to address the challenge of inclusive participation in the electoral process through policymaking. It acknowledges demands for review of the present delimitation structure of the country in order to meet the present challenges and has responded with key actions. Some specific actions include improved access to polling units with a view to achieving optimal coverage of registration areas; improvement in use of election technologies to enhance integrity of the electoral process; targeted advocacy programmes for marginalised and vulnerable groups; and refreshed voter information and education programmes to improve voter-turnout.

The electoral legal framework for the conduct of elections is constantly being reviewed to reflect trends and where necessary, recommendations for their amendments



***Some specific actions include improved access to polling units with a view to achieving optimal coverage of registration areas; improvement in use of election technologies to enhance integrity of the electoral process; targeted advocacy programmes for marginalised and vulnerable groups; and refreshed voter information and education programmes to improve voter-turnout***



are made. There is a growing concern over conflicting judicial pronouncements by courts of coordinate jurisdiction on electoral disputes of similar facts, which requires engaging with the leadership of the judiciary with a view to addressing the matter.

The impact of Election Observer Mission reports on organisational capacity and performance as part of international best practice has been widely acknowledged and accepted as a yardstick for measuring transparency of the process. The Commission has effectively mainstreamed gender policy in its operations and regularly partners with relevant gender based CSOs to promote its implementation.

Using its in-house Electoral Risk Management Tool, the Commission with support from development partners constantly monitors the threat levels throughout the electoral cycle,

and maps risk factors with a view to mitigating election related violence. The incidence of inconclusive elections is on steady decline as a result of the deployment of appropriate tools, including public enlightenment programmes. Going forward, the progress is expected to be sustained.

The Commission needs to manage change and has to address resistance to its organisational change efforts. The use of job rotation policy, regular rewards and sanctions and other packages to incentivise staff will usually help to manage resistance, but in cases where some staff have become unable to adapt to the change agenda, it is recommended that they be sent out for institutional reform using ASCON, CMD, NIPSS etc.



# Section Four

Priorities for the  
2022 – 2026  
Strategic Plan

04



## 4.0 Strategic Objectives

In line with our contextual analysis, vision and mission, the strategic objectives are:

1. To provide electoral operations, systems and infrastructure to support the delivery of free, fair, credible and inclusive elections.
2. To improve voter and civic education and promote knowledge of sound democratic election processes.
3. To register political parties and monitor their operations.
4. To interact nationally and internationally with relevant stakeholders.
5. To strengthen INEC institutionally for effective delivery of its mandate.

### 4.1 Strategic Objective One

To Provide Electoral Operations, Systems and Infrastructure to Support the Delivery of Free, Fair, Credible and Inclusive Elections

#### 4.1.1 Key Actions

##### 4.1.1.1 Formulate and Implement Effective Management Mechanisms for Electoral Operations

- a. Training of Key Policy Makers on Election Management
- b. Training of Top Management
- c. Development of Tools
- d. PEER Learning Activities
- e. Formulate and Implement an IT Governance Policy for the Commission.

- Decide on the Appropriate Areas to Apply Technology
- Formulate and Implement an IT Governance Policy for the Commission
- Access Available and Appropriate Technology
- Produce and Procure Appropriate Technology (Software and Hardware)

##### 4.1.1.2 Strengthen Finance and Budget Processes

- a. Seek Clarification on the Constitutional and Statutory Provisions on Financing.
- b. Automate the Financial and Procurement Processes of the Commission.
- c. Create a Budget Technical Committee.
- d. Review Policy on Development Partner Support.

##### 4.1.1.3 Strengthen Electoral Planning

- a. Post-Election Review Meetings.
- b. Debriefing of Staff engaged in Election.
- c. Regularization of the Election Planning period.
- d. Capacity Building for Planners.
- e. Change Management Workshops.
- f. Acquire Modern Planning Tools (Develop an Electoral Calendar/Election Schedule of activities).

##### 4.1.1.4 Timely Formulation and Implementation of Election Project Plans (EPP)

- a. Timely Establishment of EPPC.

- b. Review the Previous EPP.
- c. Sourcing of Funds for the Election.
- d. Mobilising Funds for the Election.
- e. Approval of the Plan.

#### **4.1.1.5 Review Electoral Legal and Policy Framework**

- a. Establish a Legal and Policy Review Committee.
- b. Review and Report Electoral Judicial Decisions.

#### **4.1.1.6 Update and Maintain the Register of Voters**

- a. Establish Operational and Policy Framework for the Conduct of CVR.
- b. Conduct of CVR.
- c. Development of Manuals and Guidelines for Register of Voters.
- d. Certification of the Register.
- e. Publication and Issuance of the Register.
- f. Printing and Issuance of PVC.

#### **4.1.1.7 Deploy and Utilize Appropriate Election Technologies**

- a. Develop an Operational and Policy Framework for the Deployment of Election Technologies
- b. Review and Update Election Technologies
- c. Develop Manuals and Guidelines for the Utilisation and Deployment of Election Technologies.

- d. Review Commission's Storage and Retrieval Policies for all Election Technologies and Equipment.
- e. Develop Training Plans and Conduct Training on Election Technologies.

#### **4.1.1.8 Improve Access to Electoral Services for all Voters, especially for Persons with Disabilities (PwDs), Internally Displaced Persons (IDPs) and other marginalised and vulnerable groups**

- a. Develop a Policy and Research Framework for PwDs.
- b. Engagement with Stakeholders.
- c. Procurement of Assistive Tools for PwDs.
- d. Expand Voters Access to PUs.

#### **4.1.1.9 Strengthen the Use of Electoral Alternative Dispute Resolution (EADR) Mechanism**

- a. Strengthen EADR Mechanism.
- b. Improve the Training of Commission's Litigation and Prosecution Staff.
- c. Train Judicial Officials who handle Electoral Matters.
- d. Train INEC Officials in the use of EADR.

#### **4.1.1.10 Provide Adequate Physical Infrastructure to Support the Electoral Process**

- a. Assessment of Infrastructure.
- b. Building and Maintenance of Infrastructure.
- c. Secure Infrastructure.

#### **4.1.1.11 Develop a Framework for Early, Special and Out-of-Country Voting (OCV)**

- a. Develop/Revise Policy Framework for Early, Special and Out-of-Country Voting.
- b. Engage with Voters, Stakeholders and Lawmakers.
- c. Pilot the Framework of OCV.

#### **4.1.1.12 Review and Enhance Election Day Staff Management System**

- a. Review the Policy Framework for Electoral Staff Recruitment and Management.
- b. Review the Operational Framework of the ESMC.
- c. Revise the MoU with NYSC and Committee of Vice Chancellors.
- d. Review the Online tool for the Recruitment and Management of Electoral Staff.
- e. Development and Dissemination of Handbook for Collation Officers.

#### **4.1.1.13 Establish and Maintain an Archival System for Electoral Information and Result Management**

- a. Develop a Policy for Documentation and Archival System.
- b. Establish an Interactive Database for Electoral Information.
- c. Review Result Management System.

#### **4.1.1.14 Strengthen Electoral Logistics and Storage Systems**

- a. Develop a Policy on Delivery and Retrieval of Electoral Personnel and Materials.
- b. Revise MoU with Transport Union Workers.
- c. Develop a Policy for Storage and Inventory System.

#### **4.1.1.15 Review EMSC Operational Framework and Scope**

- a. Develop a Policy Framework for the Operations of the EMSC.
- b. Review and Integrate the Commission's Three Key Monitoring and Early Warning Mechanisms for Electoral Planning, Monitoring and Support.
- c. Develop and Periodically Review the EMSC's Principal Business Areas (PBAs).
- d. Review and Implement EMSC's Key Performance Indicators and Harmonized Checklist.
- e. Review EMSC's Performance Management Dashboard, Mobile App and other Support Tools.
- f. Institute Regular Training and Capacity Building for EMSC Desk Officers.
- g. Report Generation and Publication.
- h. Documentation of EMSC Activities.

### **4.1.2 Key Outcomes**

- 4.1.2.1 Formulated Election Planning Tool for all Elections.

4.1.2.2 Reviewed Regulations, Guidelines and Manuals for Electoral Activities.

4.1.2.3 Proposals on Improved Electoral Legal Framework Submitted to the National Assembly (NASS).

4.1.2.4 Register of Voters Updated and Accessible to the Public.

4.1.2.5 Election Technologies Deployed and Utilised.

4.1.2.6 IT Governance Policy Formulated and Implemented.

4.1.2.7 Increased Use of EADR by Electoral Stakeholders.

4.1.2.8 Election Day Staff Management System (Recruitment, Training, Deployment, Remuneration and Retrieval) Reviewed and Implemented.

4.1.2.9 Deployment of Assistive Voting Aids Improved.

4.1.2.10 Archiving System for Electoral Information and Result Management Established.

4.1.2.11 Electoral Logistics and Storage Systems Improved.

4.1.2.12 EMSC Operational Framework Reviewed and Implemented.

## 4.2 Strategic Objective Two

To Improve Voter and Civic Education and Promote Knowledge of Sound Democratic Election Processes

### 4.2.1 Key Actions

#### 4.2.1.1 Develop and Implement an Effective Framework for Voter and Civic Education

- a. Development and Revision of Voter Education and Sensitisation Policy Framework.
- b. Strengthening of the National Inter Agency Committee on Voter Education and Publicity (NICVEP).
- c. Review of the National Campus Outreach for Voter Education and Sensitisation.
- d. Development of Framework for the Continuous Production of Voter Education and Sensitisation Material.
- e. Review and Strengthening of Framework for Partnership with Media Organisations for Voter Education and Sensitisation.

#### 4.2.1.2 Formulate and Implement Mechanisms to Ensure Participation of Marginalised and Vulnerable Groups in the Electoral Process

- a. Strengthen the Guidelines, Processes and Tools for the Sensitisation and Mobilisation of Women, Youth and PwDs.
- b. Review and Update of Stakeholder Engagements on Inclusivity of Women, Youth and PwDs In the Electoral Processes.
- c. Capacity Building for Top Management and Electoral Staff on Enhancing the Participation of Marginalized and Vulnerable Groups.
- d. Enhancement of INEC Male Allies for Leadership and Gender Equality within the Commission and Beyond.

- e. Review and Expand Inclusivity Communication Channels and Materials.

#### **4.2.1.3 Reinvigorate the Commission's Strategic Communication and Crises Management Framework**

- a. Enhancement of the INEC Communication Policy.
- b. Explore and Expand Partnership with the Nigerian Film and Music Industry.
- c. Explore and Deepen the Use of New Media in Strategic Communication, Counter Communication and Crises Management.
- d. Training and Capacity Building of Top Management and VEP Staff on STRATCOM and Crises Management.
- e. Continuous Survey on Unearthing Roadblocks to Effective Communication and Evaluation of the Commission's Strategic Communication.
- f. Revitalise Collaboration with Public Opinion Groups and CSOs to Enhance Advocacy for Democratic Values.

#### **4.2.1.4 Expand Channels of Public Engagement at the Grassroots Level**

- a. Review and Strengthen Grassroots Community Engagement and Sensitization Channels.

#### **4.2.1.5 Review and Implement Research and Training Frameworks on Electoral Governance and Democracy**

- a. Review and Strengthening of Training, Research and Documentation Channels in State and LGA's.

- b. Establishment of E-Learning and Long-Distance Training Programmes
- c. Enhancement of Collaboration with Other Institutions, Institutes, and Development Partners within Nigeria and Globally.
- d. Identify and Engage Electoral Experts and Qualified Faculty into Electoral and Capacity Training Programmes
- e. Continuous Capacity Building of Training Officials and Electoral Officers on Global Best Practices.
- f. Continuous Development and Review of Training Materials for Electoral Processes and Capacity Building.
- g. Continuous Formulation and Revision of Curriculum, Modules, and Materials for Promotion and Career Path Development of Commission Staff.
- h. Review and Strengthen Election Security Threat Management Systems.
- i. Enhancement of Research Programmes on the Conduct of Inclusive and Credible Elections.
- j. Revise the Documentation and Archiving Mechanisms of Electoral Processes.
- k. Capacity Building for Staff on Research and Methodological Skill.
- l. Review and Enhancement of Synergy among Departments for a Robust Data-Based Management System.
- m. Identify and Organise National/ International Conferences, Seminars, Study Tours, Summits, Lectures, Policy Dialogues and Round Tables on Strategic Themes on Election and Democracy.

## 4.2.2 Key Outcomes

4.2.1.1 Voter and Civic Education Framework Developed

4.2.1.2 Inter-Agency Committees on Voter Education and Publicity Strengthened at all Levels

4.2.1.3 Civic Education Programmes for Primary, Secondary Schools and Tertiary Institutions Strengthened

4.2.1.4 Increased Participation in the Electoral Process, especially for Marginalised and Vulnerable Groups

4.2.1.5 Framework for Deepening the Participation of Women, Youth and PwDs Developed

4.2.1.6 Improved Collaboration with Stakeholders for the Effective Delivery of Voter and Civic Education

## 4.3 Strategic Objective Three

To Register Political Parties and Monitor their Operations

### 4.3.1 Key Actions

#### 4.3.1.1 Register and Deregister Political Parties

- a. Periodic Review of Political Party Registration Guidelines.
- b. Review and Implement Legal Provisions on the Deregistration of Political Parties.
- c. Conduct and Publish an Annual Verification of Political Party Offices Nationwide.

- d. Compile the List of Parties for Deregistration after every General Election.

#### 4.3.1.2 Monitor the Organisation and Operations of Political Parties

- a. Review Regulations, Guidelines, Manuals and Checklists for Political Party Operations.
- b. Monitor and Analyse Party Activities & Adherence to the MoU.
- c. Training and Capacity Building for Monitoring the Operations of Political Parties.
- d. Collaborate with PPLPDC (NIPSS) on Training and Capacity Building for Parties.

#### 4.3.1.3 Ensure Compliance, Examine and Audit the Finances of Political Parties and Publish the Outcome

- a. Ensure Compliance with Relevant Laws on the Issue of Validity of NEC and Offices in FCT.
- b. Receive the Annual Reports and Audited Accounts of Political Parties.
- c. Conduct an Audit of the Finances of Political Parties.
- d. Publish the Annual Audit Reports.

#### 4.3.1.4 Review Framework for Monitoring of Party Conventions, Congresses and Nomination of Candidates

- a. Review Regulations and Guidelines for the Conduct of Party Primaries.
- b. Review and Update Framework for Monitoring the Finances of Political Parties.

- c. Review and Update Regulations for Monitoring Political Party Campaigns and Campaign Finances.
- d. Review and Update Framework for Monitoring Public Media Access for Political Parties at Federal and State Levels.

#### **4.3.1.5 Monitoring Political Party Finances, Campaigns, Campaign Finance**

- a. Tracking Party and Campaign Finances (Using Approved Reporting Manual).
- b. Submit Report on Party Election Expenses (Using Approved Reporting Manual).
- c. Submit Report on Contributions to Party Expenses (Using Approved Reporting Manual).
- d. Submit Report on Contributions/Expenses to/by Candidates (Using Approved Reporting Manual).

#### **4.3.1.6 Promote Internal Party Democracy**

- a. Encourage Political Parties to Develop and Maintain Documentation Processes.
- b. Encourage the Use of EADR (Electoral Alternative Dispute Resolution) Mechanisms.

#### **4.3.1.7 Encourage the Mainstreaming of Gender, Youth and PwDs in the Activities of Political Parties**

- a. Encourage Political Parties to Involve Women, Youth and PwDs at all Levels of Party Administration and Partisan Political Activities.
- b. Monitor Progress of Parties Towards Ensuring Inclusivity in Party Administration

and Participation in Political Activities.

### **4.3.2 Key Outcomes**

4.3.2.1 Political Parties Registered and De-Registered in Accordance with the Law.

4.3.2.2 Capacity of Commission Staff to Monitor the Organisation and Operations of Political Parties Enhanced.

4.3.2.3 Periodic Examination, Audit and Publication of the Finances of Political Parties Implemented.

4.3.2.4 Regulatory Compliance by Political Parties Enhanced.

4.3.2.5 Framework for Monitoring of Party Conventions, Congresses, Nomination of Candidates, Finances of Political Parties, Campaigns and Campaign Finances Reviewed and Implemented.

4.3.2.6 Increased Participation of Women, Youth and PwDs in Leadership Roles of Political Parties.

## **4.4 Strategic Objective Four**

To Interact Nationally and Internationally with Relevant Stakeholders

### **4.4.1 Key Actions**

#### **4.4.1.1 Review and Implement Policies and Guidelines for Regular Stakeholders' Engagement**

- a. Develop policy framework and mechanism for engaging with relevant strategic stakeholders based on the mission, vision and values of the Commission.

- b. Review regulations and guidelines for engagement with new and existing stakeholders.

#### **4.4.1.2 Strengthen and Disseminate the Commission's Publications**

- a. Institutionalise a quality control mechanism and standardised visibility template for all Commission's publications.
- b. Undertake a comprehensive inventory of all Commission's publications.
- c. Produce Commission's reports and other periodicals promptly and regularly.
- d. Establish a depository and cataloguing system at Commission's TEI Library for all Commission Publications.
- e. Enhance the channels and platforms of distribution and dissemination for all Commission publications

#### **4.4.1.3 Strengthen and Sustain the Inter-agency Consultative Committee on Election Security (ICCES) at all Level of Operations**

- a. Periodic Review of the Membership of ICCES.
- b. Regular Meetings of ICCES at all Levels of Operations.
- c. Review, Publication and Dissemination of Code of Conduct and Rules of Engagement for Security Personnel on Electoral Duties.
- d. Training and Capacity Building for Security Personnel at all Levels of Operations.
- e. Institutionalisation of Joint Election Day Situation Room at all Levels of Operations.

#### **4.4.1.4 Sustain Collaboration with EMBs, International Electoral Associations, Electoral Support Organisations and Election Observation Missions (EOMs)**

- a. Review of Policy Framework and Mechanism for Engagement with Forum of State Independent Electoral Commissions (FOSIECON) and relevant Electoral Support Organisations and Observation Missions.
- b. Review of Guidelines, Regulations and Code of Conduct for Election Observation.
- c. Enhance the Management System and Coordination Mechanism for Election Observation.
- d. Engage and Collaborate with other EMBs, International Electoral Associations, Electoral Support Organisations and Training and Research Institutions in the Area of Training, Institutional Building and Information Sharing.
- e. Institutionalise Peer Support, Peer Learning and Experience Sharing Mechanism with other Election Management Bodies.
- f. Attend Statutory Meetings of Regional and International Electoral Bodies and Associations with Prompt and Regular Annual Membership Subscription and Dues.

#### **4.4.1.5 Consolidate Database of Different Categories of Electoral Stakeholders**

- a. Develop a Database for all Categories of Electoral Stakeholders.
- b. Review the Database of Electoral Stakeholders to Determine Added Value and Relevance.

- c. Track, Monitor and Report on the Activities of Electoral Stakeholders.

#### **4.4.1.6 Strengthen Communication with External Stakeholders**

- a. Outreach and Engagement with Ministries, Departments and Agencies (MDAs), NASS and the Judiciary.
- b. Prompt and Regular Dissemination of Information on Commission's Actions and Activities to all External Stakeholders.
- c. Improve the Visual Quality, Accessibility and Utility of the Commission's Website.
- d. Improve on the Regular and Periodic Consultative Meetings between INEC Chairman/Commission and Relevant External Stakeholders.
- e. Engage and collaborate with Regulatory Authorities and Professional Associations.

#### **4.4.2 Key Outcomes**

4.4.2.1 Policy Documents Formulated and Implemented for Stakeholder's Engagements.

4.4.2.2 Sustained Engagement with other EMBs and Electoral Associations.

4.4.2.3 Election Observers (both Domestic and international) Identified, Screened and Accredited.

4.4.2.4 Platforms Established for Engaging with Key Stakeholders.

4.4.2.5 Improved Capacity of the Inter-Agency Committee on Election Security (ICCES).

4.4.2.6 Communication with External Stakeholders Strengthened.

## **4.5 Strategic Objective Five**

To Strengthen INEC Institutionally for the Effective Delivery of its Mandate

### **4.5.1 Key Actions**

#### **4.5.1.1 Strengthen Administrative and Organisational Processes to Ensure Greater Collaboration, Cooperation and Coordination**

- a. Review the PwC Organisational Change Report of 2012.
- b. Undertake Change Management Workshop for Commission Leadership and Workforce.
- c. Develop a Framework for a Strong and Positive Workplace Culture Built on the Commission's Core Values.
- d. Publish Annual Report of Activities.

#### **4.5.1.2 To Enhance Institutional Capacity for Strengthening Co-Ordination and Synergy within and across Departments**

- a. Organise Annual Capacity Building Workshops on Leadership and Management.
- b. Optimize IT Platforms for Intranet and Secure Mail Systems for the Commission.
- c. Sustain Implementation of INEC Rules of Procedure, 2013.
- d. Provide Tools for Securing Collaboration in Proposal and Memoranda.

#### **4.5.1.3 Implement and Ensure Compliance with the INEC Communication Policy**

- a. Create an Enhanced and Secure Intranet

and Internet Services to Keep Workplace and Stakeholders Connected.

- b. Establish INEC Web Editorial Team for Content Management.
- c. Eradicate Current Challenges Impeding Internal Communication Strategy and Tools.
- d. Deploy Technological Tools to Optimise Meetings and Documentation Processes.

**4.5.1.4 Review and Enhance Human Resource Management to Meet the Needs of the Commission**

- a. Create a Biometric Nominal Roll and Database of Staff.
- b. Establish Bi-annual Conference of Staff at HQ, States and LG Offices.
- c. Carry out Staff Audit for Skills Development.
- d. Develop a Performance Measurement Framework.
- e. Undertake Electoral and Technical Process Training and Re-training for all Staff.
- f. Secure an improved conditions of service for the staff.
- g. Undertake regular and periodic recruitment to bridge the generational gaps and fill critical skill gaps.
- h. Establish a Budget Monitoring and Compliance Committee to track Budget Implementation and Performance

**i. 4.5.1.5 Promote Conducive and Secure Work Environment**

- a. Establish INEC Scheme of Service.

- b. Update the Staff Conditions of Service.
- c. Formulate and Implement a Job Rotation Policy.
- d. Provide Improved and Suitable Physical Workplace.
- e. Review and Update Promotion Policy.
- f. Facilitate Opportunities for Organisational Learning through Inter-Departmental Meetings and Seminars.

**4.5.1.6 Promote Effective and Efficient Financial Management, Procurement and Auditing Systems**

- a. Provide Financial Management Tools and Skills.
- b. Create Monthly Price Intelligence Data Sets.
- c. Maintain up -to- date Accounting Records.
- d. Invest Funds in Profitable and Secure Money Market Platforms.
- e. Develop a Budget-Plan Alignment Manual and Expenditure Framework.
- f. Establish Pre-Audit and Post-Audit Protocols.
- g. Prepare Prompt Financial Statements and Reports in Line with Accounting Standards.

**4.5.1.7 Review and Implement an Integrated Monitoring and Evaluation System for Commission's Activities**

- a. Conduct a Monitoring and Evaluation Workshop for HQ and State Offices.
- b. Create Integrated Management Level

Dashboard for INEC Calendar of Activities.

- c. Publish Annual Report of Activities.
- d. Develop an INEC Planners App.

#### **4.5.1.8 Improve Gender Equality, Raise Gender Sensitivity and Enhance the Participation of PwDs and other Vulnerable Groups within the Commission**

- a. Conduct Capacity Building Workshops for Desk Officers of Gender and Inclusivity Department.
- b. Undertake a Diversity-Inclusivity Management Workshop for Senior Management Staff.
- c. Establish Specific Evaluation Frameworks and Tools for Gender and Disability Policies.

#### **4.5.1.9 Implant, Implement, Monitor and Evaluate the Strategic Plan (SP) and Strategic Plan Implementation Programme (SPIP)**

- a. Set up a Strategic Plan Implementation Committee (SPIC) in HQ, States and LG Offices.
- b. Create Strategic Plan Performance Monitoring Tools.
- c. Publish Quarterly Performance Reports of the Strategic Plan Activities.
- d. Undertake Mid-term Review of the Plan.
- e. Undertake End-of-Period Evaluation of the Plan.
- f. Distribute copies of the SP Documents (in both hard and soft copies) to Staff.

#### **4.5.1.10 Promote Accountability and Transparency in the Commission's Activities**

- a. Conduct a sensitization Workshop on FOI Act for Staff.
- b. Create SERVICOM Desks in Departments and Field Offices.
- c. Establish Suggestion Boxes in Strategic Locations in the Office Buildings.
- d. Enhance Regulatory Compliance through Code of Ethics and Code of Conduct.

#### **4.5.1.11 Deepen the Use of Technology in the Internal Operations of the Commission**

- a. Periodic Evaluation of Staff on ICT Skills.
- b. System Audit of IT Services and Tools (Inventory, HR, Finance, Fleet etc.).
- c. Reorganise Workplaces with ICT Knowledge Management Assets (MS SharePoint, Telework, Microsoft Team etc.).
- d. Deploy ICT to Data Management, Archiving System and Business Processes.

### **4.5.2 Key Outcomes**

4.5.2.1 Organisational Performance Enhanced.

4.5.2.2 Internal and External Communication Enhanced.

4.5.2.3 Improved Work Environment.

4.5.2.4 Capacity and Professionalization of the Workforce Improved.

4.5.2.5 Database for Effective Human Resource Management Established.

4.5.2.6 Improved Human Resource

Management.

Implemented, Monitored and Evaluated.

4.5.2.7 Gender Mainstreaming and Equal Opportunity Promoted.

4.5.2.10 Functionality of EMSC Enhanced.

4.5.2.8 Improved Financial Management, Procurement and Auditing Systems.

4.5.2.11 Periodic Report on Commission's Activities Produced and Disseminated.

4.5.2.9 Strategic Plan (SP) and Strategic Plan Implementation Programme (SPIP) Implanted,

4.5.2.12 Organisational Performance Strengthened.

**Table 6: Showing Key Actions, Key Activities and Key Outcomes**

<b>Objective One: To Provide Electoral Operations, Systems and Infrastructure to Support the Delivery of Free, Fair, Credible and Inclusive Elections</b>				
<b>S/N</b>	<b>Key Actions</b>	<b>Activity No</b>	<b>Key Activities</b>	<b>Key Outcomes</b>
4.1.1.1	<b>Formulate and Implement Effective Management Mechanism for Electoral Operations</b>	a.	Training of Key Policy Makers on Election Management	<b>Formulated Election Planning Tools for all Elections</b>
		b.	Training of Top Management	
		c.	Development of Tools	
		d.	PEER Learning Activities	
		e.	Formulate and Implement an IT Governance Policy for the Commission	
4.1.1.2	<b>Strengthen Finance and Budget Processes</b>	a.	Seek Clarification on the Constitutional and Statutory Provisions on Financing	
		b.	Automate the Financial and Procurement Processes of the Commission	
		c.	Create a Budget Technical Committee	
		d.	Review Policy on Development Partner Support	

4.1.1.3	<b>Strengthen Electoral Planning</b>	a.	Post-Election Review Meetings		
		b.	Debriefing of Staff Engaged in Election		
		c.	Regularization of the Election Planning Period		
		d.	Capacity Building for Planners		
		e.	Change Management Workshops		
		f.	Acquire Modern Planning Tools (Develop an Electoral Calendar/ Election Schedule of Activities)		
4.1.1.4	<b>Formulate and Implement Election Project Plans (EPP) in a Timely Manner</b>	a.	Timely Establishment of EPPC	<b>Formulated Election Planning Tools for all Elections</b>	
		b.	Review the Previous EPP		
		c.	Sourcing of Funds for the Election		
		d.	Mobilizing Funds for the Election		
		e.	Approve the Plan		
4.1.1.5	<b>Revise the Electoral Legal and Policy Framework</b>	a.	Establish a Legal and Policy Review Committee	<b>Proposals on Improved Electoral Legal Framework Submitted to National Assembly (NASS)</b>	
		b.	Review and Report of Electoral Judicial Decisions		

4.1.1.6	<b>Update and Maintain the Register of Voters</b>	a.	Establish Operational and Policy Framework for the Conduct of CVR	<b>Register of Voters Updated and Accessible to the Public</b>
		b.	Conduct of CVR	
		c.	Development of Manuals and Guidelines for Register of Voters	
		d.	Certification of the Register	
		e.	Publication and Issuance of the Register	
		f.	Printing and Issuance of PVC	
4.1.1.7	<b>Deploy and Utilize Appropriate Election Technologies</b>	a.	Decide on the Appropriate Areas to Apply Technology	<b>Election Technologies Deployed and Utilized</b>
		b.	Formulate and Implement an IT Governance Policy for the Commission	
		c.	Assessment of Available Appropriate Technology	
		d.	Produce and Procure Appropriate Technology (Software and Hardware)	
4.1.1.8	<b>Improve Access to Electoral Services for all Voters especially Persons with Disability (PwDs), Internally Displaced Persons (IDPs) and other Marginalised and Vulnerable Groups</b>	a.	Develop a Policy and Research Framework for PwDs	<b>Access to Electoral Services for all Voters Improved</b>
		b.	Engagement with Stakeholders	
		c.	Procurement of Assistive Tools for PwDs	
		d.	Expand Voters' Access to PUs	

4.1.1.9	<b>Strengthen Electoral Dispute Resolution, Litigation and Prosecution Mechanisms</b>	a.	Strengthen EADR Mechanism	<b>Increased Use of EADR by Electoral Stakeholders</b>
		b.	Improve the Training of Commission's Litigation and Prosecution Staff	
		c.	Train Judicial Officials Handling Electoral Matters	
		d.	Train INEC Officials in the Use of EADR	
4.1.1.10	<b>Provide Adequate Physical Infrastructure to Support the Electoral process.</b>	a.	Assessment of Infrastructure	<b>Deployment of Assistive Voting Aids Improved</b>
		b.	Building and Maintenance of Infrastructure	
		c.	Secure Infrastructure	
4.1.1.11	<b>Develop a Framework for Early, Special and Out-of-Country Voting (OCV)</b>	a.	Develop a Framework for Early, Special and Out-of-Country Voting (OCV)	<b>Framework for Early, Special and Out-of-Country Voting (OCV) Developed</b>
		b.	Engage with Voters, Stakeholders and Lawmakers	
		c.	Pilot the Framework of OCV	
4.1.1.12	<b>Review and Enhance Election Day Staff Management System</b>	a.	Review the Policy Framework for Electoral Staff Recruitment and Management	<b>Election Day Staff Management System (Recruitment, Training, Deployment, Remuneration and Retrieval) Reviewed and Implemented</b>
		b.	Review and Integrate Commission's Monitoring Mechanisms (EMS, EOOSC & ERM) into the ESMC	
		c.	Revise the MoU with NYSC and Committee of Vice Chancellors	
		d.	Review the Online Tool for the Recruitment and Management of Electoral Staff	
		e.	Development and Dissemination of Handbook for Collation Officers	

4.1.1.13	<b>Establish and Maintain an Archival System for Electoral Information and Result Management</b>	a.	Develop a Policy for Documentation and Archival System	<b>Archiving System for Electoral Information, Result Management Established</b>
		b.	Establish an Interactive Database for Electoral Information	
		c.	Review Result Management System	
4.1.1.14	<b>Strengthen Electoral Logistics and Storage Systems</b>	a.	Develop a Policy on Electoral Delivery and Retrieval	<b>Electoral Logistics and Storage Systems Improved</b>
		b.	Revise MoU with Transport Workers Union	
		c.	Develop a Policy for Storage and Inventory System	
4.1.1.15	<b>Review EMSC Operational Framework and Scope</b>	a.	Develop a Policy Framework for the Operations of EMSC	<b>EMSC Operational Framework Reviewed and Implemented</b>
		b.	Review and Integrate the Commission's Three Key Monitoring and Early Warning Mechanisms for Electoral Planning Monitoring and Support	
		c.	Develop and Periodically Review the EMSC's Principal Business Areas (PBAs)	
		d.	Review and Implement the EMSC's Key Performance Indicators and Harmonized Checklist	
		e.	Review the EMSC's Dashboard, Mobile App and other Support Tools	
		f.	Training and Capacity Building for EMSC Desk Officers	
		g.	Report Generation and Publication	
		h.	Documentation of EMSC Activities	

<b>Objective Two: To Improve Voter and Civic Education and Promote Knowledge of Sound Democratic Election Processes</b>				
<b>S/N</b>	<b>Key Actions</b>	<b>Activity Code No</b>	<b>Key Activities</b>	<b>Key Outcomes</b>
4.2.1.1	<b>Develop and Implement an Effective Framework for Voter Education and Sensitization</b>	a.	Development and Revision of Voter Education and Sensitization Policy Framework	<b>Voter and Civic Education Framework Developed</b>
		b.	Strengthening of the National Inter- Agency Consultative Committee on Voter Education and Publicity (NICVEP)	
		c.	Review of the National Campus Outreach for Voter Education and Sensitization	
		d.	Development of Framework for the Continuous Production of Voter Education and Sensitization Material	
		e.	Review and Strengthening of Framework for Partnership with Media Organizations for Voter Education and Sensitization	
4.2.1.2	<b>Formulate and Implement Mechanisms to Ensure Participation of Marginalised and Vulnerable Groups in the Electoral Process</b>	a.	Strengthen the Guidelines, Processes and Tools for the Sensitization and Mobilization of Women, Youth and PwDs	<b>Increased Participation in the Electoral Process Especially for Marginalised and Vulnerable Groups</b>
b.		Review and Update of Stakeholder Engagement on Inclusivity of Women, Youth and PwDs in the Electoral Processes		

		c.	Capacity Building for Top Management and Electoral Staff on Enhancing the Participation of Marginalized and Vulnerable Groups	
		d.	Enhancement of INEC Male Allies for Leadership and Gender Equality within the Commission and Beyond	
		e.	Review and Expand Inclusivity Communication Channels and Materials	
4.2.1.3	<b>Reinvigorate the Commission's Strategic Communication and Crises Management</b>	a.	Enhancement of INEC's communication policy	
		b.	Explore and Expand Partnership with the Nigerian Film and Music Industries	
		c.	Explore and Deepen the Use of New Media in Strategic Communication, Counter Communication, and Crises Management	
		d.	Training and Capacity Building of Top Management and VEP staff on STRATCOM and Crises Management	
		e.	Continuous Survey to Improve Effective Communication and Evaluation of the Commission's Communication Policy	
		f.	Revitalize Collaboration with Public Opinion Group and CSOs to Enhance Advocacy for Democratic Values	

4.2.1.4	<b>Expand Channels of Public Engagement at the Grassroots Level</b>	a.	Review and Strengthen Grassroots Community Engagement and Sensitization Channels	<b>Civic Education Programmes for Primary, Secondary Schools and Tertiary Institutions Strengthened</b>
4.2.1.5	<b>Review and Implement Research and Training Frameworks on Electoral Governance and Democracy</b>	a.	Review and Strengthening of Training, Research and Documentation Channels in States and LGAs	<b>Improved Collaboration with Stakeholders for the Effective Delivery of Voters' and Civic Education</b>
b.	Enhancement of Collaboration with other Institutions, Institutes and Development Partners within Nigeria and Globally			
c.	Identify and Engage Electoral Experts and Qualified Faculty into Electoral and Capacity Training			
d.	Continuous Capacity Building of Training Officials and Electoral Officers on Global Best Practices			
e.	Continuous Development and Review of Training Materials for Electoral Processes and Capacity Building			
f.	Review and Strengthening of Election Security Threat Management Systems			
g.	Enhancement of Research Programmes on the Conduct of Inclusive and Credible Elections			
h.	Revise the Documentation and Archiving Mechanisms of Electoral Processes			

		i.	Capacity Building for Staff on Research and Methodological Skills	
		j.	Review and Enhancement of Synergy Among Departments for Robust Data-based Management Systems	
		k.	Identify and Organize National/International Conferences, Seminars, Study Tours, Summits, Lectures, Policy Dialogues and round Tables on Strategic Themes on Election and Democracy	

**Objective Three: To Register Political Parties and Monitor their Operations**

S/N	Key Actions	Activity Code No	Key Activities	Key Outcomes
4.3.1.1	<b>Register and Deregister Political Parties</b>	a.	Periodic Review of Political Party Registration Guidelines	<b>Parties Registered and Deregistered in Accordance with the Law</b>
		b.	Review and Implement Legal Provisions on the Deregistration of Political Parties	
		c.	Conduct and Publish an Annual Verification of Political Party Offices Nationwide	
		d.	Compile the List of Parties for Deregistration after every General Election	
4.3.1.2	<b>Monitor the organisation and operations of Political Parties</b>	a.	Review Regulations, Guidelines, Manuals and Checklists for Political Party Operations	<b>Capacity of Commission to Monitor the Organisation and Operations of Political Parties Enhanced</b>
		b.	Monitor and Analyse Party Activities & Adherence to the MoU	

		c.	Training and Capacity Building for Monitoring the Operations of Political Parties	
		d.	Collaborate with PPLPDC (NIPSS) on Training and Capacity Building for Parties	
4.3.1.3	<b>Ensure Compliance, Examine and Audit the finances of Political Parties and Publish the Outcome</b>	a.	Ensure Compliance with Relevant Laws on the Issue of Validity of NEC and Offices in FCT	<b>Periodic Examination, Audit and Publication of the Finances of Political Parties Implemented</b>
		b.	Receive the Annual Reports and Audited Accounts of Political Parties	
		c.	Conduct an Audit of the Finances of Political Parties	
		d.	Publish the Annual Audit Reports	
4.3.1.4	<b>Review Framework for Monitoring of Party Conventions, Congresses, Primaries and Nomination of Candidates</b>	a.	Review Regulations and Guidelines for the Conduct of Primaries	<b>Regulatory Compliance by Political Parties Enhanced</b>
		b.	Review Framework for Monitoring the Finances of Political Parties	
		c.	Review Framework for Monitoring Political Party Campaigns and Campaign Finances	
		d.	Review Framework for Monitoring Public Media Access for Political Parties at Federal and State Levels	
4.3.1.5	<b>Monitor Political Party Finances, Campaigns and Campaign Finances</b>	a.	Track Party and Campaign Finances (Using Approved Reporting Manual)	<b>Framework for Monitoring of Party Conventions, Congresses, Nomination of Candidates, Finances of Political Parties, Campaigns and Campaign Finances Reviewed and Implemented</b>

		b.	Submit Party Election Expenses (Using Approved Reporting Manual)	
		c.	Submit Report on Contributions/Expenses to/by Parties (Using Approved Reporting Manual)	
		d.	Submit Report on Contributions/Expenses to/by Candidates (Using Approved Reporting Manual)	
4.3.1.6	<b>Promote Internal Party Democracy</b>	a.	Encourage Political Parties to Develop and Maintain Documentation Processes	<b>Internal Party Democracy Strengthened</b>
		b.	Encourage the Use of Electoral Alternative Dispute Resolution (EADR)	
4.3.1.7	<b>Encourage the Mainstreaming of Gender, Youth and PwDs in the Activities of Political Parties</b>	a.	Encourage Political Parties to Involve Women, Youth and PwDs at all Levels of Party Administration and Partisan Political Activities	<b>Increased Participation of Women, Youth, and PwDs in Leadership Roles of Political Parties</b>
		b.	Monitor Progress of Parties Towards Ensuring Inclusivity in Party Administration and Participation in Political Activities	

**Objective Four: To Interact Nationally and Internationally with Relevant Stakeholders**

S/N	Key Actions	Activity Code No	Key Activities	Key Outcomes
4.4.1.1	<b>Review and Implement Policies and Guidelines for Regular Stakeholders' Engagement</b>	a.	Develop Policy Framework and Mechanism for Engaging with Relevant Strategic Stakeholders Based on the Commission's Mission, Vision and Values	<b>Policy Documents Formulated and Implemented for Stakeholders' Engagement</b>

		b.	Review Regulations and Guidelines for Engagement with New and Existing Stakeholders	
4.4.1.2	<b>Strengthen and Disseminate the Commission's Publications</b>	a.	Institutionalise a Quality Control Mechanism and Standardised Visibility Template for all Commission's Publications	<b>Communication with External Stakeholders Strengthened</b>
		b.	Undertake a Comprehensive Inventory of all Commission's Publications	
		c.	Produce Commission's Reports and other Periodicals Promptly and Regularly	
		d.	Establish a Depository and Cataloguing System at Commission's TEI Library for all Commission's Publications	
		e.	Enhance the Channels and Platforms for Distribution and Dissemination for all Commission's Publications	
4.4.1.3	<b>Strengthen and Sustain the Inter-Agency Consultative Committee on Election Security (ICES) at all Levels of Operation</b>	a.	Constantly Review the Membership of ICES	<b>Improved Capacity of the Inter-Agency Consultative Committee on Election Security (ICES) at all Operational Levels</b>
		b.	Regular Meetings of ICES at all Operational Levels	
		c.	Review, Publication and Dissemination of Code of Conduct and Rules of Engagement for Security Personnel on Electoral Duties	

		d.	Training and Capacity Building for Security Personnel at all Levels of Operation	
		e.	Institutionalisation of Joint Election Situation Room at all Levels of Operation	
4.4.1.4	<p><b>Sustain Collaboration with EMBs, International Electoral Associations, Electoral Support Organisations and Election Observer Missions (EOMs)</b></p>	a.	Review of Policy Framework and Mechanism for Engagement with Forum of State Independent Electoral Commissions (FOSIECON) and Relevant Electoral Support Organisations and Observation Missions	<p><b>Sustained Engagements with other EMBs and Electoral Associations</b></p>
		b.	Review of Guidelines, Regulations and Code of Conduct for Election Observation	
		c.	Enhance the Management System and Coordination Mechanism for Election Observation	
		d.	Engage and Collaborate with other EMBs, International Electoral Associations, Electoral Support Organisations and Training and Research Institutions in the Area of Training, Institutional Building and Information Sharing	
		e.	Institutionalise Peer Support, Peer Learning and Experience Sharing Mechanism with other Election Management Bodies	

		f.	Attend Statutory Meetings of Regional and International Electoral Bodies and Associations with Prompt and Regular Annual Membership Subscription and Dues	
4.4.1.5	<b>Consolidate Database of Different Categories of Electoral Stakeholders</b>	a.	Develop a Database for all Categories of Electoral Stakeholders	<b>Platforms Established for Engaging with Key Stakeholders</b>
		b.	Review the Database of Electoral Stakeholders to Determine Added Value and Relevance	
		c.	Track, Monitor and Report on the Activities of Electoral Stakeholders	
4.4.1.6	<b>Strengthen Communication with External Stakeholders</b>	a.	Outreach and Engagement with Ministries, Departments and Agencies (MDAs), NASS and the Judiciary	<b>Communication with External Stakeholders Strengthened</b>
		b.	Prompt and Regular Dissemination of Information on Commission's Actions and Activities to all External Stakeholders	
		c.	Improve the Visual Quality, Accessibility and Utility of the Commission's Website	
		d.	Improve on the Regular and Periodic Consultative Meetings between INEC Chairman/Commission and Relevant External Stakeholders	
		e.	Engage and Collaborate with Regulatory Authorities and Professional Associations	

<b>Objective Five: To Strengthen INEC Institutionally for Effective Delivery of its Mandate</b>				
<b>S/N</b>	<b>Key Actions</b>	<b>Activity Code No</b>	<b>Activities Key</b>	<b>Key Outcomes</b>
4.5.1.1	<b>Strengthen Administrative and Organisational Processes to Ensure Greater Collaboration, Cooperation and Coordination</b>	a.	Review the PwC Organisational Change Report of 2012	<b>Organisational Performance Enhanced</b>
		b.	Undertake Change Management Workshop for Commission Leadership and Workforce	
		c.	Develop a Framework for a Strong and Positive Workplace Culture Built on the Commission's Core Values	
		d.	Publish Annual Report of Activities	
4.5.1.2	<b>To Enhance Institutional Capacity for Strengthening Co-ordination and Synergy Within and Across Departments</b>	a.	Organise Annual Capacity Building Workshops on Leadership and Management	<b>Commission's Internal and External Communication Enhanced</b>
		b.	Optimize IT Platforms for Intranet and Secure Mail Systems for the Commission	
		c.	Sustain Implementation of INEC Rules of Procedure, 2013	
		d.	Provide Tools for Securing Collaboration in Proposal and Memoranda	
4.5.1.3	<b>Implement and Ensure Compliance with INEC Communication Policy</b>	a.	Create an Enhanced Social Intranet and Internet Services to Keep Workplace and Stakeholders Connected	<b>Internal and External Communication Enhanced</b>
		b.	Establish INEC Web Editorial Team for Content Management	

		c.	Eradicate Current Challenges Impeding Internal Communication Strategy and Tools	
		d.	Deploy Technological Tools to Optimize Meetings and Documentation Processes	
4.5.1.4	<b>Review and Enhance Human Resource Management to Meet the Needs of the Commission</b>	a.	Create a Biometric Nominal Roll and Database of Staff	<b>Capacity and Professionalization of the Workforce Improved</b>
		b.	Establish Biannual Conference of Staff at HQ, States and LG Offices	
		c.	Carry out Staff Audit for Skills Development	
		d.	Develop Performance Measurement Framework	
		e.	Undertake Electoral Process and Technical Training and re-training for all Staff	
4.5.1.5	<b>Promote Conducive Work and Secure Environment</b>	a.	Establish INEC Scheme of Service	<b>Work Environment Improved</b>
		b.	Update the Staff Conditions of Service	
		c.	Formulate and Implement a Job Rotation Policy	
		d.	Provide Improved and Suitable Physical Workplace	
		e.	Review and Update Promotion Policy	
		f.	Facilitate Opportunities for Organisational Learning Through Inter-Departmental Meetings and Seminars	
4.5.1.6	<b>Promote Effective and Efficient Financial Management, Procurement and Auditing Systems</b>	a.	Provide Financial Management Tools and Skills	<b>Financial Management, Procurement and Auditing Systems Improved</b>

		b.	Create Monthly Price Intelligence Data Sets	
		c.	Maintain up -to- date Accounting Records	
		d.	Invest Funds in Profitable and Secure Money Market Platforms	
		e.	Develop a Budget-Plan Alignment Manual and Expenditure Framework	
		f.	Establish Pre-audit and Post-Audit Protocols	
		g.	Prepare Prompt Financial Statements and Reports in Line with Accounting Standards	
4.5.1.7	<b>Review and Implement Integrated Monitoring and Evaluation System for Commission's Activities</b>	a.	Periodic Review of the EMSC Platform and Tools	<b>Functionality of EMSC Enhanced</b>
		b.	Conduct a Monitoring and Evaluation Workshop for HQ and State Offices	
		c.	Create integrated Management Level Dashboard for INEC Calendar of Activities	
		d.	Publish Annual Report of Activities	
		e.	Create INEC Planners App	
4.5.1.8	<b>Improve Gender Equality, Raise Gender Sensitivity and Enhance the Participation of PwDs and other Vulnerable Groups within the Commission</b>	a.	Conduct Capacity Building Workshops for Desk Officers of Gender and Inclusivity Department	<b>Gender Mainstreaming and Equal Opportunity Promoted</b>
		b.	Undertake a Diversity-Inclusivity Management Workshop for Senior Management Staff	
		c.	Establish Specific Evaluation framework and Tools for Gender Policy	

4.5.1.9	<b>Implant, Implement, Monitor and Evaluate the Strategic Plan (SP) and Strategic Plan Implementation Programme (SPIP)</b>	a.	Set up a Strategic Plan Implementation Committee (SPIC) in HQ, States and LG Offices	<b>Strategic Plan (SP) and Strategic Plan Implementation Programme (SPA) Implanted, Implemented, Monitored and Evaluated</b>
		b.	Create Strategic Plan Performance Monitoring Tools	
		c.	Publish Quarterly Performance Reports of Strategic Plan Activities	
		d.	Undertake Mid-term Review of the Plan	
		e.	Undertake End-of-Period Evaluation of the Plan	
		f.	Distribute copies of the SP Documents (in both hard and soft copies) to Staff	
4.5.1.10	<b>Promote Accountability and Transparency in the Commission's Activities</b>	a.	Conduct a sensitization Workshop on FOI Act for Staff	<b>Periodic Report on Commission's Activities Produced and Disseminated</b>
		b.	Create SERVICOM Desks in Departments and Field Offices	
		c.	Establish Suggestion Boxes in Strategic Locations in the Office Buildings	
		d.	Enhance Regulatory Compliance Through Code of Ethics and Code of Conduct	
4.5.1.11	<b>Deepen the Use of Technology in the Commission's Internal Operations</b>	a.	Periodic Evaluation of Staff on ICT Skills	<b>Organisational Performance Strengthened</b>
		b.	System Audit of IT Services and Tools (Inventory, HR, Finance, Fleet etc.)	
		c.	Reorganise workplace with ICT Knowledge Management Assets (MS SharePoint, Telework, Microsoft Team etc.)	
		d.	Deploy ICT to Data Management, Archiving System and Business Processes	



# Section Five

## Implementation Strategy

05



## 5.0 The Strategic Plan Implementation Programme (SPIP)

The Strategic Plan Implementation Programme 2022-2026 contains the details of activities derived directly from the key actions of the Strategic Objectives and implemented over a time frame. A total of 45 key actions with their intended outcomes have been identified with 923 detailed programmed activities annexed in the companion document of the Plan.

The Departments and State Offices of the Commission are the major activity holders and will be responsible for initiating, implementing, and reporting on their performance.

### 5.1 Key Performance Indicators

The performance of the plan will be periodically measured and monitored using output and outcome indicators detailed in the SPIP document to demonstrate how effectively the Commission is achieving its objectives.

While the output indicators are quantitatively measured, the outcome indicators representing expected changes overtime will be largely qualitative.

A performance dashboard that allows tracking of all aspects of SPIP activities, collates, summarises and presents them as visual information in Excel or some in-house software will be designed and deployed.

## 5.2 Financing the Strategic Plan

A budget plan alignment has been incorporated in the implementation of the SP. Accordingly, while the electoral project plans create a line of sight with indicative cost estimates for planned activities, the Commission's electoral budget is planned over budget cycles in order to secure their timely passage in the annual Appropriation Act.

In addition to the regular Federation Account funding on the first line charge, the Commission also draws from the INEC fund established pursuant to section three (3) of the Electoral Act 2010 (as amended). The fund has been invested in the money market and interest from such investments form part of finance from which disbursements are made in accordance with the rules of the Commission.

There is a need to seek for clarification on the constitutional and statutory provisions on the Commission's financing and budgetary activities, particularly with regards to Sections 81 (2) and 84 (8) vis-à-vis Section 81 (3) of the Constitution of the Federal Republic of Nigeria 1999 (as amended) as well as Sections 3 and 5 of the Electoral Act (as amended).

Further to the above, technical and funding support from Development Partners may also be available for some critical activities such as facilitating electoral staff training.



# Section Six

Monitoring and  
Evaluation of  
the 2022 – 2026  
Strategic Plan

06



## 6.0 Background

A key step towards building trust and ensuring effectiveness, credibility and accountability of the INEC Strategic Plan is the development of a monitoring and evaluation (M and E) framework. Monitoring and Evaluation are key functions of management. They start from the strategy process where key indicators are determined to be monitored and evaluated. The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions. The long-term impact will be free, fair credible and inclusive elections.

INEC Management shall operationalize the monitoring and evaluation framework

through routine data collection, survey, progress monitoring, management review, stakeholder meetings and annual reviews. The Directorate of Planning and Monitoring under the office of the Chairman of the Commission and the Standing Committee of the Commission on Planning, Monitoring and Strategy will elaborate details of the M and E activities. This will include periodic assessments of plan implementation. The outcome of these assessments would inform adjustments in both structure and processes of plan implementation, if necessary.

Moreover, there will be a midterm review of the Plan in 2024, after the General Elections, which will involve management and staff, stakeholders and partners of INEC.

### 6.1 Monitoring and Evaluation Framework

**Table 6.1: Monitoring and Evaluation Framework for INEC Strategic Plan**

S/N	Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
1	To provide Electoral Operations, Systems and Infrastructure to Support Delivery of Free, Fair, Credible and Inclusive Elections	Types and number of voting aids provided to ensure productivity Number of Election Technologies deployed and utilised No of Policies implemented for early and Out-of-Country Voting (OCV)	P&M Activity Monitoring Checklist  Election Observers' Reports	1. Political Stability 2. Political will by the Executive, Legislature and Judiciary
		Assessment of the Commissions Operations by Electoral Stakeholders as well as by National and International Election Observation Missions.		
		Number of Election petitions filed	Election Petition Record	

		Electoral Legal Framework, guidelines and regulations formulated and reviewed	Electoral Act	
		Number of updates made on the Register of Voters	National Register of Voters	
		Number of Polling Units created and accessible to Voters	Delimitation Details and Election Map	
		Number of Election Project Plan (EPP) developed and implemented	EPP Publication	
		Number of milestones achieved in the full implementation of Commission's tracking and monitoring tools	EMSC Report	
2	To improve Voter and Civic Education and Promote Knowledge of Sound Democratic Election Processes	Number of Voter and Civic Education public enlightenment programs	P&M activity monitoring checklist and VEP record	Public acceptance of the electoral processes
		Rate of awareness among marginalised and vulnerable groups	Marginalised and Vulnerable Groups/Associations	
		Percentage of grassroots reached through public enlightenment	VEP Record	
		Number of Public Enlightenment channels deployed to promote sound democratic election process		
		Number of recommendations from NICVEP implemented		

3	To register Political Parties and Monitor their Operations	Number of Political Parties registered and de-registered	Political Parties Register	Adherence to INEC's political party guidelines and Electoral Act
		Number of Primaries, Congresses and Conventions held	Monitoring Reports	
		Number of Political Parties' accounts audited and published	PWC Audit Report	
		Milestones achieved in encouraging active participation of Women and PwDs in Political Parties' leadership	Media and Survey Reports	
4	To Interact Nationally and Internationally with Relevant Stakeholders	No. of consultative meetings / stakeholder fora / platforms for engagement established with various categories of stakeholders per location.	Stakeholders' Meetings Reports	Objective MoU with diplomats and international community
		No of editions of INEC newsletter published and disseminated.	INEC Newsletter	
		No. of election observers (both domestic and foreign) identified, screened and deployed per election (by sex and location).	Observers' Reports	
		No. of strategic partnerships established with civil society organisations (including MoUs signed).	INEC documented MoUs	
		Existence and functionality of an Inter-agency Consultative Committee on Election Security (ICCES).	ICCES Meeting Reports	

		Frequency of web hits, social media presence and pings on Commission's communication platforms	ICCC Report & CPS' office	
5	To Strengthen INEC Institutionally for Effective Delivery of its Mandate	Number of M&E frameworks developed for the Strategic Plan (SP)/ Strategic Plan Implementation Programme (SPIP) and 2023 Election Project Plan (EPP)	M&E & EPP Reports	1. Synergy among the leadership, departments and units of the Commission  2. Commission's willingness to enhance Staff capacity
		Number of milestones achieved in the utilisation of M&E tools for monitoring and evaluation of the new strategy	M&E Report	
		Number of electoral study tours conducted towards improving capacity of management and staff of INEC.	Staff Survey Reports	
		Evidence of improved communication, coordination and teamwork between INEC headquarters, States and LGAs.		
		No of personnel expressing satisfaction with improvements in INEC's work environment, infrastructure and operations.		

		No. of personnel expressing satisfaction with INEC's human resource management, staff development, discipline and welfare.		
		Percentage of Budget aligned with the plan	Report from Budget, Monitoring and Performance Division of P&M and F&A	

## 6.2 Conclusion

The Constitution of the Federal Republic of Nigeria 1999 (as amended) vested the Independent National Electoral Commission (INEC) with the responsibility for the conduct of elections into Federal, State and Federal Capital Territory Area Council executive and legislative offices. In the pursuit of its commitment to conduct free, fair and credible elections for sustainable democracy in Nigeria and the discharge of its constitutional responsibility, the Commission adopted the approach of using strategic planning to articulate its vision, mission, values and objectives as well as the activities to achieve them.

The Commission's Strategic Plan for 2017 – 2021 had five strategic objectives, 47 key actions and 650 activities. An analysis of the level of implementation of the Strategic Plan showed that out of the 650 activities, 246 were fully implemented, 117 partially implemented, 51 on-going and 236 were not implemented. The level of implementation varied considerably across the strategic objectives. While the level of implementation is of concern to the Commission, it should be recorded that a general election was successfully conducted in 2019 and numerous

by-elections were similarly conducted during the period covered by the Strategic Plan.

The Commission encountered several challenges in implementing the Plan. The most significant was the outbreak of the COVID-19 pandemic and the attendant lockdown, which constrained the funding, and implementation of electoral activities. Other significant challenges include late review of the Plan in March 2021, nine months to the end of the Plan; attempted amendment of the electoral laws too close to the General Election; gaps in the provisions of the law that negatively impact on election management; late approval for the implementation and funding of activities, inadequate coordination, collaboration and synergy among Departments and Directorates of the Commission at Headquarters; slow progress towards the automation of certain processes and procedures of the Commission, resulting in poor record-keeping and retrieval of records; non-compliance with guidelines and financial reporting by political parties which hindered effective monitoring; inadequate periodic monitoring and evaluation of the Plan's implementation; and late submission of plans and report of activities by the various Departments and Directorates to the Planning and Monitoring Directorate.

In the course of implementing the Plan, several lessons were learnt concerning factors that can enhance efficient implementation of key actions and activities. Among them were the importance of inter-departmental cooperation and coordination, periodic monitoring and evaluation of the implementation of the Plan, efficient ICT infrastructure, as well as effective internal and external communication channels. Other lessons that were learnt included efficient human resources management (especially capacity development and deployment, discipline and welfare).

In order to strengthen the Commission, several measures are recommended. Among them are an audit and reorganisation of the Commission's management system and processes to strengthen monitoring, performance evaluation, accountability and inter-departmental cooperation; strengthening administrative processes to ensure cooperation among the Departments and Directorates with the institution of appropriate penalty for non-compliance; and prioritisation of the implementation

of SP activities with adequate funding; elimination of delays in granting approval for implementation and funding of activities.

Also recommended are prioritisation of digitalisation of key management operational processes and procedures; tweaking the Strategic Objectives in line with current goals and realities; full integration of the monitoring platforms and the effective operationalization of the Election Monitoring and Support Centre, effective and periodic monitoring and evaluation of the SP&SPIP and all Departmental activities of the Commission by the Directorate of Planning and Monitoring; and lastly, Departments/Directorates of the Commission should be mandated to always quote the activities' alphanumeric code from the SPIP whenever they raise memos for Committees/Commission's approval to foster checks and balances for review of the SPIP. Notwithstanding the challenges encountered during the implementation of the Plan, the ability to conduct elections in our challenging environment is a positive indication that the Commission's vision and mission are achievable and are being achieved.



# **2022-2026 STRATEGIC PLAN IMPLEMENTATION PROGRAMME (SPIP)**





# Objective One

To provide Electoral Operations, Systems and Infrastructure to Support the Delivery of Free, Fair, Credible and Inclusive Election.

01



**INEC STRATEGIC PLAN 2022-2026: CONSOLIDATING FREE, FAIR, CREDIBLE AND INCLUSIVE ELECTIONS**

S/N	KEY ACTIONS	ACTIVITY CODE NO.	ACTIVITIES	INDICATORS	TIME FRAME					LEAD DEPT	COLLABORATING DEPT	KEY OUTCOMES
					2022	2023	2024	2025	2026			
1.1	<b>Formulate and implement effective Management Mechanism for Electoral Operations</b>	CS 1.1.1	Induction for National Commissioners.	Number of National Commissioners trained and inducted.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, TEI, HRM	<b>Formulated Election Planning tool for all Elections</b>
		CS 1.1.2	Induction for Newly Appointed Resident Electoral Commissioners, Administrative Secretaries and HODs. EOs & AEOs	Number of RECs, AS and HODs trained and inducted.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, TEI, HRM, State Offices	
		CS 1.1.3	Debriefing for National Commissioners	Number of National Commissioners debriefed.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, TEI, HRM, State Offices	
		CS 1.1.4	Debriefing for Resident Electoral Commissioners	Number of RECs debriefed.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, TEI, HRM, State Offices	
		CS 1.1.5	Debriefing for Directors	Number of Directors debriefed.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, TEI, HRM, State Offices	
		CS 1.1.6	Debriefing Retreat for past Commission Members, RECs, Secretaries and Directors	Number of past management staff debriefed.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, TEI, HRM, State Offices	
		EOP 1.1.1	Early review of the Regulations and Guidelines for the conduct of election	Number of milestones achieved in amendment of Electoral Act.	Q1-Q2	na	na	na	Q1-Q2	EOP	ICT/VR, TEI, LD&C, State Offices	
		EOP 1.1.2	Review of manual for Recall and Referendum procedures	Number of milestones achieved in the Review of Manual for Recall and Referendum.	Q1-Q2	na	na	na	Q1-Q2	EOP	ICT, VR, TEI, LD&C,	
		EOP 1.1.3	Review of framework for Election Staff management	Percentage of election materials retrieved post-election.	Q2-Q3	na	na	na	Q2-Q3	EOP	State Offices, F&A, HRM, TEI and IA	
		EOP 1.1.4	Conduct of Governorship Election in Osun State (2022 & 2026)	Number of elections conducted by INEC.	Q3	n.a	n.a	n.a	Q3	EOP	State Offices, TEI, ICT, VR VEP, EPM, LD&C, P&M	
		EOP 1.1.5	Electoral field operations for the conduct of Osun State Governorship Election (2022 & 2026)	Number of milestones achieved in the conduct of electoral field operations.	Q3	n.a	n.a	n.a	Q3	EOP	State Offices, TEI, ICT, VR & Health Serv., EPM, LD&C, P&M	
		EOP 1.1.6	Conduct of Governorship Election in Ekiti State (2022 & 2026)	Number of elections conducted by INEC.	Q2-Q3	n.a	n.a	n.a	Q2-Q3	EOP	State Offices, TEI, ICT, VR, VEP, EPM, LD&C, P&M	
		EOP 1.1.7	Electoral field operations for the conduct of Ekiti State Governorship Election (2022 & 2026)	Number of milestones achieved in the conduct of electoral field operations.	Q2-Q3	n.a	n.a	n.a	Q2-Q3	EOP	State Offices, TEI, ICT, VR & Health serv., EPM, LD&C, P&M	
		EOP 1.1.8	Conduct of 2022 Area Council elections in FCT	Number of Milestones achieved in the conduct of FCT Area Council Elections.	Q1-Q2	n.a	n.a	n.a	Q1-Q2	EOP	INEC FCT, TEI, ICT, VR, VEP, EPM, LD&C, HS, P&M	
		EOP 1.1.9	Electoral field operations for the conduct of FCT Area Councils election in 2022	Number of Milestones achieved in the conduct of electoral field operations.	Q1	n.a	n.a	n.a	Q1	EOP	INEC FCT, TEI, ICT, VR, EPM, LD&C, P&M, HS	
EOP 1.1.10	Conduct of 2023 General Election	Number of elections conducted by INEC.	Q1	Q1-Q2	n.a	n.a	n.a	EOP	State Offices, INEC FCT, TEI, ICT, VR, VEP, EPM, LD&C, P&M, F&A			
EOP 1.1.11	Electoral field operations for the conduct of 2023 General Election	Number of Milestones achieved in the conduct of electoral field operations.	Q1-Q4	Q1	n.a	n.a	n.a	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M			
EOP 1.1.12	Electoral field operations for the conduct of Bayelsa State Governorship election	Number of Milestones achieved in the conduct of electoral field operations.	Q1	Q2-Q4	n.a	n.a	n.a	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M			
EOP 1.1.13	Conduct of Governorship Election in Bayelsa	Number of elections conducted by INEC.	n.a	Q4	n.a	n.a	n.a	EOP	State Offices, TEI, ICT, VR, VEP, EPM, LD&C, P&M			

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EOP 1.1.14	Electoral field operations for the conduct of Kogi State Governorship Election (2023)	Number of Milestones achieved in the conduct of electoral field operations.	Q1	Q2-Q4	n.a	n.a	n.a	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M
EOP 1.1.15	Conduct of Governorship Election in Kogi State	Number of elections conducted by INEC.	n.a	Q4	n.a	n.a	n.a	EOP	State Offices, INEC FCT, TEI, ICT, VR, VEP, EPM, LD&C, P&M
EOP 1.1.16	Conduct of Governorship Election in Edo State (2024)	Milestones achieved in the conduct of Edo Gov Election.	n.a	,Q4	Q1-Q3	n.a	n.a	EOP	State Offices, TEI, ICT, VR & Health serv., EPM, LD&C, P&M
EOP 1.1.17	Electoral field operations for conduct of Edo State Governorship Election (2024)	Number of Milestones achieved in the conduct of electoral field operations.	n.a	n.a	Q1-Q4	n.a	n.a	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M
EOP 1.1.18	Conduct of Governorship Election in Imo State (2023)	Number of elections conducted by INEC.	n.a	Q3	n.a	n.a	n.a	EOP	State Offices, TEI, ICT, VR EPM, LD&C, P&M
EOP 1.1.19	Electoral field operations for conduct of Imo State Governorship Election (2023)	Number of Milestones achieved in the conduct of electoral field operations.	Q4	Q1-Q3	n.a	n.a	n.a	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M
EOP 1.1.20	Conduct of Governorship Election in Ondo State (2024)	Milestones achieved in the conduct of Ondo Gov Election.	n.a	n.a	Q4	n.a	n.a	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M
EOP 1.1.21	Electoral field operations for the conduct of Ondo State Governorship Election (2024)	Milestones achieved in the conduct of OndoGov Election.	n.a	n.a	Q1-Q3	n.a	Q1	EOP	State Offices, TEI, ICT, VR, EPM, LD&C, P&M
EOP 1.1.22	Conduct of Governorship Election in Anambra State (2025)	Milestones achieved in the conduct of Anambra Gov Election.	n.a	n.a	n.a	Q4	n.a	EOP	State Offices, TEI, ICT, VR EPM, LD&C, P&M
EOP 1.1.23	Electoral field operations for the conduct of Anambra State Governorship Election (2025)	Number of Milestones achieved in the conduct of electoral field operations.	n.a	n.a	n.a	Q1-Q4	n.a	EOP	State Offices, TEI, ICT, VR EPM, LD&C, P&M
EOP 1.1.24	Review of other Electoral Forms	Number of recommendations accepted in the improvement of INEC electoral forms.	Q1-Q4	,n.a	n.a	n.a	Q1-Q4	EOP	State Offices, TEI, ICT, VR EPM, LD&C, P&M
EOP 1.1.25	Review of Polling Units booklet for Elections	Number of polling unit booklets reviewed and printed.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	LD&C, Commission Secretariat, State Offices
EOP 1.1.26	Attendance at mandatory Annual Professional Development workshops/seminars such as CPN, NCS, CLT, WILAT, ICMCI, ESRI and GEOSON etc for Professionals in EOP Department	Number of EOP Staff attending external professional development workshops and conferences.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A, HRM, EOP	EOP, All Departments
EOP 1.1.27	Mechanism for Logistic Provisions at RAC: Consideration of logistic items for effective management of RACS	Number of Milestones met by RACs for effective management.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	HRM, EPM, ESMC, State Offices
EOP 1.1.28	Update of polling unit directory nationwide	Number of Milestones met in the update of PU directory.	Q1-Q4	n.a	n.a	Q1-Q4 na	n.a, Q2	EOP	ICT, VR, PROUREMENT, State Offices
EOP 1.1.29	Pre-election technical workshop for HOD (EOP) and Delimitation Desk Officers, EOs & AEOs	Number of election staff attending retreats on pre- and post-election assessments.	Q3-Q4	n.a	n.a	n.a	n.a, Q3-Q4	EOP	State Offices
EOP 1.1.30	Location of Polling Units in new settlements	Number of Polling Units identified and relocated.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT, LD&C, VEP, VR, State Offices
EOP 1.1.31	Identification of Polling Units in disputed communities.	Number of Polling Units identified and relocated in disputed communities.	Q1-Q4	Q3-Q4 na	Q1-Q4 na	Q1-Q4 na	Q1-Q4	EOP	VR, ADR, LD&C, L&P, State Offices, VEP
EOP 1.1.32	Relocation of Polling Units in disputed areas	Number of Polling Units relocated in disputed communities.	Q1-Q4	Q3-Q4 na	Q1-Q4 na	Q1-Q4 na	Q1-Q4	EOP	VR, ADR, LD&C, State Offices, VEP

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EOP 1.1.33	Review of Captured Polling Units coordinates nationwide	Number of Registration Areas Boundaries and Polling Units Geo-referenced.	Q1-Q4	n.a	n.a	n.a	Q1-Q4	EOP	ICT
EOP 1.1.34	Creation of additional Polling Units	Number of Polling Units created.	Q1-Q4	n.a	Q1-Q4	n.a	Q1-Q4	EOP	ICT, VEP, VR, LD&C, State Offices
EOP 1.1.35	Conversion of existing voting points to Polling Units to increase voter access to PUs	Number of voting points converted during the delimitation process.	Q1	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT, VR, VEP, State Offices
EOP 1.1.36	Review of Constituencies	Number of Constituencies Reviewed.	n.a	n.a	Q1-Q4	Q1-Q4	n.a	EOP	ICT, VR, LD&C, State Offices
EOP 1.1.37	Workshops on Constituency delimitation	Number of workshops conducted on Constituency delimitation.	n.a	n.a	Q1-Q2	n.a	n.a	EOP	State Offices
EOP 1.1.38	Review of RAs & PUs	Number of RAs & PUs Reviewed.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.1.39	Ground Truthing	Number of new settlements identified through field verification.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.1.40	Mapping	Number of Milestones achieved in the full implementation of GIS laboratory.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.1.41	Delineation	Number of PUs and RAs identified and created during delimitation process.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.1.42	Compilation and Analysis of creation of constituency requests	Milestones achieved in the compilation/analysis of constituency.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.1.43	Review and production of Atlas of constituencies	Number of Atlas produced.	n.a	Q1-Q4	n.a	Q1-Q4	Q1-Q4	EOP	LD&C, Proc
EOP 1.1.44	Review of RACs, Super RACs, Collation Centres by the Commission	Number of Milestones met by RACs for effective management.	Q3-Q4	n.a	n.a	n.a	Q3-Q4	EOP	State Offices
EOP 1.1.45	Review of template for the facilities found in RACs and SRACs	Number of Milestones met by RACs for effective management.	Q4	n.a	n.a	n.a	n.a Q4	EOP	State Offices
EOP 1.1.46	Creation of RACs & SPACs to incorporate new PUs and new settlements	Number of Milestones met by RACs for effective management.	Q1-Q4	Q1	n.a	n.a	Q1-Q4	EOP	State Offices
EOP 1.1.47	Capture of RACs and SRACs' coordinates nationwide	.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.1.48	State Offices to identify and submit approval for ICCES to develop Action Plan for security at RACs & SRACs	Number of Milestones met by RACs for effective management.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, Directorate of Security
F&A 1.1.1	Computerisation Of Accounting Functions of Finance & Accounts Department	Milestones achieved in Computerisation Of Accounting Functions.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	ICT & Proc, State Offices
PRO 1.1.1	Development of Procurement Plan for Ekiti, Osun, Kogi, Bayelsa, Edo, Ondo, Anambra and Imo State Governorship Elections	Number of contracts awarded within projected time	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc.	All Departments, State Offices
PRO 1.1.2	Advertisement and selection of qualified vendors for provision of Goods, Services and Works for the Governorship Elections	Percentage of total value of contracts awarded through an open competitive bidding	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc.	All Departments
PRO 1.1.3	Development of Procurement Plan for 2022 and 2025 FCT Area Council Elections	Number of contracts awarded within projected time	Q1-Q4	n.a	n.a	Q1-Q4	n.a	Proc.	All Departments
PRO 1.1.4	Development of Procurement Plan for 2023 General Election	Number of contracts awarded within projected time	Q1-Q4	Q1	n.a	n.a	n.a	Proc.	All Departments
PRO 1.1.5	Advertisement and selection of qualified vendors for provision of Goods, Services and Works for 2023 General Election	Number of contracts awarded through an open competitive bidding	Q1-Q4	n.a	n.a	n.a	n.a	Proc.	All Departments

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		PRO 1.1.5	Advertisement and selection of qualified vendors for provision of Goods, Services and Works for 2023 General Election	Number of contracts awarded through an open competitive bidding	Q1-Q4	n.a	n.a	n.a	n.a	Proc.	All Departments
		PRO 1.1.6	Advertisement and Selection of qualified Vendors for provision of Goods, Services and Works for FCT Area Council Elections (2022 and 2025)	Number of contracts awarded through an open competitive bidding	Q1-Q4	n.a	n.a	Q1-Q4	n.a	Proc.	All Departments
		PRO 1.1.7	Assessment of Vendors selected for supply of sensitive election materials and equipment.	Number of qualified companies selected	Q1-Q4	n.a	n.a	n.a	Q1-Q4	Proc.	Electoral Operations, ICT
		PRO 1.1.8	Elections Contract Management/Administration	Number of contracts tracked	Q1-Q4	Q1-Q4	n.a	Q1-Q4	n.a	Proc.	All Departments, State Offices
		R&D 1.1.1	Designing And Development Of Election Result Database And Management System	Number Of Milestones achieved In The Design And Development Of The Election Result Database	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP, ICT
		R&D 1.1.2	Development And Compilation Of Election Results Database And Management System	Number Of Election Results (Data) Analysed, Processed And Tabulated On Periodic Basis For Information And Decision Making	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP, ICT
1.2	<b>Strengthen Electoral Planning</b>	EOP 1.2.1	PEAR (Post Election Assessment Retreat)	Number of recommendations made and adopted as a result of PEP and PEAR	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, TEI, ICT, VR & Health services, State
		EOP 1.2.2	Review of RAC Management: Consideration of Recommendations by ESMC to the Commission	Number of Milestones met by RACs for effective management	Q1-Q4	n.a	Q1-Q4	Q1-Q4	n.a	EOP	State Offices, HRM, EPM, ICT/VR
		EOP 1.2.3	Redesign of Result Sheets and other election materials	Number of Milestones achieved in the printing of sensitive materials	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	EPM, LD&C
		EOP 1.2.4	Review policy of engaging collaborating Agencies in receipts and distribution of sensitive election materials	Number of Milestones achieved in the printing of sensitive materials	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Commission
		EOP 1.2.5	Establishment of MoU with Printers of Sensitive Materials	MoU formulated and signed	Q1	na	na	na	Q1	EOP	Commission
		EOP 1.2.6	Conduct of training needs assessment for all EOP Staff	Number of Training needs identified for EOP Staff	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, TEI
		EOP 1.2.7	Upward review of honoraria and allowances for all Election Duty personnel e.g INEC supervisors, CSRVS, technical support officers etc	Milestones achieved in the review of the honoraria for election duty staff	Q1-Q4	n.a	n.a	n.a	Q1-Q4	EOP	EOP, F&A, IA
		EOP 1.2.8	Timely release of funds to Electoral Officers for sourcing of vehicles for elections	Number of milestones met in the timely release of funds for sourcing of vehicles for elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	F&A, State Offices
		EOP 1.2.9	EOP to prompt F&A to release details of approved funds for elections to states not later than 4 weeks before an election	Number of milestones met in the timely release of funds.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	F&A
		EOP 1.2.12	Development of efficient Election Logistics Timelines.	Number of Milestones met in the development of Logistics Timelines.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	LD&C, TEI
		EOP 1.2.13	Development of a Standardised Election Template	Number of Milestones met in the Template development.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices

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		EOP 1.2.14	Compliance with Election Timelines: To develop Election Timelines to guide states	Number of Milestones met in compliance to the Election Timelines	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, P&M, LD&C	
		EOP 1.2.15	Review of template for the facilities of RACs and SRACs	Number of Milestones met by RACs for effective management	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	
		EOP 1.2.16	Review of election result management and archiving system	Milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	LD&C, R&D, State Offices	
		EOP 1.2.17	Identification, description, geo-referencing of Registration Area (7972) Boundaries	Number of Registration Areas, Boundaries and Polling Units geo-referenced	Q1-Q4 Q1-Q2	n.a	n.a	n.a	n.a Q1-Q4	EOP	ICT, VR, VEP, State Offices	
		EOP 1.2.18	Identification of new settlements and field verification (ground truthing)	Number of new settlements identified through field verification	Q1-Q4	n.a	n.a	n.a	n.a	EOP	State Offices	
		EOP 1.2.19	Update of delimitation datasets	Number of Milestones achieved in the full implementation of G&IS laboratory	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, ICT	
		EOP 1.2.20	Integration of EVR and CVR with GIS	GIS data is integrated into the EVR and CVR systems	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT, VR	
		EOP 1.2.21	Establishing number of security personnel at RACs/ SRACs [minimum of 12 Armed Security Personnel].	Number of Milestones met by RACs for effective management	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, Security	
		EOP 1.2.22	Inspection of proposed RACs & SRACs ahead of Election. RAC Manager.	Number of Milestones met by RACs for effective management	Q4	n.a	n.a	n.a	n.a	EOP	P&M, State Offices, LGAs	
		EOP 1.2.23	PEP (Pre-Election Planning) Retreat	Number of PEP Conducted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, TEL, ICT, VR Health serv.	
		P&M 1.2.1	Post Election Review including seasonal elections.	Number of Milestones achieved in conducting Post Election Review	n. a.	Q3-Q4	n. a.	n. a.	n. a.	P&M	All Departments	
1.3	<b>Formulate and Implement Election Project Plans (EPP) in a timely manner</b>	F&A 1.3.1	Set Up Project Management Office For Implementation Of Approved Accounting Manual	Number Of Project Management Offices Set Up	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	Proc, All Departments, State Offices	
		P&M 1.3.1	Design Governorship Election Project Plan for Ekiti, Osun, Kogi, Bayelsa, Edo, Ondo, Anambra and Imo States	Number of EPPs designed and approved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
		P&M 1.3.2	Design an Election Project Plan for 2022 FCT Area Council Elections and 2023 General Election		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
		P&M 1.3.3	Monitor the Implementation of Governorship Election Project Plan for Ekiti, Osun, Kogi, Bayelsa, Edo, Ondo, Anambra and Imo States	Number of Milestones achieved in the implementation of the EPPs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
		P&M 1.3.4	Monitor the Implementation of Election Project Plan for 2022 FCT Area Council Elections and 2023 General Election		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
		P&M 1.3.5	Monitoring and Evaluation of the Plans	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
		P&M 1.3.6	EMSC Realign Strategic Plan and Program of Action for 2023 General Election	Milestones achieved in the alignment of EMSC with SPA and EPP	Q1-Q4	Q1-Q4	n.a.	n.a.	n.a.	n.a.	P&M	EOP, TEL, State Offices
		P&M 1.3.7	Integrate/ harmonise Strategic Programs of Action 2023, Election Project Plan and EMSC Work Plan		Q1-Q4	Q1-Q4	n.a.	n.a.	n.a.	n.a.	P&M	EOP, TEL, State Offices

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		P&M 1.3.7	Integrate/ harmonise Strategic Programs of Action 2023, Election Project Plan and EMSC Work Plan		Q1-Q4	Q1-Q4	n.a.	n.a.	n.a.	P&M	EOP, TEI, State Offices	
		P&M 1.3.8	Develop Calendar of Activities for 2023 Election Project Plan and alignment of EPP with EMSC		Q1-Q4	Q1-Q4	n.a.	n.a.	n.a.	P&M	EOP, TEI, State Offices	
		P&M 1.3.9	Develop EMSC Implementation Work Plan for 2023 General Election		Q1-Q4	Q1-Q4	n.a.	n.a.	n.a.	P&M	EOP, TEI, State Offices	
1.4	Review Electoral Legal Framework and make appropriate recommendations	L&P 1.4.1	Propose amendment to the Electoral Act to institutionalise the use of ADR as a first step for resolving pre and post election disputes	Electoral Act amended	Q1-Q4	NA	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C, TEI, EOP	Proposal on improved electoral framework submitted to National Assembly
		LD&C 1.4.1	Early amendment of the Electoral Act.	Number of Milestones achieved in amendment of Electoral Act	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	ICT,VR, TEI, EOP	
		EOP 1.4.2	Establishment of Enabling Legal Framework for the conduct of OCV exercise	Number of Milestones achieved in the development of out of country voting procedures	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	EOP	
		F&A 1.4.1	Implementation Of International Public Sector Accounting Standards (IPSAS)	Milestones achieved in Implementation Of International Public Sector Accounting Standards (IPSAS)	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	STATE OFFICES (OAGF)	
		F&A 1.4.2	Provision Of Accounting Working Documents Nationwide	Number Of Accounting Working Documents provided nationwide	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	Pro & State Offices	
		LD&C 1.4.1	Review and Provision of legal opinion on Commission's Regulations, & Guidelines.	Number of Regulations & Guidelines reviewed	Q1 - Q4	Q1 - Q4	n.a	n.a	n.a	LD&C	All Depts.	
		LD&C 1.4.2	Tracking of areas of amendment to the Constitution/Electoral Act	Number of proposed amendments submitted to NASS	Q1 - Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	EPM, EOP, All other Depts	
		LD&C 1.4.3	Internal party democracy (candidates who won primaries monitored by INEC to stand as candidates for the elections).	Number of proposed amendments submitted to NASS	Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1-Q4	Q1-Q4	LD&C	EPM, EOP	
		LD&C 1.4.4	Undertake necessary legal reforms for the introduction and deployment of technological innovations (including EVMs) in elections.	Number of proposed amendments submitted to NASS	Q1 - Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	ICT, EOP, All other Depts.	
		LD&C 1.4.5	Strengthening penalties and sanctions governing timelines for political parties' activities and reporting timelines to INEC.	Numbers of Proposed amendments submitted to NASS	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	ICT, EOP, All other Depts.	
		LD&C 1.4.6	Incorporate e-collation and e-tracking in the election legal framework.	Number of Proposed amendments submitted to NASS	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	ICT, EOP, All other Depts.	
		LD&C 1.4.7	Establishment of Electoral Offences Commission.	Number of proposals submitted to NASS for creation of Electoral Offences Commission.	n.a	n.a	n.a	n.a	n.a	LD&C	Commission	
		LD&C 1.4.8	Submission of draft amendments of Electoral Act 2010 to National Assembly.	Number of draft amendments submitted to NASS.	n.a	n.a	n.a	n.a	n.a	LD&C	EOP, ICT, EPM	
				L&P 1.4.1	Propose amendment of the Electoral Act to Institutionalise the use of ADR as a first step for resolving pre-election disputes.	Amendment to Electoral Act proposed	Q1-Q4	n.a	Q1-Q4	Q1-Q4	Q1-Q4	
		L&P 1.4.2	Tracking of investigation of Electoral Offenders by the Police.	Number of investigations tracked.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	

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		L&P 1.4.3	Review and provide legal opinions on judgments and decisions of courts.	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
		L&P 1.4.4	Strengthening the monitoring of external solicitors handling petitions/cases and prosecution on behalf of the Commission.	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
		L&P 1.4.5	Engagement of the Investigative Agencies and CSOs on prosecution of electoral offences.	Number of investigative agencies and CSOs engaged	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
		L&P 1.4.6	Production of compendium highlighting judicial pronouncements on the activities of INEC and suggested electoral reforms.	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
		L&P 1.4.7	Production and dissemination of succinct summaries of judgments on prosecution and convictions regarding electoral offenders.	Number of milestones achieved in production and dissemination of succinct summaries of judgments on prosecution and convictions regarding electoral offenders	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
1.5	Update and maintain the Register of Voters	CS 1.5.1	Retreat with SIECs on the Conduct of Nationwide CVR in Preparation for 2023 General Election.	Number of retreats held with SIECs for the preparation of Nationwide CVR	Q1	n.a	n.a	n.a	Q1	CS	P&M	Register of Voters updated and accessible to the public
		ICT 1.5.1	Procurement and deployment of INEC Voter Enrolment Devices (IVED) for Continuous Voter Registration Exercise (CVR).	Number of INEC Voter Enrolment Devices procured and deployed for CVR	Q1-Q4	n.a.	n.a.	Q1-Q4	Q1-Q4	ICT	Proc, VR	
		ICT 1.5.2	Design and Development of the Front-end Application of the Voter Enrollment Software.	Number Milestones achieved in the design and development of Frontend Application of Voter Enrollment Software	Q1-Q4	n.a.	n.a.	n.a.	Q1-Q4	ICT	VR, State Offices	
		ICT 1.5.3	Design, Development and Deployment of the Online Voter Registration Portal.	Number Milestones achieved in the design and development of Online Voter Registration Portal	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q2-Q4	ICT	VR, State Offices	
		ICT 1.5.4	Development and Deployment of the Voter Register Management System.	Number Milestones achieved in the design and development of Voter Register Management System	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q2-Q4	ICT	VR, State Offices	
		ICT 1.5.5	Design, Development and Deployment of the Voter Registration Update & Transfer Portal.	Number Milestones achieved in the design and development of Voter Registration Update and transfer portal	Q4	Q4	Q4	Q4	Q4	ICT	VR, Proc, State Offices	
		ICT 1.5.6	Acquisition of devices for capturing pre-registered voters via online (Desktop computers, printers & UPS for State Offices for the completion of registration of online registrants (2 per State and 6 for HQ = 80 desktops).	Number of devices acquired for capturing pre-registered voters via online	Q1-Q4	n.a.	n.a. Q1-Q4	n.a.	Q1-Q4	ICT	VR, State Offices	
		ICT 1.5.7	Security for all mobile devices (IVED, Accreditation devices and EVMs).	Acquisition and deployment on mobile devices. Conducting penetration testing and report.	Q1-Q4	Q1-Q4	Q3-Q4 Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, EOP, State Offices	
		ICT 1.5.8	Deployment of a CVR Live Location Monitor Portal.	Design, development, deployment of 1 Number CVR Live Location Monitor on the cloud.	Q4	Q3-Q4	Q4	Q4	Q4	ICT	VR, State Offices	

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ICT 1.5.9	Installation and Configuration of enrollment devices (IVED) for Continuous Voter Registration Exercise nationwide.	Approval secured. Software installation and Configuration of enrollment devices.	Q3-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q3-Q4	ICT	VR, State Offices
ICT 1.5.10	Supplementary purging of IVED for CVR exercise in stand-alone Governorship Elections.	Number of improvements made on ICT Facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, State Offices
ICT 1.5.11	Updating of Electronic Voters Register (EVR).	Number of improvements made on ICT Facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, State Offices
ICT 1.5.12	Expansion of Disaster Recovery Infrastructure for the National Voter Registration Database.	Number of improvements made on ICT Facilities	Q4	Q4	Q4	Q4	Q4	ICT	State Offices
ICT 1.5.13	Design and implementation of a structure to run ABIS at the National & State levels.	Milestones achieved in the design and implementation of ABIS nationwide	n.a	Q3-Q4	n.a	n.a	n.a	ICT	State Offices
ICT 1.5.14	Consolidation and integration of the CVR data into the National Voters Register.	Milestones met in harmonisation of the Register of Voters	Q1-Q4	Q3-Q4	n.a	Q1-Q4	Q2-Q4	ICT	VR, State Offices
ICT 1.5.15	Printing of Permanent Voters' Card from CVR exercise, including transfers and replacement of lost or damaged PVCs.	Number of PVCs printed and delivered to voters	Q1-Q2	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	ICT	VR, State Offices
ICT 1.5.16	Harmonisation of Voters Register with NIMC database.	Number of Milestones achieved in the harmonisation of NIMC with the Voters Register	Q1	Q1	Q1	Q1	Q1	ICT	VR
ICT 1.5.17	Provision of alternative power sources for the National and State Data Centers.	Number of upgrades made to ICT equipment at INEC to enhance	Q1-Q2	n.a	n.a	n.a	Q1-Q2	ICT	State Offices
ICT 1.5.18	Upgrade of Network infrastructure at the HQ and State Offices.	Number of upgrades made to ICT equipment at INEC to enhance	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	State Offices
ICT 1.5.19	Quality Assurance (QA) on IVED and Accreditation devices.	Number of recommendations made and adopted after assessment of IVED and Accreditation devices	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
ICT 1.5.20	Development & Deployment of a unified API for the Voter Registration Database.	Number of Milestones achieved in the development and deployment of unified API for the Voter Registration Database	Q1-Q4	n.a.	n.a.	n.a.	Q1-Q4	ICT	Proc
ICT 1.5.21	Revamping of the National and State Data Centres.	Number of improvements made on ICT Facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, State Offices
ICT 1.5.22	Maintenance and support of the Website and Web Services.	Number of improvements made on ICT Facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, VEP
ICT 1.5.23	Setting up of an ICT Testing Lab.	Milestones achieved in setting up an ICT Testing Lab	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
ICT 1.5.24	Engagement of a Biometrics forensic expert.	Number of consultants engaged		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
ICT 1.5.25	Procurement of additional Charging Banks for IVED and accreditation devices.	Number of IVED charging Banks procured	Q3-Q4	Q1, Q4	Q1	n.a	Q3-Q4	ICT	Proc
ICT 1.5.26	Migration of the Voter Registration Database to a more robust platform.	Number Milestones achieved in Voter Registration database migration	Q1-Q4	n.a	n.a	n.a	Q1-Q4	ICT	VR, State Offices
ICT 1.5.27	Upgrade and support of Servers for the Hq and State Offices.	Number of improvements made on ICT Facilities	Q1- Q4	Q1- Q4	n.a	n.a	Q1- Q4	ICT	State Offices
ICT 1.5.28	Development of a Field Networks Management System.	Number of Milestones achieved in the development of Feld Networks management system	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	State Offices

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ICT 1.5.29	Integration of Voter register and other database into INEC Website.	Milestones achieved in the integration of Voter Database into INEC Website	Q1-Q2	n.a	n.a	n.a	Q1-Q2	ICT	VR, State Offices
P&M 1.5.1	Compliance Monitoring of Procurement and Deployment of new IVED Machines for Continuous Voters Registration Exercise.	Number of Compliance Monitoring reports submitted to the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments
P&M 1.5.2	Readiness Assurance check on IVED for Continuous Voter Registration exercise at designated centres.	Percentage of Milestones accomplished in the run-up to election, to ascertain readiness for the conduct of free, fair and credible elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	VR, ICT, State Offices
P&M 1.5.3	Compliance Monitoring of Training of Personnel for Continuous Voter Registration Exercise.	Number of Compliance Monitoring reports submitted to the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT, VEP, TEI
P&M 1.5.4	Readiness Assurance Nationwide CVR Exercise.	Percentage of Milestones accomplished in the run-up to election, to ascertain readiness for the conduct of free, fair, credible and inclusive elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	VR
P&M 1.5.5	Compliance Monitoring of Nationwide CVR Exercise.		Q1-Q4	Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	VR, ICT, EOP, VEP
P&M 1.5.6	Compliance Monitoring of Display of Voters Register for Claims and Objections Nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT, EOP, VEP, and State Offices
P&M 1.5.7	Compliance Monitoring of PVCs Production.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT/VR, State Offices
P&M 1.5.8	Compliance Monitoring of Permanent Voters Card Collection.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT/VR, State Offices
P&M 1.5.9	Compliance Monitoring of Consolidation & Functionality of ICT Platforms.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT/VR, State Offices
R&D 1.5.1	Survey On Voters Register Toward Enhancing Election Participation In Nigeria.		Number Of Pre & Post CVR Surveys Conducted	Q1-Q4	n.a	n.a	n.a	n.a	R&D
VR 1.5.1	Identification, Procurement and Deployment of materials for CVR exercise at designated centres.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	Proc, ICT and State Offices
VR 1.5.2	Inventory Control and Deployment of IVEDs received from collaborating department.	Number of Milestones completed to ensure the regular update of the Voters Register	n.a	na	na	na	Q1-Q4	VR	ICT, Stores, P&M, State Offices
VR 1.5.3	Field performance Test on IVEDs for CVR exercise at the Headquarters and Annex Offices.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	n.a	Q3-Q4	Q1-Q4	Q1-Q4	VR	ICT, P&M, State Offices
VR 1.5.4	Field Testing of new IVEDs before deployment for CVR at State Offices.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, State Offices
VR 1.5.5	Stakeholder's Forum for CVR.	Number of stakeholders collaborating with INEC on Voter Registration Process	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	VEP, State Offices, ICT, EPM
VR 1.5.6	Conduct of nationwide CVR exercise at designated centres.	Number of new registrants as a result of CVR exercise	Q1-Q3	Q4	Q1-Q4	Q1-Q4	Q3	VR	EOP, P&M, ICT, VEP, State Offices, TEI
VR 1.5.7	Feedback Mechanism Platform for Voter Registration Requests and Complaints.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q3	Q4	Q1-Q4	Q1-Q4	Q1-Q3	VR	ICT, VEP

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VR 1.5.9	Quarterly collection/ Harvesting of CVR data from the field in the 774 LGAs.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q3	Q4	Q1-Q4	Q1-Q4	Q1-Q3	VR	ICT, EOP, State Offices
VR 1.5.10	Voter Registration Data Analysis and Reporting Platform.	Number of upgrades made to INEC VR platforms	Q1-Q3	Q4	Q1-Q4	Q1-Q4	Q1-Q3	VR	ICT, State Offices
VR 1.5.11	Display of Voters Register for claims and objections nationwide.	Number of claims and objections reviewed by INEC	Q1-Q3	Q4	Q1-Q4	Q1-Q4	Q1-Q3	VR	ICT, VEP, and State Offices
VR 1.5.12	Publication of Register of Voters for elections.	Number of Milestones completed to ensure the regular update of the Voters Register	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q2	VR	ICT, State Offices
VR 1.5.13	Archiving System for Certified Voters Register.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	EPM, ICT, State Offices
VR 1.5.14	Production of soft copies of Voters Register for Political Parties as required by law.	Number of political parties that receive soft copies of Voters Register	Q1	Q1	Q1	Q1	Q1	VR	ICT, EPM, VEP
VR 1.5.15	Voters Card Distribution Tracking Platform.	Number of PVCs distributed nationwide to voters	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT
VR 1.5.16	Auditing of PVCs distribution nationwide.	Number of PVCs distributed nationwide to voters	n.a	Q1, Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, PM, State Offices
VR 1.5.17	Identification, Procurement and Deployment of materials for Printing of Voters Register for elections.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, PRO.
VR 1.5.18	Printing of Voters Register for elections.	Number of Milestones completed to ensure the regular update of the Voters Register	Q2-Q4	Q1-Q4	n.a	Q4	Q1-Q4	VR	ICT, State Offices
VR 1.5.19	Setup and Maintenance of Help Desk for Continous Voters Registration at the LGAs.	Number of help desks established at LGAs for voter registration	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	VEP, State Offices, ICT
VR 1.5.20	PVC Collection Box at LGAs.	Number of collection kiosks established at LGAs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, State Offices, EOP
VR 1.5.21	Assessment of Voters Register in line with the reconfiguration of PUs.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EOP, State Offices
VR 1.5.22	Clean-up of the Voters Register.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, State Offices, EOP, VEP
VR 1.5.23	Operationalisation of the VR Lab for review and analysis of the Electronic Voters Register.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT
VR 1.5.24	INEC & National Population Commission Collaboration.	Number of stakeholders collaborating with INEC on voter registration process	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	VEP, State Offices, ICT, P&M, IC&P
VR 1.5.25	Collaboration with Nigerian Immigration Service (NIS) during CVR exercise to prevent illegal registration.	Number of stakeholders collaborating with INEC on voter registration process	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, IC&P, VEP
VR 1.5.26	Collaboration with National Identity Management Commission (NIMC).	Number of stakeholders collaborating with INEC on voter registration process	Q1-Q5	Q3-Q5	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, VEP

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		VR 1.5.27	Training on Operating System, Database Management System (DBMS) and Development tools that support the Voters Register.	Number of VR Staff attending training programmes	n.a	Q3-Q4	Q3	Q4	Q4	VR	ICT, TEI	
		VR 1.5.28	Capacity Building for Registration Area Officers (RAOs) and training on new technology.	Number of election officials trained on elections related processes	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, TEI	
<b>1.6</b>	<b>Deploy and utilize appropriate Election Technologies</b>	EOP 1.6.1	Review of voting procedure for improved use of technology.	Number of Milestones achieved in the Review of voting procedure	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT, VR, VEP & State Offices	<b>Election Technologies deployed and utilised</b>
		EOP 1.6.2	Continous implementation of 'EOP Technical support Training' during the Training of LGA Staff, Staff of Federal Establishments and FTIs on Spreadsheet Result Collation Processes.	Number of election officials trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	
		EOP 1.6.3	Provision of IT infrastructure in the EOP department for better management of OMIS Databases (server, UPS, Stabilizers, desk top etc).	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	PROCUREMENT, ICT	
		EOP 1.6.4	Application of Technology to Logistics Management: Data management, Tracking, Software/application digitalisation of the Inventory Management System etc	Number of Milestones met for the Application of Technolgy to Logistics Management	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT	
		EOP 1.6.5	Deployment of EOSC System at elections.	Number of Milestones achieved in the full implementation of the EOSC platforms for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	
		EOP 1.6.6	Optimisation of EOSC System: Capacity building on EOSC.	Number of Milestones achieved in the full implementation of the EOSC and for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, Audit	
		EOP 1.6.7	Integration of Election devices for transparency of Election results.	Number of Milestones achieved in the Integration of Election devices	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, ICT	
		EOP 1.6.8	Review of CTDASS App.	Number of Milestones achieved in the full implementation of the EOSC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, Audit	
		EOP 1.6.9	Training of CTDASS App users.	Number of election officials trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, Audit	
		EOP 1.6.10	Deployment and Implementation of CTDASS App at Election.	Number of Milestones achieved in the full implementation of EOSC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, Audit	
		EOP 1.6.11	Pilot testing of CTDASS App at 2021 Anambra State Gov Election.	Number of Milestones achieved in the full implementation of EOSC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, Audit	
		EOP 1.6.12	Pilot testing of CTDASS App at 2022 FCT election, Ekiti and Osun State 2022 Gov Elections.	Number of Milestones achieved in the full implementation of EOSC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	
		EOP 1.6.13	National Roll out of CT DASS at 2023 General Election.	Number of Milestones achieved in the full implementation of EOSC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	
		EOP 1.6.14	Expansion of the pool of CSRVS personnel.	Number of Milestones achieved in the full implementation of EOSC and CSRVS platforms for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	

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EOP 1.6.15	Production of CSRVS Templates for all Elections.	Milestones achieved in the production of CSRVS Templates	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	F&A, ICT
EOP 1.6.16	Development of standardised Process and Procedures for the CSRVS Pool Nationwide.	Milestones achieved in the standardisation of CSRVS Process and Procedures nationwide	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.6.17	Lab retainership and maintenance support for the G&IS lab.	Number of Milestones achieved in the full implementation of GIS laboratory	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT
EOP 1.6.18	Engagement of G&IS Lab Support from Donor Agencies.	Number of Milestones achieved in the full implementation of GIS laboratory	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT, LD&C, State Offices
EOP 1.6.19	Acquisition of imagery maps of Nigeria in shapefiles and Live GIS based results.	Number of Milestones achieved in the full implementation of GIS laboratory	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT, VEP, Proc
EOP 1.6.20	Capture and geo-referencing of the uncaptured 2000 PUs due to communal clashes in 2002 project.	Number of Registration Areas, Boundaries and Polling Units geo-referenced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT,VR,VEP, State Offices
EOP 1.6.21	Capture and geo-referencing of the proposed new PU locations.	Number of Registration Areas, Boundaries and Polling Units geo-referenced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	ICT,VR,VEP, State Offices
EOP 1.6.22	Map and Display spatial distribution of new settlements using GIS Technology.	Number of Milestones achieved in the full implementation of GIS laboratory	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	NPC, OSGOF
F&A 1.6.1	Electoral Funds -Value For Money/Variance Verification Exercise.	Number Of Electoral Funds -Value For Money/Variance Verification Exercise Conducted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	AUDIT
G&I 1.6.1	Field assessment of compliance with the deployment of PWDs assistive aids.	Number and type of PWDs assistive aids deployed and used	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, INEC State and LGA Offices, TEI
ICT 1.6.1	Acquire Electronic Voting Machines (EVM) for Elections.	Number of Electronic Voting Machines acquired for Elections	Q1-Q2	n.a	n.a	n.a	Q1-Q2	ICT	Proc, EOP
ICT 1.6.2	Design, development and deployment of Infrastructure for Integration of GIS with the Voters Register.	Number of Milestones achieved in the integration of GIS with the Voters Register	Q1-Q2	n.a	n.a	n.a	Q1-Q2	ICT	VR, EOP, LD&C, State Offices
ICT 1.6.3	Update and support of web based Voters Register Verification System (VRVS).	Number of ICT Facilities updated	Q1	Q1	Q1	Q1	Q1	ICT	VR, State Offices
ICT 1.6.4	Upgrade of existing mail server and expansion of INEC mail system to States and LGA offices.	Number of ICT Facilities upgraded	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
ICT 1.6.5	Provision, upgrade and expansion of the internet bandwidth service for the Headquarters and State Offices.	Number of internet bandwidth provided for Headquarters and State Offices.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
ICT 1.6.6	Provision of Solar based Network Connectivity System to provide internet access at the LGA offices.	Number of Solar based Network connectivity systems provided	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, EOP, VR
ICT 1.6.7	Provision of satellite based communication devices to RAs that are not covered by network.	Number of improvements made on ICT facilities at INEC Offices	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, VR, State Offices
ICT 1.6.8	Procurement of Accreditation Devices.	Number of Accreditation devices procured	n.a	Q1-Q3	n.a	n.a	n.a	ICT	Proc, EOP
ICT 1.6.9	Procurement of multi-port software ghosting system.	Number of multiport software ghosting system procured	Q3-Q4	n.a	n.a	n.a	Q3-Q4	ICT	Proc

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ICT 1.6.10	Procurement of Battery Lifespan Check Machines (IVED).	Number of Battery Lifespan Check Machines (IVED) Procured	Q2- Q4	Q2- Q4	Q2- Q4	Q2-Q4	Q2- Q4	ICT	Proc
ICT 1.6.11	Certification of ISO 27001 and COBIT 5 Framework.	Number of technical staff certified	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	Q1- Q4	ICT	Proc
ICT 1.6.12	Upgrade of Voter Accreditation Back-end.	Number of Upgrades made on ICT Facilities	Q1- Q4	n.a.	n.a	n.a	Q1- Q4	ICT	Proc
ICT 1.6.13	Back-end Security using blockchain.	Number of improvements made on ICT Facilities	Q2- Q4	Q1- Q4	n.a	n.a	Q2- Q4	ICT	Proc
ICT 1.6.14	Acquisition of a Version Control Application.	Number of control applications acquired	Q2- Q4	Q1-Q4	n.a	n.a	Q2- Q4	ICT	Proc
ICT 1.6.15	Development of a Technical Staff Management System.	Number of Milestones achieved in development of technical staff management	Q2- Q4	Q1- Q4	Q1- Q4	Q1-Q4	Q2- Q4	ICT	State Offices
ICT 1.6.16	Design, development and deployment of Document Management System for the Commission.	Milestones achieved in the Design, Development and Deployment of Document Management System	n.a	Q1-Q4	Q1-Q4	Q1-Q4	n.a	ICT	Proc
ICT 1.6.17	Renewal and expansion of Cloud Infrastructure.	Number of ICT Facilities renewed and expanded	n.a	Q1	Q1	Q1	n.a	ICT	Proc
ICT 1.6.18	Design and development of Business Process System.	Milestones accomplished in the design and development of Business Process System	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
ICT 1.6.19	Design and Development of a vehicle management system.	Milestones accomplished in the design and development of Vehicle Management System	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EWT, State Offices
ICT 1.6.20	Upgrade of the Commission's Intranet System.	Number of improvements made on ICT Facilities	n.a	Q1-Q4	Q1-Q4	Q1-Q4	n.a	ICT	Proc, State Offices
ICT 1.6.21	Design, development and deployment of Inventory Audit system for ICT Infrastructure Nationwide.	Number of inventory ICT infrastructure deployed nationwide	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
ICT 1.6.22	Upgrade and expansion of election related portals.	Number of improvements made on ICT Facilities	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	n.a	ICT	Commission
ICT 1.6.23	Purchase of new improved data SIMs with special registration from NCC - for IVED and other devices for data transmission.	Number of data SIMs with special registration procured for IVED	Q1-Q4	n.a.	n.a.	n.a.	Q1-Q4	ICT	Proc
ICT 1.6.24	Upgrade and expansion of e-learning portal.	Number of improvements made on ICT Facilities	Q2	Q1	n.a	n.a	Q2	ICT	TEI, Proc
ICT 1.6.25	Upgrade of the iReV, e-collation and transmission portals.	Number of improvements made on ICT Facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
ICT 1.6.26	Deployment of ICT Technical Support Staff to LGAs, RAs during elections for technical support during elections.	Number of ICT Technical Support Staff deployed for electoral activities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EOP
ICT 1.6.27	Maintenance and support for CCTV system at State Offices.	Number of improvements made on ICT Facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	State Offices
ICT 1.6.28	Provision of CUG system for Commission's frontline Staff.	Number of CUG systems provided for Commission's frontline Staff	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, Commission.
ICT 1.6.29	Set up of Situation Control Room to monitor and support election day activities.	Number of Situation Rooms activated for Elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission

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ICT 1.6.30	Capacity building of ICT Technical Staff nationwide.	Number of ICT Staff trained nationwide	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Training, VR, Proc
ICT 1.6.31	Training of Commission Staff nationwide on technologies for election and relevant ICT skills.	Number of Staff trained on ICT Related Technologies	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Training
ICT 1.6.32	Study tours to countries using EVM for elections.	Number of engagements with other countries on EVM for elections	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, EOP, VR
ICT 1.6.33	Annual Professional Membership improvement programme for ICT engineers and scientists etc.	Number of Staff with Professional Memberships	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
P&M 1.6.1	Acquisition and Installation of Microsoft Project Enterprise for PM Monitoring and Evaluation of Activities at HQtrs & States.	Number of Milestones met in Acquisition and Implementation of MS Project Enterprise	Q1-Q4	n.a	n.a	n.a	n.a	n.a	P&M	ICT, Proc
P&M 1.6.2	Purchase of HP LaserJet High End Central Networking Printer with Duplexing Capability for Printing of Compliance Monitoring & Performance Reports.	Number of tools purchased to enhance INEC management of the Electoral Process	Q1, Q2	n.a	n.a	n.a	n.a	n.a	P&M	ICT
P&M 1.6.3	Election Management System: Acquisition of Digital Note Pad for Monitoring of Commission's Projects.	Number of Digital Note Pads Purchased	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EPM, ADM, ADR, Proc, ICT
P&M 1.6.4	Purchase of HP Printers, Toners / Cartridges for EMSC HQ Secretariat & State Offices.	Number of tools purchased to enhance INEC management of the Electoral Process	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT, Proc, State Offices
P&M 1.6.5	Integrate Systems and Upgrade dashboard in line with updated scope and analytics with recommended features into a unified system (EMS, ERM & EOSC) for seamless data mining and management.	Number of updates made to the EMSC ICT Platforms	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices, ICT
P&M 1.6.6	Update data collection and reporting tools to reflect new activities and KPIs.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices, ICT
P&M 1.6.7	Develop an integrated data collection mobile app with dashboard.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices, ICT
P&M 1.6.8	Develop analytic database application for management of EMSC electoral data.		Q3-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices, ICT
P&M 1.6.9	Develop a Natural Language Processing Solution for analysis of Instant Messaging data and information.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices, ICT
P&M 1.6.10	Management of Commission Projects, Programs and Activities.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices
P&M 1.6.11	Provision of stable internet connectivity, printer and consumables at the HQ EMSC Secretariat – Non-proxy Connection, INEC provides other consumables.		Number of operational equipment purchased and deployed to EMSC Secretariats at States and HQ	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M
P&M 1.6.12	Provision of tele-conferencing/presentation equipment at the HQ EMSC Secretariat – 3 sets, 4k HDMI 8 x 8 Video wall switch.	Q1-Q4		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices, ICT, Proc

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		P&M 1.6.13	Provision of computers and printers for State EMSC Secretariat – 25 workstations + UPS, 37 Printers-A4, 1 Printer-A3.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices, ICT, Proc	
		P&M 1.6.14	EMSC annual hosting of platform resources.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices	
		P&M 1.6.15	Laptop for Documentation & Presentation – PM & Zonal Bases.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices	
		R&D 1.6.1	Assesment And Evaluation Of The Deployment Of Electronic Voting Machine In The Conduct of Off Season And 2023 General Election.	Number of Pre And Post EVM Assessment Surveys Conducted	Q4	Q1-Q4	Q1-Q4	n.a	n.a	R&D	EOP, ICT, State Offices	
		TRG1.6.1	Creation of an E-learning facility.	Number of successful trainings done online	Q1-Q4	n.a	n.a	n.a	n.a	TRG	ICT, Proc	
		TRG1.6.2	Maintenance and Upgrade of E-learning physical facility.	Number of Upgrades made on the facility	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	ICT, Proc	
		VR 1.6.1	Integration of GIS with the Voters Register.	Number of Milestones completed to ensure the regular update of the Voters Register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	EOP, ICT	
		VR 1.6.2	Continuous disaggregation of data by gender in all INEC Electoral Activities (Register of Voters).	Number of templates and forms designed to capture data on disaggregation by gender and disability	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	EOP, VEP, ICT, State Offices and TEI	
1.7	<b>Formulate and implement an IT Governance Policy for the Commission</b>	EOP 1.7.1	Introduction of Electronic Voting machine (EVM) on pilot basis: Set up an inter-departmental committee to develop the LD&C framework, Processes and Procedures.	Number of Milestones achieved in the set-up of electronic voting pilot	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, VEP, P&M, ICT, VR, TEI, LD&C	<b>IT Governance Policy formulated and implemented</b>
		ICT 1.7.1	Review of IT Governance Policy for the Commission.	Number of recommendations made and adopted as a result of review of IT Governance Policy	n.a	Q1-Q4	Q1-Q4	Q1-Q4	n.a	ICT	Commission	
		R&D 1.7.1	Effective Operationalisation of e-Library Solution.	Number Of Milestones achieved in setting up of an Effective And Operational e-Library.	Q1-4	Q1-4	Q1-4	Q1-Q4	Q1-Q4	R&D	ICT	
1.8	<b>Improve Access to Electoral Services for all Voters especially People With Disabilities (PWDs), Internally Displaced Persons (IDPs) and other marginalised and vulnerable groups</b>	EOP 1.8.1	Continuation of the EOP Baseline Survey of PWDs and Prison inmates specific to types and delimitation (Phases 2 -7) in collaboration with Development partners.	Number of Milestones met in the provision of assistive voting aids to persons with disabilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	G&I, State Offices	<b>Access to Electoral Services for all Voters improved</b>
		EOP 1.8.2	Provision of assistive voting aids to PWDs such as magnifying glass etc.	Number of Milestones met in the provision of assistive voting aids to persons with disabilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, G&I, Proc	
		EOP 1.8.3	Production of braille guides, PWD posters.	Number of Milestones met in the provision of assistive voting aids to persons with disabilities	Q3-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, G&I, Proc	
		G&I 1.8.1	Transcription of the Constitution, Electoral Act, INEC Framework on Access, Gender Policy, Disability Inclusion Guide, all INEC publications and Voter education material LD&C into Braille.	Number of milestones achieved	Q2-Q3	na	Q1-Q4	Q1-Q4	Q1-Q4	G&I	Proc, VEP, LD&C	

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		G&I 1.8.2	Availability of the Constitution, Electoral Act, INEC Framework on Access, Gender Policy, Disability Inclusion Guide, INEC publications and voter education materials into Braille.	Number of milestones achieved	Q1-Q3	na	Q1-Q4	Q1-Q4	Q1-Q4	G&I	EOP, LD&C	
		G&I 1.8.3	Development & production of PWD and youth-responsive voter education messages.	Number of milestones achieved in the development & production of PWD and Youth responsive voter education messages.	Q1-Q3	na	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, TEI, Proc, EOP	
		G&I 1.8.4	Transcribe Voter Education Materials into accessible format for PWDs (Braille and Audio CDs).	Number of voter education materials transcribed into Braille	Q3-Q4	na	na	na	na	G&I	TEI	
		G&I 1.8.5	Review the INEC framework on Access and participation of Persons with Disabilities in the Electoral Process.	Review and print document for use of all stakeholders	Q1-Q4	na	Q1-Q4	na	na	G&I	TEI, EOP, LD&C	
		G&I 1.8.6	Publication of Manuals for Inclusive Citizen Engagement in Nigerian Democratic Election Process.	Number of manuals published	Q1-Q3	n.a	n.a	n.a	n.a	G&I	Proc	
		R&D 1.8.1	Assessment Survey On Impact Of INEC Activities On Voter Inclusion Especially On People With Disabilities (PWDs), Internally Displaced Persons (IDPs) And Other Marginalised And Vulnerable groups.	Number Of Pre And Post Election Surveys Conducted To Evaluate The Impact Of Voter Enlightenment Campaigns	Q3-Q4	na	Q1-Q2	na	na	R&D	G&I, EOP	
		R&D 1.8.2	Research On Suppressed Constituencies.	Number Milestones achieved In Drafting Research Report To Inform The Delineation Of Suppressed Constituencies	Q1-Q3	n.a	n.a	n.a	n.a	R&D	VR, EOP, ICT, State Offices	
1.9	Strengthen the Use of Electoral Alternative Dispute Resolution (EADR) Mechanism	L&P 1.9.1	Pre-Election Mediation Clinic.	Number of pre-election disputes carried out	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	Increased use of EADR by Electoral Stakeholders
		L&P 1.9.2	Post-Election Mediation Clinic.	Number of post election disputes settled	na	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
		L&P 1.9.3	Engagement with religious leaders and Youth Presidents of different LGAs during the electoral cycle.	No of engagements with stakeholders held	Q1-Q4	Q2	Q1-Q4	Q1-Q4	Q1-Q4	L&P	State Offices	
		L&P 1.9.4	Engagement with chairmen of existing political parties and IPAC members.	Number of engagements with Chairmen of existing political parties and IPAC members held	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	State Offices	
		L&P 1.9.5	Engagement with Influential persons who are not elected or appointed political office holders.	Number of engagements with influential persons who are not elected or appointed political office holders held	Q3 - Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	State Offices	
		L&P 1.9.6	Peace building retreat with nominated candidates at various elections.	No of peace building retreats held	Q4	Q1-Q2	Q1-Q4	Q1-Q4	Q1-Q4	L&P	State Offices	
		L&P 1.9.7	On-the-spot settlement of election day disputes.	Number of election day disputes settled	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C, EPM, State Offices	
		L&P 1.9.8	Production of ADR Advocacy materials like Branded T-Shirts, Face caps and bags for increased visibility while in the field.	Number Of EADR advocacy materials produced	Q2 - Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Proc	
		L&P 1.9.9	Post-Election disputes data to be published after being analysed by a consultant.	Number of disputes data published	Q1-Q4	Q2	Q1-Q4	Q1-Q4	Q1-Q4	L&P	ADR Consultant	

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		L&P 1.9.10	Collection & Collation of data and records of disputes on electoral activities.	Number of disputes data collected and collated	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C, EPM, States	
		L&P 1.9.11	BRIDGE Modula training for INEC Staff on electoral disputes resolution.	Number of INEC Staff trained on EADR using BRIDGE module	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	HRM, TEI, State Offices	
		L&P 1.9.12	Sensitisation workshops on EADR and workplace mediation guides for Political Parties.	Number of EADR sensitisation workshops held	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	EPM, VEP, State Offices	
		L&P 1.9.13	Quarterly Lecture series, Conferences, Seminars and Workshops on electoral and political disputes.	Number of Quarterly lecture series etc held	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	EPM, TEI, State Offices	
		L&P 1.9.14	Mainstreaming the ADR Processes into the electoral justice system.	Number of amendments secured making the use of ADR mandatory in pre-election disputes	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C	
		L&P 1.9.15	Continuing dispute resolution training (Locally & Internationally) for INEC Dispute Resolution Officers (DROs).	Number of dispute resolution officers trained locally and internationally at the Hq and states	Q1-Q4	Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C, State Offices	
		L&P 1.9.16	Annual Dispute Resolution Review Conference; deliberation on topical issues and recent trends in Dispute Resolution.	Number of annual disputes resolution conferences on ADR held	Q2	Q4	Q3	Q4	Q1	L&P	LD&C, State Offices	
		L&P 1.9.17	Acquisition of basic ADR skills by Commission Members and RECs.	No. of Commission members and RECs trained	Q3 - Q4	Q4	Q1	Q2	Q3	L&P	Commission's Secretariat	
		L&P 1.9.18	Engagement with principal officers of existing political parties.	Number of engagements with principal officers of political parties held	Q3 - Q4	Q1	Q3	Q3	Q3	L&P	EPM	
		L&P 1.9.19	Identification and monitoring of early warning signs of conflict during delimitation of Electoral Constituencies, Party Campaigns & Primaries for intervention.	Number of early warning signs recorded	Q1-Q4	Q1	Q2	Q2	Q4	L&P	State Offices	
		R&D 1.9.1	Collection, Compilation And Analysis Of Data And Records of EADR Mechanisms.	Number of EADR Cases Collected, Compiled, Analysed And Archived.	Q4	Q3 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	R&D	LD&C	
1.10	Provide required physical infrastructure to support the Electoral Process	EOP 1.10.1	Provision of voting cubicles and infrastructure at all Polling Units for physically challenged persons.	Number of Milestones met in the provision of assistive voting aids to persons with disabilities	Q1-Q4	na	na	na	Q1-Q4	EOP	PM, Proc, LD&C, F&A, STO	Deployment of Assistive Voting Aids improved
		EWT	Construction of Electoral Stores in INEC Offices nationwide.	Number of electoral stores constructed at State Offices	Q1-Q3	n.a	n.a	n.a	Q1-Q3	EWT	EOP, LD&C, Stores	
		EWT 1.10.1	Construction of additional zonal stores.	Number of additional zonal stores constructed	Q1-Q4	n.a	n.a	n.a	Q1-Q3	EWT	EOP, State Offices, Proc	
		EWT 1.10.2	Construction of State Headquarters and LGA offices.	Number of INEC Structures constructed at the State Level. LGAs - 55	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc, State Offices	
		EWT 1.10.3	Construction of the outstanding RECs residences.	Number of INEC Structures constructed at the State Level. 11 Residences.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc, State Offices	
		EWT 1.10.4	Reconstruction and renovation of INEC Offices nationwide.	Number of INEC Offices renovated	Q1-Q3	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc, State Offices	
		EWT 1.10.5	Renovation of the official residences of Chairman, National Commissioners & Secretary.	Number of Renovation and Expansion Projects to INEC Facilities Completed. 25 Residences.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc	

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G&I 1.10.1	Audit of Existing INEC Office Structure in	Number and types of PWDs friendly	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	G&I	Estate & Works,
L&P 1.10.1	Creation of Mediation Centres at the Headquarters, State and LGA Offices of the Commission.	Number of mediation centres created at various levels	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	State Offices Estate, Works & Transport
P&M 1.10.1	Compliance Monitoring of Commission Projects: Construction of LGA Offices, Renovation of National Commissioners' Residences, RECs Residences & buildings at the LGA/State/HQ.	Number of Milestones achieved in the construction and renovation of INEC structures	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EWT, Proc, Store
PRO 1.10.1	Selection and award of contracts to qualified vendors.	Number of contracts awarded	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	All Depts
SEC 1.10.1	Purchase of 2 units of mini fire trucks.	Number of security vehicles procured at INEC Offices	Q1-2	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.2	Provision and Installation of fire extinguishers for 774 Local Government Areas INEC Offices.	Number of security related improvements made to INEC Offices and facilities	Q1-2	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.3	General Servicing of FM-200 Automatic Fire Suppression System.	Number of security related improvements made to INEC Offices and facilities	Q2	Q2	Q2	Q2	Q2	SEC	Proc
SEC 1.10.4	Provision and Installation of FM-200 in all the 37 ICT offices.	Number of INEC Offices with FM-200 installed	Q1-2	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.5	General servicing of fire extinguishers at all the Commission's HQ formations.	Number of security related improvements made to INEC Offices and facilities	Q4	Q2	Q2	Q2	Q2	SEC	Proc
SEC 1.10.6	Routine maintenance of fire Hydrant.	Number of security related improvements made to INEC Offices and facilities	Q2-3	Q2-3	Q2-3	Q2-3	Q2-3	SEC	Proc
SEC 1.10.7	Provision & Installation of FM-200 Automatic Fire Suppression's Data Centres.	Number of FM-200 automated fire suppression Data Centres provided	Q2-3	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.8	Purchase of fire ball.	Number of Fireballs purchased	Q2-3	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.9	Purchase Fire Blankets.	Number of Fire Blankets purchased	Q2	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.10	Replacement of Fire Alarm System.	Number of fire alarm systems replaced	Q1	n.a.	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.11	Provision & Installation of baggage scanner at the Commission's Headquarters, State & LGAs offices.	Number of INEC Offices with baggage scanner provided and installed	Q1-Q4	Q1-Q2	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.12	Installation of electronic iron barrier riser at the Blantyre, TEI & State Offices.	Number of security related improvements made to INEC Offices and facilities	Q1-Q4	Q1	n.a.	n.a.	n.a.	SEC	Proc
SEC 1.10.13	Renovation of observatory posts (3 Nos.) at the Commission's headquarters and Commissioners' Quarters at Guzape.	Number of security related improvements made to INEC Offices and facilities	Q2	Q1	n.a.	n.a.	Q1-Q4	SEC	Proc
SEC 1.10.14	Maintainance of Infrared Intrusion Detection Devices at the Commission's HQs.	Number of security related improvements made to INEC Offices and facilities	Q1	Q1	Q1	Q1	Q1	SEC	Proc
SEC 1.10.15	Construction of observatory posts (2 Nos.) in the State Offices & FCT.	Number of Observatory Posts constructed nationwide	Q1-Q4	Q1-Q2	n.a.	n.a.	n.a.	SEC	Proc

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		SEC 1.10.16	Fabrication/installation of new Automatic Security Gate and installation of (2) Automatic Sliding Access Control Security Glass Door at the Hon. Chairman's Floor.	Number of security related improvements made to INEC Offices and facilities	Q1-Q4	n.a.	n.a.	Q1	n.a.	SEC	Proc	
		SEC 1.10.17	Maintainence of Biometric Turnstile Access Control System at INEC HQ.	Number of security related improvements made to INEC Offices and facilities	Q1	Q1	Q1	Q1	Q1	SEC	Proc	
		SEC 1.10.18	Maintenance of Under Vehicle Search Gadget & Automatic Barrier Risers at INEC HQ.	Number of security related improvements made to INEC Offices and facilities	Q1	Q1	Q1	Q1	Q1	SEC	Proc	
		SEC 1.10.19	Installation of Solar lights to state and FCT offices.	Number of INEC Offices with solar light	Q3	Q1-Q4	n.a.	n.a.	n.a.	SEC	Proc	
		SEC 1.10.20	Provision of Self-Defence equipment (Pepper Spray, tear gas and Stun Gun to the 36 states & FCT.	Number of Self-Defence equipment provided	Q1-Q4	Q1 - Q4	n.a.	Q1	Q4	SEC	Proc	
		SEC 1.10.21	Provison of Rain Coats, Rain boots and Umbrellas for Security guards at the HQ, State and LGA offices.	Number of security related improvements made to INEC Offices and facilities	Q3	Q3	Q3	Q3	Q3	SEC	Proc, State Offices	
		SEC 1.10.22	Security and Safety Working Visits to State and FCT offices.	Number of Security and Safety visits conducted nationwide	Q3	Q3	Q3	Q3	Q3	SEC	State Offices	
		SEC 1.10.23	Establishment of Surveillance/Patrol Unit to undertake CCTV and related matters.	Number of security operations taken to INEC Offices and facilities	Q1-2	n.a.	n.a.	n.a.	n.a.	SEC	Commission	
		SEC 1.10.24	Provision of Security torchlight and Rechargeable light at INEC HQ, States offices & FCT.	Number of Giant Security torchlight and Rechargeable light provided at INEC Offices nationwide	Q3	Q3	Q3	Q3	Q3	SEC	Proc	
		SEC 1.10.25	Provision of security equipment (Undersearch Mirror, Hand-held scanner) to 36 state and FCT offices.	Number of security equipment deployed to INEC Offices nationwide	Q1-Q4	Q1 - Q4	n.a.	Q1	Q4	SEC	Proc	
		SEC 1.10.26	Beefing up Security of State Offices with Deployment of Additional Mobile Policemen.	Number of additional security personnel deployed to beef up security at INEC Offices nationwide	Q4	Q1-Q4	n.a.	n.a.	n.a.	SEC	State Offices	
		SEC 1.10.27	Identify Security Flash Points.	Number of security spot assessments conducted by SEC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	SEC	State Offices	
		SEC 1.10.28	Maintenance of Bomb Jammer for the Chairman's Convoy.	Number of security related improvements made to INEC Offices and facilities	Q2	Q1	n.a.	n.a.	n.a.	SEC	Proc	
		STO 1.10.1	Renovation of Central and Zonal Stores.	No of renovation carried out	Q1-Q2	n.a.	n.a.	n.a.	Q1	Stores	EWT, Proc, Store	
1.11	Develop a Framework for Early, Special and Out-of-Country Voting (OCV)	EOP 1.11.1	Introduction of Early Voting Set up, an intra-departmental committee to develop the draft of the Legal framework, formulate the Processes and Procedures.	Number of Milestones met in the Introduction of Early Voting	Q1-Q4	na	na	na	na	EOP	Divisions in the EOP Department	Framework for Early, Special and Out-of-Country Voting (OCV) developed.
		EOP 1.11.2	Introduction of Early Voting: Set up an inter-departmental committee to develop and achieve the enabling Legal framework and Finalise the Processes and Procedures and produce a manual or guide.	Number of Milestones met in the Introduction of Early Voting	Q1-Q4	na	na	na	na	EOP	State Offices, LD&C, P&M, ICT, VR, TEI	

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		EOP 1.11.3	Early Voting: Setting up of Adhoc committee to develop modalities for implementation and develop a timeline of activities.	Number of Milestones met in the Introduction of Early Voting	Q1-Q4	na	na	na	na	EOP	ICT, VR, VEP, EPM & State Offices, P&M	
		EOP 1.11.4	Pilot of the Early Voting in 2022 FCT elections, Ekiti and Osun 2022 Governorship Election. (Set up an inter-departmental committee to achieve the pilots and national roll out in 2023 General Election).	Number of Milestones met in the implementation of Early Voting	Q1-Q4	n.a	n.a	n.a	Q1-Q4	EOP	State Offices, LD&C, P&M, ICT, VR, TEI	
		EOP 1.11.5	Out of Country Voting (OCV): Commission to maintain the existing EOLC led inter-departmental committee on OCV.	Number of Milestones achieved in the development of Out of Country voting procedures	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	All the member departments	
		EOP 1.11.6	OCV committee to develop modalities for implementation and develop a timeline of activities, including countries for study tours.	Number of Milestones achieved in the development of Out of Country voting procedures	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	All the member departments	
		EOP 1.11.7	Implementation of OCV: Sensitization of INEC Staff, stakeholders and general public.	Number of stakeholders collaborating with INEC in the conduct of successful elections	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	VEP, ICT	
		EOP 1.11.8	Implementation of OCV: Seminars/ workshop for NatCom, Directors, RECs and Training workshops for selected INEC Staff and ad-hoc Staff.	Number of election officials trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	TEI, ICT, State Offices	
		EOP 1.11.9	Implementation of OCV: Pilots of OCV in selected countries.	Number of Milestones achieved in the implementation of OCV pilots	na	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	IC&P, ICT, State Offices	
		EOP 1.11.10	Special Voting: Implementation of the court ordered Prison inmates right to vote.	Number of Milestones achieved in the implementation of special voting	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	TEI, LD&C, ICT, VR, State Offices	
		R&D 1.11.1	A Survey On The Potentials Of Early, Special And Out-Of-Country Voting (OCV) In Nigeria	Number Of Studies Conducted To Examine The Viability Of Early, Special And Out-Of-Country Voting (OCV) In Nigeria	Q1-Q3	n.a	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP, LD&C, VR, State Offices	
		R&D 1.11.2	Research On Diaspora Voting.	Number Of Research On Diaspora Voting	n.a	Q1-Q2	n.a	Q1-Q2	n.a	R&D	VR, CS, SA Office	
		VR 1.11.1	Research on Diaspora Voter Registration.	Number of input to be implemented in the Voter Registration Processes	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, TEI, EOP	
		VR 1.11.2	Sponsorship to International study trips to observe and study Voter Registration.	Number of VR Staff attending international study trips on Voter Registration	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	IC&P, Development Partners	
1.12	Review and Enhance Election Day Staff Management System	EOP 1.12.1	Development of Standard Operational Guidelines for recruitment and deployment of Election Officials.	Number of shortlisted and deployable Officials listed in the database	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	HRM, State Offices	Election Day Staff Management System (Recruitment, Training, Deployment, Remuneration and Retrieval) reviewed and implemented
		EOP 1.12.2	Creating an electronic database of deployed list of Election Officials, including security personnel.	Number of shortlisted and deployable officials listed in the database	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	SEC, ICT, HRM	
		EOP 1.12.3	Review and update of guidelines on Adhoc Staff recruitment for bye and stand alone elections.	Number of standard operational procedures and guidelines reviewed to enhance electoral processes	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	HRM, LD&C	

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EOP 1.12.4	Review of remuneration of adhoc staff on election duty.	Number of Milestones met on the Review of the Renumerations for Ad-hoc Staff	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	HRM	EOP, FA
EOP 1.12.5	Strengthen the engagement of election officials: To develop Adhoc Staff data bank.	Number of shortlisted and deployable officials listed in the database	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, ICT
EOP 1.12.6	Strengthen the engagement of election supervisors (state and HQ).	Number of Milestones met in the engagement of election supervisors	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.12.7	Development of synopsis, manual for election supervisors.	Number of Milestones met in the engagement of election supervisors	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	LD&C
EOP 1.12.8	Online Recruitment of ad-hoc Staff using the INEC Portal For Recruitment of Election Staff (INECPRES) via the web portal, Android Mobile App, offline forms, and Google Doc.	Number of shortlisted and deployable officials listed in the database	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, ICT, VEP, F&A, IA, PRO, LD&C, PM, Stores.
EOP 1.12.9	Identification and Training of two (2) INECPRES desk officers at State Offices.	Number of EOP Staff trained on INECPRES Procedures and Processes	Q1-Q4	na	na	na	Q1-Q4	EOP	TEI, State Offices
EOP 1.12.10	Technical support at state level for the implementation of Commission's Ad-hoc Staff recruitment policies.	Number of EOP Staff engaged for Technical support on INECPRES	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.12.11	Training workshop of staff of the Commission at the States to provide support services.	Number of state EOP Staff engaged for Technical support on INECPRES	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, IA
EOP 1.12.12	Sensitisation workshop and Seminars for RECs, Admin Sec, HOD (EOP) and EOs on INECPRES/OMIS.	Number of Management Staff sensitised	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, IA
EOP 1.12.13	Engagement of Consultancy services for the Review & Redesign of the INECPRES Portal and Android Mobile App to incorporate additional features.	Number of stakeholders collaborating with INEC in the conduct of successful elections	Q1-Q3	na	na	na	na	EOP	State Offices, ICT, VEP, F&A, IA, Proc, LD&C, P&M, STO.
EOP 1.12.14	Engagement of Consultancy services: Deployment of INECPRES (Web portal, Mobile App, offline forms and Google doc) at Elections.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q3	na	na	na	na	EOP	PRO, ICT, VEP
EOP 1.12.15	Technical workshop to Review OMIS- Operations Mangement Information System, the INECPRES webportal and Android mobile App.	Number of election officials trained	Q1-Q3	na	na	na	na	EOP	State Offices, F&A, IA, ICT, VEP
EOP 1.12.16	Optimization of INECPRES offline forms at SC, FC elections: Deployment of INECPRES officers at elections.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, IA
EOP 1.12.17	Review and optimisation of the INECPRES/ OMIS platforms.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q3	na	na	na	na	EOP	State Offices, F&A, IA
EOP 1.12.18	Re-engagement of OMIS Technical Consultant: Collaboration with Development partners for OMIS / INECPRES integration.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q3	na	na	na	na	EOP	LD&C,
EOP 1.12.19	Implementation of the INECPRES/OMIS data and Architectural structure integration.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q3	na	na	na	na	EOP	State Offices, ICT, VEP, Proc, P&M, Stores, F&A, IA

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		EOP 1.12.20	Capacity building workshop for INECPRES Technical officers.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q3	na	na	na	na	EOP	State Offices, F&A, IA	
		EOP 1.12.21	Roundtable workshop for state Desk officers, Technical Team, EOP Staff to Develop INECPRES operation guide.	Number of Milestones achieved in the implementation of INECPRES	Q1-Q3	na	na	na	na	EOP	State Offices, F&A, IA	
		EOP 1.12.22	Conduct of Pilot tests of the INECPRES: Piloting the Redesigned INECPRES webportal and Android mobile App at the 2022 FCT Election, Osun and Ekiti 2022 Governorship Elections.	Number of Milestones achieved in the implementation of INECPRES pilot.	Q1-Q3	na	na	na	na	EOP	State Offices, ICT, VEP, F&A, IA, Proc, LD&C, P&M, Stores.	
		EOP 1.12.23	Sensitisation and publicity of the INECPRES.	Number of stakeholders collaborating with INEC in the conduct of successful elections	Q1-Q3	na	na	na	na	EOP	State Offices, VEP, ICT, F&A, IA	
		EOP 1.12.24	Implementation of Appointment Letters/ Complaint Form for ad-hoc Staff.	Number of Milestones achieved in the implementation of Appointment Letters/Complaint Form for ad-hoc Staff	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	LD&C, State Offices	
		EOP 1.12.25	Activation of the Ad-hoc Staff Payment module on the OMIS and its integration on INECPRES: Pilot testings and National roll-out.	Number of Milestones achieved in the pilot tests of the Activation of the Ad-hoc Staff Payment module	Q1-Q4	na	na	na	na	EOP	State Offices, VEP, ICT, F&A, IA	
		EOP	Verification of Ad-Hoc Staff Recruitment for General Election, bye-Election and Stand Alone Elections.	Number of Milestones achieved in verification of Ad-hoc Staff recruitment	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	HRM, State Offices	
		R&D 1.12.1	Development Of Database Of Election Day Staff.	Milestones achieved in Setting And Establishment Of Election Day Staff Archiving	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	Training, EOP, ICT, P&M, HRM	
1.13	Establish and Maintain an Archival System for Electoral Information and Result Management	CS 1.13.1	Electronic Copy of Records of Commission Meetings and Staff Database.	Milestones met; Number of Staff of the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Commission Secretariat	P&M, R&D	Archiving system for Electoral Information, Result Management established
		EOP 1.13.1	Engagement of Consultant: Specialised training of Operations Staff on data archiving and analysis.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	na	na	na	na	EOP	Proc, HRM	
		EOP 1.13.2	Develop Election Result management framework for CSRVS and collation officers.	Milestones achieved in the implementation of the Result Management Framework	Q1-Q4	na	na	na	na	EOP	State Offices	
		EOP 1.13.3	Engagement of consultant: Specialised training of Electoral Operations Staff on database management and data analysis & security.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	na	na	na	na	EOP	Proc, HRM	
		EOP 1.13.4	Electronic Documentation & Archiving of election materials.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	R&D, ICT, State Office	
		EOP 1.13.5	Specialised training of Operations Staff on data archiving and analysis.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	na	na	na	na	EOP	State Offices	
		EOP 1.13.6	Documentation of election results: To make available Election Results in hard and soft copy.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	R&D, State Offices	

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EOP 1.13.7	Pasting of Election Results EC60E by State Offices at all levels of Elections.	Number of election results published	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.13.8	Technical workshop on Improvement of Election Results Archiving System for ERM Staff.	Number of Milestones achieved in operationalizing of data archiving and analysis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	R&D, F&A, IA, State Offices
EOP 1.13.9	Compilation, Scanning and Transmission of Election Result from State Offices to Election Result Matters (ERM) unit.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	F&A, IA, ICT, VEP, State Offices
EOP 1.13.10	Electronic archiving of Result on the Server.	Number of Milestones achieved in operationalising of data archiving and analysis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	F&A, IA, ICT, VEP, State Offices
EOP 1.13.11	Optimisation of Election Result Archiving System (ERAS): Standardization of the existing manual system of election result management and Development of the Electronic System of Archiving Election Result i.e. ERAS		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, IA, R&D
F&A 1.13.1	E-Documentation/ Archiving Of Election Funding & Expenditure Supporting Documents.	Milestones Achieved In The E-Documentation/ Archival Of Election Funding & Expenditure Supporting Documents	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	ICT & Proc
IGA 1.13.1	Harness, Collate and Document for purpose of reporting and evaluation, reports of Commission's engagement with Governmental Agencies through existing multiple platforms.	Number of Reports and Documents collated for evaluation.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	Secretary's Office
P&M 1.13.1	Establishment of PM Data and Document Archiving Management System.	Number of tools developed to enhance INEC management of the electoral process	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT
P&M 1.13.2	EMSC 2019 Report: Production of printed copies, Production of Soft copies on CDs.	Number of EMSC Reports Published and Circulated	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
P&M 1.13.3	INEC 2020 – 2023 Strategic Plan Reports: Production of printed copies, Production of Soft copies on CDs.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
P&M 1.13.4	Election Project Plan 2023 Reports: Production of printed copies, Production of Soft copies on CDs.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
R&D 1.13.1	Documentation And Archiving Policy For INEC.	Milestones achieved in the Documentation And Establishment Of An Archival System	Q1-Q4	Q1-Q4	n.a	n.a	n.a	R&D	All Departments and states
R&D 1.13.2	Systematic Collection Of Electoral Archival Materials, Documents And Records For Archiving And Documentation.	Number Of Electoral Materials, Documents, Images, Video Clips, Data Sets e.t.c Compiled And Archived	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP
R&D 1.13.3	Acquisition And Archiving Of Imagery Maps Of Nigeria In Shape Files And Live GIS Based Results.	Number Of Imagery Maps Of Nigeria In Shape Files And Live GIS Based Results Collected And Archived	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP
R&D 1.13.4	Compendium Of Election Results 2019 And 2023 General Election.	Milestones achieved In The Compilation Of The 2019 And 2023 General Election Results Approval	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP, VR, & ICT

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		R&D 1.13.5	Achieving Global Collaboration Among Electoral Institutes (Implementation Of Memorandum Of Understanding (MoUs) Signed By The Commission With Other Electoral Institutes).	Collaboration With Other Electoral Institutes Across The Continent And World At Large	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	Com. Sec. & all departments	
1.14	Strengthen Electoral Logistics and Storage Systems	EOP 1.14.1	Provision of adequate election materials for bye-elections and recalls at RACs.	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, L&P, F&A, Stores, IA	Electoral Logistics and Storage Systems improved.
		EOP 1.14.2	Provide adequate and appropriate transportation for movement of electoral personnel to all levels of operations.	Number of transport vehicles provided in a timely fashion	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, LGAs	
		EOP 1.14.3	Retrieval of used & unused balloting materials.	Percentage of election materials retrieved post-election	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	EWT, State Offices, LGAs	
		EOP 1.14.4	Planning for the production and supervision of printing of sensitive materials.	Number of Milestones achieved in the printing of sensitive materials	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc	
		EOP 1.14.5	Setting up of an Inter-departmental Committee on Logistics and Transport.	Number of Milestones achieved in the conduct of electoral field operations	Q3-Q4	n.a	n.a	n.a	Q3-Q4	EOP	All affected Depts, State Offices	
		EOP 1.14.6	Provision of temporary storage facilities in LGA Offices.	Number of Temporary electoral storage facilities provided at LGA offices	Q2	n.a	n.a	n.a	Q2	EOP	State Offices	
		EOP 1.14.7	Expansion of facilities at the Commission Graphic Centre.	Number of equipment procured for INEC facilities for improved electoral operations	na	Q3-Q4	n.a	n.a	Q1-Q4	EOP	Proc, EWT, ICT	
		PRO 1.14.8	Submit Procurement schedule for the Elections.	Number of Milestones met for Procurement Schedule for Elections	Q1-Q2	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	EOP	
		PRO 1.14.9	Assessment of qualified printers (Local and foreign) for sensitive materials to be concluded not later than 6 months before General Election.	Number of Milestones achieved in the printing of sensitive materials	Q3	n.a	n.a	n.a	Q3	Proc	EOP	
		EOP 1.14.10	Strengthening logistic units in State Offices.	Number of Milestones achieved in the conduct of electoral field operations	Q2	n.a	n.a	n.a	n.a	EOP	State Offices	
		EOP 1.14.13	Design and production of a logistics handbook for logistics officers and handlers of logistic items at elections.	Number of recommendations accepted in the improvement of INEC electoral forms	Q1	n.a	n.a	n.a	n.a	EOP	LD&C, VR	
		EOP 1.14.14	Logistics Technical Support System: Capacity building workshop in Election Day Logistics Management.	Number of EOP Staff attending professional development workshops and conferences	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	HRM, TEI	
		EOP 1.14.15	Implement Memorandum of Understanding (MoU) with NURTW and other transport unions/organisations to include the FRSC.	Number of stakeholders collaborating with INEC in the conduct of successful elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, Transport Division	
		EWT 1.14.16	Provision of additional transport/ vehicular facilities in the Commission for the conduct of electoral activities.	Number of transport vehicles procured in a timely fashion	Q1	Q1	Q1	Q1	Q1	EWT	EWT, Proc, EOP	
EOP 1.14.17	Conduct of Market Survey on election transportation, with due consideration for peculiarity of different environments and modes of transport.	Number of findings from market survey utilised in procurement of elections transportation	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	PRO.			
EOP 1.14.18	Release of funds for hiring of vehicles, boats etc to be made available in full and in time to Electoral Officers.	Number of Milestones met in timely release of funds for hiring of vehicles at elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	F&A			

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EOP 1.14.20	Categorise drivers as election personnel in training manuals.	Number of drivers trained on election-related duties	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	TEI, State Offices
STO 1.14.22	Disposal of obsolete sensitive election materials by the Commission.	Milestones achieved in the disposal of obsolete sensitive election materials	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	STO	EWT, LD&C, Proc
EOP 1.14.23	Quarterly/ Annual Stock Taking and Inventory Management of Election Materials.	Milestones achieved in the Inventory Management of election materials	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.14.26	Professionalisation of logistics cadre.	Number of EOP Staff attending external professional development workshops and conferences	Q1-Q4	n.a	n.a	n.a	n.a	EOP	HRM
EOP 1.14.27	Set up Election Logistics Committee.	Number of stakeholders collaborating with INEC in the conduct of successful elections	Q4	Q1-Q2	n.a	n.a	Q4	EOP	SEC and Commission's Secretariat
EOP 1.14.28	Conduct of survey of logistic facilities in the Commission as part of preparation for 2023 General Election.	Number of recommendations made and adopted as a result of logistics facilities survey	Q1-Q4	n.a	n.a	n.a	Q1-Q4	EOP	EWT, Stores, State Offices
EOP 1.14.29	Improvement of Logistic Operations during Elections: Deployment of supervisors and logistics technical officers to states.	Number of supervisors and logistics technical officers deployed to states for logistics operations	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.14.30	Development of Election Logistics Template.	Number of Milestones in Development of Election Logistics Template	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.14.33	Review policy of engaging collaborating Agencies in receipts and distribution of sensitive election materials.	Number of stakeholders collaborating with INEC in the conduct of successful elections	Q3-Q4	Q1	n.a	n.a	n.a	EOP	Commission
EOP 1.14.34	Acquisition of Generating Set for Elections and Electoral Activities at RACs and SRACs.	Number of equipment procured for INEC facilities for improved electoral operations	Q1-Q4	Q1	n.a	n.a	n.a	EOP	Proc
EOP 1.14.35	Activation of a Compliance Team for the receipt of Non-Sensitive Logistic Items from Vendors at the Stores as standard practice in Quality Control.	Number of Milestones achieved in the enforcement of compliance to receipt of election items from Vendors	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Stores, P&M, Proc
EOP 1.14.36	Implement Strategic Forward and Reverse Logistics system in Sourcing of Vehicles, Tracking/management of Vehicles, pre & post election day Logistics management technique, enforce contractual agreement for the transportation and deployment of men and materials.	Percentage of election materials dispatched and retrieved at election	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.14.37	Develop Transportation Matrix for vehicular resources for the conduct of elections.	Number of transportation matrix deployed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Budget, State Offices
EOP 1.14.38	Deploy Logistics Technical Support (LTS) to States for elections.	Number of deployments achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 1.14.39	Prepare material requirements with budgetary provisions and specifications for the conduct of election.	Number of Milestones achieved in need assessment	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Budget, State Offices

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		EWT 1.14.2	Repair and servicing of Commission's vehicles/boats in preparation for Governorship Elections in Ekiti, Anambra and Osun States.	Number of Operational Vehicles that are available and on duty for Election Operations.	Q1-Q4	Q1-Q4	n.a	Q1-Q4	n.a	EWT	EOP, State Offices	
		EWT 1.14.4	Undertake nationwide inventory of vehicles to determine their status.	Number of INEC Vehicles that are in Working Order for Election Related Activities.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Stores, P&M, IA, F&A	
		EWT 1.14.5	Construction and renovation of existing structures at TEI Minna Training Centre.	Number of INEC Structures to be constructed at the State Level.	Q3 - Q4	Q1-Q4	n.a	n.a	n.a	EWT	TEI	
		EWT 1.14.6	Procurement of Toyota 18 Seater bus for Clinic.	Number of Toyota 18 Seater buses purchased for Clinic	Q4	n.a	n.a	n.a	n.a	EWT	Proc, Health Services	
		HS 1.14.7	Procurement of ambulance (Toyota Standard High Roof) for HQ Sick Bay.	Number of Ambulances purchased for INEC Clinics.	Q4	n.a	n.a	n.a	n.a	HS	Proc, EWT	
		STO 1.14.1	Provision of working tools (Pallets, Shelves, Ladders, Trolleys etc.)	Number of working tools provided	Q1-Q3	n.a	n.a	n.a	Q1-Q3	Stores	Proc, State Offices	
		HS 1.14.2	Provision of chemicals to fumigate Central, Zonal, Holding, State and LGA Stores.	Number of preserved Electoral materials in the Stores nationwide	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	Admin	
		STO 1.14.3	Evacuation of items with no economic value.	Number of Milestones met in Evacuation of items with no economic value	Q1-Q2	n.a	n.a	n.a	Q1-Q2	Stores	States Offices	
		STO 1.14.4	Post-evacuation Fumigation of the Central, six Zonal and States' Stores including their Strong rooms.	Number of Central, Zonal and State Stores Fumigated	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Stores	EWT, State Offices	
1.15	Review EMSC Operational Framework and Scope	P&M 1.15.1	A retreat to undertake review of integrated structure towards optimal and improved synergy amongst the components of the EMSC.	Number of Milestones achieved in the full integration of EMSC Components	Q1-Q4	na	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices	EMSC Operational framework reviewed and implemented
		P&M 1.15.2	Review the performance and management of the EMSC operational units for effectiveness.		Q4	Q3-Q4	Q4	Q4	Q4	P&M	EOP, TEI, State Offices	
		P&M 1.15.3	Review EMSC communication structure and support mechanism for effectiveness.		Q3-Q4	Q1-Q4, Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices	
		P&M 1.15.4	Review performance, roles and responsibilities, define requirement and restaffing base on requirement and seek administrative placement of Staff.		Q1-Q4	,n.a	Q3	Q3	Q2-Q3	P&M	EOP, TEI, State Offices	
		P&M 1.15.5	Define administrative integration of EMSC and interface with departments and State Offices.		Q1-Q4	n.a	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices	
		P&M 1.15.6	Formulate policy brief to enforce EMSC framework and processes and seek approval of EMSC policy.		Q1-Q4	Q1	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices	

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	P&M 1.15.7	Revalidate EMS Business Processes, identify new Principal Business Areas and KPIs and Integration of validated Processes into the EMSC framework.	Number of key activities identified and integrated in the EMSC	Q1-Q4	n.a	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices
	P&M 1.15.8	Review of EMSC Key Performance Indicators with National Commissioners, RECs and Directors.		Q1-Q4	n.a	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices
	P&M 1.15.9	Review and update the EMSC Handbook with updated contents for categories of users and processes.	Number of Milestones achieved in the review of the EMSC Hand book	Q1-Q4	n.a	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices
	P&M 1.15.10	Review Retreat and Finalisation of PM/EMSC Hand Book.		Q1-Q4	n.a	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices
	P&M 1.15.11	Produce EMSC materials in 3 formats: 1. Print Copy (6,000) 2. e-Copy (PDF) 3. Recorded Lecture		Q1-Q4	n.a	n.a	n.a	Q1-Q4	P&M	EOP, TEI, State Offices



## **Objective Two**

To Improve Voter and Civic Education and Promote Knowledge of Sound Democratic Election Processes.

**O2**



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S/N	KEY ACTIONS	ACTIVITY CODE NO.	ACTIVITIES	INDICATORS	TIME FRAME					LEAD DEPT	COLLABORATING DEPT	KEY OUTCOMES
					2022	2023	2024	2025	2026			
2.1	<b>Develop and implement an effective Framework for Voter and Civic Education.</b>	R&D 2.1.1	Assessment of the impact of Voter Education and sensitization activities with emphasis on measurable indices such as voter turnout, rejected/void votes.	Number of impact assessment research conducted on Voter Education activities	Q1- Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	VEP/State Offices(s), GI	<b>Voter and Civic Education framework developed</b>
		VEP 2.1.1	Build the capacity of staff through workshop on Strategic Communication and Crisis Management. Hands-on nuts-and-bolts training on how to write Press Statements, Feature Articles, Commentaries and Opinion and a workshop cascading the Communication Policy	No of Staff Trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	Commission, State Offices, FCT	
		VEP 2.1.2	LGA and RA level Voter Education programme for Stakeholders.	Number of stakeholders collaborating with INEC on voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		VEP	TEI, GI, ICT, State Offices, FCT	
		VEP 2.1.3	Organise voter education fora for the followings: Traditional Institutions, Religious Groups & Faith Based Institutions, Labour Unions, Professional Groups, Market Persons, Academic Communities and Non-Influential Groups, IDPs, Youth Groups, and Voter Education Providers. etc with enhancement of incentives to stakeholders	Number of stakeholders collaborating with INEC on voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		VEP	GI, State Offices, FCT	
		VEP 2.1.4	Outdoor display of voter enlightenment messages.	Number of billboards deployed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	GI, State Offices, FCT	
		VEP 2.1.5	State level Voter Education Fora by RECs for election Stakeholders in the 36 States & FCT.	Number of stakeholders collaborating with INEC on voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	GI, State Offices	
		VEP 2.1.6	Engagement of Artistes and social influencers in developing and production of voter enlightenment strategies and messages . Colourful and captivating bill boards, INEC Youth Ambassadors.	Number of individuals receiving INEC Voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices, FCT	
		VEP 2.1.7	Production and airing of voter enlightenment and sensitisation jingles on radio and television stations.	Produce and syndicate audio and video messages across TV and radio stations [government and privately owned]	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q3	VEP	GI, State Offices, FCT	
		VEP 2.1.8	Sponsorship of weekly voter enlightenment programme stations to discuss CVR and other activities of Commission.	Number of sponsorships received	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices and FCT	
		VEP 2.1.9	Engagement of social media influencers and public analysts in driving and propagating objective and neutral views about Commission's activities.	Number of individuals receiving information on Commission's activities	Q3-Q4	Q1	na			VEP	GI, State Offices, FCT	

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		VEP 2.1.10	Produce manual on Civic Education that will undergird the deepening of voter education in schools (from Primary to Tertiary level).	Number of manuals produced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	TEI	
		VEP 2.1.11	Integration and implementation of Voter Education in all primary, secondary schools and tertiary institutions.	Number of schools adopting voter education activities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		VEP	State Offices	
		VEP 2.1.12	Continuation of nationwide Campus Outreach programmes.	Milestone achieved in Continuous Campus Outreach	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	VR, ICT, EOP, State Offices, FCT	
		VEP 2.1.13	Online promotion of voter education and enlightenment messages. Targeted messages on Google, trending websites, social media handles (facebook, twitter, instagram, Youtube etc) of influencers and bloggers and mobile apps	No. of social media platforms used for voter education and enlightenment	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices, FCT	
2.2	<b>Review and strengthen Inter-Agency Committees on Voter Education and Publicity.</b>	VEP 2.2.1	Workshops and Retreats on Voter Education for 2023 elections by NICVEP.	Number of NICVEP members engaged and amount of their resources deployed to support voter education activities	Q1-Q4	Q1-Q4	na	na	na	VEP	GI, State Offices, FCT	<b>Inter-Agency Committees on Voter Education and Publicity strengthened at all levels</b>
		VEP 2.2.2	Reinvigoration of National Inter Agency Committee on Voter Education (NICVEP).	All NICVEP members engaged and their resources deployed to support voter education	Q1-Q4	Q1-Q4	n.a	n.a	Q1-Q4	VEP	EOP, CS	
		VEP 2.2.3	Activate and sustain our interface with members of the National Inter- Agency Committee on Voter Education and Publicity (NICVEP).	Milestones achieved through interface with NICVEP members	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	Commission, GI, EOP	
		VEP 2.2.4	Institute quarterly meeting between IVEC and INEC press corps.	No. of meetings held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP		
2.3	<b>Formulate and Develop Mechanism to ensure Participation of Marginalised and Vulnerable Groups in the Electoral Process.</b>	G&I 2.3.1	Organise and coordinate media programmes, adverts/announcement, handbills, infographics, jingles, regular talk shows, posters/leaflets, documentaries, conferences, seminars, outreaches, town hall meetings, fora on gender, Youth, PWDs, IDPs issues and perspectives on Electronic, print and social media.	Number of programmes organised on gender, youth and PWD issues	Q1-Q4	Q1-Q4	na	n.a	Q1-Q4	G&I	VEP, TEI	<b>Increased participation in the Electoral Process especially for marginalised and vulnerable groups</b>
		G&I 2.3.2	BRIDGE Modular training for key officers, state CSO Desk Officers on access and participation of PWDs in the electoral Process.	Trainings conducted by Q1, 2022	Q1-Q3	n.a	n.a	n.a	na	G&I	TEI, HRM, VEP, State offices, FCT	
		G&I 2.3.3	Collaborate with OPDs to train Commission Staff in 36 states and FCT on Disability Inclusion in the work place.	Trainings to be conducted by Q1 - Q4	Q1-Q4	Q1	na	na	Q2-Q4	G&I	TEI, HRM, VEP, State offices, FCT	
		G&I 2.3.4	Zonal Consultative meetings with youth focal groups on non violent participation in elections.	Periodic engagement of youth groups for peaceful election	Q1-Q4	Q1-Q4	na	Q1-Q4	Q1- Q4	G&I	VEP	

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		G&I 2.3.5	National Youth Summit on electoral processes.	Number of National Youth summits conducted.	Q2-Q4	n.a	n.a	n.a	n.a	G&I	VEP, State Offices, FCT	
		G&I 2.3.6	Building capacity of OPDs, Disability Desk Officers and HODs in 6 Geopolitical zones on the Disability Inclusion Guide.	To be conducted in the Q1-Q4, 2021	Q1-Q4	Q1-Q3	na	na	Q1- Q4	G&I	TEI, HRM, VEP, State offices, FCT	
		G&I 2.3.7	Male Allies for Leadership to Promote Gender Equality within and beyond the Commission.	Number of milestones achieved.	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	VEP, State Offices	
		G&I 2.3.8	Enhance the capacities of CSO staff and Desk Officers through Sign Language Training	Number of staff and desk officers trained by Q4	Q3	Q4	n.a	n.a	n.a	G&I	TEI, State Offices	
		G&I 2.3.9	LGA level Sensitization programme for Persons with Disabilities (PWD).	Number of stakeholders collaborating with INEC on voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1- Q4	G&I	P&M, VEP	
		G&I 2.3.10	Audit of Existing Institutional Policies, Guidelines, Processes, Operations and Tools for Gender Sensitiveness.	Number of departments and states audited	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	G&I	All Departments, State Offices	
		G&I 2.3.11	Training of SPOs, POs, APOs and other election staff on the use of inclusive materials and assistive devices provided by the Commission.	Number of SPOs, POs, APOs trained	Q4	Q1	Q1-Q4	na	Q4	G&I	P&M, VEP	
		G&I 2.3.12	Training of visually impaired on the use of Braille ballot guide.	Large number of visually impaired trained on the use of Braille ballot guide	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1- Q4	G&I	P&M, VEP	
		G&I 2.3.13	Integration and implementation of Voter Education In special schools in 36 States and FCT.	Number of milestones achieved.	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1- Q4	G&I	P&M, VEP	
		G&I 2.3.14	Capacity building for Gender Desk Officers on leadership.	Number of milestones achieved	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	TEI, State Offices, VEP	
		G&I 2.3.15	Engagement with sign language interpreters.	Number of sign language interpreters trained to assist the Commission to carry out effective voter education at the grassroots for the hearing impaired	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1- Q4	G&I	P&M, VEP	
		G&I 2.3.16	Sensitization/Interactive meeting with Youth groups in six geo-political zones.	Number of Sensitisation/Interactive meetings held	Q4	Q1	na	na	Q4	G&I	P&M, VEP	
		G&I 2.3.17	Annual Convention on Status of Women (CSW).	Number of conventions organised	Q1	na	Q2	Q2	Q2	G&I	VEP	
2.4	Expand channels of Public Enlightenment on the Electoral Process.	G&I 2.4.1	Organise, coordinate media programmes & advert on gender, Youth, PWDs, issues and perspectives on electronic, print and social media for enhanced participation in the electoral processes.	Number of programmes organised on PWDs and Youth issues	Q1-Q3	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, State Offices, FCT	Increased participation in the Electoral Process especially for marginalised and vulnerable groups
		G&I 2.4.2	Engage Sign Language Interpreters during the INEC Half Hour and Elections.	Number of milestones achieved	Q1-4	Q1-4	Q1-Q4	Q1-Q4	Q1- Q4	G&I	P&M, VEP	
		G&I 2.4.3	Secure commitments from traditional rulers, religious leaders, gender based civil society organisations and political parties through advocacy to support women's political aspirations.	Number of advocacy visits to religious and traditional leaders. Number of actions implemented in the gender policy to mainstream gender within and outside INEC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1- Q4	G&I	VEP	

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G&I 2.4.4	Development and Production of Gender Responsive Voter Education Messages Including IEC Materials.	Number of messages developed	Q1-Q4	Q1-Q4 Q1-Q3	Q1-Q4 na	Q1-Q4 na	Q1-Q4 Q1-Q3	G&I	VEP, State Offices, FCT
G&I 2.4.5	Radio town hall meeting with PWDs.	Number of milestones achieved	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	G&I	VEP, State Offices
G&I 2.4.6	Live TV programme with PWDs (Hearing Impaired).	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, State Offices, FCT
G&I 2.4.7	Street Sensitization / Voter education for CSOs, FBOs and CSOs at the Senatorial district, State and LGA Level.	Collaboration with CBOs, FBOs and CSOs for voter education at the grassroots	Q1-Q4	Q1	Q1	Q1-Q4	Q1-Q4	G&I	VEP, State Offices, FCT
G&I 2.4.8	Organise voter education trainings for teachers in special schools.	Number of trainings organised	Q1-Q4		Q1-Q4	Q1-Q4	Q1-Q4	G&I	State Offices, FCT
G&I 2.4.9	Engagement with CSOs / PWD to educate them on the Electoral Process.	Large pool of well informed stakeholders in the Electoral Process	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, State Offices, FCT
G&I 2.4.10	Digital Navigation Capacity Building and Empowerment of Women to improve Reporting and Participation in political activities.	Number of Women participating in Political Activities	Q1-Q2	Q1-Q3	na	na	na	G&I	VEP
VEP 2.4.1	Direct messaging, communication and interaction with voters through mediums like SMS, twitter, facebook e.t.c.	Number of SMS sent to voters. Number of followers on social media platforms	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	na	VEP	P&M, G&I
VEP 2.4.2	Integrate Voter Education into major socio-cultural and professional activities.	Number of socio-cultural groups engaged in voter education and enlightenment activities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	na	VEP	P&M, G&I
VEP 2.4.3	Street door-to-door Sensitization / Voter education at the grassroots level.	Number of individuals receiving INEC voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	P&M, G&I
VEP 2.4.4	Production of Electoral Magazine.	Number of magazines produced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	Proc, State Offices
VEP 2.4.5	Design and implement broad online publicity programmes that avail youths and the larger society of regular information and policies of the Electoral Process. Adequate use of social media to reach out to the youth and public	Number of electronic messages developed and disseminated	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	G&I
VEP 2.4.6	Design and commence discussion programmes on TV channels for publicising regular activities of the Commission.	No. of individuals receiving INEC Voter Education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	P&M, G&I
VEP 2.4.7	Intensification of jingles production & airing, adverts/announcements, handbills, regular talk shows, posters/leaflets documentaries/press briefings/conferences analyses/commentaries, opinions, editorials etc.	Percentage increase in the turnout of voters for election	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		VEP	P&M, G&I
VEP 2.4.8	INEC Half Hour programme on television and radio stations.	No of individuals receiving INEC Voter Education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	Proc
VEP 2.4.9	Deployment of social media platforms to conduct voter education and publicity.	Number of social media platforms used in voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	P&M, G&I

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		VEP 2.4.10	Use local strategic communication such as town criers to drive the conduct of off-cycle elections and the conduct of 2023 general elections.	Means of communication used in voter education	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	P&M, G&I	
		VEP 2.4.11	Cascade the implementation of the communication policy to foster internal and external communication.	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	P&M, G&I	
2.5	<b>Develop and implement Framework for deepening the Participation of Women, Youth and PWDs in Electoral Processes.</b>	G&I 2.5.1	Validate and printing of the Youth Engagement Strategy (YES) document.	Printing and presentation of YES document Q1	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	Proc, VEP	<b>Framework for deepening the participation of women, youth and PWDs developed</b>
		G&I 2.5.2	Zonal capacity building workshops for key officers, state youth desk officers/ INEC Youth Ambassadors (YAs).	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, P&M	
		G&I 2.5.3	INEC dialogue with Nigerian Women.	Number of dialogues organised	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q1-Q4	G&I	VEP	
		G&I 2.5.4	Continuation of nationwide Campus Outreach programmes.	Obtain approval to, and conduct outreach programme in all federal and state universities by Q2 2022	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, VR, ICT, EOP, EPM	
		G&I 2.5.5	Development & production of messages targeting women for CVR and elections.	Number of manuals produced	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	EOP, LGA Offices, TEI	
		G&I 2.5.6	Seminars on popularising the revised INEC Gender Policy.	Number of milestones achieved	Q2	Q2	Q2	Q2	Q2	G&I	VEP, TEI	
		G&I 2.5.7	Enlightenment and Sensitization of women on radio and television on gender issues in Electoral Processes.	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP	
		G&I 2.5.8	Engagement with INEC Youth Desk officers on mainstreaming youth matters in the Electoral Process.	Number of milestones achieved	Q1-Q4	Q1	Q1-Q4		Q1-Q4	G&I	VEP, P&M	
		G&I 2.5.9	Youth Sensitization Walk.	Number of milestones achieved	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q14	G&I	VEP, P&M	
		G&I 2.5.10	Validate and print the reviewed INEC Gender Policy with its Implementation framework.	Number of manuals produced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	Proc, VEP	
		G&I 2.5.11	Validate and print the Disability Inclusion Guide for use of EMBs, Security Agents, Political Parties and Persons with Disability in various local Languages.	Draft manual and validation ready by Q3	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	Proc, VEP	
		G&I 2.5.12	Develop a Q and A manual for voter education of students of special schools.	Draft manual at the development stage	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, TEI	
G&I 2.5.13	Regular interaction with gender desk officers on strengthening participation of women in election. Regular interaction with PWDs Desk officers on Access and Participation of PWDs.	Number of voter education initiatives undertaken by INEC to ensure that marginalised groups participate in electoral activities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q3	G&I	VEP			

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		G&I 2.5.14	Workshop on Women Participation by Inter-Agency Committee on the Revised Gender Policy.	Number of workshops conducted	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	VEP	
		G&I 2.5.15	Bi-Annual Meeting of Inter-Agency Committee on Implementation of INEC Gender Policy.	Number of Agencies engaged	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP	
		G&I 2.5.16	Voter Education and Sensitisation for PWDs in Leprosy Camps and Settlements.	Number of milestones achieved	Q1-Q4	n.a	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, P&M	
		G&I 2.5.17	Continuous Disaggregation of Data by Gender and PWDs in all INEC Electoral Activities (Voters register, Election Results and staff).	Number and types of templates created	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	G&I	EOP, ICT, VEP, State Offices, TEI, LD&C, EPM	
		G&I 2.5.18	Intervention Programmes on Violence Against Women in the Workplace and the Electoral Process.	Number of milestones achieved in enhanced participation of women in politics	Q3	Q3	Q3	Q3	Q3	G&I	Security, VEP, EPM, State Offices	
		G&I 2.5.19	Engagement with Gender Focused CSOs in the 36 States and FCT on Gender Issues and Gender Policy.	Number of CSOs trained	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	G&I	VEP	
		G&I 2.5.20	Awareness creation for young female voters.	Number of awareness programmes organised	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	VEP, State Offices	
		G&I 2.5.21	Conduct outreach programmes for market women & men, professionals and Trade Unions based on states' peculiarities.	Number of outreach programmes organised	Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3	G&I	VEP, State Offices	
		G&I 2.5.22	Peer to Peer Sensitization of Women in the Grassroots towards their improved participation in elections.	Number of sensitisation programmes organised	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	State offices, VEP	
		G&I 2.5.23	Enhance and strengthen the Youth Ambassadors Initiative for Peaceful Elections. Create a social media platform for the Commission and its Youth Ambassadors to interact with Nigerian youth.	Engage with youth ambassadors once yearly. Initiate joint sensitisation programmes once yearly	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, P&M	
		G&I 2.5.24	Engagement with CSOs/Youth groups on violence free election.	Number of milestones achieved	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, P&M	
2.6	<b>Review and implement Research and Training Programmes on the Conduct of Elections.</b>	CS 2.6.1	Post Election Activity Retreat (PEAR) with Electoral Officers, Administrative Secretaries, Directors and the Commission.	Conduct of Post Election Activity Retreat	n.a	Q3	n.a	n.a	n.a	Commission Secretariat	P&M, IC&P	<b>Improved collaboration with stakeholders for the effective delivery of voters and civic education</b>
		R&D 2.6.1	Conduct and publish a research study on the 2023 General Elections.	Research study conducted and published	na	Q1-Q2	n.a	n.a	n.a	R&D	All Departments and State Offices.	
		R&D 2.6.2	Study Profile of National Assembly members and State Houses Of Assembly members.	Profiles of National and State Houses of Assembly members compiled and published	Q1- Q4	Q1- Q4	n.a	n.a	n.a	R&D	R&D	
		R&D 2.6.3	Convene a National Policy Dialogue on election credibility in Nigeria.	National Policy Dialogue convened	Q1-Q4	Q1-Q2	n.a	n.a	n.a	R&D	R&D	
		R&D 2.6.4	Production of Bi-Annual Nigeria Electoral Journal for publication of research studies on Democracy and Electoral Process.	Number of journal vols. published	Q2, Q4	R&D	R&D, All Depts, State Offices					

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R&D 2.6.5	Development and printing of TEI handbook on its programmes.	TEI handbooks developed and printed.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	VEP
R&D 2.6.6	Round Table Discussion On the Forthcoming 2023 General Election.	Number of roundtable discussions conducted	Q1-Q4	n.a	n.a	n.a	n.a	R&D	All Departments
R&D 2.6.7	Collaboration with researchers from Nigerian Universities to undertake studies on preparations, issues, conduct and outcomes of the 2023 General Election and publication of same.	Number of resource persons recruited by Q2 2022 to document activities in the elections in all States of the Federation and FCT. Milestones achieved in producing report on the study by Q4 2023	Q2	Q4	Q1-Q4	Q1, Q2	n.a	R&D	Commission
R&D 2.6.8	Presentation of papers and research studies at International Seminars and Conferences.	Number of research officers participating regularly in International Conferences and Seminars particularly those organised by foreign universities.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	n.a	R&D	Commission
R&D 2.6.9	Annual National Conference on Nigerian Electoral politics.	Conference proceedings, journal articles published, and policy briefings	Q3	Q3	Q3	Q3	Q3	R&D	Commission
R&D 2.6.10	Documentary on the Evolution of the Electoral Process (Phase II).	Number of Milestones achieved in the electronic production and dissemination of comprehensive and concise documentary CD on the electoral process	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP
R&D 2.6.11	Documentary on Evolution of the Electoral Process (Phase III).	Number of milestones achieved in the electronic production and dissemination of comprehensive and concise documentary CD on the electoral process	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP
R&D 2.6.12	Commission's study of post 2023 General, Re-run and Bye-Elections.	Number of milestones achieved in the studies of Post -2023 General, re-run and Bye-Elections.	Q4	Q1-Q2	Q1-Q4	Q1-Q4	Q1-Q4	R&D	EOP, ICT, EPM, PM, VR, LD&C
R&D 2.6.13	Development and deployment of Electoral Violence Mitigation and Advocacy Tools (EVMAT).	Number of Staff and field agents trained and deployed for the survey of e-training and e-learning on the administration of EVMAT tools.	n.a	Q1-Q4	n.a	Q1-Q2	n.a	R&D	VEP, LD&C, L&P
R&D 2.6.14	Study of causes of low voter turnout especially in Lagos and other strategic states	Number of studies conducted in States selected as samples.	Q2	n.a	Q1-Q4	n.a	n.a	R&D	EOP & ICT
R&D 2.6.15	Post election study of context and preparedness for 2023 General Election.	Report of research findings, analysis of preparedness of State Offices, security and other Electoral Stakeholders.	n.a	Q3-Q4	n.a	n.a	n.a	R&D	All Departments, State Offices
R&D 2.6.16	Commission study of Anambra, Kogi, Bayelsa, Ekiti, Edo, Ondo, and Osun Governorship Elections.	Number of reports submitted on the activities, events and outcomes of the Governorship Elections.	n.a	Q4	Q1-Q4	n.a	n.a	R&D	R&D
R&D 2.6.17	Quarterly workshops, public lectures, seminars on themes of election and democracy.	Quarterly bulletins, policy briefings etc.	Q2-Q3	n.a	Q2-Q3	Q2-Q3	Q2-Q3	R&D	R&D

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R&D 2.6.18	Individual/Group Research Projects (I/GRP).	Number of concept notes, proposals, projects on electoral politics and studies developed and deepened @ Q1 of each year.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	All Departments
TRG 2.6.1	Training of Poll Officials for 2022 Governorship Election in Osun & Ekiti States.	Number of election officials trained on election related processes	Q1-Q3	n.a	n.a	n.a	n.a	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.2	Training of Poll Officials for 2023 General Election & 2022 FCT Area Councils Election.	Number of election officials trained on election related processes	Q4	Q1	n.a	n.a	n.a	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.3	Training of Poll Officials for 2023 Imo, Kogi and Bayelsa Governorship Elections.	Number of election officials trained on election related processes	Q1-Q4	Q3-Q4 Q1-Q4	Q1-Q4	Q1-Q4	n.a	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.4	Training of Poll Officials for 2023 Edo and Ondo Governorship Elections.	Number of election officials trained on election related processes	na	Q2-Q3	na	na	na	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.5	Training of Poll Officials for 2025 Governorship Election in Anambra State.	Number of election officials trained on election related processes	n.a	Q3-Q4	Q1	Q2-Q4	na	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.6	Training of Poll Officials for 2026 Governorship Election in Osun & Ekiti States.	Number of election officials trained on election related processes	Q1 na	na	n.a	n.a	Q2-Q3	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.7	Conduct of Electoral Training Needs Analysis (TNA).	Report on training need analysis submitted and accepted by the Commission.	Q1	Q4	n.a	n.a	n.a	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.8	Procurement of multimedia Interactive Training Kits and equipment for the States.	Number of Training Kits and Equipment Procured for the States	Q1-Q2	n.a	n.a	n.a	n.a	TRG	ICT, Proc
TRG 2.6.9	Implementing Phase III of Electoral Training Study Circle (ETSC) programme.	Number of participants trained	Q3-4	n.a	n.a	n.a	n.a	TRG	R&D, P&M, HRM, EOP, State Offices
TRG 2.6.10	BRIDGE Training Workshop for Commission Members/ RECs / Admin Secretaries and HODs EOP.	Number of election officials trained	Q2-Q3	n.a	n.a	n.a	n.a	TRG	Comm. Sec, EOP
TRG 2.6.11	Workshop for State Training Officers, ASTOs and HQ Trainers.	Number of election officials trained on election related processes	Q1	n.a	n.a	n.a	n.a	TRG	All Departments, State Offices
TRG 2.6.12	Implement Commission's Training Plan on Election Administration/Management (for Staff on GL 07 - 14).	Number of election officials trained on election related processes	n.a	Q2-Q3	n.a	n.a	Q1-Q2	TRG	State Offices
TRG 2.6.13	Revision and Production of CVR Manuals.	Number of CVR manuals revised and produced.	Q2	n.a	na	na	Q2-Q3	TRG	VR, EOP, ICT
TRG 2.6.14	Training of Ad-hoc Staff for CVR in States.	Number of election officials trained	Q2-Q3	n.a	n.a	n.a	Q2-Q3	TRG	VR, LD&C
TRG 2.6.15	Review and Production of Election Manual.	Election manual reviewed and produced	Q2-Q3	n.a	n.a	n.a	Q2-Q3	TRG	EOP, LD&C
TRG 2.6.16	Development of Online Content & Resources for off-cycle Governorship Elections and 2023 & 2027 General Elections.	Number of online content and resources developed for INEC trainings	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	EOP, LD&C, ICT
TRG 2.6.17	Training of CSOs and Political Parties for Governorship Elections and 2023 General Election.	Number of CSOs and political parties trained.	Q4	Q1	n.a	n.a	n.a	TRG	G&I, EPM,
TRG 2.6.18	Conduct e-learning, e-training and certification for election officials.	Number of election officials trained and certified.	Q1 Q4	n.a	n.a	n.a	n.a	TRG	ICT

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TRG 2.6.19	Report of audit and evaluation of electoral training activities.	Report of audit and evaluation of electoral training activities submitted and accepted by the Commission	n.a	Q3	n.a	n.a	n.a	TRG	P&M
TRG 2.6.20	Refresher training for LGTOs.	Number of LGTOs trained.	Q3	n.a	n.a	n.a	Q3	TRG	State Offices
TRG 2.6.22	Capacity building of State Training Officers (STOs), Assistant State Training Officers (ASTOs) and Headquarters Trainers at Centre for Management Development (CMD) on basic and advanced management development course (Adv. MANDEV).	Number of election officials trained on election related processes	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	State Offices, Other Relevant Departments
TRG 2.6.23	TNA Evaluation and Review.	Number of recommendations made and adopted on training plans as a result of internal review of policies and procedures.	n.a	Q4	Q1	n.a	n.a	TRG	All Departments, State Offices
TRG 2.6.24	Certification Training for Assistant State Training Officers (ASTOs).	Number of ASTOs trained and certified.	n.a	n.a	Q4	n.a	n.a	TRG	State Offices
TRG 2.6.25	Resuscitation of Diploma and Post Graduate Diploma Programmes in Election Administration in three 3 collaborating premier institutions (ABU, UNN & U.I).	Number of Programmes resuscitated	Q1 - Q2	n.a	n.a	n.a	n.a	TRG	R&D
TRG 2.6.26	Stocking and furnishing of TEI Study Centres at Minna and Oghara (The structure in Oghara requires urgent attention and periodic renovation).	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	EWT, Proc
TRG 2.6.27	Development of New & Short Online Courses with Development Partners.	Number of online courses developed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	HRM, IC&P, Comm Sec.
TRG 2.6.28	Organisation of short-term study tours for training in Diaspora Collation and Harmonization.	Number of study tours embarked on.	Q1-Q4		Q1-Q4	Q1-Q4	Q1-Q4	TRG	EOP, ICT, IGA, IC&P
TRG 2.6.29	Certification courses through electronic education programmes facilitated by the electronic education initiative program (e-DON).	Number of election officials trained on election related processes	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM, IC&P, Comm Sec.
TRG 2.6.30	Capacity building workshops for top management and electoral staff on enhancing the participation of marginalised and vulnerable groups.	Number of staff trained on participation of marginalised and vulnerable groups	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM, GI
TRG 2.6.31	Training and capacity building of Top Management and VEP staff on STRATCOM	Number of Management and VEP Staff trained on STRATCOM and crisis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM, VEP
TRG 2.6.32	Resuscitation of Post Graduate Diploma Programmes in Election administration and commencement of Professional Masters Programmes in three collaborating Premier institutions (ABU, UNN & UI) (correction).	Number of resuscitated programmes.	Q1-Q4	na	na	na	na	TRG	HRM

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TRG 2.6.33	Review and strengthening of Training, Research and Documentation channels in State and LGA's.	Number of training and research reviewed and documented	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	ADM, STATES
TRG 2.6.34	Enhancement of collaboration with other institutions, institutes, and development partners within Nigeria and globally.	Increased number of collaborations with institutes and institutions.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	TEI
TRG 2.6.35	Identify and engage electoral experts and qualified faculty into electoral and capacity training.	Increased number of staff with higher degrees in the department.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM
TRG 2.6.36	Continuous capacity building of training officials and electoral officers on global best practices.	Increased capabilities and skills of Training staff	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM
TRG 2.6.37	Continuous Development and review of training materials for electoral processes and capacity building.	Number of Training materials reviewed and produced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	TEI
TRG 2.6.38	Continuous formulation and revision of curriculum, modules and materials for promotion and career path development of commission staff.	Number of curricula, modules and materials developed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM
TRG 2.6.39	Identification and recommendation of other career boosting degree programmes in Nigerian and International Universities for commission staff.	Number of programmes identified and recommended	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	HRM
VEP 2.6.1	The validation and subsequent printing of the Voter Education Manual to facilitate training of voter education officers.	Number of manuals produced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	EOP, ICT, TEI
VEP 2.6.2	Sponsorship of nationwide BRIDGE training on delivery of Voter Information, Voter Education and Civic Education.	Number of Staff trained nationwide	Q1-Q4	Q1-Q4		Q1-Q4			VEP	TEI, State Offices
VEP 2.6.3	Cascading training for HODs, VEP and PAO on Communication Policy	Number of Staff trained nationwide		Q1-Q4	Q1-Q4		Q1-Q4		VEP	State Offices
VEP 2.6.4	Training of Public Affairs Officers, EOs, AEOs, CSOs and NOA on implementing Voter Education at the local level.	Number of Staff trained nationwide	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			VEP	State Offices
VEP 2.6.5	Develop appropriate professional programmes for information and publicity management for publicity officers.	Number of professional programmes developed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	G&I, P&M
VEP 2.6.6	Periodic training and interface of public affairs officers for update on Commission policies.	Number of Staff trained periodically	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	TEI
VEP 2.6.7	Continuous upgrade of the ICCC and training of the staff.	Milestone achieved in continuous upgrade and training of its Staff	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	ICT, Proc
VEP 2.6.8	Expose VEP staff to design and infographics.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	ICT, EOP

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	VEP 2.6.9	Capacity building on online news reporting, editing and publishing.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices
	VEP 2.6.10	Public Relations training for staff and heads of units and divisions.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices
	VEP 2.6.11	Information Management and public enlightenment for HODs, VEP and Public Affairs Officers in State Offices.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices
	VEP 2.6.12	Advanced photography/film training (preferably at NTA College, Jos) in the areas of Camera Handling, Report/Script Writing, Presentation, Post Production.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	na	Q1-Q4	VEP	State Offices



## Objective Three

To Register Political Parties and Monitor their Operations.

03



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S/N	KEY ACTIONS	ACTIVITY CODE NO.	ACTIVITIES	INDICATORS	TIME FRAME					LEAD DEPT	COLLABORATING DEPT	KEY OUTCOMES
					2022	2023	2024	2025	2026			
3.1	<b>Register and Deregister Political Parties.</b>	EPM 3.1.1	Registration of political parties, Verification of Political Parties operating in each State of the Federation.	Number of Political Parties Registered	Q1-Q2	na	Q1- Q4	Q1- Q4	Q1-Q2	EPM	L&P, State Offices	<b>Party register and deregister in accordance with the Law</b>
		EPM 3.1.2	Review of guidelines for registration and deregistration of political parties.	Number of Milestones achieved in the reviewing process	Q1	na	Q1	Q1	Q1	EPM	L&P, State Offices, EOP	
		EPM 3.1.3	Deployment and review of logo bank App.	Number of Milestones achieved in the review of Logo Bank App	Q4	Q2-Q3	Q1- Q4	Q1- Q4	Q4	EPM	ICT	
		EPM 3.1.4	Deregistration of political parties.	Number of Political Parties deregistered	Q1-Q2	na	Q1- Q4	Q1- Q4	Q1-Q2	EPM	L&P	
3.2	<b>Monitor the Organisation and Operations of Political Parties.</b>	L&P 3.2.1	Review/Analysis of the Structure & Processes of the Constitutions of Political Parties to facilitate ADR in collaboration with ADR Consultants.	Number of constitutions of political parties reviewed to facilitate ADR	Q1-Q2	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	ICT, VEP	<b>Capacity of Commission to monitor organization and operation of Political parties enhanced; Enhanced capacity of political parties</b>
		EPM 3.2.1	Monitoring of political parties' primaries and congresses.	Number of Political Party Congresses/Primaries monitored	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	L&P, State Offices	
		EPM 3.2.2	Optimisation of Data Base, Party Primaries, Congresses and Conventions.	Number of Milestones achieved in the optimisation of data base for Political Parties	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	ICT, State Offices	
		EPM 3.2.3	Review of relevant laws to empower INEC to be involved in the process of screening candidates for elective positions.	Number of Candidates verified for Elections	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	L&P, State Offices	
		EPM 3.2.4	Develop a template to enhance internal party democracy.	Number of Milestones achieved in the review of template of process to enhance internal party democracy	Q1	Q1	Q1	Q1	Q1	EPM	L&P, State Offices	
		EPM 3.2.5	Review of existing regulations on the process of nomination of candidates by Political Parties.	Extent of compliance	Q1	Q1	Q1	Q1	Q1	EPM	L&P, State Offices	
		EPM 3.2.6	Commission to monitor and ensure compliance by political parties with their rules and regulations as well as INEC checklist.	Number of political parties that complied with their rules and regulation. Extent of compliance	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	L&P, LD&C, State Offices	
		EPM 3.2.7	Sensitisation workshops among the leaders of political parties to enforce and achieve internal party democracy.	Number of workshops organized for leaders of Political Parties by INEC Development Partners	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	L&P, LD&C, VEP, Development Partners	
		L&P 3.2.1	Review/Analysis of the Structure & Processes of the Constitutions of Political Parties to facilitate ADR in collaboration with ADR Consultants.	Number of Constitutions of political parties reviewed to facilitate ADR	Q1-Q2	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	LD&C, EPM	
		L&P 3.2.2	Tracking of Political Parties' meetings and gatherings to gather evidence for prosecution.	Number of Political Party meetings and gatherings tracked	Q1-Q2	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	EPM, State and LGA Offices	
3.3	<b>Examine and Audit the finances of Political Parties and publish the outcome.</b>	EPM 3.3.1	Tracking of financial contributions to Political Parties.	Number of Political Parties tracked	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	State Offices, LGA Offices, CBN, Security and Antigraft Agencies	<b>Periodic examination, audit and publication of the finances of Political Parties</b>

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		EPM 3.3.2	Training of personnel at national, state and LGA levels on tracking of contributions to political parties.	Number of INEC Staff trained	Q1	Q1	Q1	Q1	Q1	EPM	State Offices	<b>implemented; Commission's capacity to monitor Political Parties improved.</b>
		EPM 3.3.3	Pre-audit checks on accounts of political parties.	Number of Political Parties pre-audited	Q1	Q1	Q1	Q1	Q1	EPM	IA	
		EPM 3.3.4	Audit checks on accounts of political parties and quarterly submission of financial reports.	Number of Political Parties' accounts Audited and reported	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	IA, State Offices	
		EPM 3.3.5	Capacity building on monitoring/tracking and reporting for INEC Staff and political parties.	Number of Monitors and Political Party delegates trained	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	EPM	State Offices, TEI, IC&P, VEP	
		IA 3.3.1	Audit of political parties' financial books and records.	Number of findings from the Audit	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	IA	EPM	
		R&D 3.3.1	Survey on the cost of elections in Nigeria.	Number of Surveys conducted	n.a	n.a	Q1-Q4	Q1-Q4	n.a	R&D	EPM & LD&C, IA	
3.4	<b>Review Framework for Monitoring of Party Conventions, Congresses, Nomination of Candidates, Finances of Political Parties, Campaigns and Campaign Finances.</b>	EPM 3.4.1	Design of programmes for monitoring of campaign finances.	Number of designs within a year	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	EPM	ADR, State Offices, L&P	<b>Regulatory compliance by political parties enhanced; Improved capacity of the Commission Staff</b>
		EPM 3.4.2	Review of Guidelines, Manuals and Reporting Forms for Party Finance and tracking.	Number of Milestones achieved in the review of Guidelines and Manuals	Q1- Q2	n.a	n.a	n.a	n.a	EPM	IA, LD&C	
		EPM 3.4.3	Review of budgetary provisions for tracking/monitoring of finances of political parties at state level.	Number of Milestones achieved in the review of budgetary provisions	Q1	Q1	Q1	Q1	Q1	EPM	IA, State Offices	
		EPM 3.4.4	Sensitisation of political parties on the rules of engagement during campaigns (should be on continuous basis).	Number of Political Parties Sensitised	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	State Offices	
		LD&C 3.4.1	Computerisation of personal particulars of nominated candidates for elections.	Number of candidates with full computerisation by 2022.	Q1-Q4	n.a	n.a	n.a	n.a	LD&C	ICT, EPM, VEP	
		LD&C 3.4.2	Full automation of Nomination Process.	Number of candidates with full automation by 2022	Q1-Q4	n.a	n.a	n.a	n.a	LD&C	ICT, EPM	
		LD&C 3.4.3	Refresher training of political parties and staff on the e-nomination portal.	Number of political parties & staff trained	Q1-Q4	Q1-Q4	Q1	Q1	Q1	LD&C	ICT, EPM, State Offices	
		R&D 3.4.1	Research On Campaign And Candidate Finance In Nigeria.	Number of Reports submitted on Political Finance In Nigeria	n.a	n.a	Q1-Q4	Q1-Q4	n.a	R&D	EPM, F&A, & LD&C , IA	
3.5		<b>Monitor Conventions and Congresses of Political Parties for the selection of Party Officials and Nomination of Candidates.</b>	EPM 3.5.1	Appointment of Monitoring Teams.	Number of monitors appointed	Q1	Q1	Q1	Q1	Q1	EPM	
	EPM 3.5.2		Training of INEC Staff and CSOs on tracking of campaign finance (To be backed-up with funding and sanctions).	Number of INEC Staff & CSOs trained	Q1	Q1	Q1	Q1	Q1	EPM	IA, VEP, State Offices	
	EPM 3.5.3		Appointment of Teams for tracking campaign finances.	Number of personnel appointed	Q1	Q1	Q1	Q1	Q1	EPM	State Offices	
	EPM 3.5.4		Training of political party officials on the proper management of funds.	Number of Political Party Officials trained	Q1	Q1	Q1	Q1	Q1	EPM	TEI, LD&C, IA, State Offices	
	EPM 3.5.5		Inspection of political parties' offices at state level to enhance efficient political party administration at that level.	Number of inspections of state political offices completed by INEC	Q4	Q4	Q4	Q4	Q4	EPM	IA, LD&C, State Offices	
	EPM 3.5.6		Collation of campaign election expenses submitted to the Commission after party campaigns.	Number of campaign election expenses submitted to the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	LD&C, EOP, State Offices	

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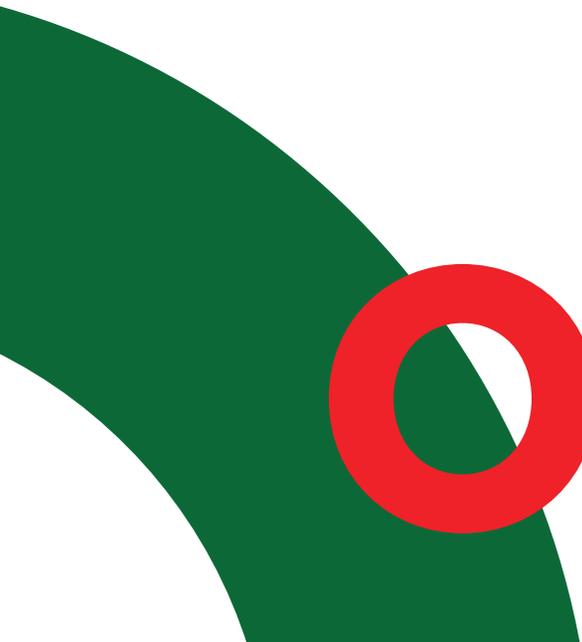
		EPM 3.5.7	Study tours in established democracies to understudy campaign finance tracking processes.	Number of tours undertaken	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	EPM	RD, ICP, State Offices	
		L&P 3.5.1	On-the-spot settlement of disputes that may arise during party primaries, conventions, voter registration, delimitation of constituencies etc.	Number of disputes settled at party primaries, election, conventions, voter registration	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	EPM, EOP	
		R&D 3.5.1	Legal and Policy Framework for regulating the conduct of Politicians and Political Parties in Nigeria.	Number of milestones achieved on Legal and Policy Framework for regulating the conduct of politicians	n.a	Q1-Q4	n.a	n.a	n.a	R&D	LD&C, EPM	
		EPM 3.6.1	Designing of legal provision that will enhance internal democracy.	Number of Milestones for the designing of format/template achieved.	Q1	Q4	Q4	Q4	n.a	EPM	VEP, LD&C	
3.6	Promote Internal Party Democracy.	EOP 3.6.1	Production of Political Party Agent ID card.	Number of Political Party Agent ID cards produced.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	EPM, EOP	Internal party democracy strengthened
		R&D 3.6.1	National Summit On The Effect Of Party Primaries On The Conduct Of Free, Fair, Credible and inclusive General Elections.	Number of Milestones achieved Towards The Conduct Of A Summit On Free, Fair, And Credible 2023 General Election.	Q2-Q4	n.a	Q2-Q4	Q2- Q4	Q2- Q4	R&D	EPM, P&M, LD&C	
		R&D 3.6.2	Survey on Party Primaries, Candidate selection and Nomination.	Milestones achieved In The Conduct Of A Survey Research On The Conduct Of Party Primaries, Candidate Selections And Nomination.	Q3	Q3	Q3	Q3	Q3	R&D	EPM, P&M, LD&C	
		EPM 3.7.1	Implementation of policy to promote gender mainstreaming inclusivity.	Number of Milestones met	Q1-Q2	n.a	n.a	n.a	n.a	EPM	ICT	
3.7	Encourage the Mainstreaming of Gender, Youth and PWDs in the activities of Political Parties.	EPM 3.7.2	Strengthening INEC/IPAC relationship for enhanced party administration and internal party democracy.	Number of Milestones met on the strengthening of INEC/IPAC relationship	Q4	Q1	Q1	Q1	Q1	EPM	LD&C, VEP, State Offices	Increase participation of Women, Youth and PWDs in leadership roles of Political Parties
		EPM 3.7.3	Compendium of Constitution and Manifestos of political parties for ease of reference, to guide Party Administration.	Number of Milestones met.	Q1-Q2	n.a	n.a	n.a	n.a	EPM	LD&C	
		G&I 3.7.1	Conduct roundtable discussion to enhance political participation of female politicians.	Number of female candidates contesting during general elections	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	ADR, State Offices	
		G&I 3.7.2	Engagement with Political Parties to enhance women participation in the electoral process.	Number of female candidates contesting during general elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	ADR, State Offices, EPM	
		G&I 3.7.3	Organise review meetings with political parties on mainstreaming of PWDs in political parties.	Number of meetings held	Q1-Q4	Q4-Q4	Q1-Q4	na	Q1-Q4	G&I	EPM	
		R&D 3.7.1	National Conference/Survey On Strengthening Gender, Youth and PWDs' Inclusiveness In The Activities Of Political Parties In Nigeria.	Number Of Conferences/Surveys Held In Ensuring Inclusivity	Q4	Q3-Q4	Q1-Q4	Q1-Q4	n.a	R&D	EPM, P&M & G&I	



## Objective Four

To Interact Nationally and Internationally  
with Relevant Stakeholders.

**O4**



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S/N	KEY ACTIONS	ACTIVITY CODE NO.	ACTIVITIES	INDICATORS	TIME FRAME					LEAD DEPT	COLLABORATING DEPT	KEY OUTCOMES
					2022	2023	2024	2025	2026			
4.1	<b>Review and Implement Policies and Guidelines for regular Stakeholder's Engagement.</b>	G&I 4.1.1	Sustain Regular (At Least bi-annual) Meetings/ Engagement with Gender Focused Stakeholders.	Number of meeting held in a year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, IGA, Commission Secretariat, IC&P, State Offices	<b>Policy documents formulated and implemented for Stakeholders' engagement</b>
		G&I 4.1.2	Sustain regular (at least Quarterly Meetings/ Engagement) with CSOs and other Stakeholders.	Number of Civil Society Organisations (CSOs)	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, IGA, CS, IC&P, State Offices	
		IGA 4.1.1	Collate input and develop framework for a regular inter-face with Strategic and relevant stakeholders and establish a good mechanism for regular consultation with relevant stakeholders including NASS, Judiciary, NYSC, NUC,NPC, FRSC, NIS, MFA, MOJ etc.	Number of engagements carried out with the indicated stakeholders.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	EOP, VEP L&P	
		P&M 4.2.1	Electoral Risk Management Reports Compilation and Printing.	Number/type of Reports compiled	Q1-Q4	Q1-Q4	Q1-Q4	n.a	n.a	P&M	Security, TEI, IC&P	
4.2	<b>Strengthen and disseminate the Commission's Publications.</b>	P&M 4.2.2	Development of Database of Electoral Risk Factors and Reports.	Number of electoral risk factors documented	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM, TEI	<b>Communication with external stakeholders strengthened</b>
		R&D 4.2.1	Upgrade Of Commission's Library at TEI and all State Offices.	Number Of Books, Reading Materials And Library Equipment procured.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	Commission and Hon. Sec. Office, PRO	
		R&D 4.2.2	Publication Of Outstanding Research Report On 2019 General Election, Democratisation At The Grassroots, etc. More copies of the publication to be available at the State level.	Number Of Outstanding Reports Published	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	VEP	
		VEP 4.2.1	Production of Electoral Magazines.	Number of magazines produced	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Departments	
		TRG 4.2.1	Training and sensitisation of Security Personnel and Civil Society Organisations on Electoral Risk Management.	Number of sensitization workshops held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI, SEC	VEP, States and LGAs, Security, G&I, IC&P, IGA, TEI	
4.3	<b>Strengthen and sustain the Inter-Agency Consultative Committee on Election Security (ICCES) at all level of operations.</b>	SEC 4.3.1	Call for the signing of MoUs between INEC and Security Agencies that are members of ICCES.	Number of MoUs signed by INEC with agencies represented by ICCES	Q4	Q1	n.a	n.a	n.a	SEC	Commission Secretariat, LD&C	<b>Improved capacity of the Inter-Agency Consultative Committee on Election Security (ICCES)</b>
		SEC 4.3.2	Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at National, State and LGA level.	Number of quarterly meetings of ICCES held at national, state and LGA level	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	SEC	Commission, all Departments, State Offices, IGA	
		SEC 4.3.3	Study and publish the extent of damage to INEC facilities/infrastructure.	Report published and disseminated to relevant stakeholders	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	SEC	R&D	
		SEC 4.3.4	Develop framework with stakeholders on protection/securing of INEC facilities and infrastructure.	Number of INEC facilities secured	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	SEC	Comm. Sec	
		SEC 4.3.5	Recruit and train career security officers for INEC services.	Number of career INEC security officers recruited	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	SEC	HRM	
		SEC 4.3.6	Bi-annual checks on INEC's fire fighting equipment nationwide.	Number of equipment checked nationwide	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	SEC	All Departments, State Offices	
		L&P 4.4.1	ADR Sensitization for SIECs.	Number of ADR sensitizations held with SIECs	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Comm Sec	

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4.4	<b>Sustain collaboration with EMBs, International Electoral Associations, Electoral Support Organisations and Election Observer Missions (EOMs).</b>	CS 4.4.1	Collaboration with SIECs to enhance International Best Practices through Training, Workshops and Seminars.	Number of collaborations made with SIECs to enhance International best practices	Q4	n.a	Q2	Q3	Q4	CS	P&M, IC&P & TEL State Office, IGA	<b>Sustained Engagements with other EMBs and Electoral Associations</b>
		EOP 4.4.1	Domestic and International study tours for EOP Staff at all levels (LGA, State and Headquarters) for an improved Election Administration and Result collation management.	Number of EOP Staff that attended Domestic and International study tours	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP, IC&P	HRM, IC&P	
		EOP 4.4.2	Collaboration with Development Partners on capacity building for CSRVS on Result Management Framework.	Number of Development Partners collaborated with on CSRVS	Q2-Q4	Q1-Q4	na	na	Q2-Q4	EOP	ICT, State Offices	
		EOP 4.4.3	OCV Funding; Engagement with Development Partners/ Donor agencies towards execution of OCV exercise and engagement with Nigerians in Diaspora Organisation (NIDO).	Number of Milestones achieved in the development of Out Of Country voting procedures	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	IC&P	
		EOP 4.4.4	Study tour to countries practicing OCV and with similar Presidential system of government.	Number of study tours embarked upon for the implementation of OCV	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	All OCV member departments	
		EOP 4.4.5	Robust engagement with stakeholders toward the implementation of OCV eg MFA, NIDO, Nigerians in Diaspora Commission, NIA etc	Number of Milestones achieved in the implementation of OCV	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	IC&P, VEP, ICT	
		EPM 4.4.1	Compilation and publishing of Political Party reports at the end of every exercise.	Number of Political Party reports published	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	VEP, TEI, EOP, PM	
		EPM 4.4.2	Review of stand-alone State elections with observer groups.	Number of mileestones met on the review of stand-alone elections	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q2-Q4	EPM	EOP,ICP, VEP	
		EPM 4.4.3	Observation/ Study tour of Electoral activities in other Countries.	Number of tours to other countries undertaken	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	ICP, FA	
		EPM 4.4.4	A review of observer accreditation process (e-platform).	Number of Milestones met on the review of observer accreditation process	Q1-Q4	n.a	n.a	n.a	n.a	EPM	All Departments	
		EPM 4.4.5	Sensitisation of election observers on e-platform for accreditation.	Number of election observers sensitised	Q1-Q2	n.a	n.a	n.a	Q2-Q4	EPM	ICT	
		EPM 4.4.6	Engagement with international agencies (ECOWAS, AU, etc) on foreign election observation.	Number of INEC foreign election observation missions undertaken	Q1-Q2 Q1-Q4	n.a	n.a	n.a	Q2-Q4	EPM	ICP	
		EPM 4.4.7	Procurement of election observation kits.	Number of election observation kits procured	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	Proc, LD&C, IC&P, State Offices	
		EPM 4.4.8	Review and production of guidelines for Election Observersation.	Number of Milestones achieved on the production of election guidelines	Q1-Q2	n.a	n.a	n.a	Q2-Q4	EPM	TEI, EOP, LD&C	
		EPM 4.4.9	Develop Guideline and Handbook for party agents in three major Nigerian languages.	Number of Milestones achieved	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	EPM	TEI, EOP, LD&C	
EPM 4.4.10	Establish a mechanism for regular consultation with long term and short term election observers.	Number of Milestones met	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	EPM	IC&P			
EPM 4.4.11	Review of framework for staff participation in foreign election observation/ study tours.	Number of Milestones on the review of framework for Staff participation met	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	IC&P			

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	EPM 4.4.12	Establishment and update of Database of Election Observers.	Number of Milestones met	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	ICT	
	G&I 4.4.1	Zonal meetings with CSOs (North & South).	Number of meetings held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP, State Offices	
	ICP 4.4.4	Compilation of Report on technical assistance received from Development Partners.	Number of reports compiled involving findings from election stakeholders	Q1	Q1	Q1	Q1	Q1	IC&P	EPM, TEI, IGA	
	ICP 4.4.6	Consolidating bilateral ties with collaborating agencies to encourage electoral commitment.	Number of MoUs signed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P, Com Sec, P&M	EPM, LD&C, VEP, EOP, Security	
	ICP 4.4.7	Guided tour for foreign guests (FCT and neighbouring states) 2022.	Numbers of Foreign guests and Observers attending the 2023 General Election	n.a	n.a	Q1	n.a	n.a	IC&P	All Departments	
	ICP 4.4.8	Formulation of foreign election observation policies and compilation of report.	Number of reports developed involving findings from Election Observation Missions	n.a	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	All Departments	
	ICP 4.4.9	Quarterly Meetings with Development Partners and Programme Officers.	Numbers of meetings held with stakeholders	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	Secretary's Office, VEP	
	ICP 4.4.10	Partnership/ collaboration with Development Partners on capacity building.	Number of Workshops/Conferences organised	Q1-Q4	Q1-Q4	Q1	Q1-Q4	Q1-Q4	IC&P	HRM	
	ICP 4.4.11	Payment of Annual Subscriptions and Dues for Membership of Electoral/Professional Associations.	All annual subscriptions and dues for INEC Memberships are paid on time	Q3	Q3	Q3	Q3	Q3	F&A	Proc, F&A, IC&P	
	L&P 4.4.1	ADR Sensitisation for SIECs.	Number of ADR sensitisations held with SIECs	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Comm Sec, State Offices	
	P&M 4.4.1	Monitoring of Electoral activities in other countries.	Number of Foreign Elections monitored	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EPM	
	R&D 4.4.1	Collaborative Research With Other EMBs, ECONEC And Other Regional Research Institutes.	Number Of Regional Comparative Studies Conducted	Q4	Q4	Q4	Q4	Q4	R&D	IC&P, TEI, IGA	
	R&D 4.4.2	National / International Conference On 2023 General Election.	Number Of Conferences Organised	n.a	Q3-Q4	Q1-Q4	n.a	n.a	R&D	All Departments	
	TRG 4.4.1	Study Tours to ECONEC -Member EMBs and EMBs in the UK and Asian axis.	Number of study tours undertaken	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	Comm, Secretariat, IC&P, IGR	
	TRG 4.4.2	Study Tours and Official Visits to Electoral Agencies both in the US and Europe to understudy patterns of Federal Electoral Boundaries Delimitation.	Number of study tours undertaken	Q1-Q4	na	Q1-Q4	Q1-Q4	Q1-Q4	TRG	EOP, Comm Sec, IC&P, IGA, ICT	
	TRG 4.4.3	Collaboration with the UN Institute for qualitative electoral knowledge, through local and international training programmes, as well as best practices tours.	Number of Stakeholders collaborating with TEI on new areas of engagement	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	IC&P	
<b>4.5</b>	<b>Consolidate Database of different Categories of Electoral Stakeholders.</b>	VEP 4.5.1 Develop a Database for all Categories of Electoral Stakeholders	Number of Database for all Categories of Electoral Stakeholders developed	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	G&I, EPM, State Offices	<b>Platforms established for engaging with key Stakeholders</b>

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		VEP 4.5.2	Review the Database of Electoral Stakeholders to Determine Added Value and Relevance	Number of Database for all Categories of Electoral Stakeholders Reviewed	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	G&I, EPM, State Offices	
		P&M 4.5.1	Track, Monitor and Report on the Activities of Electoral Stakeholders	Number of Activities of Electoral Stakeholders tracked and Monitored	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	VEP,G&I, EPM	
4.6	Strengthen communication with External Stakeholders.	CS 4.6.1	Workshop with Other EMBs for General and Area Council Elections.	Number of Workshops held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M, IC&P & TEI	Communication with external stakeholders strengthened.
		CS 4.6.2	Post Election Knowledge Sharing Conference of African EMBs.	Number Milestones met in Post Election Knowledge Sharing Conference of African EMBs	n.a	Q4	n.a	n.a	n.a	CS	P&M, IC&P	
		IGA 4.6.1	Identify and designate Staff of State Offices to liaise and engage with relevant Ministries at the State Level.	Number of Staff designated	Q1-Q3	n.a	n.a	n.a	Q1-Q3	IGA	HRM, State Offices	
		IGA 4.6.2	Outreach Engagement and Collaboration with EFCC, ICPC, NPF, FCC, NHRC and Code of Conduct Bureau.	Number of Milestones achieved in the Engagement and collaboration with the concerned organisations	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	Secretary's Office, IC&P	
		VEP 4.6.1	Engaging with Media Regulators and election stakeholders on effective monitoring of media access by Political Parties/Candidates.	Number of media organisations engaged and participated in quarterly meetings	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	n.a	VEP	G&I, State Offices	
		VEP 4.6.2	Sustain regular Meetings / Engagement (at least Quarterly) with CSOs and other Stakeholders to avert violence as a result of postponement or cancellation of elections.	Number of media organisations engaged or attended quarterly meetings.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	n.a	VEP	G&I, State Offices	
		VEP 4.6.3	Institute quarterly meeting between IVEC and INEC press corp.	Number of meetings held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	G&I, State Offices	
		LD&C 4.6.1	Engagement with NASS and CSOs.	Number of stakeholder meetings conducted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C L&P	VEP, IGA, IC&P, G&I	
		L&P 4.6.1	Engagement with the judiciary, NASS and CSOs.	Number of stakeholder meetings conducted	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C, IGA, IC&P, G&I	



## **Objective Five**

**To Strengthen INEC Institutionally for  
Effective Delivery of its Mandate.**

**05**



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S/N	KEY ACTIONS	ACTIVITY CODE NO.	ACTIVITIES	INDICATORS	TIME FRAME					LEAD DEPT	COLLABORATING DEPT	KEY OUTCOMES
					2022	2023	2024	2025	2026			
5.1	<b>Strengthen Administrative and Organisational Processes to ensure greater Collaboration, Cooperation and Coordination.</b>	ADM 5.1.1	To provide recreational facilities and centres; to provide sports facilities; to improve the services of the Canteen.	Number of facilities provided by the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT, HRM, State Offices	<b>Organisational performance enhanced</b>
		ADM 5.1.2	Maintenance of parking lots at the open space within the main building.	Milestones achieved in the maintenance of parking lots within HQ	n.a	n.a	n.a	Q1-Q4	n.a	ADM	EWT and State Offices	
		ADM 5.1.3	Engagement with FMBN, Mortgage Institutions and Developers for provision of Affordable Houses for Staff of the Commission.	Number of MoUs Signed between INEC and Developers on Owner Occupier basis	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT, , F/A, HRM	
		ADM 5.1.4	Engagement with NHF to ensure access to loan facilities and other services for Staff of INEC.	Loan facilities secured by the end of Q4 every year.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	F&A, HRM, State Offices	
		ADM 5.1.5	Engagement with NSITF for upward review, processing and payment of compensation for work related injuries and sickness for Staff.	Number of payments made at the end of each quarter	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	F&A, HRM, State Offices	
		ADM 5.1.6	Maintenance of Office Equipment.	Number of upgrades made to INEC facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT,HRM, Proc, ICT,VR, State Offices	
		ADM 5.1.7	Lease of Office Equipment.	Number of Office Equipment leased	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT,HRM, Proc, ICT, VR, State Offices, LD&C	
		ADM 5.1.8	Procurement of Mini-Photocopier for LGA offices nationwide.	Number of Mini-Photocopiers purchased	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	Proc, State Offices	
		ADM 5.1.9	Taking of inventory of office equipment & furniture at HQ and States offices nationwide.	Number of inventories taken in HQ and State Offices	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, State Offices	
		ADM 5.1.10	Maintenance of INEC facilities at HQ, Guzape, INEC Blantyre Annex, TEI & State Offices.	Number of upgrades made to INEC facilities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	EWT, HRM, Proc, ICT,VR, State Offices	
		CS 5.1.1	Election Retreat for Commission Members, RECs and Key Staff in Preparation for 2023 General Election.	Number of retreats held	Q4	n.a	n.a	n.a	Q1-Q4	CS	P&M, IC&P & EOP	
		CS 5.1.2	Directory of Commission's State Offices, LGA Offices and Staff of the Commission.	Number of Milestones achieved in the compilation of INEC directory.	Q1-Q4	n.a	n.a	n.a	Q4	CS	P&M & IC&P	
		CS 5.1.3	Organise periodic inter-departmental meetings.	Number of inter-departmental meetings held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	All Departments	
		F&A 5.1.1	Ascertain the status of NHF contribution & take appropriate action for implementation.	Number of Milestones achieved in the assesment of NHF contribution status	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	State Offices	
		HRM 5.1.1	Nationwide assessment of Electoral Officers and Assistant Electoral Officers.	Number of Electoral Officers and Assistant Electoral Officers assessed and certified	Q1-Q4	n.a.	n.a.	n.a.	Q1-Q4	HRM	State Offices	
HRM 5.1.2	Create and Update the Databank of Electoral Officials with Disciplinary Cases.	Number of Staff with disciplinary cases	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	L&P, State Offices			
HRM 5.1.3	Recruitment of new Staff to increase Staff strength of Registration Area Officers (RAOs). Existing staff with requisite qualification should be considered.	Number of newly recruited Staff at the LGA level to enhance productivity	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	State Offices			

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		HRM 5.1.4	Induction Workshop for newly recruited officers.	Number of newly recruited Staff in attendance	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Depts, State Offices	
		HRM 5.1.5	Recruitment of Staff In the Common Services Cadre (Security/Watchmen, Drivers, Clerks) to fill vacancies occasioned by death and retirements for State Offices.	Number of Staff in the common services cadre approved for recruitment to fill vacancies created by death, retirements	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices	
		IA 5.1.1	Ensuring that internal control mechanisms are in place and working as approved by the Commission and in compliance with extant rules and regulations.	Number of functional internal control mechanisms approved by the Commission and Federal Govt circulars implemented.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	F&A	
		ICP 5.1.1	Passages (Visas, health insurance, incidentals [2022]).	Numbers of Visas and travels processed	n.a, Q4	Q4	Q1	n.a	n.a	ICP	All Departments, State Offices	
		ICP 5.1.2	Welfare of all Stakeholders and staff during general election at the Situation Room/National Collation Centre.	Number of stakeholders in attendance at the Situation Room in the National Collation Center	n.a	Q1	Q1	n.a	n.a	ICP	All Departments, State Offices	
		ICP 5.1.3	Management of State Collation and Returning Officers.	Number of Returning Officers accommodated by INEC	n.a	Q1	na	n.a	n.a	ICP	All Departments, State Offices	
		IGA 5.1.1	Regular engagement of Staff that work for and with the Commission through their MDAs and Organisations.	Number of Staff engaged for each assignment.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	EOP, TEI, State Offices	
		IGA 5.1.2	Engagement on policy and administrative issues with relevant MDAs including NYSC, NUC, NPOPC, FRSC to enhance quality of services to the Commission at Elections and the performance of Staff.	Number of engagements held with MDAs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	EOP and State Offices	
		IGA 5.1.3	Visit and build relationship with MDAs for mutually beneficial outcome.	Numbers of meetings held with the MDAs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	IC&P	
		L&P 5.1.1	Develop an electronic database of external solicitors that handled Election Petitions.	Number of external solicitors handling Election Petitions	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Proc	
		L&P 5.1.2	E - archiving of Judgments of Election Petition Tribunals and Election Court Appeal Tribunals.	Number of Judgments & Elections archived	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Proc, TEI	
		P&M 5.1.1	Compliance Monitoring of All Commission's processes, Programmes and Projects.	Number of Commission's Processes, Programmes and Projects Monitored	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments	
		PRO 5.1.1	Design and develop Commission's Procurement Manual.	Number of milestones achieved in the Design and Development of Procurement Manual	Q1	n.a	n.a	n.a	n.a	PRO	All Departments	
		STO 5.1.1	Supervision of Zonal, Holding, State and LGA Stores.	Milestones achieved in the supervision of Stores	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	STO	State Offices	
		STO 5.1.2	Production of Store Procedures Manual.	Number of manuals produced	Q1	n.a.	n.a.	n.a.	n.a.	STO	INEC, Proc, F&A, EWT, IA	
		ADM 5.2.1	National workshops on FOIA.	Number of workshops on FOIA conducted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	HRM, State Offices	
5.2	<b>To Enhance Institutional Capacity for strengthening Co-ordination and Synergy within and across</b>	ADM 5.2.2	Training on FOIA at the Zonal and States Levels.	Number of workshops on FOIA conducted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	HRM, State Offices	<b>Commission's Internal and External Communication enhanced</b>
ADM 5.2.3		Appointment of FOI Liaison Officers in Departments/ Directorates and State Offices.	Number of FOI Liase Officers at HQ and States	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	HRM		

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**Departments.**

ADM 5.2.4	Capacity building for SERVICOM Staff.	Number of SERVICOM Staff trained.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, State Offices
ADM 5.2.5	Creation of awareness and evaluation of service delivery.	Number of tools created to evaluate service delivery	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, State Offices
ADM 5.2.6	Capacity building for Welfare Staff and Desk Officers.	Number of Welfare Staff and Desk Officers trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	Finance and Accounts, HRM, State Offices
ADM 5.2.7	Capacity building for Heads of GAPs on efficient implementation of Welfare policies.	Number of HOD (GAPs) trained on implementation of Welfare Policies	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	Finance and Accounts, HRM, State Offices
CS 5.2.1	In-house Seminars/workshops for Staff of the Commission Secretariat and recorders of Standing Committees.	Number of Commission Secretariat Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	CS	P&M & IC&P
CS 5.2.2	Interactive Workshops of the Commission Secretariat and State Offices for peer review and knowledge sharing on monthly, quarterly and annual reports towards ensuring uniform and actionable reports on the implementation of the Plan.	Number of interactive workshops held for Staff of the department	Q2&Q4	Q2&Q4	Q2&Q4	Q2&Q4	Q2&Q4	CS	P&M & IC&P
EOP 5.2.1	Collaborating with TEI on Training Module for Election: Review, design & produce training module for the Commission.	Number of curriculums developed on elections-related topics	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 5.2.2	Technical Roundtable workshops for EOP Staff at Hq and State Offices.	Number of Technical Roundtable workshops conducted.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	HRM
EOP 5.2.3	Organize workshops to be held in the six (6) geopolitical zones for Electoral Officers, HOD EOP, AEOs (Ops) and HOU logistics in the six geopolitical zones.	Number of Technical workshops conducted.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A, IA
EOP 5.2.4	Seminars/Tech. workshops for Logistics/EOP Officers on Electoral Operations and Election Administration.	Number of Seminars/Tech Workshops organised for Logistics/EOP Officers	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 5.2.5	Workshops, Seminars and Skills development on Election Management.	Number of Election Officials trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 5.2.6	Increased capacity building for Delimitation Staff.	Number of EOP Staff trained on Delimitation Processes	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices
EOP 5.2.7	Refresher workshop for HQ CSRVS personnel.	Number of Milestones achieved in the full implementation of the EOSC and CSRVS platforms for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, Stores.
EOP 5.2.8	Technical capacity building workshop for Desk Officers and State CSRVS personnel.	Number of Desk Officers and State CSRVS personnel trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, LD&C, Stores.
EOP 5.2.9	Workshop for CSRVS Manual Development.	Number of Milestones achieved in the development of CSRVS Manual	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A
EOP 5.2.10	Technical Workshop on CSRVS Template Design, Development and Deployment at elections.	Number of Technical Workshop for CSRVS for Template Design, Development and Deployment	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, F&A

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F&A 5.2.1	Computerisation Of Finance & Accounts Dept Function in line with Federal Government Policy.	Milestones achieved in the Computerisation of Finance & Account Dept function in line with Federal Government Policy	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	ICT, Proc
HRM 5.2.1	Development of Specialised Scheme of Service for the Commission.	Number of Milestones achieved in developing a specialised Scheme of Service for the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	P&M
HRM 5.2.3	Annual Promotion Interview for Senior Staff On GL.07 to 16.	Number of eligible INEC Staff completing performance review exercise	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	P&M, State Offices
HRM 5.2.4	Engagement of reputable institutions for annual senior staff promotions.	Number of reputable institutions engaged	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	HRM	Proc
HRM 5.2.5	Printing of Promotion Literature, Compendium of Past Questions and Customised Promotion & Conversion Letter Heads.	Number of Milestones achieved in printing of promotion literature	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	State Offices, TEI
HRM 5.2.6	E-Notification of Promotions and Conveyance of Promotion Letters.	Number of push notifications sent to successful Staff	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	State Offices
HRM 5.2.7	Annual Appraisal of Junior Staff On SGL 03 to 06.	Number of eligible INEC Staff completing performance review exercise	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.2.9	Regular Conversion and Upgrading of Staff with Additional Qualifications.	Number of eligible INEC Staff with additional qualifications converted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	P&M, State Offices
HRM 5.2.10	Review of Policy on Promotion of Directing Staff and Expansion of Establishment Positions for Directors.	Number of Milestones met in reviewing of HRM policy on promotion	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	P&M
P&M 5.2.1	EMSC Performance Management Appraisal Reporting for Promotion.	Percentage of Compliance to the EMSC Processes for Principal Tasks	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM
HRM 5.2.12	Review of Pension Contributions/Enhance Salary of Staff In Line with Structure of Similar Sister Commissions.	Number of Milestones achieved in enhancement of Pension contributions and creation of INEC Salary structure	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	F&A, IA, P&M
HRM 5.2.14	Conduct of Confirmation Examination for Staff Due for Confirmation.	Number of Staff undergoing confirmation examination	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
IA 5.2.1	Audit guide by Internal Audit Directorate to be circulated to Departments/Directorates.	Number of audit guides produced for INEC departments and directorates.	Q1-Q4	na	Q4	na	na	IA	All Departments
IA 5.2.2	Production and Printing of Audit Manual.	Number of audit manual produced for audit Staff.	Q1-Q2	na	Q4	na	na	IA	Proc, F&A
P&M 5.2.2	Training and sensitization of Desk Officers and Staff on Electoral Risk Management.	Number of Staff trained	Q1-Q4	Q1	n.a	n.a	Q1-Q4	P&M	State Offices, Security
P&M 5.2.3	Training and sensitisation of Security Personnel and Civil Society Organisations on Electoral Risk Management.	Number of Stakeholders trained on ERM	Q1-Q4	Q1	n.a	n.a	Q1-Q4	P&M	State Offices, Security
P&M 5.2.4	Seminars and sensitisation of Election Observers on Electoral Risk Environment.	Number of seminars/workshop held	Q1-Q4	Q1	Q1-Q4	n.a	Q1-Q4	P&M	State Offices, Security
ICP 5.2.4	Skill enhancement training of Desk Officers on Electoral Risk Mapping and Tools.	Number of Staff trained	Q1-Q4	Q1	n.a	n.a	Q1-Q4	IC&P	State Offices, Comm. Sec, P&M, Security
ICP 5.2.5	Training for Protocol and Consular Liaison Staff.	Number of IC&P Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	TEI, State Offices
ICP 5.2.6	Training for consular liaison (passages) Staff.	Number of IC&P Staff trained	Q3	n.a	Q1	Q1	Q1	IC&P	HRM

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LD&C 5.2.1	E - archiving of contract agreements.	Number of agreements archived	Q1-Q4	Q1-Q4	Q1 - Q4	Q1 - Q4	Q1-Q4	LD&C	Proc
LD&C 5.2.2	Gazetting of the Commission's key Guidelines and Regulations.	Number of Commission's key Guidelines & Regulations gazetted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	Proc
LD&C 5.2.4	Production and dissemination of the Compendium of Electoral Legal Framework from the Constitution, Electoral Act, Manuals, Guidelines and Regulations.	Number of materials produced and disseminated	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C	Proc., L&P
LD&C 5.2.5	Production of booklets highlighting areas of amendments to the electoral legal framework.	Number of booklets produced	Q1	n.a	n.a	n.a	Q1	LD&C	All Departments
L&P 5.2.2	Develop Commission's guidelines for the prosecution of electoral offences and offenders.	Number of milestones achieved in the development of the Commission's guidelines for the prosecution of electoral offences and offenders	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	EPM, EOP
L&P 5.2.3	Production of law reports on landmark election cases.	Number of milestones achieved in the production of law reports on landmark election cases.	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Proc
PRO 5.2.1	Procurement Planning Training for Directing Staff.	Number of directing Staff trained on Procurement planning	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Departments, State Offices
PRO 5.2.2	Capacity building in Public Procurement Process for Staff of Procurement Dept.	Number of Procurement Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Departments
PRO 5.2.3	Sensitisation workshop on Public Procurement Act and Regulations for Commission members.	Number of sensitisation workshops/retreats organized for Commission's members	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	Comm. Sec.
PRO 5.2.4	Sensitisation workshop on Public Procurement Act and Regulations for Directors and Deputy Directors.	Number of sensitisation workshops/retreats held	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Departments
PRO 5.2.5	Capacity building in Public Procurement for Staff in State Offices.	Number of Staff in State Offices trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	State Offices
R&D 5.2.1	Capacity Enhancement Of Research Officers.	Number Of R&D Staff Trained On Reseach Design, Qualitative Analysis, Quantitative Research, Longitudinal, Comparative, And Time Series Analysis Each Year	Q1 - Q2	R&D	HRM				
R&D 5.2.2	Capacity Building For Staff Of Research And Documentation.	Number Of R&D Staff Trained On Report Writing Skill, Data Collection , Aggregation, Disaggregation And Analysis, As Well As Documentation And Archiving Skills	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	HRM
SEC 5.2.1	Security Awareness Training for Security Desk Officers & CSOs nationwide.	Number of security training and awareness programs conducted nationwide	Q3	Q1	Q2	Q2	Q4	SEC	TEI
SEC 5.2.2	Capacity building/specialised security training for Staff.	Number of specialised security training conducted for Staff of the Directorate	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	SEC	TEI
SEC 5.2.3	Fire Prevention Awareness and Drills at HQ, States and LGAs.	Number of security training and awareness conducted nationwide	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	SEC	Proc
VR 5.2.1	Capacity Building for Voter Registry Staff on new technologies.	Number of VR Staff attending training programmes on voter registration	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT,TEI, State Offices

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		VR 5.2.2	Workshop on Review of Voter Registration processes.	Number of workshops conducted	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, State Offices	
		VR 5.2.3	Workshops, conferences, seminars by Professional bodies (CPN, NCS etc).	Number of VR Staff attending workshops hosted by IT Corporate bodies	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, TEI, State Offices	
		L&P 5.3.1	Review of EADR guide and Workplace Mediation Guide for employees at the Headquarters and States.	Number of reviews done	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Proc, State Offices	
5.3	<b>Implement and Ensure Compliance with the INEC Communication Policy.</b>	L&P 5.3.2	Production of EADR guide, Workplace mediation guide as may be needed for workshop etc.	Number of guides produced	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	Proc	<b>INEC Communication Policy enhanced</b>
		L&P 5.3.3	Creating awareness of workplace mediation in the Headquarters and States.	Number of workplace mediation workshops held	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	HRM, LD&C, State Offices	
		ADM 5.4.1	Ensure effective and transparent implementation of INEC welfare policy.	Number of condolence benefits, medical assistance, claims processed and paid at the end of each quarter	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	F&A, IA, HRM, LD&C and State Offices	
5.4	<b>Review and Enhance Human Resource Management to meet the needs of the Commission.</b>	ADM 5.4.2	Creation of awareness on insurance policy for all Commission staff.	Number of awareness programmes conducted.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	HRM, FA, State Offices	<b>Capacity and professionalisation of the workforce improved</b>
		F&A 5.4.1	Insurance Of Commission's Human & Material/Assets.	Number Of Human & Material/Assets Of The Commission Insured	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	Proc, HRM, EW&T, ADM, State Offices	
		F&A 5.4.2	Upgrade Of Budget Analysis & Budgetary Control.	Milestones Achieved In The Upgrade Of Budget Analysis & Budgetary Control	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	ALL DEPARTMENTS, State Offices	
		F&A 5.4.3	Quarterly Accounting Processes/Reporting Review In State Offices to Achieve Uniformity And Consistency In Commission's Financial Reporting.	Number Of Accounting Processes/Reporting Review Held In State Offices .	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	IA, State Offices	
		G&I 5.4.1	Capacity Building on Research Methodology, Data Collection and Documentation for Gender Division Staff and Desk Officers.	Number of staff and desk officers trained by Q4	Q2	Q2	Q2	Q2	Q2	G&I	TEI, VEP	
		G&I 5.4.2	Bridge Modular Training for Key Officers in Headquarters and State Desk Officers on Gender and Elections.	Number of personnel trained	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	G&I	State Offices	
		G&I 5.4.3	Capacity Building on Workplace Gender Violence for Desk Officers.	Number of Desk Officers trained	Q2	Q2	Q2	Q2	Q2	G&I	TEI, ADR	
		G&I 5.4.4	Workshops for staff on Mitigating Violence in the Workplace and in the Electoral Process.	Number of gender-based violence minimised	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	TEI, Legal Services	
		G&I 5.4.5	Building capacity of CSO Desk officers on INEC /CSO engagement on election matters.	Number of CSO desk officers equipped on CSO accreditation procedures, voter education in the electoral process	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	TEI, VEP	
		G&I 5.4.6	BRIDGE training for Civil Society Organisations (CSOs) and Key officers of Dept. on Election Observation Module.	Number of milestones achieved	Q1, Q2	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	EPM, TEI	
G&I 5.4.7	Training of EOs, AEOs, and Disability Desk officers on the use of inclusive materials and assistive devices provided by the Commission and mainstreaming PWDs in the electoral process.	Number of Eos, AEOs and Disability Desk Officers trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	TEI, State Offices			

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G&I 5.4.8	Training of State Disability Desk Officers on Disability Inclusion Guide in collaboration with Organisations of Persons with Disabilities.	Number of Desk Officers trained	Q2-Q3	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	TEI, State Offices
G&I 5.4.9	Development, Dissemination and Implementation of Effective Gender and Inclusion Communication Strategy.	Milestones achieved	Q1	Q2	Q2	Q2	Q2	Q2	G&I	VEP
HRM 5.4.1	Collaboration with formal Training Institutions such as National Institute for Policy & Strategic Studies (NIPSS) Kuru, Plateau State for Directorate Cadre (SGL.15-17), Administrative Staff College of Nigeria, Lagos for Officers On SGL.12-17, Centre for Management Development (CMD), Abuja for Officers On SGL.12-17, Public Service Institute of Nigeria (PSIN), Abuja for Officers On SGL.08-17.	Number of INEC Officials trained by gender, type of training, type of official	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.2	Professional Conferences and Mandatory Continuous Professional Education (MCPE) for Staff of The Commission.	Number of Staff who are members of Professional Institutes attending Professional conferences and MCPE	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.3	Exchange/Study Programme for Staff On Capacity Building with Other EMBs.	Number of Staff attending Exchange/Study programmes with other EMBs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.4	Capacity Building of Staff Through Attendance of Relevant Courses and Workshops Both Locally and Internationally.	Number of INEC Officials trained by gender, type of training, type of official	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.5	Mandatory Pre-Retirement Workshop for All Staff Due for Retirement within any given year.	Percentage of retiring Staff having attended INEC pre-retirement workshop	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.6	Capacity Building Workshop On Effective Pension Administration and Management for Pension Desk Officers (PDOs) nationwide.	Number of INEC Officials trained by gender, type of training, type of official	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.7	Training on application of Crisis Management, Team Building and Performance Management Techniques for All HOD Electoral Operations nationwide.	Number of recommendations identified for Staff capacity building as a result of training needs assessment	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.8	Training On Strategic Manpower Planning and Development for All HQ Planning Officers/HODs Gap Nationwide	Number of INEC Officials trained on Manpower Planning and Development	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.9	Training Management and Administration for INEC Training Division Staff and State Training Officers.	Number of milestones met in the Training Management and Administration	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.10	Workshop on prepayment audit for effectiveness of the Internal Audit function for HQ Auditors.	Number of milestones met in Pre-Payment Audit	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.11	Workshop on the internal audit control as a tool for safeguarding assets in Nigeria.	Number of milestones met in Internal Audit Control	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices

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HRM 5.4.12	Workshop on effective secretariat management for Commission's secretariat staff, standing committees.	Number of milestones met in Effective Secretariat Management	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.13	Workshop on effective minute, memo & speech drafting for Commission Secretariat/HRM staff and HODs Gap nationwide.	Number of effective Minute, Memo & Speech Drafted for Commission Secretariat	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.14	Record Management & Digital Archiving for HRM, Registry & Commission Secretariat Staff/Health Services Admin	Number of milestones met in Record Management & Digital Archiving	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.15	Managing Workplace Conflict & Mediation for HQ L&P Staff and HODs LD&C nationwide.	Number of milestone achieved in ADR	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.16	Alternative Dispute Resolution, Dispute Management and Negotiation Skills, Labour Law and Industrial Dispute Resolution for HQ L&P Staff and HODs LD&C Services nationwide.	Number of milestone achieved in ADR	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.17	Project Management and Strategic Planning for HQ Planning Officers.	Number of HQ Planning Officers trained on Project Management and Strategic Planning	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.18	Monitoring & Evaluation Course for Effective Pre & Post -Election Audit for HQ Planning Officers.	Number of Planning Officers trained on M&E	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.19	Training on Basic Life Support for Directorate of Health Services Staff.	Number of INEC Officials trained by gender, type of training, type of official	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HS 5.4.1	Training on Advanced Cardiac Life Support for Directorate of Health Services Staff.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	All Departments, State Offices
HS 5.4.2	Workshop On Intensive Care Nursing for Nursing Officers at HQ Clinic.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	All Departments, State Offices
HS 5.4.3	Training On Infection Control/Prevention and Safe Practices In The Work Place for Health Care Administrators.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	All Departments, State Offices
HRM 5.4.23	Training On Improved Communication, Script Writing and Presentation Skills for HQ Vep Officers and HODs Vep nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.24	Training On News/Features Writing, Video Recording and Editing Techniques for HQ Vep Officers and HODs Vep nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.25	Training on improved Gender and Election Issues for HQ Gender Officer and Gender Desk Officers nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.26	Training of HQ Security Officers and Security Desk Officers nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.27	Capacity building for Commission Staff.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.28	Training On Security and Safety Training for Headquarters Staff and Security Desk Officers nationwide.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices	

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HRM 5.4.29	Training On Effective Stores Administration and Logistics Management for HQ Store Officers and 37 State Offices HoU Store.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.30	Workshop On Stocktaking Valuation, Storekeeping and Warehouse Management for HQ Store Officers and 37 State Offices HoUs Store.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.31	Workshop On Effective Public Procurement Bid Evaluations (Technical & Financial) and Public Procurement Practice for HQ Procurement Officers and Department Procurement Desk Officers.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.32	Training On Effective Tenders and Contract Management for HQ Procurement Officers and Departmental Procurement Desk Officers.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.33	Training On Conflict Management In Public Procurement and Corruption Risk In Public Procurement.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
TRG 5.4.1	Training On Electronic Records Management, Data Analysis, Interpretation and Management for Staff of The TEI.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TRG	All Departments, State Offices
HRM 5.4.35	Workshop on Administrative Report writing and presentation skills for Administrative staff of the Commission.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.36	Workshop On Work Ethics and Organisational Productivity.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.37	Workshop On Effective Transport Management for Headquarters/State Offices' Transport Officers.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.38	Workshop On Effective Logistics and Transport System for Logistics & Transport Officers nationwide In Collaboration with National Institute of Transport Technology (NIT, Zaria).		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.39	Training of Trainers Workshop On Political Party Campaign Finance, Monitoring and Reporting.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.40	Workshop On Effective Monitoring of Political Party Congresses, Primaries and Conventions for HQ EPM Staff and HODs EPM nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.41	Workshop on Database Management for HRM Registry Staff.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices
HRM 5.4.42	Human Resource Management forum with All HODs Gap nationwide.	Number of HODs trained by gender, type of training, type of official	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments, State Offices

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HRM 5.4.43	Training on office practice and routine administrative procedures for HODs and EOs nationwide.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	TEI
HRM 5.4.44	Training of directing staff on establishment and management skills.	Number of Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	TEI
HS 5.4.1	Training on stress management for executives.	Number of executives trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	HRM, ADMIN
HS 5.4.2	Training on advanced management of some health issues for health professionals.	Number of Health Professionals trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	HRM, ADMIN
HS 5.4.3	National and International Training, Workshops, Conferences, Seminars etc. for Doctors, Nurses, Medical Laboratory Scientists, Pharmacists and Dentists.	Number of Health Professionals who have attended training	n.a	Q3	Q2	Q2	Q2	HS	HRM, ADMIN
IA 5.4.1	Training of Resident Auditors on the application of International Public Sector Accounting Standards (IPSAS).	Number of personnel trained	Q4	Q4	Q4	Q4	Q4	IA	HRM
IA 5.4.2	Capacity building for Audit Staff at the HQ & States.	Number of personnel trained	Q3	Q3	Q3	Q3	Q3	IA	HRM, State Offices
IA 5.4.3	Annual Professional Accountants Conferences / Mandatory Continuous Professional Development.	Number of Audit Personnel trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	FA
ICP 5.4.1	Training for Protocol and Consular Liaison Staff.	Number of IC&P Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	TEI, State Offices
IGA 5.4.1	Training of IGA Staff at HQ and State Offices.	Number of IGA Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IGA	TEI, HRM, State Offices
LD&C 5.4.1	Refresher training on: a. Drafting skills b. Record keeping for paralegal staff	Number of Legal Officers/Paralegal staff trained in advocacy, drafting skills and record keeping	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C L&P	HRM
LD&C 5.4.2	International Bar Conference & Nigeria Bar Association Conference as Mandatory Continuous legal education.	Number of Legal Officers in attendance	Q3	Q3	Q3	Q3	Q3	LD&C L&P	HRM, Finance
LD&C 5.4.3	Procurement of updated Laws of the Federation, textbooks and other research materials.	Number of materials procured	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LD&C L&P	Proc
L&P 5.4.1	Refresher training on Civil Procedure, Prosecution of Electoral Offences and Record keeping for paralegal staff.	Number of Legal Officers/ paralegal staff trained in advocacy, drafting skills and record keeping	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	HRM
L&P 5.4.2	International Bar Conference & Nigeria Bar Association Conference as Mandatory Continuous legal education.	Number of Legal Officers in attendance	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	HRM, Finance
L&P 5.4.3	Procurement of law reports, updated Laws of the Federation, textbooks and other research materials.	Number of materials procured	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C, PRO
P&M 5.4.1	Training, Briefing and Debriefing of Monitors for Election Monitoring Purposes.	Number of Monitors trained, Briefed and Debriefed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	TEI, State Offices

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P&M 5.4.2	Capacity Building in Planning, Monitoring & Evaluation for PM Staff in HQ & States.	Number Trained and Percentage of P&M Staff Demonstrating Increased Knowledge on Planning, Monitoring and Evaluation of Programmes.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM
P&M 5.4.3	Capacity Building on Digital and Real-Time Tracking of HQ & States' Activities.	Number Of P&M Staff Trained on Digital and Real-Time Tracking	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM, State Offices
P&M 5.4.4	Capacity building in Microsoft Project for P&M Staff at HQ & States.	Number Of P&M Staff Trained on Microsoft Project	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM, State Offices, ICT
P&M 5.4.5	Yearly Professional Economist Conference/Mandatory Continuous Programme in Institute of Planning .	Number Of PM Staff involved in Professional Programme/Conferences	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM
P&M 5.4.6	Training and Sensitisation of Desk Officers and Staff on Electoral Risk Management.	Number of ERM DOs trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	TEI, State Offices
P&M 5.4.7	Training and Sensitization of Security and Civil Society on Electoral Risk Management.	Number of Security Personnel and CSOs trained on ERM	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	TEI, Security, State Offices
P&M 5.4.8	Seminars and Sensitisation of Election Observers on Electoral Risk Environment.	Number of Observers trained on ERM	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	TEI, EPM
P&M 5.4.9	Skill Enhancement Training of Desk Officers on Electoral Risk Mapping and Tools.	Number of ERM DOs trained on Mapping	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	TEI, State Offices
P&M 5.4.10	Electoral Risk Management Reports Compilation and Printing.	Number of developed reports involving findings from election stakeholders	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	State Offices
P&M 5.4.11	Comparative visits to Sister and Other Organisations both Continental and Intercontinental on Planning, Monitoring and Evaluation.	Number Of Continental and Intercontinental Organisations visited	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM
P&M 5.4.12	Training of Liaison and Desk Officers on Election Project Plan (EPP) Reporting.	Number of Liaison and Desk Officers Trained on Election Project Plan (EPP) Reporting	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments
P&M 5.4.13	Training of Liaison and Desk Officers on Quarterly Review Reporting of the 2022-2026 Strategic Programme of Action (SPA).	Number of Liaison and Desk Officers Trained on Quarterly Review Reporting of the 2022-2026 Strategic Programme of Action (SPA)	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
P&M 5.4.14	Training plan would be developed into 2 phases: 1st Level – EMSC Framework, Policy and Administration.	Number of training/capacity building organised for all categories of Implementers	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
P&M 5.4.15	2nd Level – EMSC Tools and Resources for Election Management.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
P&M 5.4.16	National EMSC Training Workshop for EMSC Desk Officers.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
P&M 5.4.17	Implement 1 <sup>st</sup> Level Training Plan: EMSC Framework, Policy and Administration, Step 1: National Commissioners, Resident Electoral Commissioners and Directors.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices
P&M 5.4.18	Step 2: Administrative Secretaries and HoDs, HoUs to be conducted on zonal bases); Step 3: Electoral Officers, Step 4: Desk Officers.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEI, State Offices

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		P&M 5.4.19	Implementers Workshop for off-season elections.	Number of implementers' workshops conducted for the off-cycle elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.20	Implement 2nd Level Training Plan: EMSC Tools and Resources for Election Management.	Number of training/capacity building organised for all categories of Implementers	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.21	Step 1: National Commissioners, Resident Electoral Commissioners and Directors.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.22	Step 2: Departmental Directors, Deputy Directors, Assistant Directors.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.23	Step 3: Administrative Secretaries, HODs and HoUs (training of participants to be conducted on zonal bases).		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.24	Step 4: RECs, ASs, HoDs, HoUs, EOs, AEOs, RAOs.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.25	Step 5: Desk Officers.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		P&M 5.4.26	Support to EMSC DOs for 2023 General Election.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, TEL, State Offices	
		STO 5.4.1	Training of Stores Directorate's Staff on effective Inventories Management System.	Number of Staff of Store Directorate trained	Q4	Q4	Q4	Q4	Q4	Stores	HRM	
		ADM 5.5.1	Provision of furniture for HQ, State Offices & LGAs.	Number of tools created to evaluate service delivery	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	PRO, State Offices	
<b>5.5</b>	<b>Promote conducive and secure work environment.</b>	EOP 5.5.1	Provision of additional logistics based on terrain.	Identification of terrains by state offices	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices	<b>Work environment Improved</b>
		EWT 5.5.1	Rehabilitation of existing infrastructure in States and LGA offices.	Number of INEC facilities renovated and expanded disaggregated by HQ, States and LGAs	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc, State Offices	
		EWT 5.5.2	Maintenance of Commission's Headquarters.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc, State Offices	
		EWT 5.5.3	General Expansion and furnishing of Staff Clinics.		Q1-Q4	Q1-Q4	Q1-Q4	n.a	Q1-Q4	EWT	Proc, State Offices	
		EWT 5.5.4	Fencing of INEC LGA Offices and provision of solar lighting.	Number of INEC LGA Offices fenced and solar provided	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Sec, Proc, State Offices	
		F&A 5.5.1	Review of funding to States and LGAs for Commission's activities taking into consideration size, delimitation, terrain and security.	Number of milestones achieved in the review of funding to States and LGAs for Commission's activities.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	EOP, EPM, ADM	
		L&P 5.5.1	Review of EADR guide and Workplace mediation guide for employees at the Headquarters and States.	Number of reviews executed	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	PRO	
		L&P 5.5.2	Production of EADR guide, Workplace mediation guide as may be needed for workshops etc.	Number of guides produced	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Q1-Q4	L&P	PRO	
		L&P 5.5.3	Creating awareness of workplace mediation in the Headquarters and State.	Number of work place mediation workshops held	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	HRM, LD&C	
		P&M 5.5.1	Restructuring of departments to ensure effective and efficient management.	Number of Departments restructured	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EWT, EOP, Comm. Sec.	

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5.6	Promote effective and efficient Financial Management, Procurement and Auditing Systems.	EOP 5.6.1	Procurement of equipment for the Operations of INECPRES in all the States and HQ (Laptops and printers, etc).	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	State Offices, Proc	Improved Financial Management, Procurement and Auditing Systems
		EOP 5.6.2	Procurement of equipment for the optimization of INECPRES/ OMIS Platforms at HQ (high end Server, Desktop, laptops, UPS, Plotter etc).	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, F&A, LD&C, P&M	
		EOP 5.6.3	Procurement of equipment for Electronic Archiving of Election Results at HQ (Servers, plotters, desk tops etc).	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, F&A, LD&C, P&M, R&D	
		EOP 5.6.4	Procurement of equipment for the electronic management of election results at State Offices (Scanner, desktop, HDD etc).	Number of equipment procured for Election management	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.5	Procurement of Equipment (laptops, mobile printers, projectors etc).	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.6	Procurement of adequate election materials for bye-elections and recalls.	Number of election materials procured for upcoming elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOP	Proc, LD&C	
		EOP 5.6.7	Procurement of election materials for the conduct of Governorship Election in Osun State (2022 & 2026).	Number of election materials procured for upcoming elections	Q1-Q2	n.a	n.a	n.a	Q1-Q2	EOP	Proc, F&A, LD&C, P&M	
		EOP 5.6.8	Procurement of election materials for the conduct of Governorship Election in Ekiti State (2022 & 2026).	Number of election materials procured for upcoming elections	Q1-Q2	n.a	n.a	n.a	Q1-Q2	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.9	Procurement of election materials for the conduct of FCT Area Councils election (2022).	Number of election materials procured for upcoming elections	Q1	n.a	n.a	n.a	n.a	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.10	Procurement of election materials for the conduct of 2023 General Election.	Number of election materials procured for upcoming elections	Q1-Q4	Q1	n.a	n.a	Q1-Q4	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.11	Procurement of election materials for the conduct of Governorship Election in Bayelsa & Kogi States (2023).	Number of election materials procured for upcoming elections	n.a	Q2-Q3	n.a	n.a	n.a	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.12	Procurement of election materials for the conduct of Governorship Election in Edo State (2024).	Number of election materials procured for upcoming elections	Q1-Q4	n.a	Q1-Q2	n.a	n.a	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.13	Procurement of election materials for the conduct of Governorship Election in Imo State (2023).	Number of election materials procured for upcoming elections	Q4	Q1-Q2	n.a	n.a	n.a	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.14	Procurement of election materials for the conduct of Governorship Election in Ondo State (2024).	Number of election materials procured for upcoming elections	Q4	n.a	Q1-Q3	n.a	n.a	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.15	Procurement of election materials for the conduct of Governorship Election in Anambra State (2025).	Number of election materials procured for upcoming elections	n.a	Q4	n.a	Q1-Q3	n.a	EOP	Proc, F&A, LD&C, P&M, Stores, IA	
		EOP 5.6.16	Procurement of utility vehicles for Electoral Operations at the Local Government Area Level.	Number of utility vehicles procured in a timely fashion	Q1-Q2	n.a	n.a	n.a	Q1-Q2	EOP	EOP, Proc.	

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EOP 5.6.17	Procurement of trucks for Logistic operations (i.e); ten (10) trucks at the headquarters, two (2) cranes and one (1) truck each for State Offices and Zonal Stores.	Number of transport vehicles procured in a timely fashion	Q1-Q2	n.a	n.a	n.a	Q1-Q2	EOP	EOP, Proc.
F&A 5.6.1	Installation of e-Vote budgetary software in State Offices sequel to Headquarters' initial pilot scheme.	Number of e-Vote budgetary software installed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	ICT, Proc, State Offices
HS 5.6.1	Supply of First Aid Boxes to all Registration Areas of the Federation for the 2023 General Election, Bye-elections and Re-run Elections. Support services for Gubernatorial and General Election.	Number of Health-related materials procured.	Q3	Q1, Q4	Q4	Q4	Q3	HS	Proc, EOP, State Offices
HS 5.6.2	Provision of Mini First Aid Boxes to Polling Units.		Q3	Q1, Q4	Q4	Q4	Q3	HS	Procurement, EOP, State Offices
HS 5.6.3	Emergency referrals at the State during elections in collaboration with Teaching Hospitals, General Hospitals and Federal Medical Centres .	Number of emergency referrals provided during elections	Q3	Q1, Q4	Q4	Q4	Q3	HS	State Offices
HS 5.6.4	Hiring of Ambulances at the States during elections when needed.	Number of Ambulances hired by INEC for Election.	Q3	Q1, Q4	Q4	Q4	Q3	HS	State Offices
HS 5.6.5	Drugs and medical supplies for Area 10 and Kubwa Clinics.	Quantity of drugs procured and utilised by Health Services	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	Proc
HS 5.6.6	Annual medical checkup allowances for Commission Members and Resident Electoral Commissioners, as well as Senior Staff on GL 12 and above.	Number of Commissioners, RECs and other senior staff that received medical allowance.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HS	Finance
HS 5.6.7	Provision of medical items such as hand sanitisers, face masks, face shield, infrared thermometers, methylated spirit, cotton wool and hand gloves for the implementation of COVID-19 measures during Elections.	Quantity of COVID 19 items procured	Q3	Q1, Q4	Q4	Q4	Q3	HS	Proc, EOP, State Offices
IA 5.6.1	Conduct of Value for Money Audit.	Number of milestones achieved in the conduct of value for money audit	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	P&M, F&A
IA 5.6.2	Routine review of books of accounts and records at Headquarters & State Offices.	Number of findings from audits that are implemented by INEC Headquarters and the State Offices.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	All Departments
IA 5.6.3	Stocktaking and Assets erification.	Number of assets recorded in INEC audit reports.	Q2 & Q4	IA	F&A, Stores , State Offices				
IA 5.6.4	External audit at INEC Headquarters, State Offices and Consolidation.	Number of milestones achieved in External audit at the INEC Headquarters, State Offices and Consolidation	Q1	Q1	Q1	Q1	Q1	IA	All Departments
ICP 5.5.1	Procurement of buses for Passages and Protocol.	Number of buses procured for passages and protocol	Q3	n.a	n.a	n.a	n.a	IC&P	F&A, Stores, State Offices

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		P&M 5.6.1	Procurement of Election Kits for PM Assessors, EMSC and Monitors for 2023 General Election and Off-Cycle Governorship Elections.	Number of Election Kits Procured for PM Assessors, EMSC and Monitors for 2023 General Election and Off-Cycle Governorship Elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	PRO	
		P&M 5.6.2	Procurement of real-time Monitoring Device.	Number of real-time Monitoring Device procured	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT	
		PRO 5.6.1	Development of Annual Procurement Plan for the Commission.	Number of contracts awarded within projected time	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Depts	
		PRO 5.6.2	Advertisement of Prequalification for update of Commission's database of contractors.	Number of prequalified contractors in the Commission's database	Q1	Q1	Q1	Q1	Q1	PRO	VEP	
		PRO 5.6.3	Processing award of contracts to qualified Vendors to provide Goods, Works and Services.	Number of contracts awarded	Q1-Q4	n.a	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Depts	
		PRO 5.6.4	Contract Management/Administration.	Number of contracts successfully executed.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Departments, State Offices	
		PRO 5.6.5	Monitoring and Administration of procurements.	Number of Milestones met in Monitoring and Administration of procurements	Q4	Q4	Q4	Q4	Q4	PRO	P&M	
		F&A 5.7.1	Excess Bank Charges Review And Recovery Plan.	Milestones Achieved In Reviewing Excess Bank Charges And Recovery Plan	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	State Offices	
5.7	<b>Review and Implement Integrated Monitoring and Evaluation System for Commission's activities.</b>	P&M 5.7.1	Readiness Assurance for Elections, Bye Elections and Referendums.	Number of Readiness Reports submitted to the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	State Offices	<b>Functionality of EMSC enhanced</b>
		P&M 5.7.2	Deployment of real-time Monitoring Device.	Number of real-time Monitoring Device deployed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT	
		P&M 5.7.3	Compliance Monitoring of Budget Implementation.	Number of milestones achieved in budget implementation	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	F&A	
		P&M 5.7.4	Compliance Monitoring of Elections (Bye, rerun, off-cycle and Referendums).	Number of Elections monitored and reports disaggregated (Bye, rerun, off-cycle and Referendums)	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, EPM, ADM	
		P&M 5.7.5	Compliance Monitoring of Implementation of the 2022-2026 Strategic Programme of Action (SPA).	Number of Milestones achieved in the Implementation of the 2022-2026 Strategic Programme of Action (SPA)	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments	
		P&M 5.7.6	Compliance Monitoring of Identification, Description and Geo-Referencing of 8,809 Registration Areas Boundaries.	Number of Compliance Monitoring reports submitted to the Commission	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOP, VEP	
		P&M 5.7.7	Implementation of the EMSC Work-Plan.	Number of Milestones achieved in the Implementation of the EMSC Work-Plan	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices	
		P&M 5.7.8	Capacity Building for 111 EMSC Desk Officers, 15 Data Administrators and PM Staff.	Number of EMSC Staff trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices	

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5.8	<b>Improve Gender Equality, raise Gender Sensitivity and Enhance the participation of PWDs and other vulnerable groups within the Commission.</b>	G&I 5.8.1	Mid-term assessment of implementation of the INEC Gender Policy.	Number of milestones achieved	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q2-Q3	G&I	PM	<b>Gender mainstreaming and equal opportunity promoted</b>
		G&I 5.8.2	Conduct staff gender trainings and awareness raising in the Commission.	Number of staff and officers sensitised	Q2 & Q4	Q2 & Q4	Q2 & Q4	Q2 & Q4	Q2&Q4	G&I	TEI	
		G&I 5.8.3	Gender Strategy Dialogue with the leadership of the Commission on gender mainstreaming.	Number of milestones achieved	Q2	Q2	Q2	Q2	Q2	G&I	Comm secretariat	
		G&I 5.8.4	Engagement with Staff of the Commission, especially the female Staff, on Gender issues.	Number of milestones achieved in enlightening and sensitising female staff of the Commission	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	Q3-Q4	G&I	All Depts, State Offices	
		G&I 5.8.5	Review INEC policy guidelines, checklists, curricula, practices and working modalities to ensure compliance with gender equity principle.	Number of milestones achieved	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	G&I	Comm secretariat	
		G&I 5.8.6	Inter-Departmental roundtable meeting with gender focal officers on implementation of the INEC Gender Policy.	Number of strategies developed to implement the Gender Policy	Q1	Q1	Q1	Q1	Q1	G&I	State offices	
		G&I 5.8.7	Evaluation meeting with gender focal officers on implementation of INEC Gender Policy.	Number of milestones achieved	Q4	Q4	Q4	Q4	Q4	G&I	HRM, ADMIN	
		G&I 5.8.8	Establishment of a Crèche in the HQ & State Offices.	Number of creches established nationwide	Q3	Q3	Q3	Q3	Q3	G&I	HRM, ADMIN	
		G&I 5.8.9	Support professional development of gender focal officers through mentoring, training, peer networks and work exchange programmes.	Number of exchange programmes conducted	Q4	Q4	Q4	Q4	Q4	G&I	HRM, TEI	
		G&I 5.8.10	Ensure that the Gender Policy and Action Plan are well disseminated.	Number of milestones achieved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	VEP	
		G&I 5.8.11	Validation and public presentation of the revised INEC Gender Policy.	Number of milestones achieved	Q1	n.a	n.a	n.a	n.a	G&I	All Departments	
		G&I 5.8.12	Integration of gender component into Dispute Resolution Mechanisms and promote dedicated women's appeal segment.	Number of gender related disputes resolved	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	All Departments	
		G&I 5.8.13	Promote Compliance and Monitoring of the Implementation of the Gender Policy.	Number of activities monitored	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	All Departments	
		G&I 5.8.14	Regular interaction with Disability Desk officers on Access and Participation of PWDs.	Number of voter education initiatives undertaken by INEC to ensure that marginalised groups participate in electoral activities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	G&I	All Departments	
		G&I 5.8.15	Dialogue with National Commissioners, Resident Electoral Commissioners and Directors on Disability mainstreaming.	Number of milestones achieved	Q2-Q3		Q1-Q4	Q1-Q4		G&I	All Departments	
G&I 5.8.16	Measurement and evaluation of the implementation of the INEC Gender Policy.	Number of milestones achieved	n.a	n.a	n.a	n.a	Q3-Q4	G&I	P&M			
G&I 5.8.17	Development of Gender Responsive Budgeting Buy-in Strategies and weighing of Gender budgets impact.	Milestones achieved	Q2-Q4	na	Q4	na	Q4	G&I	F&A			

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		Conduct Gender Specific Post-Election Analysis on Outcomes of Elections.	Milestones achieved	Q4	Q2-Q4	Q4	Q4	Q4	G&I	EOPs, EPM, ICT, LD&C		
	R&D 5.8.1	Continuous disaggregation of data by gender, PWDs, academic qualification, income, religion, tribe etc in all INEC Electoral activities (Voter Registration, Elections).	Number of Milestones achieved in the establishment of a comprehensive National Voters Register	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	R&D	VR, EOP, VEP, ICT, State Offices		
	F&A 5.9.1	Yearly preparation of Electoral Budget Cycle.	Number of Milestones achieved in the yearly Preparation of Electoral budget cycle	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	All Departments, State Offices		
5.9	<b>Implant, Implement, Monitor and Evaluate the Strategic Plan (SP) and Strategic Programme of Action (SPA).</b>	P&M 5.9.1	Upgrade of Planning and Monitoring Directorate to a Department and extending same to State Offices.	Number of milestones achieved in Upgrade of Planning and Monitoring Directorate to a Department and the extension of same to the State Offices	n.a	n.a	Q1-Q4	n.a	n.a	P&M	All Departments, State Offices	<b>Strategic Plan (SP) and Strategic Programme of Action (SPA) Implanted, Implemented, Monitored and Evaluated</b>
		P&M 5.9.2	Mid-Term Review of the Strategic Plan (SP) & Strategic Programme of Action (SPA).	Number of quarterly Monitoring reports submitted to PMSC that shows progress in implementation	n.a	n.a	Q1-Q4	n.a	n.a	P&M	All Departments, State Offices	
		P&M 5.9.3	Development of a new Strategic Plan & Strategic Programme of Action at the expiration of the current plan.	Number of Milestones achieved in the Development of the New Strategic Plan & Strategic Programme of Action at the Expiration of the Current plan	n.a	n.a	n.a	n.a	Q1-Q4	P&M	All Departments, State Offices	
		P&M 5.9.4	Engagement of Consultant/Expert on Strategic Plan.	Number of Consultants/Experts on Strategic Plan	n.a	n.a	n.a	n.a	Q1-Q4	P&M	Commission	
		P&M 5.9.5	Strategic Plan Retreat at the National & Six Geo-Political Zones.	Number of Milestones achieved in the Development of the New Strategic Plan & Strategic Programme of Action at the Expiration of the Current plan	n.a	n.a	n.a	n.a	Q1-Q4	P&M	Commission, All Departments, State Offices	
		P&M 5.9.6	Printing of Strategic Plan & Strategic Programme of Action.	Number of Milestones achieved in the Strategic Plan & Strategic Programme of Action	n.a	n.a	n.a	n.a	Q1-Q4	P&M	Office of the Chairman, State Offices	
		P&M 5.9.7	EMSC Consultancy Fee - 2: Election Monitoring and Support Center (EMSC) Consultant January 2021-December 2023 (48 Months@€3000).	Number of Milestones achieved in engagement of EMSC Consultant and Data Administrators	Q1-Q4	Q1-Q4	n.a	n.a	n.a	P&M	State Offices	
		P&M 5.9.8	EMSC Data Administrator: 12 Data Administrators - January 2021-December 2023 (48 Months@N100,000).		Q1-Q4	Q1-Q4	n.a	n.a	n.a	P&M	State Offices	
			ADM 5.10.1	Tracking on request for information processed in accordance with FOI Act.	Number of FOI requests and responses tracked by ADM	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	
5.10	<b>Promote accountability and transparency in the Commission's activities.</b>	ADM 5.10.2	Presentation of Bi-annual reports on Processed and Paid condolence benefits, medical assistance/refunds and Insurance payments for injured Adhoc Staff.	Number of Adhoc Staff paid condolence, medical and insurance benefits.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	Finance	<b>Periodic report on Commission's activities produced and disseminated</b>

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		F&A 5.10.1	Interactive Forum Of Insurance & Pension Desk Officers As Well As Pension Fund Administrators Nationwide Half Yearly State Accountants Interactive Forum and Yearly Professional Accountants Conferences/Mandatory Continuous Programme Development.	Number Of Interactive Forums Held. Number Of Staff To Attend The Yearly Professional Programmes	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	State Offices	
		IA 5.10.1	Timely auditing of Commission's account books including departments and State Offices by relevant agencies.	Number of audits conducted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	F&A, Proc, State Offices	
		PRO 5.10.1	Development of Annual Procurement Report for submission to Bureau of Public Procurement (BPP).	Number of Procurement reports developed	Q1	Q1	Q1	Q1	Q1	Proc	F&A, AUDIT	
		F&A 5.11.1	Electronic documentation to meet financial regulation on retention of security document record & books of account after use.	Milestones achieved In Electronic Documentation	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	Proc	
5.11	Deepen the use of technology in the internal operations of the Commission.	F&A 5.11.2	NIBSS training for e-payment Desk Officers nationwide.	Number of Desk Officers trained	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	State Offices	Organisational performance strengthened
		F&A 5.11.3	Fixed Assets Training for Desk Officers nationwide.		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	State Offices	
		F&A 5.11.4	Quarterly Tax Compliance Verification.	Number of Quarterly Tax Compliance Verification Executed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	State Offices	
		HRM 5.11.1	Modernisation and automation of Commission's Registry nationwide.	Number of Milestones achieved in modernisation of Commission Registry	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT, P&M, State Offices	
		HRM 5.11.2	E-Archiving of Staff Records and Development of INEC Staff Database Development System (ISDDS) and Biometric Data Registration of Staff nationwide.	Number of Staff captured in the Biometric Staff database and service records archived	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT, P&M, State Offices	
		HRM 5.11.3	Nationwide Staff Audit.	Number of Staff undergoing a headcount in the Nationwide Staff audit	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	P&M, State Offices	
		HRM 5.11.4	Standardisation of Staff Identity Card nationwide.	Number of milestones achieved in the Standardisation of Staff Identity Card nationwide	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT, State Offices	
		HRM 5.11.5	Review of INEC Attendance Punctuality Policy and Introduction of Biometric Attendance Register at Headquarters, State and LGA Offices.	Number of Offices utilising biometric attendance register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments/State Offices	
		HS 5.11.1	Computerisation processes at the Area 10 and Kubwa Clinics with appropriate software.	Number of Milestones achieved in the computerisation of Area 10 and Kubwa Clinics.	Q4	Q3	n.a	n.a	n.a	HS	ICT	
		IA 5.11.1	Completion of Computerisation of the processes of the Audit Directorate.	Number of software installed for computerisation of audit.	NA	Q3-Q4	NA	NA	Q4	IA	ICT	
		IA 5.11.2	Full computerisation of the Audit Directorate with appropriate Audit software.	Number of software installed for computerisation of audit.	Q1-Q4	NA	NA	NA	NA	IA	ICT, F&A	
		IA 5.11.3	Electronic Archiving of all audit documents for referencing.	Number of audit documents that are electronically archived for referencing.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	ICT, Proc.	

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ICT 5.11.1	Provision of laptops and modems to State and LGA offices.	Number of laptops and modems provided	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EWT, Proc
ICT 5.11.2	Installation of solar system at State and LGA offices.	Number of solar systems installed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EWT, Proc
L&P 5.11.1	Refresher training on modern skills in ADR processes participation Arbitration.	Number of trainings conducted	na	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C
L&P 5.11.2	Refresher training on modern techniques in litigation and prosecution.	Number of trainings conducted	na	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	L&P	LD&C
PRO 5.11.1	Development and deployment of e-procurement system for the Commission.	Level of automation in Commission's Procurement Process	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PRO	All Departments
R&D 5.11.1	Development of a Research and Statistical Laboratory.	Number of Milestones achieved in the setting up of an R&D online platform	Q1-4	Q1-4	Q1-4	Q1-4	Q1-Q4	R&D	ICT
STO 5.11.1	Computerisation of Stores.	Number of Stores Computerised	Q1-Q4	n.a.	n.a.	n.a.	n.a.	STO	ICT
STO 5.11.2	Integration of Zonal Stores to the Central database.	Number of Zonal Stores integrated into the central database	Q1-Q4	n.a.	n.a.	n.a.	n.a.	STO	ICT
STO 5.11.3	Specialised training for the Staff of Stores Directorate on the use of the automated system.	Number of Stores Directorate Staff trained	Q2	Q2	Q2	Q2	Q2	STO	ICT



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