



# INDEPENDENT NATIONAL ELECTORAL COMMISSION (INEC)



## **STRATEGIC PROGRAMME OF ACTION (2012- 2016)**

December 2012  
Abuja, Nigeria

**INDEPENDENT NATIONAL ELECTORAL COMMISSION**  
**STRATEGIC PROGRAMME OF ACTION FOR 2012 - 2016**

**Objective One: To provide electoral operations, systems and infrastructure to support delivery of free, fair and credible elections**

S/N	OBJECTIVES	ACTIVITIES	INDICATORS	TIME FRAME				IMPLEMENTING DEPT(S)	
				2013	2014	2015	2016	LEAD	COLLABORATING
1.1	<b>Ensure a good constitutional and legal framework for the conduct of free, fair and credible elections</b>	Articulation of areas of amendment to the Constitution / Electoral Act on Political Parties	Proposed areas of amendment completed by Q4 2012	Q1-Q4	n.a	n.a	n.a	LS	EPM,EOPS
		Undertake necessary legal reforms to allow deployment of modern equipment (including EVMs) in elections	Draft amendment to the Electoral Act ready by Q2, 2014	Q1-Q4	Q1-Q4	n.a	n.a	LS	ICT,EOPS
		Policies to allow Out of Country Voting (OCV) and marginalised groups	Proposed areas of Constitutional and Electoral Act amendments completed by Q2 2013	Q1-Q4	n.a	n.a	n.a	LS	EOPS
1.2	<b>Ensure that there is a comprehensive Register of Voters that is accurate and regularly updated</b>	Selection and purging of DDC machines for Continuous Voter Registration exercise	Staff for purging exercise deployed by Q1 2013, 2014,2015 & 2016	Q1	Q1	n.a	Q1	ICT	VR, State Offices
		Identification & procurement of materials for CVR (Deployment of men & materials inclusive) at designated centres	Approval for acquisition secured by Q1 2013, 2014 & 2016, men & materials deployed along	Q1-Q4	Q1-4	n.a	Q1-4	EOPS	Proc, VR,ICT, and State Offices

		Technical training of personnel for nation wide Continuous Voter Registration exercise	Approval for training programme secured by Q1 2013, 2014 & 2016	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	VR	ICT,TEI, EOPS
		Operationalisation of call centre for the Continuous Voter Registration exercise	Consultant hired by Feb. 2013	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	ICT	VR
		Training of selected monitors from the headquarters on monitoring techniques	Selected monitors/Desk officers trained by Q1 each year	Q1	Q1	Q1	Q1	EPM	PM, Development Partners/TEI
		Supervision of the CVR exercise	Approval for supervision secured by Q1 2013, 2014, Q4 2015 & Q1 2016	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	VR	EOPS, PM, and ICT
		Compliance monitoring of (CVR) exercise	Approval secured & monitors deployed upon commencement of the exercise	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	PM	VR, ICT, EOPS, VPGCL
		Display of register of voters at the PUs	Approval secured by Q1 2014, 2015 & 2016	Q1	Q1	Q1	Q1	EOPS	ICT, VR,VE, and VPGCL and State Offices
		Supervision of Claims and Objections process	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	VR	PM,ICT, EOPS, State Offices
		Compliance monitoring of Claims and Objections	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	PM	VR, State Offices
		Operations security for CVR exercise	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	EOPS	VR,ICT and State Offices
		Updating of ERV Database	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	ICT	VR
		Provision of Disaster Recovery plan and systems for data	Consultant hired by Feb. 2013 each year	Q1	Q1	Q1	Q1	ICT	VR
		Consolidation and integration of the CVR data into the National Register of Voters	Staff deployed to States for the consolidation of CVR data by Q1 each year	Q1	Q1	Q1	Q1	ICT	VR, State Offices

		Printng of register of voters for elections	Award of contract for consumables completed by Q2 each year	Q4	Q4	Q4	Q4	VR	Proc, LS
		Printing of Register of Voters into hard drives for Political Parties as mandated by the Electoral Act 2010 (as Amended)	Contract awarded for consumables by Q1 each year	Q1	Q1	Q1	Q1	VR	ICT
		Printing and distribution of Permanent Voters Cards	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR and State Offices
		Acquire EVM for pilot scheme	Approval secured by Q1 2014	Q1-Q2	n.a	n.a	n.a	ICT	EOPS, VR and Proc
		Compliance monitoring of Printing of PVCs, data consolidation & functionality of ICT platform	Approval secured & monitors deployed upon commencement of the activity	Q1- Q4	Q1-Q4	Q1- Q4	Q1-Q4	PM	ICT/VR
		Harmonization of Register of Voters with NIMC database	Approval secured by Q4 2015& 2016	Q4	Q4	Q4	Q4	ICT	VR
<b>1.3</b>	<b>Improve ICT deployment and utilisation</b>	Integration of GIS with the Register of Voters	Engagement of contractor by Q1 2013	Q1-Q2	n.a	n.a	n.a	VR	EOPS, ICT, LS and State Offices
		Implementation and support of web based voter register verification system	Engagement of contractor by Feb. each year	Q1	Q1	Q1	Q1	VR	ICT
		Development of e-library	Approval obtained by Q1 2013	Q1-Q2	n.a	n.a	n.a	TEI	ICT
		Disaggregation of data by sex in all Commission Electoral Activities e.g. Register of Voters, election results etc.	Template for data disaggregation ready by Q1 each year	Q1-4	Q1-4	Q1-4	Q1-4	VR	VPGL, ICT, LGA Offices and TEI
		Maintenance of Office Equipment	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	HRM, ICT,VR and State Offices

		Integration of INEC Website with voters registry and other INEC database	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, VPGCL, EOPS
		Expansion of INEC mail system to States and upgrade of existing mail server	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VPGCL, State Offices
		3M based file tracking system website	Award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VPGCL
		Provision and upgrade of internet bandwidth service for the Web Unit	Award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VPGCL
		Provision of external back-up for security of the website	Award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VPGCL
		Procurement of Card Reader for verification and authentication of Voters	Contract awarded by Q2 2013	Q4	Q1, Q4	Q1	n.a	ICT	EOPS, Proc
		Computerization of staff records and the Commission Registry	Engagement of ICT vendors by March, 2014	n.a	Q1-Q4	n.a	n.a	HRM	ICT
		Implementation of system application standards in INEC Offices Nationwide	Award of contract for software by Q2 2013	Q2- Q4	Q2- Q4	Q2- Q4	Q2- Q4	ICT	All Departments, State Offices
		Implementation of Document Management System	Approval secured by Q1 2013, 2014	Q1- Q4	Q1- Q4	n.a	n.a	ICT	All Departments, State Offices
		Design of e-election collation System	Approval secured by Q1 2013, 2014	Q1- Q4	Q1- Q4	n.a	n.a	ICT	All Departments, State Offices
		Business Process System	Approval secured by Q1 2013, 2014	Q1- Q4	Q1- Q4	n.a	n.a	ICT	All Departments, State Offices
		Fleet Management System	Approval secured by Q1 2013, 2014	Q1- Q4	Q1- Q4	n.a	n.a	ICT	All Departments, State Offices

		Improvement of communication links between the Commission Hqtrs, States and LGAs for better result transmission during elections	Contract awarded by Q1 2013	Q1-Q4	Q1-Q4	n.a	n.a	ICT	EOPS,Proc
		Extension of terrestrial network bandwidth to the LGAs & RAs	Contract awarded by Q2 2013	Q3-Q4	Q1- Q4	Q1- Q4	Q1- Q4	ICT	Proc
<b>1.4</b>	<b>Undertake proper constituency review of delimitation in line with Constitutional and Electoral provisions</b>	Review of constituencies delimitation nationwide	Approval secured for review exercise by Q1 2013	Q1-Q4	Q1-Q3	n.a	n.a	EOPS	LS, ICT,VR, VPGCL and State Offices
		Geo-referencing and mapping of delimitation data including constituencies, state offices, LGAs offices, collation centres, RACs, RAs and PUs	Contract awarded by Q1 2013	Q2-Q4	Q1-Q3	n.a	n.a	EOPS	ICT,VR
		Review of RAs, RACs, Collation Centres, PUs etc	Approval secured by Q2 2013, Q1 2014	Q2-Q4	Q1-Q3	n.a	n.a	EOPS	ICT,VR
		Compliance monitoring of review of constituencies delimitation nationwide	Approval secured upon the commencement of the review for delimitation exercise & monitors deployed by Q1 2013	Q1 - Q4	n.a	n.a	n.a	PM	EOPS, VPGCL
<b>1.5</b>	<b>Establish an effective and transparent election complaints and dispute resolution mechanism</b>	Creating awareness of Electoral Dispute Resolution mechanism for resolving electoral disputes	Approval for conduct of awareness programme secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADR	EPM, VPGCL
		Increased access to justice by the use of EADR for the resolution of electoral disputes	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADR	VE, EPM, HRM, VPGCL

		Securing the buy – in and support of stakeholders in the resolution of electoral disputes using mechanisms developed specially under the EADR programme of INEC	Approval for programmes secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADR	The Judiciary, Bar Association, CSO's, NGO's , Donor Partners
		Collection and Collation of data and records of disputes on electoral activities	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADR	EPM, EOPS, LS
		Printing of manual & guide EADR and workplace mediation guide	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADR	Development Partners
		Review/Analysis of the structure & processes of the Constitutions of Political Parties to facilitates ADR	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADR	EPM, Political Parties, LS
		Develop framework necessary to manage various types of disputes and varying approaches to resolution	Template / guidelines for dispute resolution ready by Q1 2013	Q1	n.a	n.a	n.a	ADR	Development Partners
<b>1.6</b>	<b>Improved Electoral Processes, Procedures and Systems</b>	Improvement of election results management system	Approval secured by Q2 2013	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	ICT, VR, TEI
		Revision of Referendum procedures	Approval secured by Q2 2013 and Q1 in 2014 and 2016	Q2-Q4	Q1-Q4	n.a	Q1-Q4	EOPS	LS
		Review of voting procedure for improved use of technology	Trial runs conducted by Q1 2014	Q3-Q4	Q1-Q4	n.a	n.a	EOPS	ICT,VR, VPGCL, State Offices
		Review of RAs and PUs	Approval secured by Q2 2013 and Q1 in 2014, 2015 and 2016	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	ICT,VR,VPGCL
		Development of Standard Operational Guidelines for recruitment and deployment of	Approval secured by Q1 2013	Q1-Q4	n.a	n.a	n.a	EOPS	LS

		Creating an electronic database of deployment list of election officials, including security personnel	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	ICT,PM and State Offices
		Establishment of a system for archiving and analysis of data	Approval secured by Q3 2013	Q3	Q4	n.a	n.a	ICT	EOPS, Proc and State offices
1.7	<b>To provide infrastructure to support delivery of free, fair and credible elections</b>	Procurement and distribution of appropriate and adequate quantities of election materials for 2013 FCT Area Councils	Processes leading to the award of contract completed by Jan. 2013	Q1	n.a	n.a	n.a	EOPS	LS, EPM, Proc
		Provide adequate and appropriate transportation for movement of electoral personnel to all levels of operations	Approval secured & deployment plan / template ready for movement of men & material by Q1 2015	n.a	n.a	Q1-Q4	n.a	EWT	EOPS
		Repair and servicing of Commission's vehicles/boats in preparation for Governorship elections in Ekiti, Anambra and Osun States	Processes leading to the award of contract for servicing & repairs of vehicle and boats completed by Q1 2014 & 2016	n.a	Q1-Q4	n.a	Q1-Q4	EWT	EOPS
		Procurement of adequate elections materials for bye-elections and recalls	Contract awarded by Q1 2013, 2014 & 2016	Q1- Q4	Q1- Q4	n.a	Q1- Q4	EOPS	Proc, LS
		Procurement of operational vehicles for Commission Members and RECs	Contract awarded by Q1 2014, and Q1 2015	n.a	Q2	Q2	n.a	EWT	Proc, State offices
		Provision of voting cubicles and infrastructures at all Polling Units for physically challenged person	Contract awarded & completed by Q2 2014	n.a	Q1- Q4	n.a	n.a	EOPS	Proc, LS



		Conduct of 2013 FCT Area Council elections	Approval for conduct of FCT Area Councils election granted by Q4 2012	Q1	n.a	n.a	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of FCT Area Council elections	Contracts awarded & completed by Q4 2012	Q1	n.a	n.a	n.a	EOPS	Proc
		Electoral field operations for conduct of FCT Area Council elections	Approval for personnel and other related costs secured by Q4 2012	Q1	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of Governorship election in Anambra State	Approval for conduct of the Governorship election granted by end of Q3 2013	Q4	n.a	n.a	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship election in Anambra State	Contracts awarded & completed by Q3 2013	Q2-Q3	n.a	n.a	n.a	EOPS	Proc
		Electoral field operations for conduct of Anambra State	Approval for personnel and other related costs secured by Q3 2013	Q2-Q3	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of Governorship election in Osun State	Approval for conduct of Anambra State Governorship election granted by end of Q1 2014	n.a	Q2	n.a	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship election in Osun State	Contracts awarded & completed by end of Q1 2014	n.a	Q1-Q2	n.a	n.a	EOPS	Proc
		Electoral field operations for conduct of Osun State	Approval for personnel and other related costs secured by Q1 2014	n.a	Q1-Q2	n.a	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of Governorship election in Ekiti State	Approval for conduct of the Governorship election granted by end of Q2 2014	n.a	Q3	n.a	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship election in Ekiti State	Contracts awarded & completed by end of Q2 2014	n.a	Q2-Q3	n.a	n.a	EOPS	Proc
		Electoral field operations for conduct of Ekiti State	Approval for personnel and other related costs secured by Q2 2014	n.a	Q2-Q3	n.a	n.a	EOPS	TEI, VR,ICT,VPGL EWT

		Conduct of 2015 General elections	Approval for conduct of 2015 General election granted by Q4 2014	n.a	Q4	n.a	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of 2015 General	Contracts awarded & completed by end of Q4 2014	n.a	Q3-Q4	n.a	n.a	EOPS	Proc
		Electoral field operations for conduct of 2015 General	Approval for personnel and other related costs secured by Q4 2014	n.a	Q3-Q4	n.a	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of Governorship elections in Bayelsa and Cross River States	Approvals for conduct of Bayelsa and Cross River States Governorship elections granted by	n.a	n.a	Q4	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship election in Bayelsa and Cross River States	Contracts awarded & completed by end of Q2 2015	n.a	n.a	Q2-Q3	n.a	EOPS	Proc
		Electoral field operations for conduct of Bayelsa and Cross	Approval for personnel and other related costs secured by Q2 2015	n.a	n.a	Q2-Q3	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of Governorship election in Kogi State	Approval for conduct of Kogi State Governorship election granted by	n.a	n.a	Q3	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship election in Kogi State	Contracts awarded & completed by end of Q2 2015	n.a	n.a	Q2-Q3	n.a	EOPS	Proc
		Electoral field operations for conduct of Kogi State	Approval for personnel and other related costs secured by Q2 2015	n.a	n.a	Q2-Q3	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of Governorship election in Edo State	Approval for conduct of Edo State Governorship election granted by	n.a	n.a	n.a	Q3	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship election in Edo State	Contract awarded & completed by end of Q2 2016	n.a	n.a	n.a	Q1-Q2	EOPS	Proc
		Electoral field operations for conduct of Edo State	Approval for personnel and other related costs secured by Q2 2016	n.a	n.a	n.a	Q1-Q2	EOPS	TEI, VR,ICT,VPGL EWT

		Conduct of Governorship election in Ondo State	Approval for conduct of Ondo State Governorship election granted by	n.a	n.a	n.a	Q4	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of Governorship	Contracts awarded & completed by end of Q3 2016	n.a	n.a	n.a	Q2-Q3	EOPS	Proc
		Electoral field operations for conduct of Ondo State	Approval for personnel and other related costs secured by Q3 2016	n.a	n.a	n.a	Q2-Q3	EOPS	TEI, VR,ICT,VPGL EWT
		Conduct of 2016 Area Councils election in FCT	Approval for conduct FCT Area Councils election granted by Q4	n.a	n.a	Q4	n.a	EOPS	VR,ICT,EPM,NYSC, Federal Agencies and Stste Office
		Procurement of election materials for the conduct of FCT Area	Contracts awarded & completed by end of Q4 2015	n.a	n.a	Q3-Q4	n.a	EOPS	Proc
		Electoral field operations for conduct of FCT Area Councils	Approval for personnel and other related costs secured by Q4 2015	n.a	n.a	Q2-Q3	n.a	EOPS	TEI, VR,ICT,VPGL EWT
		Improving operational readiness of Zonal Stores	Contracts awarded by Q1 each year	Q1- Q4	Q1- Q4	n.a	n.a	EOPS	Zonal Stores
		Retrieval of used & unused balloting materials	Approval secured by Q3 2015	n.a	n.a	Q3-Q4	n.a	EOPS	EWT, State Offices
		Provision & Installation of baggage scanner at the	Contract awarded by Q1 2013	Q1	n.a	n.a	n.a	Secuirty	EWT
		Installation of electronic iron barrier riser at the Commision's	Contract awarded by Q3 2013	Q3	n.a	n.a	n.a	Secuirty	ICT
		Construction of observatory posts (3 Nos.) at the Commission's	3 Nos. observatory posts erected by Q1 2014	n.a	Q2	n.a	n.a	Secuirty	EWT

		Installation of Infrared Intrusion Detection Devices at the Commission's Hqtrs.	Contract awarded by Q1 2013	Q1	n.a	n.a	n.a	Secuirty	EWT
<b>Objective Two: To improve voter education, training and research</b>									
S/N	OBJECTIVES	ACTIVITIES	INDICATORS	TIME FRAME				IMPLEMENTING DEPT(S)	
				2013	2014	2015	2016	LEAD	COLLABORATING
2.1	<b>Formulate and Implement Voter Education Programme</b>	Integration and implementation of Voter Education in the secondary school and Terrierty Institution	Integrations arrangement commence by Q1 2013	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPCL	TEI
		Conduct Voter Education in Secondary Schools and Institiutions	MoU signed between INEC and collaborating Agencies	Q2 - Q4	Q2 - Q4	Q1	n.a	VPCL	TEI

	Workshops and Retreats on Voter Education for 2015 Elections by NICVE	Workshops & retreats conducted by Q2 each year	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	VPGCL	TEI, Development Partners
	Implementation of Voter Education in collaboration with NICVE	Voter education programmes on CVR conducted by Q1 each year	Q1- Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	TEI
	Erection of bill boards for enlightenment	Contract awarded Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	Proc, LS
	Printing of voter education materials	Contract awarded by Oct. 2013 & Feb. 2014	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	Proc, LS, Development Partners
	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, Youth Groups, and Voter Education Providers. etc	Fora conducted between Q1-Q4 2014 , 2015	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	TEI
	LGA and RA level Voter Education programme for Stakeholders	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	State & LGA offices
	State level Voter Education Fora by RECs for election Stakeholders in the 36 States & FCT	Approval for conduct of fora secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	State Offices
	Sensitization of voters through mobile phones SMS	Approval secured and arrangement with GSM providers completed by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGCL	Service Providers
	Procurement of 18 new landrover Cine Rovers for public enlightenment	Contract awarded by Feb. 2015	n.a	n.a	Q1		EWT	VPGCL, Proc

		Compliance monitoring of Voter Education Activities	Approval secured to monitor the voter education activities upon commencement	Q1-Q4	Q1-Q4	Q1-Q2	Q1-Q2	PM	VPGL,ADR
		Adoption and implementation of INEC Gender policy	Launching of the Gender policy by Q1 2013	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPGL	All Departments, State Offices
		Development and Printing of TEI Handbook on its programmes	Contract awarded for Printing of TEI Handbok by Q2 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	VPGL
		Rejuvenation of quarterly Electoral Magazines	Production by Q1 each year	Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	VPGL	All Departments
2.2	<b>Formulate and Implement Training Programmes</b>	Training of INEC staff and Observers on monitoring of political party conventions, congresses and primaries	Training conducted by Q1 each year	Q1, Q3	Q1, Q4	Q1, Q3	Q1, Q3	EPM	TEI,LS
		Refresher Courses for officers & supervisors (Over-Sea Courses)	Institution identified and approval secured by end of Q1 each year	Q1- Q3	Q1- Q3	Q1- Q3	Q1- Q3	Secuirty	HRM
		BRIDGE modular training for State Civil Society Desk Officers	Consultant hired by Q2, 2013	Q2	n.a	n.a	n.a	VPGL	State Offices
		BRIDGE modular training for INEC Staff on electoral dispute resolution	Consultant engaged by Q2 each year	Q2 -Q3	Q2 -Q3	Q2 -Q3	Q2 -Q3	ADR	TEI, Development Partners
		Training of CSOs in the 36 States and the FCT on gender issues	Approval for training secured by Q1 2013 and Q2 2014	Q1	Q2-Q3	n.a	n.a	VPGL	TEI
		Pre-retirement workshop for all INEC Staff	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Pensions Unit	HRM, F/A, and State Offices
		Workshop on planning for retirement	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Pensions Unit	HRM, F/A, and State Offices
		Capacity building for INEC Pension Unit Staff	Approval secured by Q3 2013, 2014 and 2016	Q3	Q3	n.a	Q3	Pensions Unit	F/A, HRM and State Offices

		Sensitization of accredited election observers & training of election monitors on constituency delineation	Proposal/training sensitization workshop for monitors and observers ready by Feb. 2013	Q2	n.a	n.a	n.a	EPM	EOPS, TEI
		Training of Poll Officials for 2013 Governorship election in	Approval secured by Q3 2013	Q3	n.a	n.a	n.a	TEI	NYSC and Federal Agencies
		Training of Poll Officials for 2015 General Elections	Approval secured by Q1 2015	n.a	n.a	Q1	n.a	TEI	EOPS,NYSC, State Offices and Federal Agencies
		Conduct of Training Needs Analysis (TNA) for staff	Consultant hired by April each year	Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3	TEI	Development Partners and State Offices
		Review of election manuals to accommodate persons with disabilities	Approval secured by Q1 each and training conducted by Feb. 2013, 2014	Q1-Q2	Q3-Q4	n.a	n.a	TEI	EOPS, LS, Development Partners
		Procurement of multimedia Interactive Training Kits and equipment	Contract awarded by April 2013	Q1-Q2	Q3-Q4	n.a	n.a	TEI	Proc
		Capacity building of staff through attendance of relevant courses and workshops, both local and international	Engagement of management consultants by Q2 each year	Q2	Q2	Q2	Q2	HRM	All Departments and State Offices
		Induction workshop for newly recruited officers	Approval secured by Q1 2013	Q1-Q2	n.a	n.a	n.a	HRM	EOPS,ICT,VR
		Training on Operating System, DBMS, and Development tools	Engagement of IT firms by January each year	Q1	Q2	Q3	Q4	VR	ICT,TEI
		Sensitisation workshops on manual & guide for EADR workplace mediation guide	Approval secured within Q1-Q4 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	ADR	Development Partners

		Quarterly Lecture Series, Conferences, Seminars and Workshops on electoral and political parties dispute	Approval secured by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	ADR	EPM, Political Parties, Development Partners
		Training of INEC Staff/University academic and Staff of FTIs on e-collation	Capacity building for election officials	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	TEI	ICT,EOPS
		Production of bi-annual Nigeria Electoral Journal for publication on research studies on democracy and electoral process	Journal published by Q2 and Q4 each year	Q2, Q4	Q2, Q4	Q2, Q4	Q2, Q4	TEI	All Departments
		Training of Public Affairs Officers, EOs, AEOs,CSOs and NOA on implementing Voter Education at the local levels	Approval secured for capacity building by Q2 2013 and Q1 2014	Q1-Q4	Q2- Q4	n.a	n.a	VPGL	TEI
<b>2.3</b>	<b>Formulate and implement a research agenda</b>	Conclusion of study on 2011 elections & publication of same	Submission of Findings of Study to the Commission by April 2013 and Presentation of Findings to	Q1, Q2	n.a	n.a	n.a	TEI	EPM, Resource Persons External
		Study on Profile of National Assembly Members and State House of Assembly Members	Proposed approval secured by Q1 2013	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	TEI	Resource Persons External
		Completion of Study on Democratization at the Grassroots & Publication of same	Findings of study presented to Commission by May 2013 and Report printed by June 2013	Q1, Q2	n.a	n.a	n.a	TEI	Resource Persons External
		Capacity enhancement of Research Officers; and study visits to other EMBs	Specific training programmes & training institutions identified by Feb. each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	HRM



		Translation of Nigerian Constitution, Electoral Act, 2010 and other INEC Publications into local Nigerian Languages for voter education and information	Recruitment of professional translators and production of materials from translated document completed by Q1, 2013 and Q2, 2014	Q1-Q4	Q1-Q4	n.a	n.a	TEI	LS, VPGCI and Language Institutions
		Collection and interpretation of proverbs and world views in 12 selected Nigerian Languages	Draft report submitted to the Commission by Q1 2013	Q1-Q4	n.a	n.a	n.a	TEI	External Resource Persons
		Collaboration with Researchers from Nigerian Universities to undertake the Studies on preparations, issues,conduct and outcomes of the 2015 general Elections and Publication of same	Recruitment of Resource persons by June 2014, Documentation of activities in the elections in all states of federation and FCT by June 2014, Producing Report on the study by Q4 2015, Presentation of findings to the Commission- and other stakeholders. by June 2016	Q2	Q1, Q2	Q1-Q4	Q1, Q2	TEI	External Resource Persons
		Presentation of papers and research studies at International seminars and conferences	Research officers participate in international conferences and seminars particularly in such organized by foreign universities regularly	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	External Resource Persons
		Recruitment of new staff to beef up staff strength at the L.G.A	Engagement of management consultants by Q1 2013	Q1, Q2	n.a	n.a	n.a	HRM	State Offices, Federal Character Commission
		Creation and update of Election Officials Databank	Approval for study secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	EOPS, LS, VPGCL, EPM, State Offices External Resource Persons
		Clinical reference books for Doctors/ Nurses	Contract awarded by Q1 2013	Q2	n.a	n.a	n.a	Health Services	TEI

2.4	<b>Institutionalise the National Inter-Agency Committee on Voter Education</b>	Institutionalise National Inter Agency NICVE inagurate Committee on Voter Education	NICVE inangurated by March 2013	Q1	n.a	n.a	n.a	VPGL	NBC,NOA,FRCN,NCC,GSM Providers such as MTN,Glo, Airtel, Etsalat etc.
2.5	<b>Formulate and implement policies to ensure participation of marginalised groups including persons with disability as well as Out of Country Voting (OCV)</b>	Enhance the participation of Persons Living with Disabilities(PLWD) as well as Out of Country Voting (OCV) on the electoral process	Approval secured for conduct of zonal workshops by Q2 2013, 2014 & Q1 2015	Q2	Q3	Q1	n.a	VPGL	CSOs, NGOs

**Objective Three: To register political parties and monitor their operations**

S/N	OBJECTIVES	ACTIVITIES	INDICATORS	TIME FRAME				IMPLEMENTING DEPT(S)	
				2013	2014	2015	2016	LEAD	COLLABORATING
3.1	<b>Register political Parties</b>	Registration of political parties	To be in line with Constitutional and Electoral Acts provisions	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR
		Stregthening the conditions for registration of political Parties and ensuring strict compliance	Reviewed guidelines and regulations for party registration ready by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR

3.2	<b>Monitoring the nomination of candidates</b>	Monitoring of political parties primaries and congresses.	All political party primaries, congresses and conventions are monitored upon notification	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR
		Verification of claim of candidates for elections	Templates for verification of claims of candidates in line with election timetable ready by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR
		Continuous review of processes to enhance internal party democracy	Three stakeholder meetings/ workshops on internal party democracy Q1 or Q2 each year	Q1- Q2	Q1- Q2	Q1	Q1- Q2	EPM	LS, ADR
		Facilitate resolution of dispute arising from party congresses & conventions	Template for resolution of political dispute ready by Q1 each year	Q1- Q4	Q1- Q4	Q1	Q1- Q4	ADR	EPM, LS
		Computerization of personal particulars of nominated candidates for elections	Approval secured to procure the software & consultants hired to implement by Q2 2013, and Q2 2014	Q1 – Q4	Q1 – Q4	n.a	n.a	LS	ICT
3.3	<b>Monitoring the finances of Political Parties</b>	Tracking of contributions to Political Parties	Template/Guidelines for tracking ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	n.a	EPM	States,LGA Offices
		Audit checks on the account of political parties and quarterly submission of financial reports	Audit Firms hired by Q4 each year and report ready by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	IA, State, LGA Offices
3.4	<b>Monitoring of political party campaigns</b>	Senzitization of political parties on the rules of engagement during campaigns	Approval secured by Q3 2014 and Q1 2015	n.a	Q3- Q4	Q1	n.a	EPM	ADR, States and LGA Offices
		Design of programmes for monitoring of campaign finances	Approval secured by Q1 2014,2015 & 2016	n.a	Q1- Q3	Q1	Q1	EPM	ADR, States and LGA Offices
		Appointment of monitoring Teams	Approval secured by Q1 2014,2015 & 2016	n.a	Q1- Q3	Q1	Q1	EPM	States and LGA Offices

3.5	Tracking of campaign finances of candidates and political parties	Training of INEC Staff and CSOs on tracking of campaign finance	Approval secured by Q3 each year	Q3- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	IA,LS
		Appointment of Teams for tracking campaign finances, including consultants, CSOs INEC staff and application of sanctions where necessary	Approval secured and Team appointed by Q1 each year	Q3- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	IA, LS
		Collation of campaign budgets submitted to the Commission after parties campaigns	Template for receipt of campaign budget ready by Q1 2014	n.a	Q1- Q3	Q1	Q1	EPM	IA,LS
3.6	Monitoring media access	Engagement with NBC and election stakeholders on effective monitoring of media access by political parties/candidates.	Approval secured for conduct of one workshop / seminar by Q4 2013, 2014, Q1 2015 and Q4 2016	Q4	Q4	Q1	Q4	EPM	VPGL
		Constitution of election stakeholder forum including NBC on monitoring and tracking of media access	Approval secured and team inaugurated by Q4 2013.	Q4	n.a	n.a	n.a	EPM	VPGL

**Objective Four: To interact nationally and internationally with relevant stakeholders**

S/N	OBJECTIVES	ACTIVITIES	INDICATORS	TIME FRAME				IMPLEMENTING DEPT(S)	
				2013	2014	2015	2016	LEAD	COLLABORATING
4.1	Establish a mechanism for regular	Convening of Stakeholders/Forum	Stakeholder forum held in each of the Geo-political zone by Q3 each year	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	VPGL	State Offices

consultation with stakeholders	Compilation and publishing of monitors and observers reports	Final production ready by first quarter 2016.	n.a	n.a	n.a	Q1	EPM	VPGCL, TEI
	Collaboration with Development Partners and EMBs on areas of mutual benefits	Approval secure by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	ICP	LS
	Interaction with Diplomatic Missions, Foreign Affairs, Customs and Immigration	Arrangement completed by Q3 each year	Q4	Q4	Q4	Q4	ICP	LS
	Cooperation Agreements with some Deveopment Partners and EMBs	Arrangement completed by Q4 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	ICP	LS
	Compilation of Report on technical assisatnce received from Development Partners	Report to be ready by end of Q4 each year	Q1	Q1	Q1	Q1	ICP	EPM, TEI
	Coordination of international observer missions	Arrangement for election day tour completed by Q1 2015	n.a	n.a	Q1		ICP	EPM,EOPS and TEI
	Consolidating bilateral ties with collaborating agencies to encourage electoral commitment	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	EPM, LS, Development Partners and Collaborating Institutions
	Secure commitments from traditional rulers, religious leaders, the legislature, Gender based civil society organisation and political parties through advocacy to support women polictical aspirations	Approval secured by Q2, 2013 & Q1,2014	Q2-3	Q1-4	n.a	n.a	VPGCL	State Offices

		Enhance political participations of female politicians through round table discussions	Approval secured by Q2 2013	Q2	n.a	n.a	n.a	VPCL	ADR and State Offices
		Secure peaceful political space conducive for women & youth political participation with zonal round tables for youths to shun electoral violence.	Six zonal youth conferences / roundtables by Q1, 2013, Q1 2014 & Q1, 2015	Q1-Q4	Q1-Q4	Q1	n.a	VPCL	ADR and State Offices
		Enhance outreach programmes to market women	Outreach programmes in 2 major markets per State conducted by Q1-Q3 in 2013, 2014 & Q1 2015	Q1-3	Q3-4	Q1	n.a	VPCL	ADR and State Offices
		Collaboration with SIECs to enhance international best practices through training, workshops and	Specific training programme & institutions identified and approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	State Coordination	TEI and Development Partners
		Quarterly Lecture Series, Conferences, Seminars and Workshops for Staff	Workshop organized Quarterly each year	Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	TEI	Secretary's Office, VPCL
<b>4.2</b>	<b>Publish a newsletter and periodic workshops/seminars</b>	Electoral Magazine and Daily Bulletin	Contract awarded a month to release of each edition	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPCL	All Departments
<b>4.3</b>	<b>Engage election observers</b>	Review of the 2011 General elections and rerun election with observer groups.	Approval for review workshop secured by Dec. 2012.	Q1	n.a	n.a	n.a	EPM	EOPS,ICP, PM

		Observation/ Monitoring of Electoral activities in other Countries	Approval secure one month before the election day	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	PM
		A review of observer accreditation process	Draft proposal submitted to the Commission by (Dec. 2012)	Q1	n.a	n.a	n.a	EPM	EOPS,TEI
		A review of the Commissions policy on foreign election observation	Approval for review of the policy on foreign observation secured by Jan. 2013.	Q1	n.a	n.a	n.a	EPM	Commission
		Engagement with international agencies (ECOWAS, AU, etc) on foreign election observation	Approval secured by Q1 2013	Q1-Q2	n.a	n.a	n.a	EPM	ICP, IFES/UNDP
		Procurement of election observation Kits	Award of contract to supply kits. Ready by Q2 2014	n.a	Q2	n.a	n.a	EPM	Proc, LS
		Review and production of guidelines for Election Observers	Draft review to be submitted by Feb. 2014	n.a	Q2	n.a	n.a	EPM	TEI, EOPS
		Establish a mechanism for regular consultation with long term and short term election observers	Policy document to be ready by Q2 2013	Q2	n.a	n.a	n.a	EPM	ICP
<b>4.4</b>	<b>Engage the media</b>	Organise, coordinate media programmes & advert on gender issues and perspectives on Electronic, Print and social media	Approval secured by Q1 each year	Q1-Q2	Q1-Q3	Q1	n.a	VPGL	TEI

		Intensification of jingles production & airing, adverts/announcements handbills, regular talk shows, posters/leaflets documentaries/press briefings/conferences analyses/commentaries, opinions, editorials, etc.	All jingles are ready and contract awarded for materials in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VPCL	State Offices
4.5	<b>Institutionalise the Inter-agency committee on election security through MoU and manuals</b>	Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at National level	Approval secured & meetings held quarterly 2013, monthly 2014, and fortnightly 2015	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Security	Security Agencies
		Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at States level	Approval secured & meetings held quarterly 2013, monthly 2014, and fortnightly 2015	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	RECs Office	Member institution of ICCESS
		Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at LGAs level	Approval secured & meetings held quarterly 2013, monthly 2014, and fortnightly 2015	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOs Office	Member institution of ICCESS
		Development and production of manual on election duties for security personnel	Draft manual ready by Q2 2013	Q2-Q4	Q2-Q4	n.a	n.a	TEI	EOPS, LGAs Offices, ADR, Security Unit
		MoUs signed by INEC with various agencies represented on ICCES	Draft MoU ready by Q1 2013	Q1	n.a	n.a	n.a	Security Unit	Legal

**Objective Five: To re-organise and reposition INEC for sustained conduct of free, fair and credible elections**

S/N	OBJECTIVES	ACTIVITIES	INDICATORS	TIME FRAME				IMPLEMENTING DEPT(S)	
				2013	2014	2015	2016	LEAD	COLLABORATING



5.1	<b>To enhance institutional capacity for managing election operations smoothly, effectively and efficiently</b>	Exchange Programme for Staff on capacity building	Approval secure by Q2 each year	Q2	Q2	Q2	Q2	HRM	All Departments
		Compliance monitoring of elections, bye elections, referendums, and readiness assurance	Approval Secured when the need arises to conduct elections, bye-elections,	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	EOPS,EPM and ADM
		Extension of Planning and Monitoring Unit structure to States	Request for approval of structure in the States & Staff trained by Q2 2013	Q2- Q3	Q2- Q3	n.a	n.a	PM	HRM and State offices
		Continuing dispute resolution training( Local & International) for INEC Dispute Resolution Officers	Approval secured by Q2 each year	Q2 – Q4	Q2 – Q4	Q2 – Q4	Q2 – Q4	ADR	HRM and State offices
		Annual Dispute Resolution Review Conference ; deliberation on topical issues and recent trends in Dispute Resolution	Approval secured by Q3 each year	Q3	Q3	Q3	Q3	ADR	HRM and State offices
		Production of EADR guide and Workplace dispute resolution guide as may be needed from time to time for training	Approval secured by Q3 2013, Q1 2014, 2015 and 2016	Q3	Q1 – Q2	Q1 – Q2	Q1 – Q2	ADR	HRM and State offices
		Acquisition of basic ADR skills by Commission Members and advanced ADR staff training both at the Headquarters and State Offices	Approval secured by Q1 each year	Q1 – Q2	Q3	Q1	Q1	ADR	HRM

	Collaborating with and establishing co-operative relationships with stakeholders and acquiring their buy - in for the purpose of promoting the use of ADR in the resolution of pre-election political disputes	Approval secured by Q3 each year	Q3	Q3	Q1 –Q4	Q3	ADR	LS, EPM, VPGCL
	Creating awareness of workplace mediation in the Headquarters & States towards eventually setting up a Workplace Dispute Resolution Centre	Approval secured by Q2 each year	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	DR	State Offices
	Interface with political parties on rules & procedures for party management	Guidelines and regulations (and review ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	LS,ADR
	Identification and monitoring of early warning signs of conflict during delimitation of political constituencies, parties campaigns and primaries for intervention	Template for detection of early warning signs on electoral activities ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	DR	EOPS, EPM, LS
	Ensuring that the internal control mechanisms are in place and working perfectly as approved by the Commission	Audit working materials ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	F/A
	Conduct of value for money auditing	Approval secured to conduct value for money on Commission projects by Q1-Q4 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	PM, F/A
	Annual review of books of accounts and records at Headquarters & State Offices	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	All Departments
	Stock taking and assets verification	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	IA	F/A, State Offices

		External audit at the INEC Headquarters, State Offices and Consolidation	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	All Departments
		Monitoring of Election Petitions and Appeals	Approval secured to undertake monitoring of election petitions by Q1, 2014 & Q1, 2015	n.a	n.a	Q1 – Q4	Q1 – Q4	LS	ADR
		Defence of election petitions	Approval secured by Q1 2015 & Q1 2016	n.a	n.a	Q1-Q4	Q1-Q4	LS	
		Prosecution of Electoral Offences	Approval secured by Q1 2015 & Q1 2016	n.a	n.a	Q1-Q4	Q1-Q4	LS	
<b>5.2</b>	<b>Improve capacity, communication, co-ordination, training and data management</b>	Capacity Building in Planning, Monitoring & Evaluation for PM	Consultant hired to build capacity by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	HRM
		Professional Conferences and Mandatory Continuous Education for staff of the Commission	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments
		Specialised training of Operations Staff on data archiving and analysis	Approval secured by Q3 2013 and Q1 2014	Q1-Q3	Q1-Q4	n.a	n.a	EOPS	ICT,TEI
		Workshops, Seminars and Skills development on Election Management	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	n.a	n.a	EOPS	TEI
		Training for Procurement Planning	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	HRM
		Training / Workshops for Logistics/Operations Officers ON Electoral Operations	Approval secured by Q1 2013, 2014 & 2016	Q1-Q4	Q1-Q4		Q1-Q4	EOPS	HRM,IFES
		Workshops, conferences, seminars and International Voter Registration observation	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	TEI

		Refresher training on litigation and drafting skills for legal officers.	Legal Officers trained in advocacy and drafting skills by Q1-Q4 each year	Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4	LS	HRM
		Human Capital Development on Computer appreciation & application for staff	Staff to participate in training secured by April each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT
		Training on Time Management for effectiveness	Consultant hired by April 2013 & 2014	Q1-Q4	Q1-Q2	n.a	n.a	HRM	All Departments
		Training on Stress Management for Executives	Consultant hired by Feb. 2013	Q1	Q4	n.a	n.a	HRM	Health Services
		Training on Effective Stores Management Document and Record management	Consultant hired by June 2013, 2014 & Feb. 2015	Q1-Q4	Q1-Q4	Q1	n.a	HRM	Stores, State offices
		Training on Enhancing Productivity through Emotional Intelligence and work ethics for	Consultant hired by April 2013 & Feb. 2014	Q1-Q4	Q1-Q2	n.a	n.a	HRM	All Departments
		Training on Pension Management and Administration	Consultant hired by Feb. 2013 & Oct. 2014	Q1	Q1-Q4	n.a	n.a	HRM	Pension Unit
		Training on Advanced Management for Health Professionals/ Administrators	Consultant hired by March. 2013 & Nov. 2014	Q1	Q1-Q4	n.a	n.a	HRM	Health Services
		Training on Application of Crisis Management, Team Building and performance Management techniques	Approval for courses secured by April 2013 & Feb. 2014	Q1-Q3	Q1	n.a	n.a	HRM	All Departments
		Training on Strategic Manpower Planning and Development	Training institutions identified and approval secured by April 2013	Q1-Q4	n.a	n.a	n.a	HRM	All Departments
		Capacity building for Audit Staff at the HQrs & States	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	HRM

		Training on Leadership and Motivation	Training institutions identified and approval secured by June 2013 & Feb. 2014	Q3-Q4	Q1	n.a	n.a	HRM	All Departments and State Offices
		Advanced General Management Courses for Management Team	Consultant hired by June 2013 & March 2014	Q1-Q4	Q1	n.a	n.a	HRM	All Departments and State Offices
		Training on Speech/Memo Writing	Training institution identified and approval secured in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments
		Sponsorship to international study trips on electoral management, to institutes and EMBs	Approval secured by Q2 each year	Q2	Q2	Q2	Q2	TEI	HRM, Development Partners
		Diploma Programme and Post Graduate Diploma in Election Administration in three 3 collaborating premier institutions (ABU, UNN & U.I)	Approval secured by Q1 2013 & 2014 and selected staff sponsored	Q1 - Q2	Q1 - Q2	n.a	n.a	TEI	ABU, UNN, UI
		Organized workshops on crisis communication	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	VPGL	HRM, DR
		Capacity building for SERVICOM Staff	Approval Secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, and State Offices
		Creation of awareness and evaluation of service delivery	Approval Secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, and State Offices
		Partnership/ collaboration with development partners on capacity building	Discussion with development partners on areas of collaboration on capacity building finalized by Feb. 2013	Q1-Q4	Q1-Q4	Q1	Q1-Q4	EPM	Development Partners, All Departments
		Training of party agents, observers and media on electoral process	Approval for conduct of training for party agents, observers and media secured by Q1 each year	Q4	Q1-Q4	Q1	Q1	EPM	VPGL, TEI
		National and International Courses for Medical and Nursing Officers	Institutions identified and approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Health Services	HRM

5.3	Improve work environment and enhanced team work among the staff of the Commission	Construction of State Headquarters and LGA offices	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc and State Offices
		Construction of REC's Residences.	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	n.a	EWT	Proc and State Offices
		Construction of National Commissioners' residences	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	n.a	EWT	Proc
		Rehabilitation of existing Infrastructure	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc and State Offices
		Maintenance of Headquarters, State Offices and LGA Offices	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc and State Offices
		Compliance monitoring of Commission Projects: Construction of LGA Offices, National Commissioner's Residences, REC's Residences & Renovation of buildings at the LGA/State/HQs	Approval secured to monitor the projects upon award of contract	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	IA
		General Expansion and furnishing of the Staff Clinics	Contract awarded by Q1 2013, Q1 2014	Q1-Q4	Q1-Q4	n.a	n.a	EWT	Health Services
		Construction and renovation of existing structures at TEI Minna Training Center	Award of contract by Q1 2013	Q1 - Q4	n.a	n.a	n.a	EWT	TEI
		Construction of library, stocking and furnishing of TEI Study Centres at Minna and Oghara	Contract awarded by Q1 2013 & 2014	Q1 Q4	Q1 Q4	Q1 Q4	Q1 Q4	TEI	EWT
		To provide recreational facilities and centers; To provide sports facilities; To improve the service of the Canteen.	Contract awarded by Q1 2013	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT

		Engaging developers and mortgage institutions to provide houses to Staff of the Commission	Approval secured by Q2 2013	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT, Developers and Mortgage Institutions
<b>5.4</b>	<b>Improve human resources management to meet current and future challenges of INEC</b>	Review the existing staff condition of service	Retreat of Human Resources experts and Commission Members by June 2013	Q2-Q4	Q1	n.a	n.a	HRM	State Offices
		Standardization of staff Identification Card Nationwide	Engagement of consultant by Feb. 2013	Q1-Q4	Q1-Q4	n.a	n.a	HRM	ICT,State Offices
		Upgrade of PM Networks at the HQrs, Abuja	Contract to be awarded Q1 2013	Q1-Q4	n.a	n.a	n.a	PM	ICT
		Compliance monitoring of Processes and programmes	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	All Departments
		Medical Support Services to election personnel for General elections	Arrangement for medical support services completed by March 2015	n.a	n.a	Q1	n.a	Health Services	EOPS
		Manpower audit	Approval secured by Q1 each year	Q1-Q4	n.a	Q1-Q4	Q1-Q4	HRM	IA
<b>5.5</b>	<b>Budget and manage the financial resources of INEC effectively and efficiently</b>	Monitoring implementation of the Strategic Programme of Action	Constitution and inauguration of Plan Committee by Q1 2013	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	All Departments
		Procurement of PM Election Monitors Kits	Contract awarded & completed by Q1 2013	Q1, Q2	n.a	n.a	n.a	PM	Proc
		Compliance monitoring of budget implementation	Approval to monitor budget implementation commencing Q1	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	F/A
		Computerization of the Finance and Account Department Functions in line with Federal Government's policy	Approval secured for acquisition of software by Q2 2013	Q2	Q1-Q4	n.a	n.a	F/A	ICT,PM

		Electronic Documentation to meet Financial Regulations on retention of security documents, records and books of accounts after use	Electornic Backup copies of documents, records and books of accounts completed at the end of Q4 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F/A	ICT
		Budgeting and Budgetary control	Realistic Budget and Budget discipline done at the end of each quarter	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F/A	All Departments
		Installation of statutory reporting software in the 36 States and FCT Accounting Units of the Commission (ATRRS Software).	Approval secured by Q1 2013	Q1-Q2	n.a	n.a	n.a	F/A	ICT/OAGF
		Interactive forum of Insurance and Pension Officers with Pension Fund Administrators nationwide.	Forum to hold by Q2 each year	Q2	Q2	Q2	Q2	F/A	HRM, Pension Unit
		Insurance of Human and Material/Assets of the Commission	Insurance Policies for Staff, Commission Members and all assets of the Commission with premium fully paid by Q1 each year	Q1	Q1	Q1	Q1	F/A	EWT, ICT
		Purchase of utility and other vehicles	Contract awarded to procured 5 Nos. Vehicles by Q1 2013 & Q1 2014	Q1 – Q4	Q1 – Q4	n.a	n.a	EWT	All Departments
		Procurement of law Reports, text books and other research materials	Contract awarded to supply books by Q1 each year	Q1 – Q4	Q1 – Q4	Q1 – Q4	Q1 – Q4	LS	Proc
		Production of copies of the Constitution, Electoral Act, Manuals and Guidelines.	Contract awarded by Q4 2013	Q4	Q1	n.a	n.a	LS	Proc



		Provision of ICT office equipment at TEI and its Study Centres	Contract awarded by Q1 2013	Q1-Q4	n.a	Q1-Q4	Q1-Q4	TEI	Proc
		Purchase of fire fighting Mini-Truck, fire incident wireless address system and Patrol Vehicle for TEI	Contract awarded by Q1 2013	Q1-Q4	n.a	n.a	n.a	TEI	Security, EWT, ICT, Development Partners
		Supply of First Aid Boxes to all the 8812 Registration Areas of the Federation & 100 boxes in the HQ for the 2015 General Election.	Award of contract by Q4 2014	n.a	Q4	n.a	n.a	EWT	Health Services, Proc, LS
		Procurement of office equipments and consumables	Approval secured and award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	F/A
5.6	Implant the new strategy	Interactive sessions with Hqrs and States Staff on the content of the Strategic and Action Plans	Interactive sessions by Q4 2012	n.a	n.a	n.a	n.a	Commission	All Departments & State Offices
		Making copies of the Plan Document available to Members of the Commission and Staff	Copies to be made available by Q1 2013	Q1	n.a	n.a	n.a	Commission	All Departments & State Offices
		In-house Seminars/workshops for Members of the Commission and Staff on the Strategic Plan	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	Commission	All Departments & State Offices
5.7	Implement the new strategy	Headquarters and State offices to meticulously implement the Plan	Identification and adjustment of variance done quarterly each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Commission	All Departments & State Offices
5.8	Evaluate the strategy	Creation of evaluation template by the Implementation Team	Template ready by Q1 2013	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	All Departments & State Offices
		Regular evaluation of plan by Planning and Monitoring Directorate	Evaluation done and report presented bi-annually	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	PM	All Departments & State Offices

		Evaluation and review of service delivery in the Commission	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	ADM	All Departments & State Offices
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