

INDEPENDENT NATIONAL ELECTORAL COMMISSION

2017-2021 STRATEGIC PROGRAMME OF ACTION

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

S/N	KEY ACTIONS	ACTIVITIES	INDICATORS	TIME FRAME					LEAD DEPT	COLLABORATING DEPT	KEY OUTCOMES	
				2017	2018	2019	2020	2021				
1.1	Formulate and implement Election Project Plan	1.1.1	Design of Governorship Election Project Plan for Anambra, Ekiti & Osun, Kogi, Bayelsa, Edo & Ondo States	Anambra, Ekiti, Osun, Kogi, Bayelsa, Edo, & Ondo Governorship Election Project Plan	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Depts	1.1 Institutionalization of Election Planning Process
		1.1.2	Design an Election Project Plan for 2019 General Elections & 2019 FCT Area Council Elections	2019 General Election Project Plan & 2019 FCT Area Council Elections	Q1-Q4	Q1-Q4	Q1-Q3	n.a	n.a	P&M	All Depts	
		1.1.3	Implementation of Governorship Election Project Plan for Anambra, Ekiti & Osun, Kogi, Bayelsa, Edo & Ondo States	Anambra, Ekiti & Osun, Kogi, Bayelsa, Edo & Ondo EMS Plan & Platform	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Depts	
		1.1.4	Implementation of Election Project Plan for 2019 General Elections & 2019 FCT Area Council Elections	2019 General Election, & 2019 FCT Area Council Elections EMS Plan & Platform	Q1-Q4	Q1-Q4	Q1-Q3			P&M	All Depts	
		1.1.5	Management and Evaluation of the Plan	M&E framework solutions	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Depts, State Offices	
1.2	Constitutional and Legal framework for the conduct of free, fair and credible elections	1.2.1	Articulation of areas of amendment to the Constitution / Electoral Act.	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	EPM, EOPS	1.2 Constitutional framework that provides adequate time for preparation of elections; electoral offences tribunal; enhances internal democracy of political parties; how political parties can get on the ballot and gives power to INEC to prosecute electoral offenders.
		1.2.2	Undertake necessary legal reforms for the introduction and deployment of technological innovations (including EVMs) in elections	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	ICT, EOPS, All other Depts	
		1.2.3	Strengthening penalties and sanctions governing timelines for political parties activities and reporting timelines to INEC	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	ICT, EOPS, All other Depts	
		1.2.4	Strengthening internal party democracy (Candidates who won primaries monitored by INEC to stand as candidates for the election)	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	ICT, EOPS, All other Depts	
		1.2.5	Review regulations governing re-call (percentage of votes cast and not on registered voters)	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	ICT, EOPS, All other Depts	

		1.2.6	Design framework and Procedures for special voting (Election Officials, Security Personnel, Accredited Observers, Journalists, as well as, IDPs; Prison Inmates; Out of Country Voting; and People with Disabilities).	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	EOPS, ICT, VEP, VR	
		1.2.7	Promote substantial/total compliance of the regulations governing Party Primaries and Congresses, including the death of a candidate.	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	EPM, EOPS	
		1.2.8	Incorporated E-collation and E-tracking in the election Legal Framework	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	EOPS, ICT	
		1.2.9	Mainstream Electoral Alternative Dispute Resolution Mechanisms (EADR) for resolution of intra/inter party, electoral and workplace disputes	Proposed amendments submitted to NASS	Q1	n.a	n.a	n.a	n.a	LS	ADR	
1.3	Ensure that Voters Register is accurate and regularly updated, including issue of transfers of Voters	1.3.1	Selection and purging of DDC machines for Continuous Voter Registration exercise nationwide	Staff for purging exercise deployed by Q2 2017, 2018, 2020 & 2021	Q2-Q4	Q1-Q4	n.a	Q1-Q4	Q1-Q4	ICT	VR, State Offices	1.3 Comprehensive Voters Register that is accurate and updated regularly
		1.3.2	Identification, procurement and deployment of materials for CVR exercise at designated centres	Approval for acquisition secured by Q3 2017, Q1 2018, 2020, & 2021, men & materials deployed	Q1-Q4	Q1-4	n.a	Q1-4	Q1-4	VR	ICT, EOPS, Proc, and State Offices	
		1.3.3	Quality and readiness assurance check on DDC machines for Continuous Voter Registration exercise at designated centres	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	VR	P&M, VR	
		1.3.4	Auditing of the PVCs distribution nationwide	Approval secured by Q1 2018, Q1 2019 & Q1 2020, Q1 2021	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	EPOS, P&M	
		1.3.5	Supplementary purging of DDC machines for CVR exercise in stand alone Governorship Elections.	Staff for purging exercise deployed by Q4 2017, Q1 2018, 2019, 2020, 2021	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR and State Offices	
		1.3.6	Training of personnel for Continuous Voter Registration exercise	Approval for training programme secured by Q3 2017, 2018, 2020, 2021	Q3-Q4	Q1-Q4	n.a	Q1-Q4	Q1-Q4	VR	ICT, VEP, TEI	
		1.3.7	Reactivation & operationalisation of call centre for the purpose of Continuous Voter Registration exercise and Elections.	Consultant hired by Q2 2017	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, VEP	
		1.3.8	Training of monitors for election monitoring purpose	Selected monitors/Desk officers trained by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	P&M, Development Partners/ TEI, State Offices	

1.3.9	Conduct of nationwide CVR exercise at designated centres.	Approval for supervision secured by Q3 2017, Q1 2018, Q4 2019 & Q1 2020, & 2021	Q1-Q4	Q1-Q4	Q4	Q1-Q4	Q1-Q4	VR	EOPS, P&M, ICT, VEP, State Offices
1.3.10	Compliance monitoring of nationwide (CVR) exercise.	Approval secured & monitors deployed upon commencement of the CVR exercise	Q1-Q4	Q1-Q4	Q4	Q1-Q4	Q1-Q4	P&M	VR, ICT, EOPS, VEP
1.3.11	Display of Voters Register for claims and objections nationwide	Approval secured by Q1 2018, 2019, 2020 & 2021	Q1	Q1	Q1	Q1	Q1	VR	ICT, EOPS, P&M, VEP, and State Offices
1.3.12	Cleaning of Voters Register nationwide	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	ICT	VR, EOPS
1.3.13	Quarterly collection of data at 774 LGAs	Approval secured by each Quarter	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EOPS
1.3.14	Updating of ERV Database	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	ICT	VR, EOPS
1.3.15	Design implementation and deployment of Disaster Recovery Plan for the National Voter Registration Database	Consultant hired by March each year	Q1	Q1	Q1	Q1	Q1	ICT	VR, EOPS
1.3.16	Design and implementation of a structure to run AFIS at the National & State Levels	Staff deployed to States for the consolidation of CVR data by Q1 each year	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	ICT	VR, State Offices
1.3.17	Consolidation and integration of the CVR data into the National Voters Register	Printed register	Q4	Q4	Q4	Q4	Q4	ICT	VR, State Offices
1.3.18	Printing of Voters Register for elections	Consumables procured	Q1	Q1	Q1	Q1	Q1	VR	ICT, Proc, LS, State Offices
1.3.19	Production of soft copies of Voters Register for Political Parties as required by law	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	Q1	VR	ICT, State Offices
1.3.20	Printing of Permanent Voters Card from CVR exercise, including outstanding and replacement PVCs	Supply of PVC for distribution ready by Q3 2017,	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, State Offices
1.3.21	Distribution of Permanent Voters Card from CVR exercise, including outstanding and replacement PVCs	Approval secured by Q3 2017	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	ICT	VR and State Offices

1.3.22	Process of Transfer of voters	Issuance of Voters Card to transferred voters	Q1-Q4	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	VR	ICT and State Offices
1.3.23	Acquire EVM for pilot scheme test run	Approval secured & monitors deployed upon commencement of the activity	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EOPS, VR and Proc
1.3.24	Compliance monitoring of PVCs production	Approval secured by Q1 each year	Q2-Q4	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	P&M	ICT/VR, State Offices
1.3.25	Compliance monitoring of Permanent Voters Card distribution	Approval for monitoring of PVC distribution in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT/VR
1.3.26	Compliance monitoring of consolidation & functionality of ICT platforms	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT/VR, State Offices
1.3.27	Harmonization of Voters Register with NIMC database	Approval secured by Q4 2018 & 2019	Q4	Q4	Q4	Q4		ICT	VR
1.3.28	Publication of Voters Register for elections	Approval secured by Q2 2017, Q1 each year	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	State offices, LGAs
1.3.29	Stakeholder Forum for CVR & PVC Distribution	Approval secured for stakeholder forum in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	VEP, State Offices, EOPS, ICT, EPM, LGA
1.3.30	Setup and Maintenance of Help Desk for Continuous Voters Registration at the LGAs	Approval secured for stakeholder forum in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	VEP, State Offices, EOPS, ICT, EPM
1.3.31	Catalog System for Certified Voters Register	Approval secured by each Quarter	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	EPM, EOPS, State Offices
1.3.32	Inventory Control of DDCM	Approval secured by each Quarter	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, Stores
1.3.33	INEC & National Population Commission Collaboration	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	VR	VEP, State Offices, EOPS, ICT, EPM
1.3.34	Upgrading of the database in the states for CVR, transfer of voters and omissions in the Voters Register.	Approval secured by Q2 2017	Q2-Q4	n.a	n.a	n.a	n.a	VR	ICT, State offices
1.3.35	Upgrade of ICT department and provision of alternative power sources	Approval secured by Q1 2018	n.a	Q1-Q4	n.a	n.a	n.a	ICT	PROC

		1.3.36	Procurement and deployment of new DDC machines, for Continuous Voters Registration exercise	Approval secured for due process by Q2 2017 and DDCM deployed for CVR exercise	Q2-Q4	Q1-Q4	n.a	Q1-Q4	Q1-Q4	ICT	PROC,VR, State Offices	
		1.3.37	Upgrade of three zonal data centers in Jigawa, Ogun, and Abia for production of PVC	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	State Office	
		1.3.38	Operationalization of the VR Lab for review and analysis of biodata and biometric issues	Performance of Voters Register during election	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT	
		1.3.39	Collaboration with Nigerian Immigration Service (NIS) during CVR exercise to prevent illegal registration	To enhance the voters register	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
		1.3.40	Maintenance of PVC collection Register for tracking and audit of PVC collected	Ability to track archive & query records of PVCs collected	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
		1.3.41	PVC collection kiosk/Box at LGA	Collect and re-distribute PVCs in wrong hands	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
		1.3.42	Creation of PVC authentication test centres in LGA offices	Avenue for PVCs to be randomly tested before elections	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
		1.3.43	Capacity Building for Registration Area Officers (RAOs)	Registration officers well equipped for the work	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
		1.3.44	Field Testing of new DDCMs before deployment for CVR	User acceptance testing completed and passed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
		1.3.45	Recalibration of voters register in line with proposed reconfiguration of PUs	Satisfactory distribution	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	ICT, EPOS	
1.4	Improve ICT and operational deployment and utilisation	1.4.1	Integration of GIS with the Voters Register	Engagement of contractor by Q1 2017	Q1-Q2	n.a	n.a	n.a	n.a	ICT	EOPS, VR, LS and State Offices	1.4 Effective ICT deployment and utilization in all stages of the electoral process including testing and certifying equipment prior to supply and deployment, software training for staff, video recording of all collation centres, IT based transmission of election results and publication of
		1.4.2	Voters Revalidation exercise through AFIS	Engagement of contractor by Feb. each year	Q1	Q1	Q1	Q1	Q1	ICT	EOPS, VR, LS and State Offices	
		1.4.3	Implementation and support of web based voters register verification system	Approval obtained by Q2 2017	Q1-Q2	n.a	n.a	n.a	n.a	ICT	VR	
		1.4.4	Development of e-library	Template for data disaggregation ready by Q1 each year	Q1-4	Q1-4	Q1-4	Q1-4	Q1-Q4	TEI	ICT	

1.4.5	Continuous disaggregation of data by gender disabled and PWDs in all INEC Electoral Activities (Voters Register, election results) and disability	Availability of improve template	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	EOPS, VEP, ICT, State Offices and TEI
1.4.6	Integration of Voters Register and other database into INEC Website	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR,VEP,EOPS
1.4.7	Upgrade of existing mail server and expansion of INEC mail system to States and LGA offices	Award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VEP,State Offices
1.4.8	Provision, upgrade and expansion of the internet bandwidth service for the web unit	Award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VEP
1.4.9	Provision of external back-up for website security	Award of contract by Q1 each year	n.a	Q1-Q3	n.a	n.a		ICT	VEP
1.4.10	Modifications of SCR Hardware	Contract awarded by Q3 2018, and Q1 2019	Q3-Q4	Q1, Q4	Q1	n.a		ICT	Proc
1.4.11	Procurement of Charging Banks (24-port) for SCRs	Engagement of ICT vendors by March, 2017	Q3-Q4	n.a	n.a	n.a		ICT	Proc
1.4.12	Procurement of 24-port software upgrade systems	Administrative Approval secured by Q2 2018	Q2- Q4	Q2- Q4	Q2- Q4	Q2-Q4		ICT	Proc
1.4.13	Procurement of replacement SCRs	Approval secured by Q2 2017, 2018	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4		ICT	Proc
1.4.14	Procurement of Battery Lifespan Check Machines (SCRs)	Approval secured by Q2 2017, 2018	Q1- Q4	Q1- Q4	n.a	n.a		ICT	Proc
1.4.15	Certification of ISO 27001 and COBIT 5 Framework	Improved e-Governance	Q2	n.a	n.a	n.a	n.a	ICT	Proc
1.4.16	Procurement of Servers for 36 States & FCT	Approval secured by Q2 2017, 2018	Q1- Q4	Q1- Q4	n.a	n.a	n.a	ICT	PROC
1.4.17	Migration of the Voters Registration Database to a more robust platform	Approval secured by Q2 2017, 2018	Q2- Q4	Q1- Q4	n.a	n.a	n.a	ICT	Proc
1.4.18	Upgrade of Card Reader for verification and authentication of Voters	Contract awarded by Q3 2018	Q2- Q4	Q1-Q4	n.a	n.a	n.a	ICT	Proc, EOPS
1.4.19	Procurement of RFID Scanners & PVC Counters	Contract awarded by Q3 2017	Q2- Q4	Q1- Q4	Q1- Q4	Q1-Q4	n.a	ICT	Proc
1.4.20	Upgrade of PVC & SCR Accreditation Backend	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	LS, Proc
1.4.21	Engagement of a Biometrics forensic expert	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	LS, Proc
1.4.22	Computerization of staff records and the Commission Registry	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT
1.4.23	Implementation of system application standards in INEC Offices Nationwide	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	All Departments, State Offices

election results on the Commission's website

1.4.24	Implementation of Document Management System	Approval secured by Q 2018	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	All Departments, State Offices
1.4.25	Renewal and maintenance of Cloud Infrastructure	Approval secured by Q1 2018, 2019, 2020 & 2021	n.a	Q1	Q1	Q1	Q1	ICT	Proc, State Offices
1.4.26	Design, testing and deployment of new Apps on the SCRs	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	State Offices
1.4.27	Smart Card Reader software upgrade for INEC Voter Authentication System (IVAS) & improvement of its AFIS Software	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, State Offices
1.4.28	Business Process System	Approval secured by Q3 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	All Departments, State Offices
1.4.29	Fleet Management System	Approval secured by Q2 2018	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EWT, State Offices
1.4.30	Improvement of communication links between the Commission Hqtrs, States and LGAs for better result transmission during elections	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EOPS,Proc
1.4.31	Extension of terrestrial network bandwidth to the LGAs & RAs	Approval secured by Q2 2018	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.32	Design & deployment of a Commission WAN	Approval secured by Q2 2018	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.33	Expansion of the Commission's Intranet System	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.34	Inventory Audit of systems ICT Infrastructure Nationwide	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
1.4.35	Provision of Global Mobile Satellite Communications Systems for places with no GSM voice/ data coverage.	Approval secured by Q2 2018	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.36	Review of IT Governance Policy for the Commission	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Commission
1.4.37	Support services system	Availability of support systems	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.38	Replacement of aging SCR batteries	Approval secured by Q2 2017, Q1 2018	Q2	Q1	n.a	n.a	n.a	ICT	VR
1.4.39	Development & Deployment of a unified API for the Voters Registration Database	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR
1.4.40	Refurbishing of the National Data Centre	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR
1.4.41	Refurbishing of the State Data Centres Nationwide	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR
1.4.42	Provision of Alternative Power Systems (Solar Power) for Data Centres Nationwide	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.43	Improvement of the Website and Web Services	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
1.4.44	Supply of Direct Data Capture Machines (DDCMs) for CVR	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR
1.4.45	Upgrade of Server Version of OpenVR for compatibility with new Dell Server	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc, VR

		1.4.46	Quality Assurance (QA) on Fingerprint Scanners and DDCMs	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
		1.4.47	Purchase of New SIMs with special registration from NCC - for SCR and other devices for data transmission	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	Proc
		1.4.48	Development of an ICT Training Curriculum-Track & e-learning Portal	Approval secured by Q2 2018	n.a	Q1-Q4	n.a	n.a	n.a	ICT	TEI
		1.4.49	Integration of EVR with GIS	Approval secured by Q2 2018	n.a	Q1-Q4	n.a	n.a	n.a	ICT	EOPS,VR
		1.4.50	Upgrade and implementation of voter transfer portal	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1	Q1-Q4	Q1-Q4	ICT	VR, State Offices
		1.4.51	Activation of GIS Laboratory	Approval secured by Q2 2018	Q1-Q4	Q1-Q4	n.a	n.a	n.a	EOPS	ICT
		1.4.52	Upgrade of currently existing voting points to standard polling units	Approval secured for review exercise by Q2 2017	Q2-Q4	Q1-Q4	n.a	n.a	n.a	EOPS	ICT, VEP
		1.4.53	Deployment of ICT Technical support staff to RAs, Supervisory Areas & Polling Units.	Approval secured for deployment of ICT Technical Support upon Commencement of election	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, EOPS,P&M,
		1.4.54	e-TRACK and e-Collation	Availability of Election Results	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	VR, EOPS,P&M,
		1.4.55	Provision of special hotline sim cards from the NCC for EOs, SPOs, HODs, AS, and collation officers.	Approval secured for review exercise by Q2 2017	Q1-Q4	Q1-Q4	n.a	n.a	n.a	ICT	VR, EOPS
		1.4.56	Re-activation of CCTV at State offices	Approval secured for review exercise by Q2 2017	Q1-Q4	Q1-Q4	n.a	n.a	n.a	ICT	EWT
		1.4.57	Transmission of electronic election results to the collation centres	Approval secured by Q1 2019	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	EOPS
1.5	Activation and application of GIS to Electoral Activities	1.5.1	Activate GIS lab, retainership and maintenance support	Approval secured Q2-Q4 2017, Q1-Q4 2018, Q1 2019	Q2-Q4	Q1-Q4	Q1	n.a	n.a	EOPS	ICT, LS, State offices, LGAs
		1.5.2	Engagement of GIS Lab Supports	Approval secured Q2-Q4 2017, Q1-Q4 2018, Q1 2019	Q1-Q4	Q2-Q4	Q1	n.a	n.a	EOPS	ICT, LS, State offices, LGAs
		1.5.3	Membership of Professional Association and ESRI GIS Users Conferences	Approval secured in Q2 2017, Q1 2018 & 2019	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	HRM and State offices
		1.5.4	Acquisition of imagery maps of Nigeria in shape files and Live GIS based results	Approval secured Q3-Q4 2017, Q1-Q4 2018, Q1 2019	Q3-Q4	Q1-Q4	Q1	n.a	n.a	EOPS	ICT
		1.5.5	GIS Organisational deployment	Approval secured Q1-Q4 2017	Q1-Q4	n.a	n.a	n.a	n.a	EOPS	ICT, HRM

1.5 Identification and description of boundaries of RAs, Location and Review of PUs, RACs, Super RACs, Collation Centres and new settlements

		1.5.6	Production, Integration of RA maps and overlay in existing polling units	Approval Secured in Q1-Q4 2017	Q1-Q4	n.a	n.a	n.a	n.a	LS	All Departments, State Offices
		1.5.7	Identification, description, geo-referencing of Registration Areas (7972) Boundaries	Approval Secured in Q1-Q4 2017	Q1-Q4	Q1-Q3	n.a	n.a	n.a	EOPS	LS, ICT,VR,VEP and State Offices, National Population Commission
		1.5.8	Capture and geo-referencing of the uncaptured 2000 PUs due to communal clashes in 2002 project.	Approval secured by Q2-Q4 2017	Q2-Q4	n.a	n.a	n.a	n.a	EOPS	ICT,VR & LS, State offices, LGAs
		1.5.9	Identification of new settlements and field verification (ground truthing)	Approval Secured in Q3-Q4 2017	Q3-Q4	n.a	n.a	n.a	n.a	EOPS	State offices, LGAs
		1.5.10	Updating delimitation, datasets on GIS platform	Approval Secured in Q3-Q4 2017	Q3-Q4	n.a	n.a	n.a	n.a	EOPS	ICT, State offices, LGAs
		1.5.11	Review of RAs, RACs, Super RACs, Collation Centres, PUs etc	Approval secured by Q2 2017, Q4 2018	Q2 - Q4	Q1 - Q4	n.a	n.a		EOPS	ICT,VR
		1.5.12	Compliance monitoring of Identification, description, geo-referencing of Registration Areas (7972) Boundaries	Approval secured before commencement of the review for delimitation exercise & monitors deployed by Q2 2017, Q1-Q4 2018	Q2 - Q4	Q1 - Q3	n.a	n.a	n.a	P&M	EOPS, VEP
		1.5.13	Display spatial distribution of new settlements	Approval secured by Q3 2018	n.a	Q1 - Q4	n.a	n.a	n.a	EOPs	NPOPC, OSGOF
		1.5.14	(i) Identification of polling units in disputed communities. (ii) Location/relocation of polling units in disputed communities	Approval secured by Q2 2017, Q4 2018	Q1 - Q4	Q1 - Q4	Q1	Q1 - Q4	Q1 - Q4	EOPS	VR, ADR, LS, State Offices, VEP
		1.5.15	Location of polling units in new settlement	Approval secured by Q2 2017, Q4 2018	Q1 - Q4	Q1 - Q4	Q1	Q1 - Q4	Q1 - Q4	EOPS	ICT, VR, VEP HRM LS
		1.5.16	Integration of EVR and CVR with GIS	Approval secured by Q1-Q4 2018	n.a	Q1 - Q4	n.a	n.a	n.a	EOPS	ICT, VR
1.6	Establish an effective and transparent election complaint and dispute resolution mechanism	1.6.1	Creation of Mediation Centre at the Headquarters and State Offices of the Commission.	Approval secured for mediation clinic when the need arises.	Q1 - Q4	Q1 - Q4	Q1	Q1 - Q4	Q1 - Q4	ADR	LS, State Offices
		1.6.2	Increased access to justice by the use of EADR for the resolution of electoral disputes.	Approval secured when the need arises.	Q1 - Q4	ADR	LS, Stakeholders				
											1.6 Effective election complaints and dispute resolution mechanism set up and functioning properly with administrative complaints desk using

		1.6.3	Securing the buy - in and support of stakeholders in the resolution of electoral disputes using EADR mechanism developed specially under the EADR Programm of INEC.	Approval for the programme secured by Q1 each year.	Q1 - Q4	ADR	The Judiciary, Bar Association, CSO's NGO's Donor Partners, LS, Stakeholders.	Alternative Dispute Resolution mechanism.					
		1.6.4	Publication of data and records of disputes on electoral activities.	Approval secured by Q1 each year.	Q1 - Q4	ADR	EPM, EOPS, LS, HRM, VR, VEP						
		1.6.5	Review of guide to EADR and Workplace mediation guide for employees at the Headquarters and States.	Approval secured by Q1 each year.	Q1 - Q4	ADR	Development Partners						
		1.6.6	Production of EADR guide and Workplace dispute resolution guide as may be needed for workshop, etc.	Approval secured by Q3 2018, Q1 2019, 2020 & 2021.	Q1 - Q4	ADR	HRM, & State Offices						
		1.6.7	Review/Analysis of the structures & processes of the Constitutions of Political Parties to facilitate ADR.	Approval secured by Q1 & Q4.	Q2 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	ADR	EPM, Political Parties, LS & CSO		
		1.6.8	Develop framework necessary to manage various types of disputes and different approaches to dispute resolution.	Template/guidelines for dispute resolution ready by Q3 2017.	Q2 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	ADR	Development Partners		
		1.6.9	Collection & Collation of data and records of disputes on electoral activities.	Approval secured based on electoral activities Q4 2017.	Q4	Q3 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	ADR	EOPS, EPM & LS		
1.7	Improved Electoral Processes, Procedures and Systems	1.7.1	Improvement of election results management system	Approval secured by Q2 2017	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	ICT, VR, TEI		1.7 Development of Standard Operating Procedure for recruitment and deployment of electoral officials, and development of database for election officials
		1.7.2	Revision of Referendum and legal procedures	Approval secured by Q2 2017 and Q1 in 2018, 2020, & 2021	Q2-Q4	Q1-Q4	n.a	Q1-Q4	Q1-Q4	EOPS	LS		
		1.7.3	Review of voting procedure for improved use of technology	Trial runs conducted by Q3, Q4 2017	Q3-Q4	Q1-Q4	n.a	n.a	Q1-Q4	EOPS	ICT,VR,VEP,State Offices		
		1.7.4	Review of RAs and PUs	Approval secured by Q2 2017 and Q1 in 2018, 2019	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	ICT,VR,VEP, State offices		
		1.7.5	Development of Standard Operational Guidelines for recruitment and deployment of electoral officials.	Approval secured by Q3 2018	n.a	Q3	n.a	n.a	Q1-Q4	EOPS	LS, HRM, ICT, HRM, & TEI		
		1.7.6	Training and sensitization of Desk Officers and staff on Electoral Risk Management	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	States and LGAs, P&M		
		1.7.7	Training and sensitization of Security and Civil Society on Electoral Risk Management	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	States and LGAs, P&M		

		1.7.8	Seminars and sensitization of Election Observers on Electoral Risk Environment	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	States and LGAs, P&M	
		1.7.9	Skill enhancement training of Desk Officers on Electoral Risk Mapping and Tools	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	States and LGAs, P&M	
		1.7.10	Electoral Risk Management Reports Compilation and Printing	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IC&P	P&M, EOPS	
		1.7.11	Creating an electronic database of deployment list of election officials, including security personnel	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	ICT,P&M, HRM and State Offices	
		1.7.12	Establishment of a system for archiving and analysis of data	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	ICT,EOPS, Proc and State offices, LS, EPM	
1.8	To provide infrastructure to support the delivery of free, fair and credible elections	1.8.1	Procurement and distribution of appropriate and adequate quantities of election materials for FCT Area Councils Election 2019	Approval secured by Q1 2018	n.a	Q1-Q4	n.a	n.a	n.a	EOPS	LS, EPM, Proc, Stores	1.8 Improved infrastructure to support free, fair and credible elections
		1.8.2	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 2019	n.a	Q1-Q4	Q1-Q4	n.a	n.a	EWT	EOPS, State Offices, LGAs	
		1.8.3	Computerisation of Accounting Functions of Finance & Accounts Department	Approval secured by Q3 2017	Q3-Q4	Q1-Q4	n.a	n.a	n.a	F&A	ICT	
		1.8.4	Centralization of salary preparation at the Commission's Hqtrs	Approval secured by Q2 2017	Q2-Q4	Q1-Q4	n.a	n.a	n.a	F&A	ICT, Audit, Procurement	
		1.8.5	Setup project management office for implementation of approved accounting manual	Approval secured by Q2 2017	Q2-Q4	n.a	n.a	n.a	n.a	F&A	ICT	
		1.8.6	Implementation of IPSAS	Approval secured by Q2 2017	Q2-Q4	n.a	n.a	n.a	n.a	F&A	OAGF, HRM, ICT, Procurement, Stores, P&M, Commission's Secretariat	
		1.8.7	e-documentation archival of election funding and expenditure supporting documents/instruments	Approval secured by Q4 2017	Q4	Q1-Q4	n.a	n.a	n.a	F&A	ICT, P&M	
		1.8.8	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 2018	n.a	Q1-Q4	n.a	Q1-Q4	n.a	EWT	EOPS, State Offices	

1.8.9	Procurement of adequate election materials for bye-elections and recalls	Contract awarded by Q1 2017, 2018 & 2019, 2020, 2021	Q1- Q4	EOPS	Proc, LS				
1.8.10	Procurement of operational vehicles for Commission Members, RECs, Directors, AS, HODs in the States and EOs	Contract awarded by Q1 2018 & Q1 2019	n.a	Q2	Q2	n.a	n.a	EWT	Proc, State offices, LGAs
1.8.11	Undertake nationwide inventory of vehicles to determine their status	Approval secured by Q1 2018, Q1 2019, Q1 2020 & Q1 2021	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Stores, P&M, IA, F&A
1.8.12	Provision of voting cubicles and infrastructure at all Polling Units for physically challenged persons	Contract awarded & completed by Q4 2018	n.a	Q1- Q4	n.a	n.a	n.a	EOPS	Proc, LS
1.8.13	Conduct of Governorship election in Anambra State (2017)	Approval for conduct of Anambra Governorship granted by Q1 2017	Q4	n.a	n.a	n.a	n.a	EOPS	VR, ICT, EPM, NYSC, Federal Agencies and State Office
1.8.14	Procurement of election materials for the conduct of Governorship election in Anambra State (2017)	Contracts awarded & completed by Q2 2017	Q1	n.a	n.a	n.a	n.a	EOPS	Proc
1.8.15	Electoral field operations for the conduct of Anambra State Governorship election	Approval for personnel and other related costs secured by Q2 2017	Q1	n.a	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.16	Conduct of Governorship election in Osun State (2018)	Approval for conduct of the Governorship election granted by Q1 2018	Q3	Q3	n.a	n.a	n.a	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.17	Procurement of election materials for the conduct of Governorship election in Osun State	Contracts awarded & completed by Q2 2018	Q2-Q3	Q2-Q3	n.a	n.a	n.a	EOPS	Proc, State office
1.8.18	Electoral field operations for the conduct of Osun State Governorship election	Approval for personnel and other related costs secured by Q1 2018	n.a	Q1	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.19	Conduct of Governorship election in Ekiti State (2018)	Approval for conduct of Ekiti State Governorship election granted by Q1 2018	n.a	Q3	n.a	n.a	n.a	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.20	Procurement of election materials for the conduct of Governorship election in Ekiti State	Contracts awarded & completed by end of Q4 2017	n.a	Q1-Q4	n.a	n.a	n.a	EOPS	Proc, State office

1.8.21	Electoral field operations for the conduct of Ekiti State Governorship election	Approval for personnel and other related costs secured by Q1 2018	n.a	Q1	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.22	Conduct of 2019 General elections	Approval for conduct of 2019 General election granted by Q1 2018	n.a	Q1	Q1	n.a	n.a	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.23	Procurement of election materials for the conduct of 2019 General elections	Contracts awarded & completed by end of Q1 2018	n.a	Q1-Q2	n.a	n.a	n.a	EOPS	Proc, State office
1.8.24	Electoral field operations for the conduct of 2019 General elections	Approval for personnel and other related costs secured by Q2 2018	n.a	Q1-Q2	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.25	Conduct of Governorship elections in Bayelsa & Kogi States (2019)	Approval for conduct of 2019 General election granted by Q1 2018	n.a	n.a	Q1	n.a	n.a	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.26	Procurement of election materials for the conduct of Governorship election in Bayelsa & Kogi States	Contracts awarded & completed by end of Q4 2018	n.a	Q3-Q4	n.a	n.a	n.a	EOPS	Proc, State office
1.8.27	Electoral field operations for the conduct of Bayelsa & Kogi States Governorship elections	Approvals for conduct of Governorship elections granted by Q3 2018	n.a	Q3-Q4	n.a	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.28	Conduct of Governorship election in Edo State (2021)	Approvals for conduct Governorship election granted by Q3 2019	n.a	n.a	Q4	n.a	n.a	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.29	Procurement of election materials for the conduct of Governorship election in Edo State	Contracts awarded & completed by end of Q2 2020	n.a	n.a	Q2-Q3	n.a	n.a	EOPS	Proc, State office
1.8.30	Electoral field operations for conduct of Edo State Governorship election	Approval for personnel and other related costs secured by Q2 2020	n.a	n.a	Q2-Q3	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.31	Conduct of Governorship election in Ondo State (2021)	Approval for conduct of Governorship election granted by Q2 2020	n.a	n.a	n.a	n.a	Q3	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.32	Procurement of election materials for the conduct of Governorship election in Ondo State	Contract awarded & completed by end of Q2 2020	n.a	n.a	n.a	Q1-Q2	n.a	EOPS	Proc, State office

1.8.33	Electoral field operations for the conduct of Ondo State Governorship election	Approval for personnel and other related costs secured by Q2 2020	n.a	n.a	n.a	Q1-Q2	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.34	Conduct of 2019 Area Councils election in FCT	Approval for conduct of FCT Area Councils election granted by Q3 2018	n.a	n.a	Q1	n.a	n.a	EOPS	VR,ICT,EPM, NYSC, Federal Agencies and State Office
1.8.35	Procurement of election materials for the conduct of FCT Area Councils election	Contracts awarded & completed by end of Q3 2018	n.a	n.a	Q2-Q3	n.a	n.a	EOPS	Proc, State office
1.8.36	Electoral field operations for the conduct of FCT Area Councils election in 2019	Approval for personnel and other related costs secured by Q3 2018	n.a	n.a	Q2-Q3	n.a	n.a	EOPS	TEI, VR,ICT,VEP EWT, State Office
1.8.37	Improving operational readiness of Zonal Stores	Approval granted by Q4 2018	n.a	Q4	Q1	n.a	n.a	Stores	P&M, EWT
1.8.38	Retrieval of used & unused balloting materials	Approval granted by Q4 2018	n.a	Q4	Q1	n.a	n.a	EOPS	EWT, State Offices, LGAs
1.8.39	Provision & Installation of baggage scanner at the Commission's Headquarters, including State offices & LGAs	Approval granted by Q3 2018	n.a	Q3-Q4	Q1	n.a	n.a	Security	EWT, State offices
1.8.40	Installation of electronic iron barrier riser at the Commission's headquarters main gate, including State offices	Contracts awarded by Q1 each year	Q1- Q4	Q1- Q4	n.a	n.a	n.a	Security	ICT, State offices
1.8.41	Renovation of observatory posts (3 Nos.) at the Commission's headquarters, Commissioners' Quarters at Guzape	Approval secured by Q4 2018, Q1 2019	n.a	Q4	Q1-Q3	n.a	n.a	Security	EWT
1.8.42	Planning for the production and supervision of printing of Sensitive materials	Contract awarded by Q1 2018	n.a	Q1	n.a	n.a	n.a	EOPs	PROC
1.8.43	Setting up an Inter departmental Committee on Logistics and Transport	Contract awarded by Q3 2017	Q3	n.a	n.a	n.a	n.a	EOPs	All Depts, State Offices
1.8.44	Construction of electoral stores in State Offices	Approval secured by Q2 2018	n.a	Q2	n.a	n.a	n.a	EWT	EOPS, State Offices
1.8.45	Provision of temporary storage facilities in LGA Offices	Contract awarded by Q2 2018	n.a	Q4	n.a	n.a	n.a	EOPS	State Offices
1.8.46	Expansion of facilities at the Commission's Graphic Centre	Approval secured by Q3 2017	Q1-Q3	n.a	n.a	n.a	n.a	EOPS	Proc., EWT, ICT

		1.8.47	Provision of additional transport facilities in the Commission for the conduct of electoral activities	Transport Facilities procured by Q1 each year	Q1	Q1	Q1	Q1	Q1	EOPS	EWT, Proc.	
		1.8.48	Maintenance of Infrared Intrusion Detection Devices at the Commission's HQs	Approval secured by Q2 each year	Q2	Q2	Q2	Q2	Q2	Security	EWT	
		1.8.49	Submit procurement schedule for the Elections	Election Scheduled submitted	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	Proc, VR, ICT, NBS & NPOPC	
		1.8.50	Assessment of qualified printers for sensitive materials (Local and foreign) to be concluded not later than 6 months before General Election	Approval secured by Q2 2018	n.a	Q2	n.a	n.a	n.a	EOPs	Procurement	
		1.8.51	State offices to procure some non-sensitive Election materials	Approval secured for procurement of non-sensitive materials	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	State Offices	Procurement, EPOS	
		1.8.52	Strengthening the logistic units in state offices. Procurement of sensitive and non sensitive materials should be decentralized.	Approval secured by Q3 2017	Q1-Q3	n.a	n.a	n.a	n.a	EOPs	State Offices	
		1.8.53	Construction of observatory posts (2 Nos.) in the State Offices nationwide & the FCT	Approval secured by Q3 2017	Q1-Q3	Q1-Q4	n.a	n.a	n.a	Security	EWT	
		1.8.54	Establishment of crèche for staff use starting with the HQ & State office	Approval secured by Q2 each year	Q3-Q4	n.a	n.a	n.a	n.a	VEP	ADMIN, EWT	
1.9	Planning new activities for all elections	1.9.1	Allowing Election Day Workers and Security Personnel involved in Election Duties to Vote including INEC Staff	Approval secured by Q2 2017, Q1 2018 & Q1 2019	Q1	Q1	Q1	Q1	Q1	P&M	LS, EOPS, ICT	1.9 Election workers & others vote and new devices enable people with visual challenges to vote without assistance in the 2019 elections.
		1.9.2	Using Braille or other devices to enable those with visual challenges (especially the Blind) to vote unaided	Approval for procurement of braille devises secured by Q3 2018	n.a	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOPS	
		1.9.3	Data disaggregation by status and disability using appropriate forms	Approval secured by Q2 2017	Q2-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOPS	
		1.9.4	Ensure priority of Voting for Senior Citizens, Nursing and Pregnant Women, Albinos and other PWDs	Approval secured by Q2 2017	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOPS, LS, EPM, ADMIN, ADR	
		1.9.5	Develop code of ethics for election workers	Approval secured by Q2 2017	Q2-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	LS, EOPS, EPM, ADMIN	
1.10	To develop a database, analysis and processed information on election results and electoral activities to aid decision	1.10.1	Designing of data management tools	Repository of raw data, analysis, processing and tabulation of data on periodic basis for information and decision making	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	All departments, States and FCT offices	1.10 Database developed for archiving election results and other electoral activities

	making and the policy	1.10.2	Compendium of Election Results	Disaggregated Elections results up to PU level, Voting trends, Analysis of performance of Political Parties and Candidates	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	NISER, NBS, EOPs, States and FCT offices	
		1.10.3	Documentation and Archiving Policy for INEC	Develop a policy document for INEC to guide systematic collection, storage and preservation of electoral archival materials, documents and records	Q1-Q4	Q1-Q4	n.a	n.a	n.a	TEI	NBS, EOPS, States and FCT offices	
		1.10.4	Systematic collection of electoral archival materials, documents, and records for archiving and documentation	Visit to INEC State offices, local and international archives, museums, Libraries and selected institutions in the United Kingdom & Nigeria	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	All departments, States & FCT offices, National & International Archives, Museums, Libraries and Relevant Institutions	
1.11	Plan for election logistics, transportation, and implementation of reverse logistics	1.11.1	Review the Memorandum of Understanding (MoU) with NURTW and other transport unions/organisations to include the FRSC to ensure compliance standardization sanction and sensitization	Direct states to partner with FRSC in hiring of vehicles for Electoral activities	Q1-Q4	Q1-Q4	n.a	n.a	n.a	EOPs	Transport Division	1.11 Improved election logistics transportation
		1.11.2	Conduct market Survey on election transportation, and other areas of interest for the conduct of elections	Approval secured for conduct of market survey on election transportation	Q1-Q4	Q1-Q4	n.a	n.a	n.a	EOPS	VEP	
		1.11.3	Procurement of utility vehicles for Electoral Operations at the Local Government Area Level	Secure approval for phase procurement of Pick-Up vehicles	Q1-Q4	Q1-Q4	Q1	n.a	n.a	EOPS	Transport Division & Procurement	
		1.11.4	Procurement of trucks for Logistics operations (i.e) ten (10) trucks at the headquarters, two (2) cranes and one (1) truck each for State Offices and Zonal Stores	Secure approval for procurement of Trucks	Q1-Q4	Q1-Q4	Q1	n.a	n.a	EOPS	EWT	
		1.11.5	Set up a review committee on logistics	Submission of the Committee's report	Q1-Q4	n.a	n.a	n.a	n.a	EOPS	F&A, HRM	

		1.11.6	Funds for hiring of vehicles, boats etc to be made available in full and timely to Electoral Officers	Ensure that copies of schedule of funds released for Elections are made available to end users	Q1-Q4	Q1-Q4	Q1-Q4	n.a	n.a	EOPS	F&A	
		1.11.7	Enlist drivers as election personnel in the Training Manual	Direct Training department to develop training module for drivers	Q1-Q4	n.a	n.a	n.a	n.a	EOPs	TEI	
		1.11.8	APO II to be designated Reverse Logistic Officer who will be responsible for the retrieval of material at the polling unit levels	Availability of training manual	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	States offices, Stores & Training	1.12 Improved retrieval of election materials after elections for documentation purposes
		1.11.9	AEO (Operations) to be in charge of retrieval of materials at the LGA level	Availability of training manual	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	States offices, Stores & Training	
		1.11.10	HOU Logistics and Store officers to be in charge of the retrieval of materials at the State level	Scheduled of duty provided	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPs	States offices, Stores & Training	
		1.11.11	Return of Election materials to be made a condition for final payment of allowances for election officials	Allowances paid to Election Officials	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	States offices, Stores & Training	
		1.12.1	Construction of Electoral stores in INEC offices Nationwide	Availability of Electoral Stores	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPs	EWT, LEGAL, VR, Stores	
		1.12.2	General renovation upgrading and expansion of all existing INEC stores nationwide	Offices renovated	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	EWT, LEGAL, VR, Stores	
		1.12.3	Provision of steel containers in LGA offices for storage of Election materials and equipment	Availability of Steel Containers in LGA Offices	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	EWT, LEGAL, VR, Stores	
		1.12.4	INEC to dispose obsolete sensitive materials	Obsolete materials disposed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	EWT, LEGAL, VR, Stores	
		1.12.5	Zonal stores to revert to their primary responsibility of storing of Electoral materials	Materials stored at the Zonal Stores	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPs	LEGAL, VR, Stores	
		1.12.6	Clear distinction between Electoral stores and General stores at the state level	Scheduled of duty provided	Q1-Q4	n.a	n.a	n.a	n.a	EOPS	LEGAL, VR, State Offices	
		1.12.7	Provision of chemicals for fumigation of electoral stores	Electoral Stores fumigated	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Stores	EWT	
1.13	Review of Electoral forms and materials	1.13.1	Introduction of Polling Units booklet for Elections and review of other forms	Availability of Polling Units Booklets for Elections	Q1-Q4	Q2	n.a	n.a	n.a	EOPS	LEGAL, VR	1.14 Revised electoral forms for documentation of materials
		1.13.2	Redesigning of nomination form EC25 to provide for undertaking by candidates and political parties to comply with electoral rules and guidelines	Availability of FORM EC25	Q1-Q4	Q1-Q3	n.a	n.a	n.a	EOPS	LEGAL, VR	

Objective Two: To improve civic & voter education, training and research

S/N	KEY ACTIONS	ACTIVITIES	INDICATORS	TIME FRAME	IMPLEMENTING DEPT(S)
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				2017	2018	2019	2020	2021	LEAD	COLLABORATING	KEY OUTCOMES	
2.1	Formulate and Implement Gender, Youth and PWD Voter Education Programmes	2.1.1	Integration and implementation of Voter Education in secondary schools and Tertiary Institutions, including Almajiri Schools	Integration arrangement commence by Q1 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	TEI, State Office	2.1 Strategies for improving voter education, including voter education in school curriculum, early production of voter education materials, including e-materials, advocacy and partnership with stakeholders formulated.
		2.1.2	Conduct Voter Education Workshops for Nigerian Youths	MoU signed between INEC and collaborating Agencies	Q1-Q4	Q1-Q4	Q1	Q1-Q4	Q1-Q4	VEP	State Office	
		2.1.3	Organize Voter Education and sensitization for PWDs, including political parties, traditional institutions, labour unions, professional groups, market persons, academic communities, non-influential groups, women groups, youth groups, security, and agencies.	Voter education programmes conducted by Q1 each year	Q1- Q4	Q1- Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	TEI, State Office	
		2.1.4	Implementation of Voter Education in collaboration with NICVEP	Workshops & retreats conducted by Q2 each year	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	VEP	TEI	
		2.1.5	Workshops and Retreats on Voter Education for 2019 Elections by NICVEP	Contract awarded Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	TEI, Development Partners	
		2.1.6	Erection of outdoor boards for enlightenment	Contract awarded by Oct. 2017 & Feb. 2019	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	Proc, LS	
		2.1.7	Production, printing and broadcasting of Voter Education materials and jingles on Print, Electronic and Social media	Fora conducted between Q1-Q4 2017 , 2019	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	Proc, LS, Development Partners, State Office	
		2.1.8	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.	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	TEI, State Office and LGAs	
		2.1.9	LGA and RA level Voter Education programme for Stakeholders	Approval for conduct of fora secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State & LGA offices	

		2.1.10	State level Voter Education Fora by RECs for election Stakeholders in the 36 States & FCT	Approval secured and arrangement with GSM providers completed by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Offices	
		2.1.11	Sensitization of voters through mobile phones SMS	Contract awarded by Feb. 2019	n.a	n.a	Q1	Q1-Q4	Q1-Q4	VEP	Service Providers	
		2.1.12	Procurement of 18 new LandRover Cine Rovers for public enlightenment	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q2	Q1-Q2	Q1-Q4	EWT	VEP, Proc	
		2.1.13	Compliance monitoring of Voter Education Activities	Approval secured to monitor the voter education activities upon commencement	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	VEP, ADR	
		2.1.14	M&E on Voter Education Activities	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	VEP, ADR	
		2.1.15	Review of INEC Communication Policy	Approval Secured by Q1 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Departments, State Offices	
		2.1.16	Development and Printing of TEI Handbook on its programmes	Production by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	VEP	
		2.1.17	Rejuvenation of quarterly Electoral Magazines	Production by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Departments	
		2.1.18	Training of Management Staff at State Offices on Gender Mainstreaming	Approval secured by Q2 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Officers	
		2.1.19	Regular interaction with gender desk officers on strengthening participation of women in election	Approved secured by Q2 each year	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	VEP	State Offices	
		2.1.20	Extension of voter education and other civic activities to local government areas	Production of voter education materials by Q1 each year	Q1-Q3	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Departments	
		2.1.21	Production of Bi-annual INEC Magazine on Access for marginalised group	Approval secured by Q1 each year and production by Q2 each year	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	Q1-Q2	VEP	All Departments, State Offices	
2.2	Formulate and Implement Training Programmes	2.2.1	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	Q1, Q3	EPM	TEI, LS, P&M	2.2 Training needs assessment and training programs implemented with a clear training calendar for all categories of staff and stakeholders
2.2.2		Refresher Courses for INEC Staff at HQs & State offices (Oversea Courses), including local refresher courses	Institutions identified and approval secured by end of Q1 each year	Q1- Q3	Q1- Q3	Q1- Q3	Q1-Q3	Q1-Q3	VEP	HRM		
2.2.3		Enhance the capacities of CSO Desk Officers through Sign Language Training	Training conducted by Q1 each year	Q1, Q3	Q1, Q4	Q1, Q3	Q1, Q3	Q1, Q3	VEP	TEI		

2.2.4	BRIDGE modular training for key officers, State Civil Society Desk Officers on Gender & Election	Consultant engaged by Q3 each year	Q3	Q3	Q3	Q3	Q3	Q3	VEP	State Offices, IC&P
2.2.5	Intervention programmes on violence against women in elections	Enhanced participation of women in politics	Q3	Q3	Q3	Q3	Q3	Q3	VEP	State offices, IC&P
2.2.6	BRIDGE modular training for INEC Staff on Electoral Dispute Resolution.	Consultant hired by Q2, 2018.	Q2	Q2	Q1	Q2	Q2	Q2	ADR	TEI, Development Partners
2.2.7	Training of CSOs in the 36 States and the FCT on gender issues	Consultant engaged by Q2 each year	Q2 -Q3	VEP	TEI					
2.2.8	Pre-retirement workshop for all retiring INEC Staff	Approval for training secured by Q1 2017 and Q2 2018	Q1	Q2-Q3	n.a	n.a	n.a	n.a	HRM	F/A, and State Offices
2.2.9	Capacity building on Pension Management and Administration for INEC Pension Unit Staff	Approval secured by Q1 each year	Q1, Q4	HRM	F/A, and State Offices					
2.2.10	Sensitization of accredited election observers & training of election monitors on constituency delineation to be done by EOPS	Approval secured by Q1 each year	Q1-Q4	Q3-Q4	Q1-Q4	Q1-Q4	Q1, Q4	Q1, Q4	EPM	EOPS, TEI
2.2.11	Training of Poll Officials for 2017 Governorship election in Anambra State, 2018 Osun & Ekiti States Governorship Elections	Approval secured by Q3 2017, 2018, 2020 and 2021	Q3	Q3	n.a	Q3	Q3	Q3	TEI	NYSC and Federal Agencies
2.2.12	Training of Poll Officials for 2019 General Elections, & 2019 FCT Area Councils Election	Proposal/training sensitization workshop for monitors and observers ready by Feb. 2018	Q2	Q1-Q4	n.a	n.a	n.a	n.a	TEI	EOPS, NYSC, State Offices and Federal Agencies
2.2.13	Training of Political Party Aspirants and Candidates before the 2019 general elections	Approval secured in Q2 2018	n.a	Q3-Q4	n.a	n.a	n.a	n.a	TEI	EPM
2.2.14	Review INEC Training Plan (2015-2019) and Conduct Establishment Training Needs Assessment for staff	Approval secured by Q3 2017	Q3	n.a	n.a	n.a	n.a	n.a	HRM	IFES, Development Partners and State Offices
2.2.15	Conduct of Electoral Training Needs Analysis (TNA)	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	n.a	TEI	IC&P
2.2.16	Review of Election Manuals to accommodate Persons with Disabilities (PWD), Gender, Youths	Approved secured and Review Election Manual produced in Q2 2017	Q1-Q4	n.a	n.a	n.a	n.a	n.a	TEI	EOPS, LS, Development Partners
2.2.17	Procurement of multimedia Interactive Training Kits and equipment	Contract awarded by April 2017	Q1-Q2	Q3-Q4	n.a	n.a	n.a	n.a	TEI	Proc

2.2.18	Capacity building of staff through attendance of relevant courses and workshops, both locally and internationally	Engagement of management consultants by Q2 each year	Q1- Q4	Q1- Q4	Q2- Q4	Q1- Q4	Q1-Q4	HRM	All Departments and State Offices
2.2.19	Induction workshop for newly recruited officers	Approval secured by Q1 2018	n.a	Q1-Q2	n.a	n.a	n.a	HRM	EOPS,ICT,VR
2.2.20	Training on Operating System, DBMS, and Development tools that support the Voters Register	Engagement of IT firms by January each year	n.a	Q3-Q4	Q3	Q4	Q4	VR	ICT,TEI
2.2.21	Sensitization workshops on manual and guide for EADR workplace mediation guide for Political Parties on Electoral Alternative Dispute Resolution (EADR).	Approval secured within Q1 - Q4 each year.	Q1 - Q4	ADR	Development Partners				
2.2.22	Quarterly Lecture series, conferences, Seminars & Workshops on electoral and political parties' disputes.	Approval secured within Q1 each year.	Q1 - Q4	ADR	EPM, LS, Political Parties Development Partners.				
2.2.23	Training of INEC Staff/Federal Establishment, University academic and Staff of FTIs on Spreadsheet Collation	Approved training syllabus ready by Q3-Q4 2019	n.a	Q3- Q4	Q1- Q4	Q1-Q4	Q1-Q4	EOPS	ICT,TEI, HRM, Commission
2.2.24	Training of INEC Staff/Federal Establishment, University academic and Staff of FTIs on the transmission of electronic election results to the collation centres	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	ICT
2.2.25	Production of bi-annual Nigeria Electoral Journal for publication of research studies on democracy and electoral process	Journal published by Q2 and Q4 each year	Q2, Q4	TEI	All Departments				
2.2.26	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 2017 and Q1 2018	Q1-Q4	Q2- Q4	n.a	n.a	n.a	VEP	TEI
2.2.27	Accreditation of CSOs and NGOs	CSOs and NGOs screened and accredited after meeting the requirements	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	LS, State Office	EPM, VEP

2.2.28	Sensitization Workshop for Certified Trainers on implementation of Electoral Training Study Cycles (ETSC)	(i) TEI Certified trainers imbibe professional ethics and exhibit training codes of conduct (ii) Trainers meet and engage in discussion on Electoral Training Issues and Challenges in ETSC implementation (iii) Trainers acquire knowledge and skills of improvement in guidelines for Voters Registration and Elections and Training Methodology for ETSC (iv) Trainers at all levels kown the process and take responsibility to work for the upcoming staggered elections and through ETSC prepare them for 2019 General Elections (v) Trainers at all levels become committed to the implementation of the Commission's Training	Q1	n.a	n.a	n.a	n.a	TEI	VEP
2.2.29	Implementing Electoral Training Study Cycle (ETSC) programme for all staff of the Commission on GL 07 -14 in phases: Step 1: Developing Training Curriculum and Manual Study Cycle Programme. STEP 2: Develop and engage a robust team to guide the programme. Step 3: Conduct ToT for the Crop of Trainers to drive the Training. Step 4: Mount Electoral Study Cycle Programmes in State Offices and GQ. Step 5: Evaluation of Programme	(i) Staff of the Commission on GL 07-14 gain electoral knowledge/skills on all aspects of elections in two batches. Batch 1 to train 7,913 and others to be trained in Batch 2 (ii) Staff of the Commission on GL 07-14 acquire and exhibit competencies on matters pertaining to elections	Q1 (Phase I)	Q1 (Phase II)	n.a	Q1 (Phase III)	n.a	TEI	States, LGAs HQTRs

2.2.30	(A) BRIDGE - Training Workshop/ Induction for National Commissioners (B) BRIDGE - Training Workshop/ Induction for newly appointed Resident Electoral Commissioners, Administrative Secretaries, Directors and HODs	(i) Provide National Commissioners with requisite knowledge and skills on Election Management and Administration (ii) Provide Newly appointed Resident Electoral Commissioners (RECs), AS, HOD (Ops), Directors with requisite knowledge and skills to help them understand the nature of the Commission's operation. (iii) Both NCs, and RECs will identify the core issues of Electoral Cycle, Strategic Planning, Operational, Planning, Polling and Counting Procedures and the concomitant management styles. they will operate with critical and strategic thinking abilities	Q1	n.a	n.a	n.a	n.a	Comm. Secretariat	TEI, HQTRs, States, IFES
2.2.31	Develop TEI Training Policy	(i) Draft Training Policy (ii) Training Policy document to eventually influence TEI training culture positively	Q2	n.a	n.a	n.a	n.a	TEI	HRM, IC&P
2.2.32	Review of Security/ Political Party Agents Training Manual	Content and Methodology and Impact Assessment of Political Party and Security Personnel Training in 2014/2015 is made for improvement in both curriculum and methodology update	Q2	n.a	n.a	n.a	n.a	TEI	Security, LS, EPM, IC&P
2.2.33	Engagement of EPM/VEP Depts. on Commission Training Plan	(i) Develop Modular Framework on training of Political Parties (ii) Develop guidelines and timelines for implementation (iii) Develop Civic/Voter Education Strategy	Q2	n.a	n.a	n.a	n.a	TEI	VEP, EPM

2.2.34	Implement Commission's Training Plan on Election Administration/ Management (for staff on GL 07 - 14) in phases: Phase 1: Developing Training curriculum and manual for Election Administration/ Management. Phase 2: First ToT to raise competent Trainers to drive the curriculum and manual. Phase 3: Commission's Training Plan (Election Administration/ Management) implementation at designated centres across the country (State, LGAs, Departments)	(i) Staff of the Commission on GL 07-14 will acquire knowledge/skills of Election/Administration/Management (ii) Improve performance of staff on GL 07-14 on Election Administration, efficiency and effectiveness (iii) Commission is consistent in building successive generation of staff equipped with basic skills in Election Administration	Q3	n.a	n.a	n.a	n.a	TEI	
2.2.35	Review and Production of CVR Manual for Governorship Elections and 2019 General Elections	Incorporate new guidelines into existing CVR Manual. (ii) Produce CVR Manual for training of staff for CVR for Anambra	Q2	Q3	n.a	n.a	n.a	TEI	VR, Eops, ICT
2.2.36	Training of Ad-hoc Staff for CVR in States	Staff will acquire the skills to apply the DDC Machines to CVR for Governorship Elections and 2019 General Elections	Q2	Q3	A3	n.a	n.a	TEI	VR, LS
2.2.37	Review and Production of Election Manual for Governorship Elections and 2019 General Elections	Incorporate new guidelines into existing training manual (ii) Produce training manual for the training of Poll staff	Q3	Q2	Q2	Q2	n.a	TEI	EOPs, Legal
2.2.38	Training of CSOs and Political Parties for Governorship Elections and 2019 General Elections	Trained CSOs and Political Parties will add value to the electoral process (ii) Tension and Frictions at Election will reduce	Q2	Q3-Q4	Q1	n.a	n.a	TEI	VEP,EPM

2.2.39	Strategic/ Critical Thinking Workshop	Participants will identify critical and creative thinking process against mere logical and traditional process (ii) Participants will engage in critical and creative thinking process (iii) Participants will employ critical and creative thinking in their jobs (iv) Participants will adopt critical and creative thinking as philosophy of leadership in every aspect of their work	Q4	Q3	n.a	n.a	n.a	TEI	
2.2.40	e-learning, e-training and certification	Electoral training will be diversified to reach many through e-training platforms (ii) Cost of electoral training would reduce (iii) e-training/training platform will be provided for ad-hoc staff to apply on-line as ad-hoc staff (iv) Many stakeholders will be certified to qualify to do election work	n.a	Q1	n.a	n.a	n.a	TEI	ICT
2.2.41	Evaluation and Audit of Electoral Training Activities	Evaluate the trainings using SWOT Analysis. (ii) Use result of analysis to propose training programmes	Q4	Q4	Q2	n.a	n.a	TEI	P&M
2.2.42	Training Readiness Assurance for all Trainings	To assess the state of logistics for Training (Venue, etc)	Q2	Q3	Q2	Q1	n.a	TEI	P&M
2.2.43	Refresher training for LGTOs	To provide refresher training for LGTOs on Training Methodology and Management	n.a	Q4	n.a	n.a	n.a	TEI	State Office

		2.2.44	TNA Evaluation and Review	Identify success of 2014-2019 TNA Plan (ii) Identify lapses in TNA/Plan. (iii) Propose a new TNA	n.a	n.a	Q3	n.a	n.a	TEI	State Office	
		2.2.45	Training of Political Party Officers and Staff on how to organise Political Party Office	To provide the skills and competencies on Party Office Management and Administration	Q3	Q3	Q1	n.a	n.a	TEI	EPM, Development Partners	
		2.2.46	Certification Training for Assistant State Trainers	Assistant State Trainers would become TEI Certified Trainers (ii) The competence level of Assistant State Trainers will rise (iii) Assistant State Trainers will help in further ETSC Programmes	n.a	n.a	Q4	n.a	n.a	TEI	State Office	
		2.2.47	Organize workshop involving Electoral Officers, including AEOs in the six geopolitical zones	Secure approval to organise a workshop for Electoral Officers	Q1-Q2	n.a	n.a	n.a	n.a	EOPs	Commission Secretariat, State Offices	
		2.2.48	Selection process and shortlisting of staff for ad-hoc duties (INEC retired staff should be included as ad-hoc staff in the recruitment process)	Secure approval for compilation of staff details, staff auditing and training	n.a	Q4	n.a	n.a	n.a	EOPs	HRM, Audit & F&A, State Office	
		2.2.49	Review of honoraria for all Election Duty personnel	Secure approval to constitute Honoraria review committee	Q1	n.a	n.a	n.a	n.a	EOPs	F&A	
		2.2.50	Training for consular liaison (passages) staff	Approval secured in Q3 2017, Q1 2019	Q3	n.a	Q1	n.a	n.a	ICP	HRM	
2.3	Formulate and implement a research agenda	2.3.1	Conclusion of study on 2015 elections & publication of same	Submission of Findings of Study to the Commission by April 2017 and Presentation of Findings to Stakeholders by June 2017	Q1, Q2	n.a	n.a	n.a	n.a	TEI	EPM, Resource Persons External	2.3 Research agenda formulated based on the experience of the Country on election management
		2.3.2	Study of the Profiles of National Assembly and State House of Assembly Members	Proposed approval secured by Q1 2017	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	TEI	Resource Persons External	

2.3.3	Completion of Study on Democratization at the Grassroots & Publication of same	Findings of study presented to Commission by May 2017 and Report printed by June 2017	Q1, Q2	n.a	n.a	n.a	n.a	TEI	Resource Persons External
2.3.4	Capacity enhancement of Research Officers	Specific training programmes & training institutions identified by Feb. each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	HRM
2.3.5	Translation of Nigerian Constitution and Electoral Act, 2010 (as Amended) into local Nigerian Languages & Pidgin English for voter education and information.	Recruitment of professional translators and production of materials from translated document completed by Q1, 2017 and Q2, 2018	Q1-Q4	Q1-Q4	n.a	n.a	n.a	VEP	LS, TEI and Language Institutions
2.3.6	Translation of INEC Publications into local Nigerian Languages & Pidgin English for voter education and information	Draft report submitted to the Commission by Q1 2017	Q1-Q4	n.a	n.a	n.a	n.a	VEP	LS, TEI and Language Institutions, State Office (VEP)
2.3.7	Collection and interpretation of proverbs and world views in 3 major Nigerian Languages and Pidgin English	Draft report submitted to the Commission by Q4 2017	Q1-Q4	n.a	n.a	n.a	n.a	TEI	External Resource Persons
2.3.8	Collaboration with Researchers from Nigerian Universities to undertake the Studies on preparations, issues, conduct and outcomes of the 2019 general Elections and Publication of same	Recruitment of Resource persons by June 2018, Documentation of activities in the elections in all states of federation and FCT by June 2018, Producing Report on the study by Q4 2019, Presentation of findings to the Commission- and other stakeholders by June 2020	Q2	Q3	Q1-Q4	Q1, Q2	n.a	TEI	External Resource Persons
2.3.9	Presentation of papers and research studies at International seminars and conferences	Research officers participate regularly in international conferences and seminars particularly those organized by foreign universities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	n.a	TEI	External Resource Persons
2.3.10	Recruitment of new staff to beef up staff strength at the L.G.A (more of RAOs)	Engagement of management consultants by Q1 2018	n.a	Q3, Q4	n.a	n.a	n.a	HRM	State Offices, Federal Character Commission

2.3.11	Creation and update of Election Officials Databank	Approval for study secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	n.a	HRM	EOPS, LS, VEP, EPM, State Office External Resource Persons
2.3.12	Clinical reference books for Doctors/ Nurses	Contract awarded by Q2 2017	n.a	n.a	Q2	n.a	n.a	Health Services	Commission
2.3.13	Trilogy on Elections in three phases: (i) Pre-colonial (1400-1900), (ii) Colonial (1900-1960) (iii) Post-Colonial (1960-Date)	Approval secured by Q2 2017	Q1-Q4	n.a	n.a	n.a	n.a	TEI	Universities
2.3.13	Incorporation of information and statistics form into the SCR (Physically challenged)	Statistics information incorporated into the SCR of physically challenged	n.a	n.a	Q1-Q4	n.a	n.a	ICT	VEP, EOPs
2.3.14	Documentary on the Evolution of the Electoral Process (Phase I)	Electronic Production and dissemination of comprehensive and concise documentary CD on the electoral process	Q1-Q3	n.a	n.a	n.a	n.a	TEI	Resource Person, National Archives and other relevant institutions
2.3.15	Documentary on the Evolution of the Electoral Process (Phase II)	Electronic Production and dissemination of Episodic documentary CD on the electoral process	n.a	Q1-Q3	n.a	n.a	n.a	TEI	Resource Person, National Archives and other relevant institutions
2.3.16	Commissioned study of Post 2015 General Elections Re-run and Bye-Elections	Report on the rerun elections in Kogi, Bayelsa, Rivers, Edo, Ondo, Akwa Ibom and Lagos State	Q4	Q1-Q2	n.a	n.a	n.a	TEI	EOPS, ICT, EPM, P&M and Universities, LS
2.3.17	Voter and Civic education Methodology Research	Report on effectiveness, impact and accessibility of voter education methodology	Q4	Q1-Q2	n.a	Q1-Q4	n.a	TEI	VEP, EPM & Universities
2.3.18	Commissioned study on the cost of Elections in Nigeria	Report on the cost of Elections	n.a	n.a	Q1-Q4	Q1-Q4	n.a	TEI	F&A, EOPs, IC&P, VR, VEP, Universities, IFES, EPM
2.3.19	Research on Diaspora Voting	Report on ways and means of conducting diaspora voting	n.a	Q1-Q2	n.a	Q1-Q2	n.a	TEI	EOPs, VR, NPC, NASS & Universities
2.3.20	Development and Deployment of Electoral Violence Mitigation and Advocacy Tools	Self-certifying e-training and e-learning platform, advocacy activities	n.a	Q1-Q4	n.a	Q1-Q2	n.a	TEI	VEP, LS, ADR, ICSS

		2.3.21	Research on suppressed Constituencies	Draft research report to inform the delineation of suppressed constituencies	n.a	Q1-Q3	n.a	n.a	n.a	TEI	EOPs, VR, LS, NPC & NASS	
		2.3.22	Pre-election study of context and Readiness Assurance for the 2019 General Election	Report of Research findings, analysis of readiness of state offices, security and other electoral stakeholders	n.a	Q3-Q4	n.a	n.a	n.a	TEI	P&M, EOPs, VEP, ICP VR, EPM, LS & Security	
		2.3.23	The Nigerian Electoral Journal	Bi-annual publication of the Nigerian Electoral Journal	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	Contributors/ Guests Editors	
		2.3.24	Research on campaign and Candidate Finance in Nigeria	Report on Political finance in Nigeria	n.a	n.a	Q1-Q4	Q1-Q4	n.a	TEI	EPM, Development Partners and Universities	
		2.3.25	Legal and Policy Framework for regulating the conduct of Politicians and political parties in Nigeria	Draft research report analysing issues and challenges to free, fair and credible elections	n.a	Q1-Q4	n.a	n.a	n.a	TEI	LS, EPM, and Universities	
		2.3.26	Commissioned study of Edo, Ondo, and Osun Governorship Elections	Report on activities, events and outcomes of the 2019 General Elections	n.a	Q4	Q1-Q4	n.a	n.a	TEI	Universities	
		2.3.27	Commissioned study of 2019 General Elections	Review and edit outstanding materials for publication	Q1-Q4	Q1-Q4	n.a	n.a	n.a	TEI	Universities	
		2.3.28	Publication of outstanding Research Report on 2015 General Elections, Democratisation at the grassroots, etc	Availability of Research Report	Q1-Q4	n.a	n.a	n.a	n.a	TEI	VEP	
2.4	Institutionalise the National Inter-Agency Committee on Voter Education	2.4.1	Strengthening of National Inter Agency Committee on Voter Education (NICVE) include political parties as collaborating partners of NICVE	NICVE strengthen by Q2 2017	Q2	n.a	n.a	n.a	n.a	VEP	NBC, NOA, FRCN, NCC,GSM Providers such as MTN, Glo, Airtel, Etsalat etc.	2.4 Improved Collaboration with Stakeholders
2.5	Institutionalize and Strengthen the NYSC Voter	2.5.1	Review / Procurement of Voter Education Manuals and materials	Availability of Voter Education Manuals	n.a	Q1-Q4	Q1	n.a	n.a	VEP	Proc	2.5 Increased voter turnout during elections

	Education Community Development (CD) Groups in each State and LG (INEC - NYSC Ambassadors)	2.5.2	Integrate Voter Education into major Social Cultural and Professional activities	Voter education integrated into social cultural & professional activities	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	State Office, LGAs, Bilateral Committee	
		2.5.3	Upgrade the interactive platforms of engagement with the Citizens, especially the establishment and equipping of the Media Centre at the National Headquarter of the ICC	Media Centre upgraded	Q1-Q4	Q1-Q4	n.a	n.a	n.a	VEP	ICT	
2.6	Formulate and implement policies to ensure participation of marginalised groups, including persons with disability, as well as Out of Country Voting (OCV) & IDPs	2.6.1	Transcribe Voter Education Materials into Accessible format for PWDs (Braille and Audio CDs)	Availability of Braille and Audio CDs	Q4	Q4	Q1	n.a	n.a	VEP	CSOs, NGOs, DPL	2.6 Policies on the participation of marginalised groups in the electoral process formulated and developed
		2.6.2	Convene stakeholders forum on the policy on improved Access	Policy document to be ready by Q2 2018	n.a	Q2	n.a	n.a	n.a	VEP	CSOs, NGOs	
		2.6.3	Review of Electoral Forms to capture PWDs and types of Disabilities during Electoral activities	Availability of Revised Electoral Forms to capture PWDs	Q4	Q4	n.a	n.a	n.a	VEP	EOPS	
		2.6.4	Disaggregation of data of PWDs in the Electoral process	Availability of PWDs data disaggregated	Q2	Q3	Q1	n.a	n.a	VEP	ICT	
		2.6.5	Hold Strategy development workshops/seminars with critical Youth Groups	Approval secured & workshop/seminars conducted in Q1 each year	Q1	Q1	Q1	Q1	Q1	VEP	CSOs, NGOs	
		2.6.6	Online interactions with Youth Groups to get input on a Youth Engagement Strategy	Approval secured & Online Interaction conducted in Q1 each year	Q1	Q1	Q1	Q1	Q1	VEP	ICT	
		2.6.7	Convene a National Youth Summit to sensitize the Youth on Peaceful Elections before the 2019 General Elections	Summit conducted in Q4 2018	n.a	Q4	n.a	n.a	n.a	VEP	CSOs, NGOs	
		2.6.8	Explore the participation of Out of Country Voting (OCV) on the electoral process	Revised Electoral Act to include OCV	Q1-Q4	n.a	n.a	n.a	n.a	VEP	LS, DPL, VR, ICT, Eops	
2.7	Professionalising Election Personnel Training	2.7.1	Capacity building of staff through attendance of relevant courses and workshops, both locally and internationally	Training/workshop conducted in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	HRM	2.7 Improved professional capacity in the workforce
2.8	Entrenching democracy and conduct of credible elections	2.8.1	Networking with Election Management Bodies, particularly in West Africa	Conference conducted in Q4 2017, 2018, 2019, 2020, & 2021	Q4	Q4	Q4	Q4	Q4	TEI	Commission, ICP	2.8 Enhanced credible elections

Objective Three: To register political parties and monitor their operations												
S/N	KEY ACTIONS	ACTIVITIES		INDICATORS	TIME FRAME					IMPLEMENTING DEPT(S)		KEY OUTCOMES
					2017	2018	2019	2020	2021	LEAD	COLLABORATING	
3.1	Register political Parties	3.1.1	Registration of political parties' identification of Political Parties operating in each state of the Federation	To be in line with Constitutional and Electoral Acts provisions	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR	3.1 Easy process of registration of political parties with procedures of getting into on the ballot with adequate time lag for registration of political parties before election
		3.1.2	Review of guidelines for registration and deregistration of political parties	Reviewed guidelines and regulations for party registration & deregistration ready by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR	
		3.1.3	Development and review of logo Bank to enhance party Registration	All political party primaries, congresses and conventions are monitored upon notification	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS	
3.2	Monitor the nomination of candidates	3.2.1	Monitoring of political parties primaries and congresses.	Templates for verification of claims of candidates in line with election timetable	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR	3.2 Trained and empowered staff on the monitoring of nomination of candidates, finances of political parties, campaigns and media access.
		3.2.2	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	Q1- Q4	EPM	LS, ADR	
		3.2.3	Review template of processes to enhance internal party democracy	Review template ready by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	EPM	LS, ADR	
		3.2.4	Facilitate resolution of disputes arising from Party Primaries, Registration of Voter, Review of PUs & during elections.	Template for resolution of disputes to be ready by Q1 each year	Q1 - Q4	Q1 - Q4	Q1	Q1 - Q4		ADR	EPM, LS	
		3.2.5	Computerization of personal particulars of nominated candidates for elections	Approval secured to procure the software & consultants hired to implement by Q2 2017, and Q2 2018	Q1- Q4	Q1- Q4	n.a	n.a	n.a	LS	ICT, EPM	
		3.2.6	Review of existing regulations on the process of nominations of candidates by Political Parties	Regulation gazette for tracking of candidates nomination	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	LS	

		3.2.7	Review of regulation of timeline for the nomination of candidates by political parties	Regulation on timelines gazette	Q1-Q4	n.a	n.a	n.a	n.a	EPM	LS	
		3.2.8	The commission should enforce the political parties to ensure compliance with their rules and regulation as well as INEC checklist	Compliance Checklist ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	LS, ADR	
		3.2.9	Sensitization should occur among the leaders of the parties in order to achieve internal democracy	Workshop organized Quarterly each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	LS, ADR	
3.3	Monitor the finances of Political Parties	3.3.1	Tracking of contributions to Political Parties	Template/Guidelines for tracking ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	n.a	n.a	EPM	States,LGA Offices	3.3 Establishment of framework for monitoring of nomination of candidates, finances of political parties, campaigns, campaign finances and media access
		3.3.2	Training of personnel at national, state and LGA levels on tracking of contributions to political parties	Approval secured and training conducted by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	EPM	State offices	
		3.3.3	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	Q1-Q4	EPM	IA, State, LGA Offices	
		3.3.4	Capacity building on monitoring/ tracking and reporting for INEC Staff and Political parties	Proposal approved by Q1-Q2 2017	Q1-Q4	Q1-Q4	Q1	n.a	n.a	EPM	P&M	
3.4	Monitor Political Party campaigns	3.4.1	Sensitization of political parties on the rules of engagement during campaigns (should be on continuous basis)	Approval secured by Q3 2018 and Q1 2019	n.a	Q1- Q4	Q1	n.a	n.a	EPM	ADR, States and LGA Offices	3.4 Improvement in the operation of political parties particularly in terms of nomination of candidates, management of finances, campaigns and campaign finances
		3.4.2	Design of programmes for monitoring of campaign finances	Approval secured by Q1 2018, 2019, 2020 & 2021	n.a	Q1- Q3	Q1	Q1	Q1	EPM	ADR, States and LGA Offices	
		3.4.3	Appointment of monitoring Teams	Approval secured by Q1 2018, 2019 & 2020	n.a	Q1- Q3	Q1	Q1	n.a	EPM	States and LGA Offices	
3.5	Track campaign finances of candidates and political parties	3.5.1	Training of INEC Staff and CSOs on tracking of campaign finance (To be backed-up with funding and sanctions)	Approval secured by Q3 each year	Q3- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	EPM	IA,LS	3.5 Effective mechanism for tracking campaign finances of candidates and political parties including sanctions
		3.5.2	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	Q1-Q4	EPM	IA, LS	
		3.5.3	Collation of campaign budgets submitted to the Commission after parties campaigns	Template for receipt of campaign budget ready by Q1 2018	n.a	Q1- Q3	Q1- Q2	Q1	Q1	EPM	IA,LS	
		3.5.4	Review of Guidelines, manuals and Reporting Forms for party registration, party Finance and tracking	Proposal approved by Q2, 2017	Q2-Q4	Q1-Q2	n.a	Q1	n.a	EPM	STATE OFFICES	
		3.5.5	Review of budgetary provisions for tracking/monitoring of finances of political parties at state level	Template ready by Q2 2017	Q2	n.a	n.a	n.a	n.a	EPM	LS, IA, State, LGAs	

		3.5.6	Training of political party officials on the proper management of funds	Approval secured & Training conducted by Q1 each year	Q1	Q1	Q1	Q1	Q1	EPM	IA	
		3.5.7	Inspection of political parties' offices at state level to enhance efficient political party administration at the state level	Approval secured for conduct of workshop / seminar by Q4 2017, 2018, Q1 2019, Q4 2020 & 2021	Q4	Q3-Q4	Q1 -Q2	Q4	Q4	EPM	LS, EOPs, State, LGAs	
3.6	Monitoring equal media access by political parties	3.6.1	Engagement with media regulators and election stakeholders on effective monitoring of media access by political parties/candidates.	Approval secured and team inaugurated by Q4 2017.	Q4	n.a	n.a	n.a	n.a	VEP	EPM	3.6 Partnership with stakeholders on the monitoring of operation of political parties
		3.6.2	Constitution of election stakeholders forum, including media regulators on monitoring and tracking of media access	Code of conduct to be ready by Q3 2018	n.a	Q3	n.a	n.a	n.a	VEP	EPM	
		3.6.3	Update of code of conduct for media practitioners for Elections	Proposal approved by Q1 2017	Q1-Q4	Q1-Q4	Q1	n.a	n.a	VEP	P&M, Development Partners	
		3.6.4	Designing of monitoring format/template for media access against hate speech, thuggery etc.	Proposal approved by Q1 2017	Q1-Q3	Q4	Q4	Q1-Q2	n.a	EPM	Legal EP,NBC	
3.7	Promote efficiency in party Administration and internal party democracy	3.7.1	Compendium of Constitutions and Manifestos of political parties to guide Political parties Administration	Proposal approved by Q1 2017	Q1-Q3	Q4	Q4	Q1-Q2	n.a	EPM	LS	3.7 Adherence to code of conduct by political parties
		3.7.2	Liaison with IPAC/ Political Parties at state level in order to enhance internal party democracy	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	Q1	EPM	LS, States, LGAs	

Objective Four: To interact nationally and internationally with relevant stakeholders

S/N	KEY ACTIONS	ACTIVITIES	INDICATORS	TIME FRAME					IMPLEMENTING DEPT(S)		KEY OUTCOMES	
				2017	2018	2019	2020	2021	LEAD	COLLABORATING		
4.1	Establish a mechanism for regular consultation with stakeholders	4.1.1	Sustain regular (At least Quarterly) Meetings / Engagement with Stakeholders	Approval secured by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	VEP	CSO / Media	4.1 Stakeholders forum meet regularly to share information and get input of stakeholders, Platforms established for engaging with key stakeholders, including the executive, legislature, judiciary, political parties, candidates, the media, security agencies, civil society
		4.1.2	Engagement of the Judiciary, CSO	Approval secured by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	LS	VEP	
		4.1.3	Compilation and publishing of monitors and observers' reports at the end of every exercise	Final production ready by first quarter 2020.	n.a	n.a	n.a	Q1 -Q2	n.a	EPM	VEP, TEL, EOPS, P&M	
		4.1.4	Collaboration with Development Partners and EMBs on areas of mutual benefits	Approval secured by Q1 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	ICP	LS	
		4.1.5	Interaction with Diplomatic Missions, Foreign Affairs, Customs and Immigration	Arrangement completed by Q3 each year	Q4	Q4	Q4	Q4	Q4	ICP	LS, EPM	

4.1.6	Cooperation Agreements with some Development Partners and EMBs	Arrangement completed by Q4 each year	Q1- Q4	Q1- Q4	Q1- Q4	Q1-Q4	Q1-Q4	ICP	LS, National Planning Commission
4.1.7	Compilation of Report on technical assistance received from Development Partners	Report to be ready by end of Q4 each year	Q1	Q1	Q1	Q1	Q1	ICP	EPM, TEI
4.1.8	Coordination of international observer missions	Arrangement for election day tour completed by Q1	n.a	n.a	Q1	n.a	n.a	ICP	EPM,EOPS and TEI
4.1.9	Consolidating bilateral ties with collaborating agencies to encourage electoral commitment	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICP, Comm. Secretariat, P&M	EPM, LS, VEP, EOPS, Security Development Partners and Collaborating Institutions
4.1.10	Photo boards for election activities 2018	Approval secured by Q1 2018	n.a	Q1	n.a	n.a	n.a	ICP	All Departments
4.1.11	Guided tour for foreign guests (FCT and neighbouring states) 2019	Approval secured in Q1 2019	n.a	n.a	Q1	n.a	n.a	ICP	All Departments
4.1.12	Passages (Visas, health insurance, incidental (2018-2019)	Approval secured in Q4 2018, Q1 2019	n.a	Q4	Q1	n.a	n.a	ICP	All Departments
4.1.13	Situation room/national collation centre	Approval secured in Q1 2019	n.a	n.a	Q1	n.a	n.a	ICP	All Departments
4.1.14	Hosting guests (accommodation for states returning officers)	Approval secured in Q1 2019	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICP	All Departments, State offices
4.1.15	Formulation of Foreign election observation policies and compilation of report.	Approval secured by Q2 2018	n.a	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICP	All Departments
4.1.16	Secure commitments from traditional rulers, religious leaders, Gender-based civil society organisation and political parties through advocacy to support women political aspirations	Approval secured by Q2, 2017 & Q1,2018	Q2-3	Q1-4	n.a	n.a	n.a	VEP	State Offices
4.1.17	Enhance political participations of female politicians through round table discussions	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	ADR and State Offices
4.1.18	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, 2017, Q1 2018 & Q1, 2019	Q1-Q4	Q1-Q4	Q1	n.a	n.a	VEP	ADR and State Offices

organizations, development partners, election observer groups (domestic and international) the electorate, traditional rulers, INEC ad-hoc staff, NYSC directorate, contractors/vendors, service providers, including CBN, commercial banks and insurance companies, FBOs, Trade Unions, Professional bodies, National Orientation Agency (NOA), and persons living with disabilities

4.1.19	Enhance outreach programmes to market women & men, professionals and Trade Unions	Outreach programmes in 2 major markets per State conducted by Q1-Q3 in 2017, 2018 & Q1 2019	Q1-3	Q3-4	Q1	n.a	n.a	VEP	ADR and State Offices
4.1.20	Collaboration with SIECs to enhance international best practices through training, workshops and seminars	Specific training programme & institutions identified and approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Commission Secretariat	IC&P, TEI and Development Partners
4.1.21	Observation of LGAs Election by INEC State Offices	Observation done upon notification by SIEC of States	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	State Offices	FOSIECON
4.1.22	Quarterly Lecture Series, Conferences, Seminars and Workshops for Staff	Workshop organized Quarterly each year	Q1 - Q4	Q1 - Q4	Q1-Q4	Q1 - Q4	Q1-Q4	TEI	Secretary's Office, VEP
4.1.23	Accreditation of CSOs continues	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	CSOs
4.1.24	Enhance and strengthen the Youth Ambassadors Initiative for Peaceful Elections	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	CSOs, NGOs
4.1.25	Create a social media platform for the Commission and its Youth Ambassadors to interact with the Nigeria Youth	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	CSOs, NGOs
4.1.26	Quarterly meeting/engagement with CSOs, including Youth Groups	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	CSOs, NGOs
4.1.27	Quarterly Meetings with Development Partners and Programme Officers	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	DPL	IC & P, SEC
4.1.28	The Commission should collaborate more with media groups and practitioners to continue to promote the activities of the Commission, e.g NOA, NBC.	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	NOA, NBC
4.1.29	Opening of policy-making and enhancing its dialogue with citizens, stakeholders and National Assembly	Establish a web portal where each initiative can be tracked	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	ICT, VEP, LS
4.1.30	The Commission examines the issues raised from the engagement with stakeholders	Provide a response which may include a legislative proposal	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	Commission

		4.1.31	Election Retreat for Commission Members, RECs and key staff in preparation for 2019 General Elections	Approval secured by Q2 2018	n.a	Q2-Q4	n.a	n.a	n.a	Commission Secretariat	P&M, Commission	
		4.1.32	Retreat with SIEC on the conduct of nationwide CVR in preparation for 2019 General Elections	Approval secured by Q1 2018	n.a	Q1-Q2	n.a	n.a	n.a	Commission Secretariat	P&M, Commission, State Offices	
		4.1.33	Workshop with other EMBs for the General and Area Council Elections in 2019	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Commission Secretariat	TEI, State Offices	
		4.1.34	De-briefing retreat for past Commission Members, RECs, Secretaries and Directors	Approval secured by Q3 2017 & Q2 2018	Q3	Q2	n.a	n.a	n.a	Commission Secretariat	P&M, Commission	
		4.1.35	Post-election knowledge sharing conference of African EMBs	Approval secured by Q3 2018	n.a	Q3	n.a	n.a	n.a	Commission Secretariat	P&M, Commission	
		4.1.36	Post-Election Activity Retreat (PEAR)with Electoral Officers, Admin Secretaries, Directors, and the Commission	Approval secured by Q2 2019	n.a	n.a	Q2	n.a	n.a	Commission Secretariat	P&M, Commission	
4.2	Publish a newsletter and periodic workshops/seminars	4.2.1	Electoral Magazine and Daily Bulletin	Contract awarded a month before the release of each edition	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Departments, State Office	4.2 INEC newsletter published regularly and widely distributed through hard and e-copies for information, education and enlightenment
4.3	Engage election observers	4.3.1	Review of the 2015 General Elections and 2016 Rerun Elections with observer groups.	Approval for review workshop secured by April. 2017	Q2-Qq4	n.a	n.a	n.a	n.a	EPM	EOPS,ICP, P&M	4.3 Election observers (both domestic and international) identified, screened and accredited at least one month before any election
		4.3.2	Observation/ Monitoring of Electoral activities in other Countries	Approval secured one month before the election day	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	P&M	
		4.3.3	A review of observer accreditation process	Draft proposal submitted to the Commission by (Dec. 2017)	Q1	n.a	n.a	n.a	n.a	EPM	EOPS,TEI	
		4.3.4	A review of the Commission's policy on foreign election observation	Approval for review of the policy on foreign observation secured by Q2 2017.	Q2	n.a	n.a	n.a	n.a	EPM	Commission, P&M	
		4.3.5	Engagement with international agencies (ECOWAS, AU, etc) on foreign election observation	Approval secured by Q1 2017	Q1-Q2	n.a	n.a	n.a	n.a	EPM	ICP, IFES/UNDP	

		4.3.6	Procurement of election observation Kits	Award of contract to supply kits. Ready by Q4 2018	n.a	Q2-Q4	n.a	n.a	n.a	EPM	Proc, LS	
		4.3.7	Review and production of guidelines for Election Observers	Draft review to be submitted by Feb. 2018	n.a	Q2	n.a	n.a	n.a	EPM	TEI, EOPS	
		4.3.8	Develop Guideline and Handbook for party agents	Approval secured by Q2 2018	n.a	Q2-Q4	n.a	n.a	n.a	EPM	IRI	
		4.3.9	Establish a mechanism for regular consultation with long term and short term election observers	Policy document to be ready by Q2 2018	Q2	n.a	n.a	n.a	n.a	EPM	ICP	
		4.3.10	Expanding number of participants in foreign election observation (HOD in the States, & EOs)	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	State offices	
		4.3.11	Organise training for party agents	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	State Offices	
4.4	Engage the media	4.4.1	Organise, coordinate media programmes & advert on gender issues and perspectives in Electronic, Print and social media	Approval secured by Q1 each year	Q1-Q2	Q1-Q3	Q1	n.a	n.a	VEP	TEI	4.4 Positive media coverage of commission activities and elections
		4.4.2	Development & production of gender responsive voter education messages	Messages ready in printed, broadcast formats	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3	VEP	State Offices	
		4.4.3	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	Q1-Q4	VEP	State Offices	
4.5	Institutionalise the Inter-agency committee on election security through MoU and manuals	4.5.1	Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at National level	Approval secured & meetings held quarterly 2017, monthly 2018, and fortnightly 2019	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Security	Security Agencies	4.5 Improved capacity of the Inter-Agency Committee on election security. Developed manual for engagement of security personnel on election duties and continually train them based on the manual. MoUs signed by INEC with various agencies represented on ICCES. MoU signed with civil society organizations on partnership
		4.5.2	Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at States level	Approval secured & meetings held quarterly 2017, monthly 2018, and fortnightly 2019	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	RECs Office	Member institution of ICCES	
		4.5.3	Quarterly meeting of Inter-Agency Consultative Committee on Election Security (ICCES) at LGAs level	Approval secured & meetings held quarterly 2017, monthly 2018, and fortnightly 2019	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOs Office	Member institution of ICCES	
		4.5.4	Development and production of manual on election duties for security personnel	Draft manual ready by Q2 2017	Q2-Q4	Q2-Q4	n.a	n.a	n.a	TEI	EOPS, LGAs Offices, ADR, Security Unit	
		4.5.5	Fire Incident Wireless Address System	Approval secured by Q4 2017	Q4	n.a	n.a	n.a	n.a	Security	ICT	
		4.5.6	Patrol Vehicle	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Security	EWT	

		4.5.7	Beefing up Security of State Offices with Deployment of additional armed security operatives	Approval secured by Q4 2017	Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Security		
		4.5.8	Purchase of Handheld Fire Fighting Equipment (Smoke Detector)	Approval secured by Q1 2018	n.a	Q1	n.a	n.a	n.a	Security	Proc	
		4.5.9	Servicing of Handheld Fire Fighting Equipment (Smoke Detector)	Approval secured by Q1 2018	n.a	Q1	n.a	n.a	n.a	Security		
		4.5.10	Servicing of FM-200(Fire Fighting Equipment) at Six Zonal Stores	Approval secured by Q1 2018, Q1 2019 & Q1 2020	n.a	Q1	Q1	Q1	n.a	Security	Commission Secretariat	
		4.5.11	Purchase of Fire Fighting Truck for 36 State Offices, including the FCT	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Security	EWT, Proc Commission Secretariat	
		4.5.12	Identify Security Flash Points	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Security	Commission Secretariat	
		4.5.13	Maintenance of Bomb Jammer for the Chairman's Convoy	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Security	Commission Secretariat	
		4.5.14	Provision of Mobile Bomb Jammer for Conference and Workshop outside the Commission's HQs, States Offices and Collation Centres	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Security	Commission Secretariat	
		4.5.15	Walk through Metal detectors to be installed in state and local government offices	Approval secured by Q4 2018	n.a	Q4	n.a	n.a	n.a	Security	Commission Secretariat	
		4.5.16	MoUs signed by INEC with various agencies represented on ICCES	Draft MoU ready by Q3 2017	Q3	n.a	n.a	n.a	n.a	Security	Legal, Commission Secretariat	
4.6	Operationalising International Best Practices in Election Administration	4.6.1	Development of new areas of cooperation and relationship with Development Partners, such as International IDEA, UNDP, DFID	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	Commission Secretariat, EOPs, EPM	4.6 Regular meetings and consultations with other EMBs for learning and experience sharing
4.6.2		Visit to EMBs	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	IC&P, Commission	
4.6.3		Introduction of Electoral Training in General Studies Curriculum of Universities	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	NUC, NCCE & NBTE	
4.7	Establish a mechanism for regular consultation with stakeholders	4.7.1	Policy Dialogues and Roundtables	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	All Departments & Stakeholders	4.7 Regular roundtables, conferences and consultations with stakeholders
4.7.2		Development of Policy Briefs	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI		
4.7.3		Public Lecture & Monograph Series	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	All Department Experts and Stakeholders	
4.7.4		Conference on Elections	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	All Department, Experts and Stakeholders	
Objective Five: To strengthen INEC for sustained conduct of free, fair and credible elections												
S/N	KEY ACTIONS	ACTIVITIES		INDICATORS	TIME FRAME			IMPLEMENTING DEPT(S)				

					2017	2018	2019	2020		LEAD	COLLABORATING	KEY OUTCOMES
5.1	To enhance institutional capacity for managing election operations smoothly, effectively and efficiently	5.1.1	Exchange/Study Programme for Staff on capacity building with other EMBs	Approval secured by Q2 each year	Q2	Q2	Q2	Q2	Q2	HRM	All Departments	5.1 Improved staff capacity through training, proper placement, motivation and discipline
		5.1.2	Compliance monitoring of elections, bye elections, referendums, and readiness assurance	Approval Secured when the need arises to conduct elections, bye-elections	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EOPS, EPM, ADM	
		5.1.3	Extension of Planning and Monitoring Unit structure in States	Request for approval of structure in the States & Staff trained by Q2 2017	Q2- Q3	Q2- Q3	n.a	n.a	n.a	P&M	HRM and State offices	
		5.1.4	Continuing dispute resolution training (Locally & Internationally) for INEC Dispute Resolution Officers (DROs)	Approval secured by Q2 each year.	Q2 - Q4	ADR	HRM & State Offices					
		5.1.5	Annual Alternative Dispute Resolution Review Conference; deliberation on topical issues and recent trends in Dispute Resolution	Approval secured by Q3 each year.	Q4	Q4	Q4	Q4	Q4	ADR	HRM & State Offices	
		5.1.6	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.	Q2	Q1	Q3	Q1	Q1	ADR	HRM	
		5.1.7	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 pre-election political disputes	Approval secured by Q3 each year.	Q3	Q3 - Q4	Q1 - Q4	Q3	Q3	ADR	LS, EPM, VEP	
		5.1.8	Creating awareness of workplace mediation in the Headquarters & States towards eventually setting up of a Workplace Dispute Resolution Centres.	Approval secured by Q2 each year.	Q2 - Q4	ADR	State Offices					
		5.1.9	Interface with political parties on rules & procedures for party management	Guidelines, regulations, (and review ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EPM	LS,ADR	
		5.1.10	Identification and monitoring of early warning signs of conflict during delimitation of Political Constituencies, Party Campaigns, & Primaries for intervention.	Template for detection of early warning signs on electoral activities ready by Q1 each year.	Q2 -Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	Q1 - Q4	ADR	EOPS, EPM, LS	
		5.1.11	Ensuring that the internal control mechanisms are in place and working as approved by the Commission	Audit working materials ready by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q-Q4	IA	F/A	
		5.1.12	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	Q1-Q4	IA	P&M, F/A	

		5.1.13	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	Q1-Q4	IA	All Departments	
		5.1.14	Stock taking and assets verification	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	IA	F/A, Stores, State Offices	
		5.1.15	External audit at the INEC Headquarters, State Offices and Consolidation	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	All Departments	
		5.1.16	Monitoring of Election Petitions and Appeals	Approval secured to undertake monitoring of election petitions by Q1, 2019, Q1 2020 & Q1, 2021	n.a	n.a	Q1-Q4	Q1-Q4	Q1-Q4	LS	ADR, P&M, EPM, EOPS	
		5.1.17	Defence of election petitions	Approval secured by Q1 2019& Q1 2020	n.a	n.a	Q1-Q4	Q1-Q4	n.a	LS	EOPS	
		5.1.18	Prosecution of Electoral Offences	Approval secured by Q1 2019 & Q1 2020	n.a	n.a	Q1-Q4	Q1-Q4	n.a	LS		
		5.1.19	Procurement of Bus for Passages and Protocol	Approval secured by Q3 2017	Q3	n.a	n.a	n.a	n.a	IC&P	EWT, Proc	
		5.1.20	Timely prosecution of Electoral Offenders	Approval secured for prosecution of electoral offenders after conduct of every election	n.a	n.a	Q1-Q4	Q1-Q4	n.a	LS		
		5.1.21	Establishment of Electoral Offences Commission	Recommendations forwarded by the Commission to the FGN as proposed by Uwais Panel by Q2 2017	Q2	n.a	n.a	n.a	n.a	LS	Commission	
5.2	Improve capacity, communication, coordination, training and data gathering and management	5.2.1	Capacity building in Planning, Monitoring & Evaluation for P&M Staff (HQtrs & States)	Consultant hired by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	HRM	5.2 Improved capacity of management and staff through capacity building and participation in the election of other countries
5.2.2		Capacity building in Microsoft Project for P&M staff (HQtrs & States)	Consultant hired by Q2 each year	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	Q2-Q4	P&M	HRM	
5.2.3		Training of the Resident Auditors on the application of (International Public Sector Accounting Standard (IPSAS)	Approval secured by Q3 each year and training held in Q4 each year	Q4	Q4	Q4	Q4	Q4	Q4	IA	HRM	
5.2.4		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	Q1-Q4	Q1-Q4	HRM	All Departments	
5.2.5		Specialised training of Operations Staff on data archiving and analysis	Approval secured by Q3 2017 and Q1 2018	Q1-Q3	Q1-Q4	n.a	n.a	n.a	n.a	EOPS	ICT,TEI, HRM	
5.2.6		Workshops, Seminars and Skills development on Election Management	Approval secured by Q1 2017 and 2019 & Q3 2020	Q1-Q4	n.a	Q3-Q4	Q1-Q4	n.a	n.a	EOPS	TEI	

5.2.7	Training for Procurement Planning	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	HRM, BPP
5.2.8	Planning training for Directors and DDs & Training report to be submitted to P&M	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	P&M
5.2.9	ToT for Procurement Officers in the States	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	State Offices
5.2.10	Training / Workshops for Logistics/Operations Officers on Electoral Operations	Approval secured by Q1 2017, 2018 2020 & 2021	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	HRM, Development Partners
5.2.11	Workshops, conferences, seminars and International Voter Registration observation	Approval secured by Q1 each year	Q1-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VR	TEI
5.2.12	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	Q1-Q4	LS	HRM
5.2.13	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	Q1-Q4	HRM	ICT
5.2.14	Training on Time Management for effectiveness	Consultant hired by April 2017 & 2018	Q1-Q4	Q1-Q2	n.a	n.a	n.a	HRM	All Departments
5.2.15	Training on Stress Management for Executives	Consultant hired by Feb. 2017	Q1	Q4	n.a	n.a	n.a	Health Services	HRM
5.2.16	Training on Effective Stores, Document, and Record management	Consultant hired by June 2017, 2018 & Feb. 2019	Q1-Q4	Q1-Q4	Q1	n.a	n.a	HRM	Stores, State offices
5.2.17	Training on Enhancing Productivity through Emotional Intelligence and work ethics for staff	Consultant hired by April 2017 & Feb. 2018	Q1-Q4	Q1-Q2	n.a	n.a	n.a	HRM	All Departments
5.2.18	Training on Advanced Management for Health Professionals/ Administrators	Consultant hired by Q3 2018	n.a	Q3-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Health Services	HRM
5.2.19	Training on Application of Crisis Management, Team Building and performance Management techniques	Approval for courses secured by April 2017 & Feb. 2018	Q1-Q3	Q1	n.a	n.a	n.a	HRM	All Departments
5.2.20	Training on Strategic Manpower Planning and Development	Training institutions identified by August and approval secured by Oct. 2018	n.a	Q3-Q4	n.a	n.a	n.a	HRM	All Departments
5.2.21	Capacity building for Training Management and Administration of INEC Training Division Staff, State Offices	Approval secured by July 2018	n.a	Q3-Q4	n.a	n.a	n.a	HRM	F&A, State offices
5.2.22	Capacity building for Audit Staff at the HQrs & States	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	IA	HRM, State offices

5.2.23	Computerization of the processes of the Audit Directorate	Approval secured by Q3 2018	n.a	Q3-Q4	n.a	n.a	n.a	IA	ICT
5.2.24	Audit guide by the Internal Audit Directorate and to be circulated to departments/ directorates	Audit guide ready by Q3 2018	n.a	Q3-Q4	n.a	n.a	n.a	IA	All Departments
5.2.25	Training on Leadership and Motivation	Training institutions identified and approval secured by June 2017 & Feb. 2018	Q3-Q4	Q1	n.a	n.a	n.a	HRM	All Departments and State Offices
5.2.26	Advanced General Management Courses for Management Team	Consultant hired by June 2017 & March 2018	Q1-Q4	Q3-Q4	n.a	n.a	n.a	HRM	All Departments and State Offices
5.2.27	Training on Speech / Memo Writing	Training institution identified and approval secured in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments
5.2.28	Sponsorship to international study trips on electoral management, to institutes and EMBs	Approval secured by Q2 each year	Q2	Q2	Q2	Q2	Q2	TEI	HRM, Development Partners
5.2.29	Diploma Programme and Post Graduate Diploma in Election Administration in three collaborating premier institutions (ABU, UNN & U.I)	Approval secured by Q1 2017 & 2018 and selected staff sponsored	Q1 - Q2	Q1 - Q2	n.a	n.a	n.a	TEI	ABU, UNN, UI
5.2.30	Organized workshops on crisis communication	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	VEP	HRM,ADR
5.2.31	Capacity building for SERVICOM Staff	Approval Secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, and State Offices
5.2.32	Creation of awareness and evaluation of service delivery	Approval Secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments, and State Offices
5.2.33	Partnership/ collaboration with development partners on capacity building	Discussion with development partners on areas of collaboration on capacity building finalized by Feb. 2017	Q1-Q4	Q1-Q4	Q1	Q1-Q4	Q1-Q4	Development Partners Liason	EPM, All Departments
5.2.34	Training of party agents, and observers on electoral process	Approval for conduct of training for party agents, observers and media secured by Q1 each year	Q4	Q1-Q4	Q1	Q1	Q1	EPM	TEI, State Offices
5.2.35	National and International Courses for Medical and Nursing Officers	Institutions identified and approval secured by Q1 each year	n.a	Q3-Q4	Q2-Q4	Q1-Q4	Q1-Q4	Health Services	HRM
5.2.36	Computerization of Items in stores	Approval Secured by Q3, 2018	n.a	Q3-Q4	n.a	n.a	n.a	Stores	ICT
5.2.37	Integration of the Zonal Stores to the Central database	Approved Secured by Q1 2018	n.a	Q1-Q3	n.a	n.a	n.a	Stores	ICT

		5.2.38	Specialised training for the Staff of Stores Directorates	Approval secured by Q3 2018	n.a	Q3-Q4	Q2-Q4	Q1-Q4	n.a	Stores	HRM	
		5.2.39	Training for Protocol and Consular Liaison Staff.	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	DPL	IC & P	
		5.2.40	Development of Database for Electoral Risk Factors and Reports	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	DPL	ICT	
5.3	Improve work environment and enhanced team work among the staff of the Commission	5.3.1	Construction of State Headquarters and LGA offices	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc and State Offices	5.3 Improved communication between headquarters, States and LGAs and co-ordination through regular team meetings, video-conferencing, wide area network (WAN), new media (youtube, twitter, website, Facebook etc) and team building exercises
		5.3.2	Construction of the outstanding RECs Residences, and Directors in HQ, AS, HODs in the State offices, as well as, EOs in LGAs.	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc and State Offices	
		5.3.3	Renovation of the official residences of Chairman, National Commissioners' & Secretary	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc	
		5.3.4	Rehabilitation of existing Infrastructure in States and LGA offices	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc and State Offices	
		5.3.5	Maintenance of Commission's Headquarters	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EWT	Proc	
		5.3.6	Compliance monitoring of Commission Projects: Construction of LGA Offices, Renovation of National Commissioner's Residences, RECs Residences & buildings at the LGA/State/HQrs	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	IA	
		5.3.7	General Expansion and furnishing of the Staff Clinics	Contract awarded by Q1 2018, Q1 2019	n.a	Q1-Q4	Q1-Q4	n.a	n.a	EWT	Health Services, State Office	
		5.3.8	Construction and renovation of existing structures at TEI Minna Training Centre	Award of contract by Q3 2017	Q3 - Q4	Q1-Q4	n.a	n.a	n.a	EWT	TEI	
		5.3.9	Provision of library, stocking and furnishing of TEI Study Centres at Minna and Oghara (The structure in Oghara requires urgent attention and periodic renovation)	Contract awarded by Q1 2017 & 2018	Q1 Q4	Q1 Q4	Q1 Q4	Q1 Q4	Q1-Q4	TEI	EWT	
		5.3.10	To provide recreational facilities and centres; To provide sports facilities; To improve the service of the Canteen.	Contract awarded by Q1 2017 & 2018	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT & All Departments, State Offices	
		5.3.11	Issuance of customized car tallies to staff for display on dash board	Approval secured by Q1 2018	n.a	Q1-Q4	n.a	n.a	n.a	ADM	EWT, ICT, Security	
5.3.12	Erection of Seiral packing lots at the open space within the main building	Approval secured by Q1 2020	n.a	n.a	n.a	Q1-Q4	n.a	ADM	EWT			
5.3.13	Engaging developers and mortgage institutions to provide houses for Staff of the Commission	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	EWT, Developers and Mortgage Institutions			

		5.3.14	Renovation & Fumigation of the six Zonal & Electoral Stores, Strong Rooms/Main Stores in State Office	Approval secured by Q1 2018	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Stores	EWT, State Office	
		5.3.15	Supervision of Zonal & Electoral Stores	Approval secured by Q1, 2018	n.a	Q1-Q4	n.a	n.a	n.a	Stores	-	
		5.3.16	Decongestion of store offices, as well as, strengthening of the stores at the zonal, states and LGA offices	Approval secured by Q3 2018	n.a	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Stores	States Offices, LGAs	
		5.3.17	Ascertain the status of NHF staff contribution and take appropriate actions for implementation.	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F/A	HRM	
		5.3.18	Maintenance of Office Equipment	Approval secured by Q2 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	EWT,HRM, Proc. ICT,VR and State Offices	
		5.3.19	Taking of inventory of office equipment & furniture	Contract awarded by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	All Departments and State Offices	
		5.3.20	Maintenance of INEC facilities at HQ, Guzape, INEC Blantyre Annex, TEI & State offices	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADMIN	EWT,HRM, Proc. ICT,VR and State Offices	
5.4	Improve human resources management to meet current and future challenges of INEC	5.4.1	Review the existing staff condition of service	Retreat of Human Resources experts and Commission Members by June 2017	Q2-Q4	Q1-Q4	n.a	n.a	n.a	HRM	State Offices	5.4 Improved work environment through the provision of well furnished offices, operational vehicles, computers and staff welfare
		5.4.2	Annual Promotion Exercise for Senior Staff	Approval secured by Q4 each year	Q4	Q1-Q4	Q1-Q4	Q1-Q4	n.a	HRM	All Departments State Offices	
		5.4.3	Annual Promotion Exercise for Junior Staff	Approval secured by Q4 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments State Offices	
		5.4.4	Regular conversion and upgrading of staff with additional qualification	Approval secured by Q4 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Departments State Offices	
		5.4.5	Standardization of staff Identification Card Nationwide	Arrangement with ICT Dept. to be concluded by Oct. 2018	n.a	Q1-Q4	n.a	n.a	n.a	HRM	ICT, State Offices	
		5.4.6	Establishment of EMS Secretariats in HQ, State Offices & the FCT	Approval secured by Q2 2017	Q2	n.a	n.a	n.a	n.a	P&M	State offices	
		5.4.7	Establishment of Data and Document Management System	Contract to be awarded Q1 2017	Q1-Q4	n.a	n.a	n.a	n.a	P&M	ICT	
		5.4.8	Compliance monitoring of Processes and programmes	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments	
		5.4.9	Institutionalise effective Reward System for work	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments	

		5.4.10	Medical kits & support services for CVR, elections, bye-elections & Referendum,	Arrangement for medical support services completed and approval secured each election & Medical Personnel deployed to field	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Health Services	EOPS, P&M, State offices	
		5.4.11	Staff Audit	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	IA	
		5.4.12	The Commission to re-examine policy on promotion of directing staff. Municipal LGAs should be headed by Directors to prevent stagnation	Approved Secured by Q2 2017	Q2	n.a	n.a	n.a	n.a	HRM	All Depts, State Offices	
		5.4.13	Review of pension, enhance salary of staff and security for staff before, during & after elections.	Approved Secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	All Depts, State Offices	
		5.4.14	Review of INEC attendance punctuality policy	Approved Secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT, State offices	
		5.4.15	Introduction of biometric attendance register at HQ, State and LGAs	Approved Secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	HRM	ICT, State offices	
		5.4.16	Provision of furniture for State offices & LGAs	Approved Secured by Q1 each year and contract awarded	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	Proc, State offices	
5.5	Budget and manage the financial resources of INEC effectively and efficiently	5.5.1	Monitoring implementation of the Strategic Programme of Action	Submission of Quarterly Monitoring Report to PMSC	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments	5.5 Improved database management through the building of capacity of staff and provision of infrastructure. . Improved human resource planning and management with open and transparent recruitment process, proper placement, regular promotion, training, discipline and welfare of staff
		5.5.2	Procurement of P&M Election Monitor Kits	Contract awarded & completed by Q3 2017	Q1-Q4	n.a	n.a	n.a	n.a	P&M	Proc	
		5.5.3	Purchase of HP LaserJet High End central Networking Printer with duplexing capability for printing of compliance monitoring & performance reports	Contract awarded & completed by Q2 2017	Q1, Q2	n.a	n.a	n.a	n.a	P&M	ICT	
		5.5.4	Compliance monitoring of budget implementation	Approval to monitor budget implementation commences Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	F&A	
		5.5.5	Computerization of the Finance and Account Department Functions in line with Federal Government's policy	Approval secured for acquisition of software by Q2 2017	Q2	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	ICT,P&M	
		5.5.6	Electronic Documentation to meet Financial Regulations on retention of security documents, records and books of accounts after use	Electronic 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	Q1-Q4	F&A	ICT	
		5.5.7	Budgeting and Budgetary control	Realistic Budget and Budget discipline done at the end of each quarter	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	F&A	All Departments	

5.5.8	Installation of statutory reporting software in the 36 States and FCT Accounting Units of the Commission (ATRRS Software).	Approval secured by Q1 2017	Q1-Q2	n.a	Q2-Q4	Q1-Q4	n.a	F&A	ICT/OAGF
5.5.9	Interactive forum of Insurance and Pension Desk Officers as well as Pension Fund Administrators nationwide.	Forum to hold by Q2 each year	Q2	Q2	Q2	Q2	Q2	F&A	HRM, Pension Unit
5.5.10	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	Q3-Q4	Q3-Q4	Q3-Q4	Q1-Q4	F&A	EWT, ICT
5.5.11	Yearly accounting conference	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	F&A	HRM, IA, PROC. EPM State Offices
5.5.12	Purchase of utility and other vehicles	Contract awarded to procure vehicles by Q1 2017 & Q1 2018	Q1-Q4	Q1-Q4	n.a	n.a	n.a	EWT	All Departments, State Offices, & LGAs
5.5.13	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	Q1-Q4	LS	Proc
5.5.14	Production of copies of the Constitution, Electoral Act, Manuals and Guidelines.	Contract awarded by Q4 2017	Q4	Q1	n.a	n.a	n.a	LS	Proc
5.5.15	Provision of ICT office equipment at TEI and its Study Centres	Contract awarded by Q1 2017	Q1-Q4	n.a	Q1-Q4	Q1-Q4	n.a	ICT	Proc, TEI
5.5.16	Purchase of fire fighting Truck, fire incident wireless address system and Patrol Vehicle for TEI	Contract awarded by Q1 2017	Q1-Q4	n.a	n.a	n.a	n.a	EWT	Security, TEI, ICT, Development Partners
5.5.17	Supply of First Aid Boxes to all Registration Areas of the Federation for the 2019 General Elections.	Award of contract by Q4 2018	n.a	Q4	n.a	n.a	n.a	Health Services	Proc, LS
5.5.18	Procurement of Toyota 18 Seater bus for Clinic	Award of contract by Q4 2017	Q4	n.a	n.a	n.a	n.a	EWT	Health Services
5.5.19	Procurement of ambulance (Toyota Standard High Roof) for HQ Sick Bay	Award of contract by Q4 2017	Q4	n.a	n.a	n.a	n.a	EWT	Health Services
5.5.20	Drugs and medical supplies	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Health Services	Proc
5.5.21	Hiring of ambulances to be stationed in all the six (6) zonal medical emergency support centres during the 2019 general elections	Approval secured by Q1 2019	n.a	n.a	Q1	n.a	n.a	Health Services	EWT
5.5.22	Emergency referrals at states during election in collaboration with FMC nationwide	Approval secured in Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Health Services	All Departments, State offices

		5.5.23	Procurement of office equipment and consumables	Approval secured and award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Proc	F&A, P&M
		5.5.24	Interactive sessions with HQ and States Staff on the content of the Strategic and Action Plans	Interactive sessions by Q4 2016	n.a	n.a	n.a	n.a	n.a	Commission	All Departments & State Offices
		5.5.25	Payment of Annual Subscriptions and Dues for Membership of Electoral Associations.	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	IC&P	IC & P, FA
		5.5.26	Timely release of funds to Electoral officers for sourcing of vehicles for elections	Directive to states for early release of funds to Electoral Officers for hiring of vehicles	Q1-Q4	Q1-Q4	Q1-Q4	n.a	n.a	EOPs	F&A, State offices
		5.5.27	Set up Committee with membership drawn from the Army, Navy, Airforce, Police, Customs, NSCDC, FRSC, FAAN, NPA, Road Transport Unions etc	Secure approval for establishment of committee	Q1-Q4	n.a	n.a	n.a	n.a	EOPs	Security Directorate and Commission's Secretariat
		5.5.28	EOPs to prompt F&A to release details of approved funds for elections to states not later than 2 weeks before an election	Secure approval to always write reminder memo to the D(F&A) a month before proposed election date (ii) Hold follow-up meetings three weeks before proposed Election dates with the D(F&A)	Q1	n.a	n.a	n.a	n.a	EOPs	F&A
		5.5.29	Review, update guidelines on Adhoc staff/INEC Staff recruitment on election duty remuneration and reward system	Approval Secured by Q2 2017	Q2	n.a	n.a	n.a	n.a	EOPS	HRM
		5.5.30	Production and Printing of Audit Manual	Approval secured by Q4 2017	Q4	n.a	n.a	n.a	n.a	IA	Proc. /F&A
		5.5.31	Full Computerization of the Audit Directorate with appropriate Audit software	Approval secured by Q4 2017	Q4	n.a	n.a	n.a	n.a	IA	ICT/F&A
		5.5.32	Electronic Archiving of all audit document for referencing	Approval secured by Q4 2017	Q4	n.a	n.a	n.a	n.a	IA	ICT, Proc
5.6	Improve gender equality, raise gender sensitivity and handle persons with disabilities and other vulnerable groups throughout the Commission	5.6.1	Review and amend INEC policy guidelines, checklists, curricula, practices and working modalities to ensure compliance with gender equity principles	Approval secured by Q2 each year	Q2	Q2	Q2	Q2	Q2	VEP	All Depts, State Offices
		5.6.2	Sensitization Workshop for HQ and State Offices on Gender mainstreaming	Approval secured by Q2 & Q4 every year	Q2 & Q4	VEP	All Depts, State Offices				

5.6 Institutionalised gender advocacy to check gender insensitivity and ensure gender mainstreaming
• Developed a robust gender policy for the Commission.

		5.6.3	Engagement with the leadership of the Commission on Gender mainstreaming	Approval secured by Q2 each year	Q2	Q2	Q2	Q2	Q2	VEP	All Depts, State Offices	
		5.6.4	Establishment of a Creche in the HQ & State Offices	Approval secured by Q3 each year	Q3	Q3	Q3	Q3	Q3	VEP	All Depts, State Offices	
		5.6.5	Support professional development of both gender through mentoring, training, peer networks and work exchange programmes	Approval secured by Q4 each year	Q4	Q4	Q4	Q4	Q4	VEP	All Depts, State Offices	
		5.6.6	Ensure that the Gender Policy and the action plan are well disseminated.	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Depts, State Offices	
		5.6.7	Promote compliance and monitoring of the implementation of the gender policy	Approval secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	VEP	All Depts, State Offices	
5.7	Implant the new strategic plan	5.7.1	Making copies of the Plan Document available to Members of the Commission and Staff	Copies to be made available by Q2 2017	Q2-Q3	n.a	n.a	n.a	n.a	Commission	All Departments & State Offices	5.7 Improved understanding of the strategy through implantation activities, including departmental discussions on the content of the strategy and plans for implementation.
		5.7.2	Electronic copy of records of Commission's meeting and staff database	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Comm. Sec.	All Departments & State Offices	
		5.7.3	Locations and Addresses of States, LGA Offices and Staff of the Commission	Approval secured by Q1 each year	n.a	Q1-Q4	Q1-Q4	n.a	Q1-Q4	Comm. Sec.	State Offices & All Departments	
		5.7.4	In-house Seminars/workshops for Members of the Commission and Staff on the Strategic Plan Action	Approval secured by Q1 each year	Q1	Q1	Q1	Q1	Q1	Commission	All Departments & State Offices	
		5.7.5	Headquarters and State offices to meticulously implement the Strategic Plan	Identification and adjustment of variance done quarterly each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Commission	All Departments & State Offices	

		5.10.4	Appointment of FOI Liaise Officers in Departments/ Directorates and State offices	Approval secured by Q3 2018	n.a	Q3-Q4	n.a	n.a	n.a	ADM	HRM	
		5.10.5	Proactive disclosure of information on the Website, Notice board and publication in accordance with the FOI Act	Information proactively disclosed in accordance with the FOI Act	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ICT	All Departments & State Offices	
		5.10.6	Tracking on request for information processed in accordance with the FOI Act	Tracking done on Request for Information in accordance with the FOI Act	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	ADM	All Departments & State Offices	
5.11	Implement further actions to consolidate the conduct of free, fair and credible elections	5.11.1	Achieving Sub-regional capacity building for election personnel (Collaboration with International IDEA and African Union to facilitate Technical Support and Capacity Building for EMBs in West Africa)	(i) Effective administration of activities in the electoral process (ii) Knowledgeable e-Election Personnel	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	Commission, ICP, DPL	5.11 Implementation of actions to further consolidate democracy for the delivery of free, fair and credible elections
		5.11.2	Achieving global collaboration among Electoral Institutes (Implementation of Memorandum of Understanding (MoUs) signed by the Commission with other Electoral Institutes)	Collaboration with Electoral Institutes of Mexico and South Korean	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	Commission Secretariat, All Department	
		5.11.3	Upgrade of Commission's E-Library at TEI	Procurement of books, reading materials and library equipment	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	All Departments	
		5.11.3	Engagement of scholars and researchers on sabbatical and internship	Engage scholars and experts on short term basis and for specific research, other projects and TEI	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	Universities and other Institutions	
		5.11.4	Capacity building for staff of Research and Documentation	Acquisition of requisite skills in research methods	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	Development Partners and other institutions	
		5.11.5	Capacity building of staff in states to assist TEI with data gathering and other projects	Acquisition of requisite skills in data gathering, survey methods and data management	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	TEI	State offices and Development Partners	
		5.11.6	To review and realign functions of departments and responsibilities for effective coordination	Approval Secured in Q2 2018	n.a	Q2	n.a	n.a	n.a	Commission	HRM	

5.11.7	Strengthen Logistics Units at the State level	Commission to direct state offices to comply strictly with its organogram, which provides for positions of logistics officers on GL 15	Q3	n.a	n.a	n.a	n.a	EOPS	HRM, State Offices
5.11.8	Professionalisation of logistics cadre	Secure approval for capacity building	Q1-Q4	Q1-Q4	Q1-Q4	n.a	n.a	EOPS	HRM
5.11.9	Conduct of survey of logistic facilities in the Commission as part of preparation for 2019 General Elections	Needs assessment of logistic facilities nationwide completed by Q1 2018	Q1-Q4	Q1	n.a	n.a	n.a	EOPS	EWT, Stores, State Offices
5.11.10	Appointment of desk officers for e-library at the state level	Approval secured by Q1 2018	Q1-Q4	Q1	n.a	n.a	n.a	ICT	EOPS, P&M, State offices
5.11.11	Restructuring of Departments: Create Logistics and Transport department by merging Electoral Operations department with Transport division of Estate Works and Transport department	Approval secured by Q3 2017	Q1-Q4	Q1-Q3	n.a	n.a	n.a	EOPs	HRM
5.11.12	Improvement of Logistics Operations during Elections: Deployment of supervisors and logistics technical officers to states	Approval secured for conduct of election & Officers deployed	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	State Offices
5.11.13	Optimization of EOSC System: Capacity building on EOSC	Secure approval for capacity building by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPs	HRM
5.11.14	Development of a standardised Election Template	Template ready by Q2 2017	Q2-Q4	n.a	n.a	n.a	n.a	EOPs	Audit, State office
5.11.15	Documentation of election results: To make available Election Results in hard and soft copy	Approval secured by Q1 each year and election results documented	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	TEI, ICT
5.11.16	Pasting of Election Results by State Offices: To design the EC60E poster to accommodate all levels of Elections	Approval secured and award of contract by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPs	
5.11.17	To meet up with Election Timelines: To develop Election Timeliness to guide states	Election Timelines developed before the conduct of election and deployed to State offices for guidance	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPS	LS, TEI
5.11.18	Integration of Election devices :For transparency of Election results	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	EOPs	ICT
5.11.19	Election Management System: Acquisition of Digital Note Pad for monitoring of Commission's Projects	Approval secured by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	EPM, ADM, ADR

5.11.20	Integration of EMS, EOSC, ERM & BPR for proper coordination of elections	Approval secured and Integration done by Q3 2017	Q1-Q4	Q1-Q4	n.a	n.a	n.a	P&M	EOPS, DPL
5.11.21	EMS Stage II Project	Approval secured & Consultant engaged by Q2 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
5.11.22	Capacity Building on EMS, ERM, BPR	Approval Secured by Q1 each year	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	All Departments, State Offices
5.11.23	Purchase of HP Toners / Cartridges for EMS HQ Secretariat & State Offices	Approval secured by Q1 2017	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	P&M	Proc, State Offices
5.11.24	Engagement of Consultant / Expert on Strategic Plan	Approval secured by Q1 2017	Q1	n.a	n.a	n.a	n.a	P&M	Commission
5.11.25	Strategic Plan Retreat at the National & Six Geo-Political Zones	Approval secured by Q1 2017	Q1-Q2	n.a	n.a	n.a	n.a	P&M	Commission, All Departments, State Offices
5.11.26	Printing of Strategic Plan & Strategic Programme of Action	Approval secured by Q1 2017	Q1-Q2	n.a	n.a	n.a	n.a	P&M	
5.11.27	Strengthen the engagement of election officials: To develop Adhoc base	Secure approval for implementation	Q1	n.a	n.a	n.a	n.a	EOPs	HRM, TEI, & Bilateral Committee
5.11.28	Advanced Voting: Setting up of ADHOC committee to develop modalities for implementation	Secure approval to constitute interdepartmental committee	Q1-Q2	n.a	n.a	n.a	n.a	EOPS	ICT, LS, IC&P
5.11.29	Review of RAC Management: Consideration of recommendation of NYSC INEC bilateral Committee report by the Commission	Secure approval for review of RAC Management	n.a	Q1	n.a	n.a	n.a	EOPs	LS, HRM, NYSC, EPM, ICCES
5.11.30	Review of existing RACs and super RACs by the Commission	Approval for review Secured by Q1 2018	n.a	Q1	n.a	n.a	n.a	EOPs	State offices, LGAs
5.11.31	Creation of RACs & SPACs to incorporate new PUs and new settlements	Secure approval for creation of RACs and Super RACs	n.a	n.a	Q1	n.a	n.a	EOPS	State offices, LGAs
5.11.32	Review of template for the facilities of RACs and SRACs	Secure approval for review	n.a	Q2	n.a	n.a	n.a	EOPs	State Offices
5.11.33	Monitoring & inspection of proposed RACs & SRACs ahead of Election for compliance. State offices to identify and submit approval for ICCES TO develop Action Plan RAC Manager. RAC, SRAC to have a minimum of 12 (twelve) Armed Security Personnel	Secure approval for Monitoring and Inspection (ii) Secure approval for implementation	n.a	Q4	n.a	n.a	n.a	EOPs	P&M, State offices, LGAs
5.11.34	State offices to identify & submit names of potential RAC managers	Secure approval for implementation	n.a	Q4	n.a	n.a	n.a	EOPS	
5.11.35	RAC, SRAC to have a minimum of 12 Armed Security Personnel	Secure approval for National ICCES to develop Action Plan	n.a	Q1	n.a	n.a	n.a	EOPs	Security, State Offices

	5.11.36	Collaborating with TEI on training Module for Election: Review, design & produce training module for Commission	Secure approval for review	n.a	Q2	n.a	n.a	n.a	EOPs	TEI
	5.11.37	Introduction of Electronic Voting machine (EVM) on pilot basis: Set up an inter-departmental committee to develop the legal framework, processes and procedures	Approval secured from the Commission by Q1 2018	n.a	Q1	n.a	n.a	n.a	EOPS	LS, ICT
	5.11.38	Submission of draft amendment of Electoral Act 2015 to National Assembly	Draft amendment to the 2015 Electoral Act submitted by Q1 2018	Q1-Q4	Q1	n.a	n.a	n.a	LS	EOPs
	5.11.39	Out of Country Voting (OCV): Commission to constitute an EOLC led inter-departmental committee on OCV	Secure approval by Q3 2018 to constitute inter-departmental committee	n.a	Q4	n.a	n.a	n.a	EOPs	MFA, Embassies, IC&P

6.0 MONITORING AND EVALUATION FRAMEWORK

S/N	OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
1	To provide electoral operations, systems and infrastructure to support the delivery of free, fair and credible elections	(a) INEC's input submitted to Constitutional and Legal Reform Committees published.	(a) INEC position paper; National Assembly Constitution Review Committee report.	Political stability National Assembly will complete the constitutional review process.
		(b) Constitutional and Legal Reforms reflect desired changes contained in INEC's position paper.	(b) Amended Constitution	
		(c) Review of Election Regulations/Guidelines for the 2019 General Elections	(c) Amended Electoral Act & Gazette regulations	
		(d) Frequency and timeliness of voters register update	(d) Voters Register	
		(e) No of ICT equipment purchased	(e) Approved Regulations/Guidelines	
		(f) No of personnel effectively using ICT	(f) Commission approved ICT and e-mail policy; Commission-wide use of official email; revival and deployment of intranet	
		(g) Extent to which electoral processes reflect transparency and accountability	(g) Election Observers' reports	
		(h) Electoral conflict management processes in place	(h) Deployment of ERM and periodic collection and publishing of election data; No of cases of electoral conflict speedily and successfully	
		(i) No and distribution of new polling units established across the country	(i) List of Polling Units published for 2019 elections	
		(j) Development of the 2019 EPP	(j) Election Project Plan	
			(k) Media reports; number and frequency of stakeholder engagement	
2	To improve civic & voter education, training and research	(a) Existence and deployment of voter education manual at all levels.	(a) Voter Education Manual	Stakeholders willing to participate actively in the electoral process.

		(b) No of persons (by sex and location) trained on relevant themes/voter education modules.	(b) Staff training curriculum	
		(c) Existence and deployment of a comprehensive training curriculum for all categories of staff and stakeholders.	(c) Civic Education Curriculum	
		(d) Existence of a civic education curriculum for primary and secondary schools and general studies for tertiary institutions.	(d) Research reports/publications	
		(e) No of Schools (primary, secondary and tertiary institutions) deploying the civic education curriculum.	(e) Database	
		(f) No and type of research commissioned by INEC and partners on election management in Nigeria.	(f) Election review report	
		(g) Extent of re-organization and repositioning of Electoral Institute.	(g) Policies	
		(h) Existence of publications and functional database on electoral issues in Nigeria	(h) Media reports	
		(i) Ratio of female to male voters per election disaggregated by location.		
		(j) Nigerians in the Diaspora, persons with disabilities, IDPs, prisoners) in the electoral process.		
		(k) Development of relevant and effective voter education strategy and content		
3	To register and monitor the operations of political parties	(a) No of political party chieftains/executives expressing satisfaction with the political party registration process	(a) Media report	Political parties are willing to cooperate with INEC
		(b) No of comprehensive political party monitoring reports highlighting relevant issues published and disseminated.	(b) Survey report	
		(c) Existence of comprehensive framework for the operation of political parties.	(c) Political Party monitoring reports	
		(d) No of key stakeholders (by sex and location) expressing satisfaction with political party processes.	(d) Media reports	
		(e) Membership List of Political Parties	(e) Survey reports	
		(f) Publication of Audited Reports of Political Parties		
		(g) Publication of the Reports of the Commission's Monitoring of Party Congresses & Primaries		
		(h) Guidelines for Monitoring Hate Speech		
		(i) Reports on Parties and Candidates' Access to Media		

4	To interact nationally and internationally with relevant stakeholders	(a) No of consultative meetings / stakeholder fora / platforms for engagement established with various categories of stakeholders per location.	(a) Meeting reports	Stakeholders are willing to partner with INEC
		(b) No of editions of INEC newsletter published and disseminated.	(b) INEC Newsletter	
		(c) No of election observers (both domestic and international) identified, screened and deployed per election (by sex and location).	(c) INEC report on election observation	
		(d) No of strategic partnerships established with civil society organisations (including MoUs signed).	(d) MoUs	
		(e) Range of multimedia deliverables, listenership and viewership numbers.	(e) INEC Media reports	
		(f) Existence and functionality (existence of guidelines, specific engagements, trainings, periodic meetings) of an Inter-agency committee on election security.	(f) Meeting reports	
		(g) Frequency of web hits, social media presence and pings on Commission's platforms		
5	To strengthen INEC for sustained conduct of free, fair and credible elections	(a) Development and consolidation of Monitoring and Evaluation Frameworks for the SPA and the 2019 General Election (EMS, ERM, Situation Room)	(a) Harmonization of Key Performance Indicators across Monitoring Platforms into a Single Monitoring Instrument for Monitoring Elections	Stakeholders are willing to partner with INEC
		(b) Number of electoral study tours conducted towards improving capacity of management and staff of INEC.	(b) Revival and Reorganization of EMS Secretariats at HQ and in States	
		(d) No of personnel expressing satisfaction with improvements in INEC's work environment, infrastructure and operations,	(c) Establishment of EMS Platform and Dashboard for Anambra, Osun, Ekiti and the 2019 GE.	
		(e) Existence of a functional and accessible database.	(d) Study tour reports	
		(f) No of personnel expressing satisfaction with INEC's human resource management, staff development, discipline and welfare.	(e) Capacity audit reports	
		(g) Existence and implementation of a gender policy for INEC.	(f) Meeting reports	
		(h) Existence of budget and expenditure analysis report	(g) Survey report	
		(i) Existence and utilization of M and E plans and tools for monitoring and evaluation of the new strategy	(h) Creation of Databases	
			(i) Staff survey	
			(j) Training Needs Analysis report	
	(k) Gender Policy			

			(l) Programme reports	
			(m) Financial reports	
			(n) M and E reports	