

**FACTORS INFLUENCING EFFECTIVE PLANNING FOR GENERAL ELECTIONS: A
CASE OF INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION KENYA**

BY

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DECLARATION

This research project is my original work and has not been submitted for any award in any university

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

To my mum Consolata Atieno Akeyo, wife Vallary and sons Alex, Mathew and Linus Junior, whose support and most of all their love that made me persevere through the study.

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ABBREVIATIONS AND ACCRONYMS

BVR:	Biometric Voter Registration
EMB:	Election Management Body
EVIDs:	Electronic Voter Identification Devices
ICT:	Information and Communications Technology
IDEA:	Institute for Democracy and Electoral Assistance
IEBC:	Independent Electoral and Boundaries Commission
IFES:	International Foundation for Electoral Systems
IT:	Information Technology
NDI:	National Democratic Institute
PPC:	Percent Plan Complete
SPSS:	Statistical Package for Social Sciences
TV:	Television
UK:	United Kingdom
UNDP:	United Nations Development Programme
US:	United States

ABSTRACT

This study sought to investigate the factors influencing effective planning for general elections in Kenya a case of Independent Electoral and Boundaries Commission. The study was guided by the following objectives; budget approvals, elections timelines, procurement procedures and employees preparedness. This study was delimited on investigating factors influencing effective planning for general elections a case of Independent Electoral and Boundaries Commission Kenya. This research applied descriptive survey design. Primary data was collected through questionnaires, targeting a study population of 900 employees working with IEBC. A sample size of 90 respondents working at IEBC Head Office Anniversary Towers Nairobi Central Business District was considered for this study. Random stratified sampling was used to pick the 90 respondents targeted in this study. Data was collected through a semi structured questionnaires which were distributed to the targeted employees. Expert judgment from the university supervisors was used to assess the extent of the items in the instruments, address the objectives as well as whether the format of the instruments gave the correct impression. Split-Half technique of reliability testing was employed, whereby the pilot questionnaires were divided into two equivalent halves and then a correlation coefficient for the two halves computed using the Spearman formula. Descriptive statistics, namely, frequency tallies and their corresponding percentage scores and Pearson correlation coefficients, were used to analyze the data, using statistical package for Social Sciences. Qualitative data was analyzed using narratives statements based on the relevant thematic areas and the findings given in prose form.

The study concluded that back trimming of budget estimates affect the planning and management decisions due to resource constraints and the fact that all commission activities implementation are based on the approved budget. The study also concluded that budget plans affects the commissions operation to a very greater extent. Timely procurement ensures timely availability, orientation and training to the end users for effective delivery of elections. The study also concluded that adequate and relevant trainings enhance the level of understanding of key issues which result in better planning. This study recommends that IEBC should make to ensure that budgets are approved on time. IEBC should prepare realistic budgets which are highly prioritized and consult widely with National Treasury. IEBC officials should always adopt early planning with the directorate as users, early release of funds, prioritizing activities meet deadlines and by setting realistic timelines. IEBC should remain independent amidst all political pressure in procurement. It should also lobby with the PPOA to amend some of the procurement procedures in order to allow adequate time for appeal process. Also, ICT equipment should be tested or procured two years before the election. This study also recommends that IEBC can improve their employees capacity through; staff capacity building, refresher courses, skills survey and task matching among staff and engaging all cadres in capacity building programmes. Also, IEBC should also make it mandatory for staff to join professional bodies such as ICPAK.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Elections are the most visible feature of democracy because they link the people to the government and bring about political control by the people (Kenneth, 2010). Although not in themselves a guarantee for democracy Khabele (2011) observed that elections are usually considered as one of the key pillars of a working democracy. Some of the functions of elections in the democratisation process include the legitimization of the political system, succession of governments and leaders, linking political institutions with the voters and peaceful settlement of conflicts (Williams, 2008).

Many elections in flawed democracies are characterized by vote rigging, irregularities in the observance of electoral laws, abuse of the electioneering process and violence targeted at opposition political parties (Vernon, 2010). This state of affairs has been attributed among others, to the absence of credible electoral institutions. This situation has led to very unpleasant results in many instances especially in Africa resulting in violence and unrest. Though not sufficient to guarantee free and fair elections in themselves, credible electoral institutions are a necessary condition for convincing elections because the overall legitimacy and acceptability of an election depend largely on the integrity of the electoral institution and its management of the electoral process (Huntington, 2011).

Election Management Bodies are pivotal institutions at the heart of the electoral process for three main reasons. First, they have an enabling function in that they establish the practical framework in which credible elections can take place (Gallagher, 2011). Secondly, they have a supervisory function in that they monitor the activities of other actors in the electoral process and identify and remedy malpractices. Lastly, they have an education and communication function by carrying out voter and civic education on the electoral process. An election management body that is independent, impartial, professional and transparent enjoys the trust of the people and can play a crucial role in ensuring the credibility of an election and enhancing public and political confidence in it (Bowler, 2010).

When the electoral machinery fails in its duty of facilitation of free and fair elections, the repercussion is the destruction of the public's faith in the whole concept of democratic governance (Smith, 2010). Efficient election management is central to free and fair elections for several reasons. First, it helps to build trust, impartiality, and confidence in the electoral body. Second, it also encourages the creation of an election commission that becomes independent, non-partisan, and transparent, thereby creating an atmosphere of peace, credibility, self-respect, and enthusiasm among both candidates and voters (Andre, 2008).

Alive to this reality, governments have been urged in numerous international forums to create independent, all inclusive, competent and accountable electoral institutions manned by well trained staff and equipped with adequate logistics to oversee the election process (Adriano, 2009). Problems of election management, however, arise out of a lack of credibility and competence of the electoral body or institution, as well as the attitude towards independent monitoring groups. Poor election management has often fuelled civil wars, instability, boycotts by losing parties and general insecurity in several countries (Andre, 2008).

In Africa, elections have gained momentum over the last fifteen years since the wave of democratisation began sweeping across the continent in the early 1990s, which resulted in multi-party elections in many countries. According to Smith (2010) the lack of adequate planning by EMBs is one of the major challenges to the credibility of the electoral process on the continent.

1.1.1 Elections Planning by Electoral Management Bodies

There is a growing interest by governments worldwide in the running of a smooth, credible and transparent electoral process. Given the general unwillingness to embrace large scale reform of the electoral system, it is perhaps understandable that attention would turn, at least, to the administration of the electoral process itself (David, 2009).

In recent years, more and more countries have been making use of electronic voting machines. India is moving towards full electronic voting, while in Brazil electronic voting is the only way for electors to cast their vote. In other countries such as Belgium and the Netherlands electronic voting is used alongside traditional manual voting. But nowhere is reform to the

process of election administration more apparent than in the rise of institutions dedicated to the management of the election process itself (Farrell, 2008).

Such institutions have assumed responsibility for a number of key functions including determining who is eligible to vote, managing the nominations of parties and candidates, conducting the polling, counting the votes, and tabulating the results (Goodin, 2010). By undertaking such activities, these institutions known as Election Management Bodies (EMBs) not only ensure that elections are organized and managed efficiently, but also promote fairness, openness and transparency, and hence contribute to the legitimacy of democracy and the enhancement of the rule of law.

Despite having a number of common functions, EMBs differ in their structure, and globally, three main types or models of institutions can be identified: Independent EMBs, Governmental EMBs, and Mixed EMBs (Bowler, 2010). Independent EMBs, as their title suggests, are independent of the executive branch of government and have full responsibility for the implementation of elections and very often also have responsibility for developing policy and making decisions that relate to the electoral process. They are composed of non-aligned experts or of representatives from political parties and are most often accountable to the legislature (Hazan, 2011).

Governmental EMBs, on the other hand, are headed by a minister or a civil servant who is accountable to a cabinet minister. In this model, then, elections are organized and managed by the executive branch of government, either through a ministry such as the Ministry of the Interior and through local authorities. Indeed, in many instances as in Sweden and Switzerland a central EMB performs some key functions only, and leaves tasks especially those that pertain to the Election Day itself to local and regional bodies. Elsewhere as in the U.K. and the U.S. for example, the system is so decentralized that there is no central EMB, and all matters are left to local authorities (Kenneth, 2006).

Regardless of how decentralized they are, EMBs in the governmental model only have the power to implement the election. They do not have the policy-making power that independent EMBs have (Wall, 2011). Finally, mixed EMBs combine elements of the independent and the governmental model. Elections are organized and implemented through a ministry and

through local authorities, as in the governmental model, but there is a second body, independent of the executive, which assumes responsibility for overseeing and supervising the election, and which, in some instances, has the power to develop a regulatory electoral framework under the law (Wall, 2011).

Despite the categorization of EMBs into three types or models, no two EMBs are identical. Rather, the precise structure of each body is a product of the country's history and its political and legal tradition. In many instances the structure has been heavily influenced by former colonial administrations, while in a few cases the slate was wiped clean and wholly new EMBs have been established. However, whatever the type chosen, there has been a discernable trend for EMBs to become entrenched as permanent institutions (Hazan, 2011). Independent EMBs are by far the most common form. Indeed, of the countries considered in this study, nearly 65 percent have an independent EMB. While a number of established democracies such as Australia and Canada have independent EMBs, this type of EMB is most popular in democracies of the second and third wave.

A large number of African countries, including many former British Colonies have independent EMBs. Similarly, independent EMBs are favored in South America, in many states that were formerly under Soviet influence, and in many Asian countries. Governmental EMBs, by contrast, are most common in Europe, North Africa and in a number of countries in the Middle East. New Zealand and the USA also have governmental EMBs. Mixed EMBs are the least common type of EMB, and are found in France and in a number of former French colonies, in some West European countries and in Japan (Kenneth, 2010).

As electoral administration has developed through greater professionalism, it has had to respond to greater challenges. In addition to their tasks related to implementing election laws and managing electoral technicalities, some EMBs have assumed responsibilities in highly political areas, for example the oversight of political finance, the registration and oversight of political parties, the role and activities of the media during elections, and the promotion of political participation. In addition, the ingenuity of those who wish to undermine the integrity of elections means that electoral administrators can never rest on their laurels: protecting

electoral integrity can require a continual leapfrog process for the EMB to keep ahead and have an effective plan guided by a set of goals (Wall, 2011).

1.1.2 Independent Electoral and Boundaries Commission

The Independent Electoral and Boundaries Commission (IEBC) is an independent regulatory agency that was founded in 2011 by the Constitution of Kenya (2010) and the Independent Electoral and Boundaries Commission Act 2011. The Commission is responsible for conducting or supervising referenda and elections to any elective body or office established by the Constitution, and any other elections as prescribed by an Act of Parliament.

Its mandate includes; the continuous registration of voters and revision of the voter's roll, the delimitation of constituencies and wards, the regulation of political parties process, the settlement of electoral disputes, the registration of candidates for elections, voter education, the facilitation of the observation, monitoring and evaluation of elections, the regulation of money spent by a candidate or party in respect of any election, the development of a code of conduct for candidates and parties, the monitoring of compliance with legislation on nomination of candidates by parties

1.2 Statement of the Problem

Elections have become fundamental features on the African political scene. This has been so particularly since the early 1990s when the phenomenon of competitive politics was introduced on the continent. According to Udombana (2009) multiparty elections have taken place in almost all African countries. However, in some instances there have been reports of election malpractices related to the lack of independence of EMBs. Timely procurement, distribution and storage of election materials are essential in ensuring the success of any election.

Of particular concern is the mode of appointment of commissioners, financial autonomy and operational autonomy which have sometimes made EMBs appear to lack the independence needed to achieve their objectives. This has been compounded by the nature of politics in Africa where some leaders seek to entrench themselves in power for life.

During the 2013 elections, one of the IEBC main goals was to register 18 million voters all across the country within one month. The Commission managed to register 14.3 million voters out of the targeted 18 million voters. Given the circumstances that most Kenyans live in, it was too ambitious a goal to expect to reach all 18 million within one month. The BVR kits also came in too late. It is instructive to note that the BVR kits were delivered after a government to government procurement after the IEBC procurement process was riddled with controversies attributed to vendor influence. Kenyans in the Diaspora believed they would also participate in this crucial election. They were assured of this by the IEBC. Sadly, a few months to the election were are let down by the same IEBC.

The Commission also procured Electronic Voter Identification Devices (EVIDs) that were to be used to identify voters biometrically at the polling station thereby eliminating the chances of multiple voting. However most of these devise collapsed on election day due to power challenges since they were not delivered early enough to enable full charging (Kegoro, 2013). The IEBC was allocated Kshs 17.5 billion in the 2012 ó 2013 National Budget having initially requested Kshs 41.4 billion. This made the Commission accumulate a huge pending bill (Kangethe, 2013). These incidents prior to the 2013 general elections portrayed a planning challenge by IEBC.

Local studies that have been done include Kegoro (2013) who conducted a study on the shortcomings of IEBC during the 2013 general elections. Kamau (2013) also noted that the ability of Kenya citizens to vote continues to have significant poll-site challenges, including long lines, lack of ballots, ill-trained election workers, and allegations of voter suppression by election workers.

In spite of all these realizations, and the growing demand for effective and transparent election, few studies had been carried out on effective planning for general elections. The studies that have been conducted had totally neglected general elections planning. Addressing this gap constitutes the central concern of this study.

1.3 Purpose of the Study

The general purpose of this study was to investigate the factors influencing effective planning for general elections at IEBC in Kenya.

1.4 Objectives of the Study

This study was guided by the following specific objectives;

- i. To assess the extent to which budget approvals influence effective planning at IEBC.
- ii. To determine how elections timelines influence effective planning at IEBC
- iii. To examine the extent to which procurement procedures influence effective planning at IEBC.
- iv. To examine how employee training influence effective planning at IEBC.

1.5 Research Questions

The study sought to answer the following research questions;

- i. How do budget approvals influence effective planning at IEBC?
- ii. What extent does elections timelines influence effective planning at IEBC?
- iii. To what extent do procurement procedures influence effective planning at IEBC?
- iv. How employee does training influence effective planning at IEBC?

1.6 Significance of the Study

Democratic elections are the basis of the authority of any representative government. Free, fair, credible and convincing elections constitute a key element of the democratization process and are essential ingredients of good governance, the rule of law, the maintenance and promotion of peace, security, stability, development and the respect for human rights. The centrality of elections to liberal democracy is premised on the assumption that there are institutions in place to organize credible elections.

A credible electoral management commission with effective strategic plans is one of the most important institutions that are decisive in influencing the outcome of an election and its overall legitimacy and acceptability. Adequate planning has been lacking in Kenya's Electoral bodies since independence and the creation of IEBC could be a great booster to the drive for democratization in Kenya if the body is sufficiently strengthened and insulated from

manipulation. It is within the context of strengthening planning at IEBC that this research finds its significance. This is necessary because a smooth transition in Kenya through the ballot is indispensable for genuine democratization and peace.

1.7 Delimitation of the Study

This study was delimited on investigating factors influencing effective planning for general elections a case of Independent Electoral and Boundaries Commission Kenya. The study was also delimited to all employees working with IEBC at its Head Office Anniversary Towers Nairobi Central Business District. All the employees working in all the departments were considered in this study.

1.8 Limitation of the Study

The researcher encountered unwillingness by respondents to reveal information as it on the ground for fear of victimisation. To this the researcher assured the respondents of confidentiality for any information given. The researcher further assured the respondents that the study was purely academic endeavour and therefore the information given would not be revealed to any other person but would be used to meet an academic requirement.

The researchers sole aim was to personally administer the questionnaires so as to enhance the rate of responses. While the study concentrates on IEBC staffs at head office in Anniversary Towers, the researcher encountered a challenge in securing the employees time considering their busy working schedules which required the researcher to make alternative arrangements with employees to avail themselves for the study off-time hours as well as motivating the employees on the value of the study. A letter from Nairobi University was also attached to every questionnaire and permission to collect data was sought from the management before the actual data collection.

1.9 Assumptions of the Study

The study was based on the assumptions that the respondents would be available and cooperative. The study further assumed that planning was one of the major challenges that caused inconveniences during elections and by elections.

1.10 Definition of Significant Terms Used in the Study

- Budgeting** Budget approval as used in this research is the authorization of funds to a specific project during elections. The approval process can sometimes take longer than the preparation of the budget itself, because difficult decisions have to be made about prioritizing expenditures. Making these decisions requires considerable back-and-forth discussion among the management team.
- Effective Planning:** Effective planning during elections is the process of thinking about and organizing the activities required to achieve a desired goal. It involves the creation and maintenance of a plan, such as psychological aspects that require conceptual skills.
- Elections Management Body:** An election management body is an organization or body that has the sole purpose of, and is legally responsible for, managing some or all of the elements that are essential for the conduct of elections and direct democracy instruments such as referendums, citizens' initiatives and recall votes.
- Elections Timelines:** An election timeline is a list of events in chronological order during the elections period. It is typically a graphic design showing a long bar labelled with dates alongside itself and usually events labelled on points where they would have happened.
- Elections:** An election is a formal decision-making process by which a population chooses an individual to hold public office. Elections may fill offices in the legislature, sometimes in the executive and judiciary, and for regional and local government.
- Employee training:** This refers to the level in which the employees are prepared and involved in the planning of an election. This involves conducting team buildings and involving all employees in all management levels

Procurement procedures: Procurement procedures during elections are the procedures followed during acquisition of goods, services or works from an external source. It is favourable that the goods, services or works are appropriate and that they are procured at the best possible cost to meet the needs of the acquirer in terms of quality and quantity, time, and location.

General election: This is an election in which all or most members of a given political body are chosen. The term is usually used to refer to elections held for a nation's primary legislative body, as distinguished from by-elections and local elections.

1.11 Organization of the Study

Chapter one comprises of the background of the study, statement of the problem, purpose of the study, objectives, research questions, and significance of the study, basic assumptions, limitations and definition of significant terms used in the study. Chapter Two covered the introduction and the body of the study where specific themes were discussed, theoretical framework, related empirical literature as well as the conceptual framework. Chapter Three will contain the following: research design, target population, sampling procedure, research instruments, validity and reliability of the instruments and data analysis. In Chapter Four, the areas of focus were: data analysis, presentation and interpretation while Chapter Five presented the study summary of findings, discussions, conclusions, recommendations and areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with the review of the relevant literature with specific reference to literature on effective general elections planning. The process of literature review involves the review of literature from academic sources such as books, journals, electronic library; election management board's policy papers, past research studies and other elections management scholarly works published. This chapter will also focus on conceptualization in a bid to identify the nature, subject, purpose and broad content of the research problem.

2.2 Empirical Review

2.2.1 Budget Approvals and Effective Planning for General Elections

For permanent Elections management Boards (EMBs) there are two distinct types of budgets: one for ongoing costs and one for events such as a voting registration update, a voter education campaign and an election. Different approaches may be taken to formulate the two types of budgets (Brown, 2008). An EMB's approach to budgeting tends to reflect that of the public sector in its country, especially if it is bound by general public sector financial rules.

Carothers (2007) in his study on African elections observed that the budget submitted for approval often contains high levels of amalgamation; one figure will be provided for an entire functional area, such as political party registration or voter education. Different approaches may be taken to create these different budget levels. For instance, the EMB may be told by the finance ministry or parliament that the total budget for ongoing costs will be the same as the previous year, or will only rise in line with inflation. In such cases, the EMB then has to assess detailed costs related to the goals in the strategic plan and make choices that fit within the budget (Dahl, 2006).

Darnolf (2009) revealed that in times of austerity, all state-funded bodies may be told that their budget will be cut by a certain percentage; again, the EMB has to choose between items in the strategic plan. In many stable democracies, the budget for an event such as a voter

registration update or an election is calculated incrementally by increasing the previous budget to allow for inflation, and in some cases population growth (Goodwin, 2010). Again, the EMB then has to decide how to manage the event within that total budget while meeting goals from the strategic plan and accommodating rising costs (Harris, 2009).

Hallett (2007) in her study stated that a planning and finance section of the EMB secretariat may be responsible for these calculations, or it may be the task of each division to estimate the cost of performing its assigned tasks in the coming year. Costs for each area will then be checked for accuracy and justification against the strategic plan.

While the component costs of the previous year's work or the previous elections are often used to assist in this process, each component of the budget has to be assessed and justified in the current context (International IDEA, 2008). This approach is often used when there have been major changes since the previous election, or if major changes are proposed, such as the use of voting machines or a change in the electoral system. EMBs are rarely given an open money chest, and so will still have to make choices within the set budget once spending starts and actual costs are higher than estimated costs, or if unexpected costs arise (Motumise, 2010).

In Algeria, Botswana, Iceland, Lesotho, Niue and Tonga, the legislature determines the EMB's budget as part of the annual budget process, using past expenses and reports as the basis for setting the funding level. In the Philippines, the Department of Budget and Management determines the budget for public bodies (Durham, 2008).

It is common for EMBs to create their own budget and then submit it for approval. In some cases the budget goes to the government for approval for instance Angola, Burkina Faso, Cameroon and Chad, while it more commonly goes to the legislature for approval for instance Bolivia, Brazil, Gambia, Guam, Guyana, Mexico, Mongolia, Pakistan and Venezuela. The budget creation and approval process may include discussion with the finance ministry. For instance in South Korea, the EMB creates the budget, which is then adjusted by the Ministry of Planning and Budget and considered for approval by the legislature. In some countries, such as Costa Rica, the legislature has no power to alter or reject any part of the proposed

EMB budget. In other countries, only specified parts of the EMB's proposed budget can be altered by the executive or its agencies (Kumar, 2007).

In some countries, the EMB budget has two parts, the recurrent budget, which covers costs such as permanent staff and related material support; and the elections budget, which covers additional expenses directly related to an election or referendum. The recurrent budget may be altered by the government, while the elections budget may not. The EMB provides an annual estimate of its elections budget to the government, but is allowed to spend more than this estimate. Following the election, the EMB accounts for these expenditures to a legislative committee. Such dual budgets are used in Cameroon, Georgia, Liberia, Madagascar and Rwanda (Maambong, 1997).

Rose, (2008) stated that the practice in many countries is for the Treasury to release the funds to the EMB in a lump sum after legislative approval has been secured. This applies where the EMB has autonomy over its finances, and often its own banking account, as in Gambia and Macedonia. In some cases, EMB funds are kept and managed by the Ministry of Finance, with the EMB making requisitions for the ministry to pay its creditors and staff, mainly by cheque. EMBs in this category include those of Botswana and Namibia. The budget of the EMB is charged directly to the Consolidated Fund in some countries, for example, Barbados, but there may be significant legal and administrative barriers to be dealt with before such an approach can be implemented in other countries. For governmental EMBs under the Governmental or Mixed Model, funds for electoral processes may be released to the host ministry and disbursed through that ministry, or disbursed directly through the Treasury's bank accounts (Shin, 2007).

EMBs are more likely to use cheques and bank transfers for significant payments, although cash transactions are still used extensively for the payment of temporary staff and in general in post-conflict environments where the banking system has broken down, as in the Democratic Republic of the Congo. In Cambodia, salaries are paid in cash while other transactions are made through bank transfer or by cheque. Other EMBs, such as Australia's, limit cash transactions to small petty cash amounts under strict controls (Rose, 2008).

2.2.2 Elections Timelines and Effective Planning for General Elections

Planning is the key to ensuring success (Kumar, 2008). One of the pillars of electoral planning is timing (NDI, 2009). Electoral activities are defined in terms of objectives, goals and activities that are sequenced in a timeline. The developed electoral timelines are synchronized with provisions of law (Hassan, 2013).

Electoral activities are clustered in various electoral phases (IDEA, 2010). The phases of the electoral cycle include Legal and Institutional Electoral Framework, Planning and Preparation for Implementation of Electoral Activities, Training and education, Registration of voters, Political parties and election observers, Electoral campaigning, voting operations, Election results announcement and Post electoral phase.

While election preparations are easier to anticipate when elections are held on a regular schedule, there are many aspects of the electoral process that cannot be anticipated until elections are officially scheduled. Some of the aspects of election preparations, such as updating of voter register, procurement of election technology and other materials and voter education can take place a head of the announcement of elections date (IFES, 2013).

Electoral timelines also correspond with the different types of elections e.g. general elections, municipal elections, referendum, by-elections, national elections, regional elections etc. depending on various jurisdictions (David, 2009). Electoral activities are also sequential in nature and therefore an activity can only start once the preceding one is complete.

There are also administrative and logistical processes and activities that require strict adherence of the law. The procurement of materials is guided by the Public Procurement Act, which also has timelines and processes, which depending on the amounts involved, could take substantial amount of time to complete.

Electoral activities can be one off or could take several electoral cycles thus calling for phased implementation approach (IDEA, 2011). Such a phased approach would start with feasibility study and testing of different available options of materials, system or technology followed by pilot implementation in mock elections or local or regional pilots that are gradually expanded before covering the entire electorate (IDEA, 2011). Vwamu (2010) emphasizes that electoral

activities are projects that have start and completion dates that should be adhered to ensure they are carried out effectively and efficiently to guarantee good performance by the EMB.

A good understanding of the various components and stages of the electoral cycle is a prerequisite for establishing the start and end times of electoral activities in order not to be caught up with time constraints (European Commission, 2006). A key factor for project success is that roles and responsibilities are clearly assigned and EMB team members are empowered to take action. The team also draws up district, state, and constituency level election plans that address all the project management stages (Kumar, 2007).

Political parties and other stakeholders need to be made aware of the plan and schedule of elections, though the decision rests totally with the EMB (Bowler, 2010). This is a way to gain the goodwill of political parties. According to (David, 2009), the mock elections should be conducted to enable it to tailor its plans for the General Election to the prevailing circumstances on the ground. It will, therefore, make adjustments to its staff training and deployment plans to improve Election Day service delivery. However, given prior antecedents, there is still some cause for concern in this penultimate stage of the electoral process. Because of the small sample of polling stations involved in the mock elections relative to the intended number of voters in the General Election, a more reliable basis for planning may have to be established (Gallagher, 2011). Adherence to electoral timelines is premised on the fact that electoral risks will be anticipated and mitigated, but even with the best case scenarios, these timelines simply overrun the runway (Hassan, 2011)

Ranney (2008) articulated that without a well arranged timeline, EMBs cannot grab the attention of voters despite having progressive plans. Similarly, in this research, the respondents suggested that the electoral campaign is one of the basic requirements to compete in elections and for the success of a candidate he or she needs to have a clear timeline on all the electoral activities dates (Pattan, 2006). However, the respondents emphasized that the successful elections are always organized and involves coordination of efforts.

2.2.3 Procurement Procedures and Effective Planning for General Elections

Electoral goods and services represent one of the most important and costly parts of an election (Linz, 2010). Any delay or shortfall in the procurement or distribution of electoral materials or timely receipt of required services can have serious implications for an election,

potentially affecting its schedule or even outcome. Procurement does not, however, relate only to buying materials ballot boxes, polling kits etc. It also involves the procurement of services or building infrastructure. In terms of services, contracting an expert to conduct trainings or voter education, identifying and hiring specialists on short-term contracts, buying radio and TV spots all these services must be contracted through a procurement process. In addition, many different types of infrastructure may be required, just a few examples are: furniture and refurbishment of buildings, hardware and software equipment, vehicles, communication tools and supplies (Lagos, 2007).

This indicates that procurement is not an isolated action in time, but rather a continuous process of variable complexity which typically involves several stages, different stakeholders and parties, legal and contractual obligations and consequences (Pastor, 2005). As electoral procurement often utilizes public or donor funds, Public Procurement principles apply and rules and procedures must be observed and followed to safeguard the use of such funds. Such rules will govern the complete process for procurement of goods and services as well as the resulting contracts. An electoral procurement process aims at delivering all requested goods and services of the required quality, quantity and standards (specifications) within the established timelines for the agreed price (Fatton, 2007).

An electoral procurement process may face number of different challenges: Timely disbursement of funds available for procurement purposes; Staffing the procurement unit with competent staff. Staff should have a clear understanding of materials and services required. When foreign consultants (perhaps from UNDP) are working on procurement, they should possess country specific knowledge such as, for example, the need for water resistant, solar energy/long lasting batteries/generators for remote areas, language requirements, and so forth; Coordination between the various actors involved, local stakeholders, especially the EMB, and including international organisations if providing technical assistance to the procurement process; Clear and early development of requirements and specifications for electoral goods and services ensuring confidence among all stakeholders that the procured items are appropriate; Cost-effectiveness through a transparent and competitive process (Bratton, 2007).

Bean (2007) stated that procurement should ensure that the solicitation of offers is timely, purchases are cost effective and materials are delivered on time as per required quality. In

relation to this, procurement officers should be encouraged to develop the necessary understanding of supply markets through market research, and include such factors and their interrelations in the corresponding procurement plans.

Time, Cost and Quality, the same pillars that define best value for money, are crucial factors to be carefully considered when planning procurement of electoral materials as well. Each of them interrelates and influences the other two, resulting in a matrix of relations which needs to be factored in from the start, at planning stage (Baloyra, 2008).

Wall (2011) stated that timing is an essential factor in electoral procurement as it affects the complete project implementation, the pricing and total costs, the credibility of the electoral process, and ultimately the results. Here, timing is not only considered as delivery time but also the time needed for further inland distribution, especially when goods are consolidated from all over the world, as well as time needed for mobilization of staff and preparedness.

Major system enhancements e.g. new IT systems and/or voter registration systems should aim to start as early as possible in the post-election period to maximize the time for testing, procedural development, training, cultural acceptance, as well as durable and institutionalized adoption of the solution. All these will have a great impact on the sustainability of the solution (Farrell, 2008).

Secondly, in relation to costs and pricing, it is worth to note that in the case of electoral processes a considerable part of the materials sourced for may be low-tech and relatively easy to produce, hence low cost *à priori*. However, the urgency and need for expedited response and extreme consolidation capacity make that for certain usual items in elections only a limited number of specialised suppliers that can respond under such circumstances exist (Kenneth, 2010). When timelines are tight, the buyer becomes highly dependent on suppliers, while suppliers must deploy more resources and effort to respond, all in all potentially resulting in dramatic increases in their prices (Gallagher, 2011).

Vernon (2010) revealed that quality requirements need to be factored in the procurement plan, as they determine major aspects including what is to be sourced, where it can be sourced, the appropriate methods, etc. The overall implementation of the project will highly depend on having procured the right items for the job, i.e. the right quality in broad meaning. In terms of

quality issues then, procurement plans should consider for example the implications of the quality level/standards required on the range of available products/equipment and responsive suppliers; interrelations with cost and time, i.e. the higher the quality requirement the more that prices and timelines tend to increase; considerations in terms of necessary testing; considerations on alternative solutions; and quality specifications such as materials, sizes, performance, standards, in order to minimize involved risks.

2.2.4 Employees Training and Effective Planning for General Elections

As the former Chief Electoral Officer of Ghana observed, people in the community do not know how the election administration works, and are just as likely to seek information from EMB secretaries, drivers or security staff as they are from operational staff (Pierre, 2013). The EMB therefore ensures in its training that all staff has a basic understanding of its mission and principles. Diseko (2010) further found out that an EMB's capacity to perform all of its electoral functions and responsibilities effectively depends very much on the capacities and performance of its secretariat staff.

Diamond (2006) in his study on the effectiveness of elections management in Asia found out that the capacities of both temporary and permanent secretariat staff can be enhanced by implementing appropriate recruitment strategies and vigorous training and development programmes. However, EMBs with a strong set of values can deliver elections whose results are accepted by stakeholders even though they are still in the process of developing professional staff.

Ronald (2008) revealed that many EMBs rely on public service staffing for their secretariats. This may be required in governmental EMBs and in other models where this is government policy. Independent EMBs which have their own employment rules may find it difficult to offer their staff good career prospects, due to the small number and specialized nature of many of the secretariat positions, and thus may find it more effective to rely on public service staff. Such reliance on the public service does not by itself inhibit the development of professionalism. An example is the Election Commission of India, which co-opts large numbers of public servants to assist with election preparation, and runs a professional electoral management system. Allowing an EMB to set its own rules for its secretariat staff who are public servants is beneficial. These rules could prohibit transfers from the EMB at

specified periods, and could also provide conditions of service appropriate to the high-pressure environment of electoral events (Chikuba, 2012).

Staffs who have gained electoral experience move on to other government positions, leaving a skill and experience gap (Ronald, 2008). For those public service staff in governmental EMBs under the Governmental and Mixed Models who remain available for electoral tasks, there is a long period between elections when they do work which can be of a completely different nature. Regular development measures such as refresher courses, and the archiving of electoral materials so that they are easily accessible, can assist in maintaining electoral skill levels (Chikuba, 2012).

Dundas (2009) revealed that no EMB can justify or afford to permanently maintain the number of staff needed for all polling stations which in a country such as Indonesia require over 4 million staff. Efficiency considerations may also preclude the permanent maintenance of secretariats or subsidiary EMBs at regional and local levels, or the full permanent staffing of functions that are only needed during an electoral period. For governmental EMBs under the Governmental and Mixed Models, much of the management structure for major electoral events may be based on temporary appointments or made up of staff seconded from other areas of the public service. Temporary EMB secretariat staffs are often not recruited long enough before elections, or stay long enough after elections, to be trained thoroughly for their work (Fick, 2006).

Each EMB needs to devise appropriate strategies to promote the effective use of temporary staff. These strategies could include timely recruitment processes; measures to ensure the availability of experienced temporary staff for each electoral event, such as the payment of availability retainers; and measures to maintain contact with temporary staff between electoral events, such as databases of contact information, newsletters, reunion meetings or refresher courses. Such measures can be particularly appropriate for EMBs in countries without fixed intervals for elections (Fish, 2008).

This type of approach is not possible, however, for an EMB such as that of Mexico, where temporary polling officials for each election are chosen using a lottery system. Significant lead times, and a very well-funded recruitment and training effort, are then essential (Fish, 2008). Staff of governmental EMBs under the Governmental and Mixed Models, and of

independent EMBs that use public servants as staff under the Independent and Mixed Models, are usually employed under conditions broadly equivalent to those of public servants of similar rank and seniority (Gould, 2007).

Gray (2008) revealed that In Australia, the public service regulations allow the EMB considerable flexibility in its employment practices. Special allowances for electoral work, particularly to compensate for the long hours involved during electoral periods, may also be available. In independent EMBs that are responsible for their own staffing, the salaries and conditions of senior secretariat staff are often pegged to those of senior public servants. In Romania, EMB staffs are employed on contract with conditions equivalent to those of legislature staff. Salaries and conditions that are better than the public service standard may be offered to attract the highest-quality permanent and temporary staff, and as compensation for the long hours of electoral period work. However, the continued payment of higher salaries to officials of independent EMBs between elections has been criticized as inefficient (Fish, 2008).

In some countries, such as Mexico, the EMB has full hiring and firing powers over its secretariat staff. The law requires that all management, supervisory and technical officials of the EMB are members of the Professional Electoral Service, which is essentially a specialized civil service devoted entirely to electoral work (Ben, 2008). Citizens may gain provisional access to the service by taking training courses, winning a contest for membership or passing an examination. Full membership can only be obtained after passing required annual performance evaluations, undertaking further training and being involved in managing an election.

For an electoral event to proceed smoothly, it is essential that both permanent and temporary EMB staff receive appropriate operational training so that they fully understand the tasks required of them, especially when they are interacting with voters or other stakeholders, handling ballots or other accountable materials, or dealing with sensitive issues (Holm, 2009). At a minimum, such training needs to reinforce the importance of key requirements such as respect for the law, neutrality and transparency and to give participants a full understanding of the tasks they will be performing. For temporary staff, this will be the main emphasis, and manuals and checklists will be key tools. For permanent staff, training should also include an

emphasis on the underlying systems and processes for which they will be responsible, with particular attention to contingency planning, backup mechanisms and problem solving (Klein, 2005).

According to European Commission (2006), staff development and training, at various levels, should begin immediately after the overall planning of the electoral cycle has been approved. In terms of training, there is need to do a staff training needs assessment covering: all levels of electoral officials (managerial, technical, administrative and operational) and all types of contract (permanent and temporary). Staff development can also spring from internal or institutional audit activities that can be institutionalized as routine activity and consist mainly of a systematic check or an assessment of the effectiveness of an organization or department, typically carried out by external independent assessors, and aimed at maximizing staff performance and institutional capacity. Such audits can highlight target areas that need support in terms of resources or further development, or identify activities performed in-house that might be worth outsourcing (IDEA, 2011).

Additionally, larger countries require larger numbers of EMB staff who need to be recruited and trained. In such circumstances, finding sufficiently qualified or adequately educated staff may be an issue, particularly at the polling station level. For example, in Afghanistan and some areas of Pakistan, illiteracy rates amongst female populations prove to be an obstacle for recruiting female polling staff. Furthermore, in countries with multiple administrative and election management layers such as Indonesia and Bangladesh, communication and coordination will become increasingly complex, especially with involvement from governmental departments (Vernon, 2010).

2.3 Theoretical Review

In prior literature, it has been generally seen that there is no explicit theory of project management. The theory of project is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. This approach to management views a strong causal connection between the actions of management and

outcomes of the organization. The dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor.

2.3.1 Theory of Planning

Muller (1998) proposed the theory of planning which helps organisations to undertake their work because they provide a fundamental frame of reference. This theory is a singularly erudite contribution to the development of scientific management (Muller, 1998). The term Last Planner refers to the hierarchical chain of planners, where the last planner acts at the interface to execution. Thus, this method concentrates on the detailed planning just before execution, rather than the whole planning process. The method of Last Planner distinguishes planned tasks according to Can, Should and Will modalities. The tasks pushed from the higher planning levels belong to the should category.

In look ahead planning the prerequisites of upcoming assignments are actively made ready, in other words, they are transferred to the Can category. This, in fact, is a pull system (Ballard 1999) that is instrumental in ensuring that all the prerequisites are available for the assignments. In conventional project management, the plan pushes tasks to execution; only the should category is recognized. Another principle is to maintain a buffer of tasks, which are sound for each crew. Thus, if the assigned task turns out to be impossible to carry out, the crew can switch to another task. Theoretically interpreted, look ahead planning aims at alignment of plan and situation. "Should" represents the tasks in the plan, and "Can" represents those tasks that realistically will be possible to start in the situation.

2.4 Conceptual Framework

The conceptual model is a conceptualization in functional form of how the independent variables affect the dependent variable which is effective elections planning as shown in Figure 1.

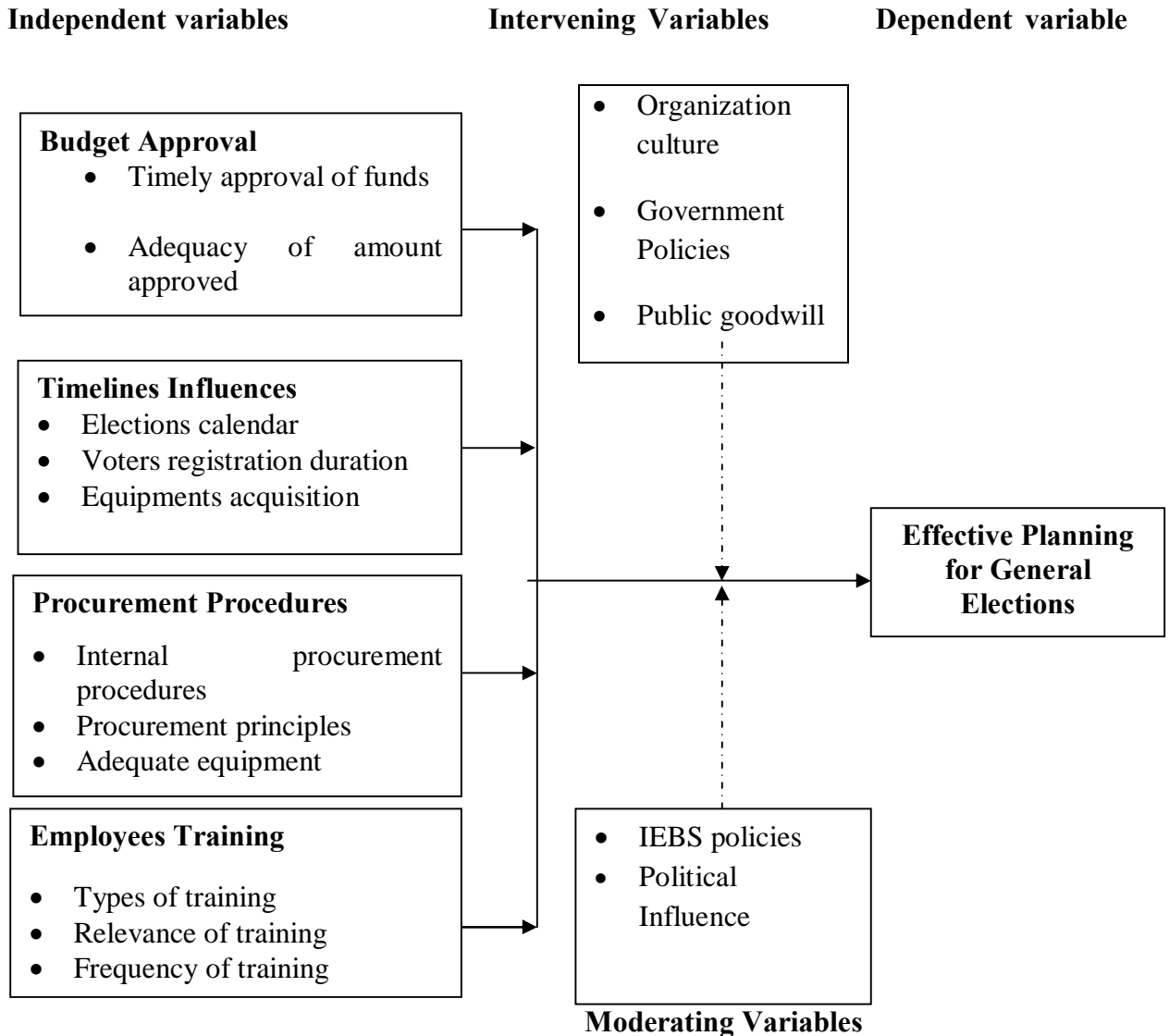


Figure 1: Conceptual Framework

The conceptual framework shows the interaction between the variables affecting effective elections planning. The factors including budget approval, timelessness influence, procurement procedures and employees training are the independent variables. According to Fullan (2010) model once change is initiated there are intervening factors which affect the outcomes. Government policies and electoral body policies were the intervening variables.

The study was moderated by variables such organisation culture, adequate equipment and public goodwill.

2.5 Research Gap

A large amount has been written, researched and discussed about the need for elections management, yet very little is written about effective elections planning. Studies on the need for democratic EMBs are vast and often acknowledge the enormous financial outlay especially on concerns regarding the high cost of implementing state-of-the-art technology which may not be sustainable leading to ultimate failure (Evrensel, 2010).

Diamond (2005) stressed that up until his publication the Elections management bodies did little regarding planning and only focused on delivering a specific election. Ronald (2008) also raised the same concerns. Likewise Pastor and Fischer (2005) in a joint publication by the International Foundations for Electoral Systems (IFES) and UNDP did not deal with alternatives to outright procurement of technologies for EMBs. Again, Bean (2007) comprehensively addressed the application of technology to election administration but did not consider alternatives to the outright procurement of technologies.

Bean (2007) discuss the many options of ICT implementation but do not consider outsourcing. Contrary to this Wall (2011) considered a form of outsourcing when he suggested that EMBs could partner with other government institutions to allow strategic alliances. He also mentions outsourcing their technology management aspects to a systems integration firm and suggests that there are successful models. However, his paper does not provide examples. Like Neufeld (2007), effective planning is often touched upon but is never actively pursued with the view of formally introducing it.

Fombad (2009) study on election management bodies in Africa: Cameroon's National Elections Observatory in perspective has made an important and illuminating contribution in this area. However, the work is based on the EMB of Cameroon and, therefore, it does not offer a comprehensive assessment of the electoral processes in other African countries. This research attempts to address this shortcoming by bringing to the forefront the idea of effective planning and investigating the potential and degree of elections planning that may be possible and acceptable.

2.6 Chapter Summary

This chapter covered the introduction and the body of the study where specific themes were discussed, theoretical framework, related empirical literature as well as the conceptual framework. Chapter Three contained the following: research design, target population, sampling procedure, research instruments, validity and reliability of the instruments and data analysis. In Chapter Four, the areas of focus were: data analysis and interpretation and presentation while Chapter Five presented the study summary, conclusions, recommendations and areas for further studies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. The following subsections were included; research design, target population, sampling design, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

This study adopted a descriptive research design. According to Orodho (2003) descriptive survey design is suitable because it is used to obtain information that describes existing phenomena by asking individuals about their perceptions, attitudes, behaviours or values. It can also be used for explaining or exploring the existing status of two or more variables. This research design was best for this study allowed the researcher to examine the interrelationships among the study variables and draw explanatory inferences. Descriptive surveys designs also produce a large amount of data in a short time at a fairly low cost.

3.3 The Target Population

Target population as defined by Frederic (2010) is a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The accessible population is the population in research to which the researchers can apply their conclusions (Thorn hill, 2009). This population is a subset of the target population and is also known as the study population. It is from the accessible population that researchers draw their samples. The target population for this study was all the 900 (IEBC, Human Resource Department) employees working with IEBC in the country. The target population is shown in Table 3.1.

Table 3.1 The Target Population

Departments	Frequency	Percentage
Human Resource	122	14
Risk and Compliance	23	3
ICT	48	5
Finance	38	4
Research and Development	18	2
Legal	18	2
Voters Education	353	39
Electoral Operations	280	31
Total	900	100

Source: IEBC Human Resource Department (2014)

Table 3.1 shows the study population in this study. All the employees working with IEBC both at its Head Office at Anniversary Towers and other offices all over the country were considered for this study. The study therefore targeted 900 respondents from all the departments. Mugenda & Mugenda (1999), explain that the target population should have some observable characteristics, to which the researcher intended to generalize the results of the study.

3.4 Sample Size and Sampling Procedures

Sampling is done to some elements of a population so that conclusions about the entire population can be drawn. The ultimate test of a sample design is how well it represents the characteristics of the population it purposes to (Thorn hill, 2009).

Table 3.2: Sample Size

Departments	Population	Sample Size
Human Resource	122	12
Risk and Compliance	23	2
ICT	48	5
Finance	38	4
Research and Development	18	2
Legal	18	2
Voters Education	353	35
Electoral Operations	280	28
Total	900	90

The study sample size was 90 employees working at IEBC Head Office at Anniversary Towers as illustrated in Table 3.2. This represents 10 percent of the entire population.

According to Mugenda, & Mugenda (2003) in descriptive studies, 10% of the accessible population is enough to generalize the results of a study and represent the entire population. Random stratified sampling was used to pick the 90 respondents targeted in this study.

3.5 Research Instruments

Schindler (2006) recommends the use of questionnaires in descriptive studies because self-administered surveys typically cost less than personal interviews and sample accessibility is easy. The researcher can contact participants who might also be inaccessible, careful consideration where the participants can take more time to collect facts, talk with others or consider replies at length than is possible in an interview and finally in terms of anonymity where the surveys are typically perceived as more impersonal, providing anonymity than other communication modes (Thorn hill, 2009)

With respect to elections planning, this study utilized a questionnaire to collect primary data from the sample size selected. The questionnaire designed for this study comprised of two sections. The first part included the demographic and operational characteristics designed to determine fundamental issues including the demographic characteristics of the respondents. The second part was devoted to the analysis of the factors affecting elections planning.

The questionnaire was designed to include both structured and unstructured questions. The structured questions were used in an effort to conserve time and money as well as to facilitate an easier analysis as they would immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.5.1 Piloting of the Questionnaire

The researcher carried out a pilot study to pretest and validates the questionnaire. This pilot study involved 10 employees working with IEBC at its Head Office. Various research authors (Sekaran, 2008; Mugenda, 2008) recommend pilot study as a critical pretest for establishing the reliability and validity of the instruments for data collection. Isaac (2005) states that a sample size of between 10 and 30 respondents for a pilot study is adequate for any study. A total of 10 employees were picked randomly and a questionnaire was issued. The respondents in the pilot study were however not included in the main study.

The pilot study aimed at determining the reliability of the questionnaire including the wording, structure and sequence of the questions. The questionnaire was hand delivered and administered at the respondents' place of business to ensure objective response and reduce non-response rate. The results of the pilot study were not included in the actual study.

3.5.2 Validity of Research Instrument

Validity refers to the degree to which a method, a test or a research tool actually measures what it is supposed to measure. Kothari (2012), instrument validity refers to accuracy and meaningful inferences made based on the results obtained. Expert judgment from the university supervisors was used to assess the extent of the items in the instruments, address the objectives as well as whether the format of the instruments gives the correct impression. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represented a specific domain or content of a particular concept. Expert opinion was also requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research instrument. This helped to improve the content validity and reliability of the data that was collected.

3.5.3 Reliability of Research Instrument

Reliability refers to the consistency of measurement and is frequently assessed using the test-retest reliability method. In order to achieve this, the researcher administered the instruments in person in order to assess their clarity. Split-Half technique of reliability testing was employed, whereby the pilot questionnaires were divided into two equivalent halves and then a correlation coefficient for the two halves computed using the Spearman formula. The study further generated the Cronbach's alpha to test reliability. Cronbach's alpha ranges between 0-1. Scores between 0-0.6 indicate that the instrument has a low reliability while scores of 0.7 and above indicate that the instrument has a high level of internal consistency and reliability.

Table 3.3: Reliability Coefficients

Scale	Cronbach's Alpha	Number of Items
Budget Approvals	0.734	5
Elections Timelines	0.754	5
Procurement Procedures	0.853	8
Training	0.867	11

Cooper and Schindler (2008) indicated 0.7 to be an acceptable reliability coefficient. Table 3.3 shows that training had the highest reliability ($\alpha=0.867$) followed by procurement procedures ($\alpha=0.853$) elections timelines ($\alpha=0.754$) and finally budget approvals ($\alpha=0.734$). This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7.

3.6 Data Collection Methods

A cover letter from University of Nairobi was taken along to enable the administering of the research instrument. The respondents were assured of confidentiality of their names and responses and that the responses were not handled by any other person but rather used purely for academic purposes. Each research instrument was coded and only the researcher had the knowledge on which person responded.

Self-administered drop and pick a questionnaire was distributed among sampled employees working at IEBC. This made it easier to get adequate and accurate information necessary for the research. The questionnaires had both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The open-ended questions provide additional information that has not been captured in the close-ended questions. Secondary data sources were employed with previous documents or materials to supplement the data received from questionnaires.

3.7 Data Analysis Techniques

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Data collected was purely quantitative and qualitative and it was analyzed by descriptive analysis and content analysis respectively. Descriptive statistical tools were used to analyze quantitative data whereby computer software SPSS (Version 21) was used to generate tabulations, percentages, and measures of central tendency. Tables were used to present responses and facilitated comparison. Qualitative data was analyzed using narrative statements based on the relevant thematic areas and the findings given in prose form.

3.8 Ethical Considerations

Ethics is defined as norms for conduct that distinguishes between acceptable and unacceptable behaviour. The researcher observed the following ethical procedures: The researcher indicated that data would be collected through questionnaires and would be purely for research purpose. The researcher was honest in reporting data, results, methods and procedures. The confidentiality of the staff and personal information was therefore assured.

The researcher ensured transparency and truthfulness throughout the study and all the information collected was kept confidential. The researcher sought informed consent from the participants before administering questionnaire for data collection.

The researcher was objective during the interview; data analysis, and data interpretation to avoid or minimize bias or self-deception. Respect for intellectual property was guaranteed by giving proper acknowledgement or credit for all contributions to this study and would not engage in plagiarism.

3.9 Operational Definition of Variables

Objective	Variables	Indicators	Scales	Research approach	Type of Analysis
Budget approvals influence on effective planning at IEBC.	<ul style="list-style-type: none"> • Timely approval of funds • Adequacy of amount approved 	<ul style="list-style-type: none"> -Timely approval of funds -Political influences -Adequacy of amount approved 	Ordinal	Qualitative and quantitative	Descriptive
Elections timelines influence on effective planning at IEBC	<ul style="list-style-type: none"> • Elections calendar • Voters registration duration • Equipment acquisition 	<ul style="list-style-type: none"> -Elections calendar -Voters registration duration -Equipment acquisition 	Ordinal	Qualitative and quantitative	Descriptive
Procurement procedures influence on effective planning at IEBC.	<ul style="list-style-type: none"> • Internal procurement procedures • Procurement principles • Adequate equipment 	<ul style="list-style-type: none"> -Internal procurement procedures -Procurement principles 	Ordinal	Qualitative and quantitative	Descriptive
Employee's preparedness and effective planning at IEBC.	<ul style="list-style-type: none"> • Types of training • Relevance of training • Frequency of training 	<ul style="list-style-type: none"> -Types of training -Relevance of training -Training Frequency 	Ordinal	Qualitative and quantitative	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This Chapter discussed the analysis, presentation and interpretation of the findings. The purpose of the study was to investigate the factors influencing effective planning for general elections at IEBC in Kenya. The study also sought to assess the extent to which budget approvals, elections timelines, procurement procedures and employees training influence effective planning at IEBC. The study made use of frequency tables and percentages to present data.

4.1.1 The Response Rate

The sample size of this study was employeesø working at IEBC Head Office at Anniversary Towers.

Table 4.4 Questionnaire Response Rate

Response Rate	Frequency	Percentage
Questionnaires Duly Returned	82	91
Questionnaires Not Returned	8	9
Total	90	100

Out of the targeted population of 90 respondents 82 responses were obtained, which represents a 91.11% response rate. Mugenda and Mugenda (2003) states that a 50% response rate is adequate, 60% is good and above 70% is rated very well. The response was therefore rated very well. The excellent response rate was achievable after the researcher administered the questionnaires personally and made personal visits and phone calls to remind the respondents to fill-in and return the questionnaires. In the descriptive statistics, relative frequencies and percentages were used in some questions and other were analyzed using mean scores with the help of Likert scale ratings in the analysis.

4.1.2 Demographic Information

The general information of this study comprised of the respondentsø gender, length of service, level of education and the position held by the staff in the organization.

4.1.3 Gender of Respondents

The respondents were requested to indicate their gender. The results were as shown in the table 4.5.

Table 4.5 Gender of Respondents

Respondents Gender	Frequency	Percentage
Male	43	52.4
female	39	47.6
Total	82	100

According to the findings, 52.4% of the respondents indicated that they were males and 47.6% indicated that they were females. The results depicts that most of the respondents who participated in the study were male. This is an indication that both genders were involved in this study and thus the finding of the study would not suffer from gender bias.

4.1.4 Respondents' Length of Service

The respondents were asked to indicate the length of their service in the IEBC organization. The results were as shown in Table 4.6.

Table 4.5 Length of Service

Length of service	Frequency	Percentage
0 to 1 years	3	3.7
2 to 3 years	23	28
4 to 5 years	30	36.6
over 5 years	26	31.7
Total	82	100

According to the results, 36.6% of the respondents indicated that they had served for a period of between 4 and 5 years, 31.7% of the respondents indicated that they had served for over 5 years, 28% of the respondents indicated that they had served for a period of between 2 and 3 years and 3.7% indicated that they had served for a period of between 0 and 1 years. This clearly shows that majority of the respondents had served for a longer period in the organization and hence they were in a position to give reliable information that was paramount to the researcher.

4.1.5 Respondents' Level of Education

The respondents were requested to indicate their level of education. The results were as presented in the Table 4.7.

Table 4.6 Respondents' Level of Education

Length of service	Frequency	Percentage
College Diploma	2	2.4
Degree	22	26.8
Masters	58	70.7
Total	82	100

From the findings, 70.7% of the respondents had attained masterø level, 26.8% of them had attained degree and 2.4% of the respondents indicated that they had reached college level. This clearly indicates that majority of the IEBC staff were in a position to read and understand the questionnaire and thus would give relevant information. The respondents were requested to indicate their job position in the organization. The respondents indicated that they were Directors, managers, regional election coordinators, Constituency Election Coordinators, warehouse assistants, regional accountants, Information Technology officers, accountant assistants, senior accountants, monitoring and evaluation officers, voter education officers, registration officers and Legal officers.

4.2 Budget Approvals

The first objective of the study was to assess the extent to which budget approvals influence effective planning at IEBC.

4.2.1 Level of Efficiency

The study sought to rate the level of efficiency in elections budgets approval for the commission by the government. Table 4.8 shows the findings.

Table 4.7 Level of Efficiency

Efficiency Level	Frequency	Percentage
very inefficient	4	4.9
In efficient	44	53.7
Somewhat efficient	28	34.1
Efficient	6	7.3
Total	82	100

According to the findings, 53.7% of the respondents indicated that it was in efficient, 34.1% of them indicated that it was somewhat efficient, 7.1% of the respondents indicated that it was efficient and 4.9% of the respondents indicated that it was very in efficient. This clearly shows that most of the respondents were not satisfied with the approval of elections budgets. These findings are in line with Darnolf (2009) revealed that in times of austerity, all state-funded bodies may be told that their budget will be cut by a certain percentage; again, the EMB has to choose between items in the strategic plan.

4.2.2 Approval of Budgets and effect on planning

The respondents were asked to indicate whether approval of budgets affect planning at IEBC. The results were as shown in table 4.9.

Table 4.8 Approval of Budgets

Budget Approvals	Frequency	Percentage
Yes	76	92.7
No	6	7.3
Total	82	100

From the results, 92.7% of the respondents indicated that approval of budgets affects planning at IEBC while 7.3% of them were on contrary. The respondents further indicated that this happens because budget approval goes several stages and that affects and delays the planning since money are not released on time. They also indicated that if they delay in approving, it translates to delay of activities which affect the delivery of electoral activities.

At IEBC they have many programmes which ought to have been rolled out in preparation of the coming elections. Government late approval of budgets is also indicated to affect the elections planning and resource mobilization. The study further acknowledges that back trimming of budget estimates affect the planning and management decisions due to resource constraints and the fact that all commission activities implementation are based on the approved budget. Further, the respondents indicated that approval of budgets affects procurement and deployment of key election materials. Sometimes it necessitates spending before approvals which leads to pending bills. Also all activities are affected by budgets

because they have a cost implication hence delayed budget approval delays preparations and affects timelines.

It is evident that without approval of budgets no effective planning for the election value chain including planning for personnel, equipment and logistics. It also leads to accumulated pending bills because service providers are committed before the budget is released and this leaves little or no rooms for adjustments where there may be omissions. Finally, the respondents indicated that the uncertainty associated with not knowing how much money was actually approved by the government make forward planning uncertain and inconclusive.

These findings concurs with those of Motumise (2010) who stated that EMBs are rarely given an open money chest, and so will still have to make choices within the set budget once spending starts and actual costs are higher than estimated costs, or if unexpected costs arise

4.2.3 Level of Agreement on Statements related to Budget Approvals

The study sought to determine the level of agreement on statements related to budget approvals. The results were as shown in the Table 4.10.

Table 4.9: Level of Agreement on Statements related to Budget Approvals

Statements	Mean	Std. Deviation
To achieve targets on time, it is critical that budget approval are done on time	4.463	0.372
Timely budget approvals allow smooth planning for electoral process	4.354	0.443
Predictability in release of funds allows for orderly planning and implementation by IEBC	4.293	0.272
Delay in budget approvals lead to pending bills	3.927	0.472
There is need for bottom-up budget preparations when budgeting for electoral processes	4.329	0.306
The EMB budget should be funded 100% by the Exchequer	3.671	0.466
IEBC should not rely on donor support for critical operations	4.024	0.491
IEBC election budget is spread throughout the electoral	3.793	0.455
IEBC involves stakeholders in its budget preparation process	3.061	0.494
IEBC budget process is aligned with the government budget cycle	3.634	0.462

According to the results, the respondents strongly agreed with a mean of 4.463 that, to achieve targets on time, it is critical that budget approvals are done on time. Further, the respondents

strongly agreed with a mean of 4.354 that timely budget approvals allow smooth planning for electoral process. They also strongly agreed with a mean of 4.329 that there is need for bottom-up budget preparations when budgeting for electoral processes. In addition, the respondents strongly agreed with a mean of 4.293 that predictability in release of funds allows for orderly planning and implementation by IEBC.

The respondents also strongly agreed with a mean of 4.024 that IEBC should not rely on donor support for critical operations. They further agreed with a mean of 3.927 that delay in budget approvals lead to pending bills. With a mean of 3.793, the respondents agreed that IEBC election budget is spread throughout the electoral. Also, the respondents agreed with a mean of 3.671 that the EMB budget should be funded 100% by the Exchequer. Others agreed with a mean of 3.634 that IEBC budget process is aligned with the government budget cycle and finally, they agreed with a mean of 3.061 that IEBC involves stakeholders in its budget preparation process.

4.2.4 IEBC Measures on Budgets Approved on Time

On determining the measures that IEBC should take to ensure that budgets are approved on time, the respondents indicated that IEBC directorates should prepare the work plan on times so that all activities are included in the budget on time. They should prepare their work plans early enough; strategic plan of IEBC to be hand in hand with budgeting. Adequate and timely planning of all activities should be undertaken. There is need to involve all stakeholders and ensure the timelines are followed closely as this will enable the commission to come up with an appropriate budget and on time. The commission planning team should engage the treasury in budget process and sensitize treasury on commission mandate. The budgeting process should start early and the commission should reduce the management bureaucracy.

They further indicated that IEBC should prepare realistic budgets which are highly prioritized and consult widely with National Treasury and also enhance establishment of the IEBC fund to ensure autonomy and predictability in approval. The respondents also indicated that IEBC should develop strong partnership with treasury and other stakeholders including the parliament, controller of budget among others. Lastly, they indicated that IEBC should enhance the advocacy and lobbying capacity of top management so as to articulate budgetary matters for timely approval by treasury and parliament.

4.2.5 Sustainability in Funding

Regarding what IEBC should do to ensure sustainability in its funding, the respondents indicated that before funding is done all the items or activities should be in work place allowing sustainability of funding. Also, they should plan and use the money prudently that is by following correct procurement procedures to curb over expenditure in case of purchase of goods and services. Long Range Strategic plan for IEBC should be sustainable and should have strategic plan that speaks to the mission, vision, goals and niche.

The IEBC annual financial plan should include the creation of IEBC budget as well the conduct of a number of processes to monitor the financial health and well-being of the organization. Clear work plans and timelines should also be put in place to motivate and attract the funding agencies. In addition, separate capital items from recurrent expenditures should build more on capital resources like personal capacity building, invest in reusable resources.

There is need for budget forecasting and proper costing of election items and operationalizing electoral funds. Disposal should be done regularly to ease on storage and office space. Reduce on rent buy building offices and enhance efficiency in internal operations. Legal measures should also be put in place through the establishment and operationalization of the commission IEBC fund.

The respondents also indicated that IEBC should build trust among public and political actors to reduce high integrity costs that makes funding un-sustainable in the long run. It was also indicated that IEBC should align the budget plans to the electoral cycle and government financial year and also involve the donors and sponsors in funding of some none core activities.

4.3 Elections Timelines

The second objective of the study was to determine how elections timelines influence effective planning at IEBC.

Table 4.10 Elections Timelines on Effective Planning

The respondents were requested to indicate whether elections timelines influence effective planning at IEBC. The results were as shown in the table 4.11.

Elections Timelines	Frequency	Percentage
Yes	77	93.9
No	5	6.1
Total	82	100

From the findings, 93.9% of the respondents indicated that the election timelines affects effective planning but 6.1% of the respondents indicated otherwise. On determining how elections timelines influence effective planning at IEBC, the respondents indicated that when the election month or date is set, then it is set as a benchmark on all activities so that they are performed causing effective planning. They also indicated that dates or timeline may be controlled by other stakeholders which are beyond IEBC control.

It was also indicated that elections timelines are part of the ingredients of IEBC strategic plan that identifies where they wants to be at some point in the future and how it is going to get there in delivery of electoral activities. The strategic part of IEBC planning process is the continual attention to current changes at IEBC and its environment. Also when every activity is done at a specific time it enables planners to carry out their duties smoothly. It was further noted that changes in election timelines as stipulated in law will mean constant revision of plans and budgets as election timelines provide a clear roadmap on what needs to be done at what time and the resources needed.

In addition, timelines enable the different directorates to work in harmony in the way they plan for activities, enables early and adequate procurement plans. The election act has specified timelines for various activities ranging from nominations to campaigns and polling. When dispute resolution from party nominations spill over and even goes to court, ballot paper printing is in jeopardy. Election timelines were also indicated as being important in risk mapping and mitigation.

The respondents further indicated that election timelines provide much needed transparency and accountability and helped to guide election observers and monitors, media and electoral actors to keep the commission on its toes. It also helps the return officers plan their diaries and assign work and resources at the constituency and county levels. They also enable effective monitoring and communication of key milestones that must be met by the staff as well as political actors and stakeholders.

4.3.1 Level of Agreement on Statements on Elections Timelines

The study sought to determine the level of agreement on statements related to elections timelines. The results were as presented in Table 4.12.

Table 4.11: Level of Agreement on Statements on Elections Timelines

Statements	Mean	Std. Deviation
Clear election timelines enhances planning	4.281	0.434
Election timelines clearly outlines sequence of electoral activities	4.085	0.442
Election timeline specifies who in the EMB does what, when, how and why	4.061	0.452
Election timelines are anchored in electoral law	4.171	0.294
Election timelines ensure deadlines are met	4.110	0.343
Frivolous amendments to election timelines affect general elections planning at IEBC	4.024	0.396
Election timelines designed and shared with stakeholders ensures shared ownership of electoral processes	4.171	0.350
Election timeline determines how electoral assistance is designed and implemented by donors	3.976	0.314
Identification of risks in electoral process is dependent on electoral timelines	3.866	0.274

From the findings, the respondents strongly agreed with a mean of 4.281 that clear election timelines enhance planning. They strongly agreed with a mean of 4.171 that election timelines designed and shared with stakeholders ensures shared ownership of electoral processes. They further strongly agreed with a mean of 4.171 that election timelines are anchored in electoral law. The respondents also strongly agreed with a mean of 4.110 that election timelines ensure deadlines are met.

In addition, the respondents strongly agreed with a mean of 4.085 that election timelines clearly outlines sequence of electoral activities. With a mean of 4.061, the respondents strongly agreed that election timeline specifies who in the EMB does what, when, how and why. The respondents further strongly agreed with a mean of 4.024 that frivolous amendments to election timelines affect general elections planning at IEBC. They also agreed with a mean of 3.976 that election timeline determines how electoral assistance is designed and implemented by donors and finally, the respondents agreed with a mean of 3.886 that identification of risks in electoral process is dependent on electoral timelines.

The findings above corresponds to those of Vwamu (2010) who emphasizes that electoral activities are projects that have start and completion dates that should be adhered to ensure they are carried out effectively and efficiently to guarantee good performance by the EMB.

4.3.2 Ways to Improve on Elections Timelines

On suggesting way to improve on elections timelines in view of enhancing effective planning at IEBC, the respondents indicated that this could achieved through early planning with the directorate as users, early release of funds, prioritizing activities and by setting realistic timelines that are easy to meet. More time should also be given for party nomination and dispute resolution. IEBC should follow the electoral cycle in conducting its activities and there should be a timeline in law to bar the senate and National Assembly from making unnecessary amendments of electoral timelines too close to the elections date. Also, IEBC should involve a wide number of stakeholders in the process of generating the timelines and ensure early legal review and adoption of electoral legislations.

These findings concur with those of Kumar (2007) who stated that a key factor for project success is that roles and responsibilities are clearly assigned and EMB team members are empowered to take action. The team also draws up district, state, and constituency level election plans that address all the project management stages According to (David, 2009), the mock elections should be conducted to enable it to tailor its plans for the General Election to the prevailing circumstances on the ground. It will, therefore, make adjustments to its staff training and deployment plans to improve Election Day service delivery

4.3.4 Amendments of Electoral Timelines on Electoral Activities

On determining how amendments of electoral timelines affect activities, the respondents indicated that they interfere with the electoral plans, thus delaying the commencement of activities. It has an influence on budget plans as it may also affect its operation. At times the timelines are amended when electoral activities are too close and there is no sufficient time for adjustments. They further indicated that electoral activities are done at specific times so any change in timelines obviously affects the performance of activities. The road map to an effective election must be seen by all the way to tallying centre and an amendment will affect

all the stakeholders and players because they must shift everything to fit in the amended timelines.

It was also indicated that, they may cause repeat expenditure as they pile too many activities too close to the elections date. It was also indicated that they affect procurement process which in turn cause audit queries and this lead to mistrust in the public's perception of IEBC. Too much pressure on the field staff especially the returning officers who must now grapple with the short duration to fulfill some requirements that needed adequate time was also indicated as being caused by amendment of electoral timelines. Finally, the respondents indicated that certain legal provisions may not be adhered to thus exposing the Commission to litigations.

4.4 Procurement Procedures

The third objective of the study was to examine the extent to which procurement procedures influence effective planning at IEBC

4.4.1 Influence of Procurement on Effective Planning

The respondents were requested to indicate whether procurement procedures influence effective planning at IEBC. The results were as shown in the Table 4.13.

Table 4.12 Influence of Procurement on Effective Planning

Effective Planning	Frequency	Percentage
Yes	77	93.9
No	5	6.1
Total	82	100

According to the findings, 93.9% of the respondents indicated that procurement procedures influence effective planning at IEBC while 6.1% of the respondents indicated otherwise. In addition, the respondents indicated that all the materials, services, works or items used in elections are procured by procurement department and if procurement is not effective it affects planning. Procurement of some items involves technical outsourcing which requires more expertise on inspection and customization and also funds required are huge amounts which may not be available in short notice. Further, they indicated that IEBC procurement plan will help procurement entities to achieve maximum value for money and will enable

entities to identify and address all relevant issues pertaining suppliers of goods, works and services.

The respondents further indicated that IEBC plan is influenced by a number of factors which include; the value of the procurement, the type of procurement, that is; whether the procurement is sensitive, unique, high risk or strategic significance to the procuring. This means that procurement procedures positively influence effective planning at IEBC. Sometimes there is delay in the process but if it is done properly, then there will be effective planning in the Commission. They also indicated that cumbersome, rigid and long procurement procedures seriously affect the implementation of the procurement plan.

In addition, the respondents indicated that the amount in the tender might force those applying for the tenders to use the district tender board that has different timelines hence one have to call for special seating and allowances. Also in case of by elections and if prequalified suppliers terms have elapsed or if facing legal issues, then one may end up not procuring on time. If a tender is contested in court, one has to contend with timelines. They also indicated that late procurement of ICT equipment leads to late configuration, distribution, hurried training of election officials and leading to compromised elections. Timely procurement ensures timely availability, orientation and training to the end users for effective delivery of elections. Delays in procurement lead to late delivery of services, materials or works or even substandard goods and services that may compromise electoral activities.

These findings concur with those of Bratton (2007) who indicated that an electoral procurement process may face number of different challenges: Timely disbursement of funds available for procurement purposes; Staffing the procurement unit with competent staff. Staff should have a clear understanding of materials and services required. Wall (2011) further stated that timing is an essential factor in electoral procurement as it affects the complete project implementation, the pricing and total costs, the credibility of the electoral process, and ultimately the election results.

4.4.2 Level of Agreement with Statements on Procurement Procedures

The study sought to determine the level of agreement with statements relating to procurement procedures. The results were as shown in the table 4.14.

Table 4.13: Level of Agreement with Statements on Procurement Procedures

Statements	Mean	Std. Deviation
There is a procurement plan to guide procurement at IEBC	3.110	0.197
IEBC conducts market surveys to inform procurement	3.049	0.042
Clear specification enhances procurement process at IEBC	3.573	0.248
Integrated procurement, logistics and warehousing functions enhances procurement at IEBC	3.293	0.444
IEBC always adheres to procurement laws and regulations	2.866	0.294
Compliance with the set laws and regulations ensures efficiency in the process	3.585	0.295
Strengthening the functions of the Tender/procurement committees will enhance procurement processes	4.171	0.246
Use of technology in procurement and inventory management in IEBC will enhance transparency	4.000	0.361

According to the findings, the respondents strongly agreed with a mean of 4.171 that strengthening the functions of the Tender/procurement committees will enhance procurement processes. They also strongly agreed with a mean of 4.000 that use of technology in procurement and inventory management in IEBC will enhance transparency. The respondents also agreed with a mean of 3.585 that compliance with the set laws and regulations ensures efficiency in the process. With a mean of 3.573, the respondents agreed that clear specification enhances procurement process at IEBC.

The respondents further agreed with a mean of 3.293 that integrated procurement, logistics and warehousing functions will enhance procurement at IEBC. Also, they agreed with a mean of 3.110 that there is a procurement plan to guide procurement at IEBC. They further agreed with a mean of 3.049 that IEBC conducts market surveys to inform procurement. Finally, the respondents were neutral with a mean of 2.866 that IEBC always adheres to procurement laws and regulations. These findings concurs with those of Vernon (2010) who revealed that quality requirements need to be factored in the procurement plan, as they determine major aspects including what is to be sourced, where it can be sourced and the appropriate methods.

4.4.3 Enhancing Procurement Process by IEBC

On determining what the IEBC can do to enhance procurement process in order to deliver free, fair, transparent and credible elections, the respondents indicated that IEBC should plan in advance and follow the required procurement procedures; that is, planning and budgeting to

go hand in hand. Proper procurement process should be followed and assessment of the commodities done before acceptance for this will ensure quality as it will enable the commission to deliver free and fair elections.

IEBC should remain independent amidst all political pressure in tender award processes. It should also lobby with the PPOA to amend some of the procurement procedures. Also, ICT equipment should be tested or procured two years before the election. Finally, they indicated that IEBC should adopt integrated procurement, logistics and warehousing functions to enhance procurement at IEBC.

4.5 Employees Training

The fourth objective of the study sought to examine how employees training influence effective planning at IEBC.

4.5.1 Influence of Employee Training on Effective Planning

The respondents were requested to indicate whether employee training influence effective planning at IEBC. The results were as shown in the Table 4.15.

Table 4.14 Influence of Employee Training on Effective Planning

Training	Frequency	Percentage
Yes	71	86.6
No	11	13.4
Total	82	100

According to the findings, 86.6% of the respondents indicated that training influence effective planning but 13.4% of the respondents were on the contrary. In addition, the respondents indicated that training is part of gaining knowledge that one does not hold therefore if training is done each activity will be well planned. The respondents indicated that trained officials will understand and appreciate the need for planning early and therefore will be more effective if they are aware of what is expected of them.

The respondents further suggested that IEBC should design training programmes so that employees at all levels of an organization can benefit from them. IEBC should also provide meaningful feedback in a constructive manner on a regular basis and provide support for employees when it is genuinely needed. If well organized, training programmes refresh the

workers on what they know and improve their knowledge on what is new. Training enhances the level of understanding of key issues which result in better planning. Finally, the respondents indicated that adequate employee training results to internalization of the main concepts hence effective use of technology in elections.

4.5.2 Level of Agreement on Statements on Employees Training

The study sought to determine respondents' level of agreement on statements on employees training. The results were as shown in the Table 4.16.

Table 4.15: Level of Agreement on Statements on Employees Training

Statements	Mean	Std. Deviation
All IEBC staff are aware about commissions visions, missions, goals	3.402	1.246
IEBC conducts electoral training for all its staff across all cadres	2.134	1.152
IEBC conducts refresher courses in order to maintain electoral skill	2.171	1.109
Training programs for IEBC staff is preceded by training needs assessment	2.402	1.110
All training programs are aligned with the strategic objectives of IEBC	2.598	1.132
IEBC has a staff development program aligned to its mandate	2.537	1.113
Other than electoral training, IEBC provides other broad based training for its staff	2.732	1.379
Training of election staff in various process have an impact on their performance and output	4.183	1.278
Conducting mock exercise enhances election preparedness	3.951	1.196

According to the findings, the respondents strongly agreed with a mean of 4.183 that training of election staff in various processes have an impact on their performance and output. They further agreed with a mean 3.951 that conducting mock exercise enhances election preparedness. Also, they agreed with a mean of 3.402 that all IEBC staff is aware about commissions' visions, missions, goals and mandate. In addition, the respondents were neutral with mean of 2.732 that other than electoral training, IEBC provides other broad based training for its staff.

The respondents were also neutral with a mean of 2.598 that all training programs are aligned with the strategic objectives of IEBC. They also indicated with a mean of 2.537 that IEBC has

a staff development program aligned to its mandate. However, the respondents disagreed with a mean of 2.402 that training programs for IEBC staff is preceded by training needs assessment. In addition, they disagreed with a mean of 2.171 that IEBC conducts regular refresher courses in order to maintain electoral skill levels and finally, they disagreed with a mean of 2.134 that IEBC conducts electoral training for its entire staff across all cadres. These findings concur with Diseko (2010) who indicated that EMBs should ensure there is adequate training and that all staff has a basic understanding of its mission and principles. Further found out that an EMB's capacity to perform all of its electoral functions and responsibilities effectively depends very much on the capacities and performance of its secretariat staff.

4.5.3 Improve on Employees Capacity

On suggesting ways through which IEBC can improve on employees' capacity, the respondents indicated that IEBC should train its entire staff on electoral cycle and election procedures as it does to its returning officers. They also indicated that IEBC should conduct regular refresher courses in order to maintain electoral skill levels. Further, there should be training needs assessment before developing IEBC training programmes.

IEBC should involve all employees in their planning processes for staff training by asking for their input. A proper record on who has been trained and who hasn't should be kept. By carrying out need assessment to the staffs to determine the area of need and organize for trainings. Regular meetings where staff meet and exchange views can be of great help too to the IEBC. The respondents further indicated that staff capacity building refresher courses, skills survey and task matching among staff and engaging all cadres in capacity building programmes were identified as other ways of improving on employees' capacity. Also, IEBC should also make it mandatory for staff to join professional bodies such as ICPAK.

Developing an effective appraisal system and enhancing equity in training of staff should also be initiated in IEBC. Sharing reports internally and making staff to serve in observer missions would enhance employees' capacity in IEBC. IEBC should develop and implement staff development policy which will streamline staff training. Finally, the respondents said that the Commission should also avoid favouritism in allocating training and tender making opportunities for its staff.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following summary of findings, discussions, conclusion and recommendations were made. The responses were based on the objectives of the study. The study sought to assess the extent to which budget approvals influence effective planning at IEBC, to determine how elections timelines influence effective planning at IEBC, to examine the extent to which procurement procedures influence effective planning at IEBC and to examine how employees training influence effective planning at IEBC.

5.2 Summary of the Findings

The study obtained a 91.11% response rate which was commendable. Both genders were represented though not in equal proportions. Majority of the staff working with the IEBC had served for a period of between 4 and 5 years as represented by a 31.7% response rate and 70.7% o had attained masters as their highest academic level.

5.2.1 Budget Approvals

The study also established that majority of the staff working with IEBC were dissatisfied with the approval of elections budgets as 53.7% of them indicated that it was inefficient. It was further established that budget approval goes several stages and that it delays the planning since money is not released on time. Delay in approving translates to delay in starting electoral activities.

Government late approval of budgets affects the elections planning and resource mobilization. Further, the respondents indicated that approval of budgets affects procurement and deployment of key election materials. Sometimes it necessitates budgetary commitments before approvals which leads to pending bills. Also all activities are affected by budgets because they have a cost implication hence delayed budget approval delays preparations and affects timelines. It was further revealed that to achieve targets on time, it is critical that budget approvals are done on time as represented by a mean of 4.463. Timely budget approvals allow smooth planning for electoral process.

5.2.2 Elections Timelines

This study also established that election timelines affects effective planning to a very great extent as represented by a 93.9% response rate. It was further revealed that dates or timeline are controlled by other stakeholders which are beyond IEBC control. The study also revealed that elections timelines are part of the ingredients of IEBC strategic plan. The study also established that timelines enable the different directorates to work in harmony in the way they plan for activities, enables early and adequate procurement planning.

It was further established that a clear election timelines enhance planning as represented by a mean of 4.281. Further, election timelines designed and shared with stakeholders ensures shared ownership of electoral processes. The study further revealed that poor planning cause repeat expenditure as they pile too many activities too close to the elections date. It also affects procurement process which in turn cause audit queries and this lead to mistrust in the public's perception of IEBC. The study also revealed that short timelines leads to certain legal provisions not being adhered to thus exposing the commission litigations.

5.2.3 Procurement Procedures

The study also revealed that procurement procedures influence effective planning as represented by a 93.9% response rate. The study further revealed that all the materials or items used in elections are procured by procurement department and if procurement is not effective it affects planning. Procurements of some items involves technical outsourcing which requires more expertise on inspection and customization and also funds required are huge amounts which may not be available in short notice.

The study further established that late procurement of ICT equipment leads to late configuration, distribution, hurried training of election officials and leading to ineffective use of equipment and hence, almost all election materials must be procured for use. The study also established that strengthening the functions of the Tender/procurement committees will enhance procurement processes as represented by a mean of 4.171 and that use of technology in procurement and inventory management in IEBC will enhance transparency.

5.2.4 Employees Training

It was also revealed that that training influences effective planning as represented by a 86.6% response rate. It was further revealed that training is part of gaining knowledge that one does not hold therefore if training is done each activity will be well planned. The study also revealed that training of election staff in various processes have an impact on their performance and output as represented by a mean of 4.183 and that conducting mock exercise enhances election preparedness.

The study further revealed that IEBC can improve on employees' capacity, by training its entire staff on electoral cycle and election procedures as it does to its returning officers. IEBC should conduct regular refresher courses in order to maintain electoral skill levels. Further, there should be training needs assessment before developing IEBC training programmes.

5.3 Discussions

5.3.1 Budget Approvals

This study revealed that the budget approved for elections is in most cases efficient and affects planning by IEBC to a greater extent. The study further revealed that budget approval goes through several stages which brings in delay the planning since money are not released on time. Delay in approving, translates to delay of activities which affect the delivery of electoral activities. The study findings concurs with those of Darnolf (2009) who revealed that in times of austerity, all state-funded bodies may be told that their budget will be cut by a certain percentage; again, the EMB has to choose between items in the strategic plan.

The study further revealed that back trimming of budget estimates affect the planning and management decisions due to resource constraints and the fact that all commission activities implementation are based on the approved budget. The study also revealed that for EMBs to achieve targets on time, it is critical that budget approvals are done on time because timely budget approvals allow smooth planning for electoral process. These findings concurs with those of Motumise (2010) who stated that EMBs are rarely given an open money chest, and so will still have to make choices within the set budget once spending starts and actual costs are higher than estimated costs, or if unexpected costs arise.

5.3.2 Elections Timelines

The study also revealed that the election timelines affects effective planning. It further revealed that dates or timelines of an election may be controlled by other stakeholders who are beyond IEBC control. This study further revealed timelines enables the different directorates to work in harmony in the way they plan for activities, enables early and adequate procurement plans. The findings above corresponds to those of Vwamu (2010) who emphasizes that electoral activities are projects that have start and completion dates that should be adhered to ensure they are carried out effectively and efficiently to guarantee good performance by the EMB.

Election timelines provide much needed transparency and accountability and helps to guide election observers and monitors, media and electoral actors to keep the commission on its toes. It also helps the return officers plan their diaries and assign work and resources at the constituency and county levels. They also enable effective monitoring and communication of key milestones that must be met by the staff as well as political actors and stakeholders. The study further revealed that election timelines designed and shared with stakeholders ensures shared ownership of electoral processes. These findings also concur with those of Kumar (2007) who stated that a key factor for project success is that roles and responsibilities are clearly assigned and EMB team members are empowered to take action. The team also draws up district, state, and constituency level election plans that address all the project management stages

5.3.3 Procurement Procedures

This study also revealed that procurement procedures influence effective planning at IEBC. All the materials, services, works or items used in elections are procured by procurement department and if procurement is not effective it affects planning. Procurement of some items involves technical outsourcing which requires more expertise on inspection and customization and also funds required are huge amounts which may not be available in short notice. It was further revealed that IEBC plan is influenced by a number of factors which include; the value of the procurement, the type of procurement, that is; whether the procurement is sensitive, unique, high risk or strategic significance to the procuring.

Procurement ensures timely availability, orientation and training to the end users for effective delivery of elections. Delays in procurement lead to late delivery of services, materials or works or even substandard goods and services that may compromise electoral activities. These findings concur with those of Bratton (2007) who indicated that an electoral procurement process may face number of different challenges: Timely disbursement of funds available for procurement purposes; Staffing the procurement unit with competent staff. Staff should have a clear understanding of materials and services required.

It was further revealed that strengthening the functions of the Tender/procurement committees will enhance procurement processes. Integrated procurement, logistics and warehousing functions will enhance procurement at IEBC. These findings concurs with those of Vernon (2010) who revealed that quality requirements need to be factored in the procurement plan, as they determine major aspects including what is to be sourced, where it can be sourced and the appropriate methods.

5.3.4 Employees Training

The study also revealed that training influence effective planning. From the study findings, training is part of gaining knowledge that one does not hold therefore if training is done each activity will be well planned. This study revealed that training of election staff in various processes has an impact on their performance and output and conducting mock exercise enhances election preparedness. These findings concur with Diseko (2010) who indicated that EMBs should ensure there is adequate training and that all staff has a basic understanding of its mission and principles. Further found out that an EMB's capacity to perform all of its electoral functions and responsibilities effectively depends very much on the capacities and performance of its secretariat staff.

5.4 Conclusion

This study therefore concludes that back trimming of budget estimates influence the planning and management decisions due to resource constraints and the fact that all commission activities implementation are based on the approved budget. Poor planning leads to accumulated pending bills because service providers are committed before the budget is released and this leaves little or no rooms for adjustments where there may be omissions. Finally, the respondents indicated that the uncertainty associated with not knowing how

The study also concludes that budget plans affects the commissions operation to a very greater extent. Electoral activities are done at specific times so any change in timelines obviously affects the performance of activities. The road map to an effective election must be seen by all the way to tallying centre and an amendment will affect all the stakeholders and players because they must shift everything to fit in said amendment.

The study also concludes that timely procurement ensures timely availability, orientation and training to the end users for effective delivery. It was also noted that delayed procedures lead to rushed delivery of substandard goods that may lead to fatigue hence increasing to risk of errors.

The study also concludes that adequate and relevant trainings enhance the level of understanding of key issues which result in better planning. Adequate employee training results to internalization of the main concepts hence effective use of technology in elections. IEBC must design economic incentives so that employees at all levels of an organization can benefit from them. IEBC should also provide meaningful feedback in a constructive manner on a regular basis and provide support for employees when it is genuinely needed.

5.5 Recommendations

This study is a justification of the fact that IEBC plays a very important role in overseeing the country's elections. This study therefore gives the following recommendations on effective planning;

1. IEBC should make to ensure that budgets are approved on time. IEBC directorate should prepare the work plan on times so that all activities are included in the budget on time. There is need to involve all stakeholders in the budgetary process to ensure that the Commission secures sufficient funding on time.
2. On how to improve elections timelines, this study suggests that IEBC officials should synchronize its activity plans with legal timelines. IEBC should align its activities with the electoral cycle. A law should be put in place to bar Parliament from making unnecessary amendments of electoral timelines too close to the elections date. Also, IEBC should

- involve in a wide number of stakeholders including field staff in the process of generating the timelines and ensure early legal review and adoption of electoral legislations.
3. IEBC should put in place an elaborate procurement plan to facilitate the acquisition of both strategic and non-strategic election materials on time for the electoral process. There should also be strict adherence to procurement procedures; that is, planning and budgeting to go hand in hand. Proper procurement process should be followed and assessment of the commodities done before acceptance for this will ensure quality as it will enable the commission to deliver free and fair elections.
 4. This study also recommends that IEBC can improve their employees' capacity through; staff capacity building, refresher courses, skills survey and task matching among staff and engaging all cadres in capacity building programmes. Also, IEBC should also make it mandatory for staff to join professional bodies such as ICPAK. Developing an effective appraisal system and enhancing equity in training of staff should also be initiated in IEBC. Sharing reports internally and making staff to serve in observer missions would enhance employees' capacity in IEBC. IEBC should develop and implement staff development policy which will streamline staff training. Finally, IEBC should also avoid favouritism in allocating training opportunities to its staff.

5.6 Suggestions for Further Studies

This study investigated the factors influencing effective planning for general elections at IEBC in Kenya. However more research can be done in the following areas:

1. Other factors influencing effective planning for general elections
2. Donor support and effective planning for general elections

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APPENDICES

Appendix I: Letter of Introduction to Respondents

University of Nairobi

Po Box

Nairobi

Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a mastersøprogram student at Nairobi University

In order to fulfill the masterø program requirements, I am undertaking a research project on **“the factors influencing effective planning for general elections”**.

Your department has been selected to form part of this study. Therefore, I kindly request you to assist me to collect data by filling out the accompanying questionnaire.

The information provided will be used exclusively for academic purposes and will be held in strict confidence. Thank you.

Yours faithfully,

Linus Onyango

thoroughly for their work					
Each EMB needs to devise appropriate strategies to promote the effective use of temporary staff.					

15. Suggest ways through which IEBC can improve on employees preparedness

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Thank you for your time