



**ACTIVITY REPORT: ELOG/CRECO JOINT
PROGRAMMATIC PLANNING MEETING**
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ELOG

SESSION ONE-OPENING REMARKS AND CONTEXT SETTING, OVERVIEW OF 2024 ELOG PROJECTS

The ELOG-CRECO joint programmatic meeting was held at the Hillpark Hotel on 31st January 2024. The first session was moderated by Susan Githu, CRECO's Financial Officer, she called for an opening prayer followed by a round of introductions. Following the introductions, Susan extended a welcome to Mulle Musau, the Head of Secretariat at ELOG, and Joshua Changwony, the Executive Director of CRECO, to deliver their opening remarks.

a. Opening Remarks

Mulle Musau commenced the ELOG/CRECO meeting by extending a warm welcome to the members. He highlighted the significance of this being the inaugural interaction between the two organizations and underscored the upcoming regional collaboration known as the Action for Holistic Electoral Approach Towards Democracy (AHEAD) program with CRECO. Mulle explained that ELOG is presently hosted by CRECO due to its unregistered status, with oversight provided by a steering committee member. He detailed ELOG's ongoing EU projects, AHEAD and OSLO, and anticipated additional projects from NDI and URAIA. Addressing the meeting's purpose, he emphasized the need for members to collectively establish the framework for engagement with CRECO.

Following Mulle's opening statements, Joshua Changwony took the floor, reminding members of CRECO's current hosting role for ELOG. He expressed the need to form a dedicated team for the effective implementation of programs and projects. Joshua urged members to familiarize themselves with Standard Operating Procedures and steered the meeting towards an emphasis on informal discussions over formalities. Encouraging curiosity about current national affairs, he concluded by emphasizing the importance of resourcefulness in the workplace, encompassing knowledge, skills, and networks. Subsequently, Mulle Musau was invited to elaborate on the meeting's objectives

b. Objectives of the Meeting

Before delving into the meeting's objectives, Mulle Musau outlined seven approaches that would empower members at the outset of engagements. These encompass **Confidence, Control, Curiosity, Communication, Cooperation, Intentionality, and Relatedness**. He urged members from both teams to embrace the aforementioned to enhance communication and synergy during the upcoming engagements.

He outlined the following objectives for the meeting:

1. Induct members on the various upcoming and ongoing projects, elucidating their roles, responsibilities, and interrelationships.

2. Address project management aspects related to the ongoing and upcoming projects.
3. Establish modalities of engagement to guide collaborative efforts.

Subsequently, the session moderator invited Marcus Ageng'a, ELOG Programs Coordinator, to present an overview of the 2024-2028 Strategic Outcome Areas.

a. Over view of ELOG's Long-term Goal, Mid and Short term objectives

Marcus made a presentation on the ELOG Strategic outcomes 2024-2028, the following were the key highlights from his presentation;

I. Overarching/Long time Goal

ELOG's long term goal/objective was *Safeguarding the integrity of electoral processes in Kenya and the region through Citizen Election Observation*

II. Medium-term objectives (outcomes)

There were four critical outcome areas that would guide ELOG's interventions in the 2022-2027 electoral cycle, they were outlined as follows:

- Outcome 1: Electoral Processes that are Just and Compliant to the Rule of Law.
- Outcome 2: Electoral Processes that are Participatory, Open, Transparent and Inclusive.
- Outcome 3: Sustainable National Electoral Monitoring and Observation Processes.
- Outcome 4: Strengthened Regional Cooperation on Electoral Processes.

III. Short-term objectives (outputs)

ELOG aimed to achieve five distinct outputs over the course of five years. These outputs will be actualized through the implementation of a range of activities, guided by different stages within the electoral cycle, as outlined below.

- Output 1: Citizen Observation of the adherence to the Electoral Legal Provisions
- Output 2: Citizen Observation of the electoral processes and electoral actors strengthened
- Output 3: Monitoring and Observation of Institutional Electoral Processes and Electoral Actors Strengthened.
- Output 4: Strengthen Regional Presence
- Output 5: Strengthen ELOG institutional capacity

b. General overview of ELOG Projects Outputs

OUTPUT 1

Citizen observation of the adherence of the Electoral Legal Provisions

- Support stakeholder forums- High level, citizen forums, FURICS, etc.

- Support legislative drafting done by the KLRC, IEBC and other actors on the electoral legal reforms.
- Tracking of electoral reforms and adherence of the electoral legal provisions by:
 - ✓ Supporting electoral legal review meetings and forums
 - ✓ Development of memorandum on legislative proposal
 - ✓ Development electoral reforms tracker
 - ✓ Undertake research and survey on topical issues on the electoral legal reforms.
 - ✓ Monitor, review and audit the decisions of the courts in petitions emanating from the 2022 electoral processes
 - ✓ Support a broad-based and open participatory and consultative process towards electoral legal reforms and amendments that involves all key stakeholders.

OUTPUT 2

Citizen Observation of post 2022 electoral processes and electoral actors strengthened

- Observe by-elections (parliamentary and county) by engaging long term observers to observe the pre-election and post-election phases and deploy short-term observers stationed at sampled polling stations as well as constituency tallying centers.
- Support open data initiatives with the aim of opening electoral data in order to make them be used and interacted by the electorate.
- Commission a national dialogue to review, rationalize and re-evaluate the electoral system and infrastructure, including the EMB model in Kenya
- Undertake a baseline survey, and other studies in topical areas
- Deploy STO and LTO to observe the review processes and dispute resolution processes emerging from the review process.
- Convene regional and national stakeholder forums to engage with the review process
- Undertake periodic surveys, assessment and research on topical issues
- Deploy LTO and STO EOMs
- Support to Uchaguzi Resource Centre

OUTPUT 3

Monitoring and Observation of Institutional Electoral Processes and Electoral Actors Strengthening

- Holding platforms with institutions to assess their level of preparedness to conduct elections
- Observing their electoral processes and issuing timely reports aimed at improving such processes.
- Capacity building of EMBs and EDR mechanisms

OUTPUT 4

Strengthen regional presence in observing the regional electoral processes

- Deploying joint observation missions,
- Learning from other jurisdictions through study tours in selected regional observer platforms
- Conducting regional thematic observation and technical monitoring.
- Build solidarities and foster experience sharing with platforms like EALA, AU, YIAGA, ZESN, GNDEM, WAEON and SADC-ESN
 - ✓ By hosting regional observation conferences,
 - ✓ capacity building platforms,

- ✓ Consolidating and reinforcing EAC nascent election observation activities
- ✓ Enhancing capacity of member country EMBs
- ✓ Mount advocacy campaigns by partnering with the regional outfits on issues related to democratic processes
- ✓ Commissioning comprehensive research on relevant thematic areas and support in the efforts to codify EAC election observation methodologies.

OUTPUT 5

Strengthen ELOG institutional capacity

- Capacity building of ELOG organs
- Legal Identity & Support to E-HORN
- Support to ELOG Election's academy
- Provide technical support to local and regional thematic networks working with ELOG
- Support to ELOG desks
- Support to ELOG thematic conveners/programs
- Study and learning tours

Thereafter this presentation, Susan Githu dismissed members to take a health break. Thereafter they returned and continued with the session. Sarah Kinanu, ELOG's head of the Partnership, Public Engagement, and Dissemination Department, was invited to take members through the Promoting Inclusive Electoral Reforms in Kenya (PIER-K) Program where she made a presentation.

4. OVERVIEW OF ELOG PROJECTS 2024

Project officers were requested to make presentations regarding their projects as follows:

1. Promoting Inclusive Electoral Reforms in Kenya (PIER-K)-OSLO/ELOG-Sarah Kinanu
2. Action for a Holistic Approach Towards Democracy-(AHEAD)-EU/EPD-Daisy Ingrid
3. Safeguarding the Integrity of the 2022 Electoral Processes Through Citizen Observation Project-EU/ELOG -Hilda Mulandi
4. Strengthening Kenya Electoral Integrity (SKEI) –NDI/ELOG-Eustace Kinyua

I. PROMOTING INCLUSIVE ELECTORAL REFORMS IN KENYA (PIER-K)-OSLO/ELOG

a. OVERVIEW OF PIER-K

- Focuses on lot 3: Electoral Reforms
- March 2024 to August 2026
- Being Implemented by a consortium; The Oslo Center, Netherlands Institute for Multiparty Democracy (NIMD), Elections Observation Group (ELOG), Consortium of Disabled Persons Organizations in Kenya (CDPOK), Mzalendo Trust, Baraza Media Lab, and Ushahidi Platform

b. OBJECTIVES OF THE PROJECT

1. **Overall objective:** To promote electoral reforms and democratic governance through inclusive and transparent multi-stakeholder initiatives.

2. **Specific objectives**

- Promote inclusive multi-stakeholder dialogue on electoral reforms to foster transparent, credible, and accountable elections.
- Strengthen the capacity of governance institutions, CSOs, and political parties to meaningfully engage, promote, and implement their mandate.
- Promote a right-based approach for the participation of diverse, underrepresented groups in the political and electoral processes.

c. EXPECTED OUTPUTS

1. Output 1: Research on the cost of elections, and the boundary delimitation process has informed dialogue and advocacy activities.
2. Output 2: Enhanced structured advocacy and lobbying on policy agenda around electoral reforms.
3. Output 3: ORPP has the institutional capacity to undertake its mandate in regulating and ensuring compliance of political parties.
4. Output 4: Political Parties have the institutional capacity to be responsive in their mandate and contribute to electoral reform policies.
5. Output 5: Coordinated Civil Society Organizations equipped with tools to undertake joint actions that contribute to the electoral reform agenda.
6. Output 6: Increased citizen's awareness and knowledge of electoral reforms and constituency delimitation process.
7. Output 7: Strengthened diverse voices and capacity of underrepresented groups to participate in the political and electoral process actively and meaningfully.

d. MAIN ACTIVITIES

1. Research on the cost of elections and boundary delimitation process.
2. Hold inclusive structured multi-stakeholder dialogues on electoral reforms and constituency delimitation processes.
3. Support and promote legislative interventions on electoral reforms.
4. Monitor the implementation of electoral reforms using innovative approaches.
5. Strengthen ORPP's capacity to enhance political parties' compliance.
6. Strengthen the institutional capacity of the PPLC as a dialogue platform.
7. Provide technical assistance to political party's Special Interest Group leagues.
8. Roll out targeted, creative, and informative campaigns to raise awareness, knowledge, and participation of traditionally underrepresented groups in governance processes.

ACTIVITY 1. INCEPTION, PREPARATION, AND BASELINE STUDY

- Preparation Activity 1.1: Planning meeting with the consortium partners.
- Preparation Activity 1.2: Develop a scope for the Baseline study
- Execution Activity 1.3: Review the existing secondary data and conduct an internal baseline study for the action, establish milestones and targets, and finalize the logical framework

ACTIVITY 2: RESEARCH STUDY ON THE COST OF ELECTIONS

- Preparation Activity 2.1: Internal consortium meeting to develop Research scope.
- Preparation Activity 2.2: Development of TOR and recruitment of consultant to undertake the Research Study.
- Execution Activity 2.3: Conduct research on the cost of elections, validate findings, and launch the report.

ACTIVITY 3: INTEGRATED TRACKING OF BOUNDARY DELIMITATION PROCESS.

- Preparation Activity 3.1: Review of the 2012 baseline survey on the boundary delimitation process.
- Preparation Activity 3.2: Development of boundary delimitation tracker.
- Execution Activity 3.3: Undertake the tracking of the boundary delimitation process, report findings, and develop policy briefs and or memoranda/petitions to relevant stakeholders.
- Execution Activity 3.4: Dissemination of boundary delimitation process through memorandums, policy briefs, and petitions.

ACTIVITY 4: INCLUSIVE MULTI-STAKEHOLDER DIALOGUE ON ELECTORAL REFORMS AND BOUNDARY DELIMITATION PROCESS

- Preparation activity 4.1: Inception meetings with target groups.
- Preparation activity 4.2: Establish a multisectoral dialogue committee.
- Execution 4.3: Undertake multi-stakeholder dialogue on electoral reforms and boundary delimitation process

ACTIVITY 10: ENGAGEMENTS WITH CSO-TECHNICAL WORKING GROUP ON ELECTIONS & MEDIA ON ELECTORAL REFORMS

- Execution Activity 10.1. Engagements with CSO-Technical Working Group on elections & media on electoral reforms

ACTIVITY 17: NATIONAL LEARNING AND DIALOGUE CONFERENCE ON ELECTORAL REFORMS

- Preparation Activity 17.1: Consortia partners meeting to plan for the National Learning and Dialogue Conference on electoral reforms
- Execution Activity 17.2: Undertaking of the National learning and dialogue conference on electoral reforms

e. APPROACH AND METHODOLOGY

The implementation approach involves the following steps:

- Identification and Outreach
- Diagnostic Assessment
- Customized technical / Capacity Building
- Collaborative Policy Development
- Monitoring and Evaluation
- Research, Documentation and Dissemination
- Thematic observation and monitoring

Sarah Kinanu concluded her presentation by emphasizing that the Boundary Delimitation process and Research were areas which ELOG would mostly focus on.

Susan Githu welcomed Daisy Iramwenya, The Program Officer for the AHEAD Africa project to give members a brief overview of this project.

II. ACTION FOR A HOLISTIC APPROACH TOWARDS DEMOCRACY- AHEAD/AFRICA-EPD/ELOG

a. OBJECTIVE

Advance and strengthen democratic governance in Africa by enhancing the capacity of civil society organizations and citizen observer groups

b. KEY INTERVENTIONS

- Institutionalization of EHORN
- Establishment of Country Forums
- Election Observation Academy
- Study Visit/Observation mission.

I. INSTITUTIONALIZATION OF E-HORN

Registration of EHORN:

- Completion of the legal and administrative processes for the formal registration of E-HORN as a recognized entity.

Development of the EHORN Strategic Plan (2023-2028):

- Comprehensive strategic plan outlining the vision, mission, objectives, and action plans for E-HORN over the next five years.
- Engaging a consultant and the EHORN Council in the strategic planning process.

Coordinate EHORN Council, Executive Council, and Technical Committee Meetings:

- Organized EHORN Council meetings to facilitate decision-making and collaboration.
- Scheduled Executive Council meetings for high-level strategic discussions and decision implementation.
- Facilitated Technical Committee meetings to address specific technical aspects related to E-HORN's goals.

II. ESTABLISHMENT OF COUNTRY FORUMS

Establishment of Country Forums (CFOs):

- Identification of key regions or countries where CFOs will be established. (In line with the electoral calendar)
- Selection and engagement with local partners and organizations to lead and participate in CFOs.

Capacity Enhancement for CSO-CFOs:

- Design and implementation of training programs to enhance the capacities of CSOs within the established CFOs.
- Workshops, webinars, and knowledge-sharing sessions to improve skills and knowledge related to electoral processes.

Advocacy for Electoral Reforms:

- Develop advocacy strategies and campaigns in collaboration with CSOs and CFOs.
- Engage in dialogue with relevant authorities and stakeholders to advocate for electoral reforms.

III. ELECTION OBSERVATION ACADEMY

Needs Assessment:

- Identifying key areas and topics crucial for capacity-building in the electoral cycle in addition to the fixed components in the proposal (Inclusive elections and threats to election integrity).

Curriculum Design:

- Developing modules that cover election-related issues, from pre-election to post-election phases.

Online and Offline Sessions:

- Organizing online training sessions accessible to a broader audience.
- Hosting offline sessions at regional levels to provide hands-on training and networking opportunities.

IV. STUDY VISIT/OBSERVATION MISSION

Planning and Organization:

- Developing a detailed plan for study visits and observation missions.
- Identifying key locations and events for observation.

Participant Mobilization:

- Inviting and selecting participants for study visits.
- Coordinating with relevant stakeholders to ensure diverse representation.

Learning Opportunities:

- Providing participants with opportunities to observe different electoral processes.
- Facilitating interactions with local election officials and organizations.

c. AHEAD-PROJECT 2024 WORK PLAN OVERVIEW

| 1 st quota Jan-March | 2 nd quota April-June | 3 rd quota July-Sept | 4 th quota Oct-Dec |
|--|--|--|---|
| <ul style="list-style-type: none"> ✓ Project set up and inception- 15th Jan-29th March ✓ SP Consultant 26th Jan-9th Feb ✓ EHORN Council meeting-20th Feb ✓ AHEAD Project Launch-21st Feb ✓ EC/TC meetings | <ul style="list-style-type: none"> ✓ Project reports- 15th April ✓ Election Academy Consultant 1st April ✓ EC/TC meetings | <ul style="list-style-type: none"> ✓ Observation mission to Rwanda 14th July ✓ Project reports 15th July ✓ Assessment visit to SS 5th -6th Aug ✓ Capacity Building and training 26th Aug-December ✓ EC/TC meetings | <ul style="list-style-type: none"> ✓ Study visit Ghana 5th – 9th December ✓ Capacity Building and training SS. ✓ Observation mission SS-TBC ✓ EC/TC meetings ✓ Project closure |

d. AHEAD-SWOT ANALYSIS

STRENGTHS:

- 1. Expert Consortium:** The project brings together a consortium of experienced and impactful organizations with a proven track record in democracy support, election observation, and civic engagement.
- 2. EU Funding:** The financial support from the European Union provides a solid foundation for the project’s comprehensive initiatives, ensuring its sustainability and impact.
- 3. Regional Collaboration:** The project fosters collaboration at regional and continental levels, leveraging the strengths and networks of different partners to address election-related challenges comprehensively.
- 4. Innovative Approaches:** The introduction of digital technologies and innovative tools for election observation and monitoring positions the project at the forefront of advancements in the field.

WEAKNESSES:

- 1. Geographical Scope:** Implementing activities across multiple countries and regions may pose logistical challenges, potentially affecting the uniformity and efficiency of project execution.
- 2. Dependency on EU Funding:** While EU funding is a strength, over-reliance on a single funding source could become a vulnerability if not diversified in the long run.

OPPORTUNITIES:

- 1. Policy Influence:** The project provides an opportunity to influence electoral policies and reforms, contributing to the enhancement of electoral legislation in alignment with international standards.
- 2. Capacity Building:** Strengthening the capacity of local organizations and networks creates a lasting impact, fostering long-term positive change in electoral processes.
- 3. Digital Innovation:** The project's focus on civic tech and digital engagement opens opportunities for creating scalable tools and methodologies that can be replicated in other regions.

THREATS:

- 1. Political Risks:** Denial of accreditation, civic space restrictions, and electoral violence pose threats to the safety and effectiveness of election observation missions.
- 2. Economic Risks:** Exchange rate fluctuations and potential disinterest from citizens could impact the financial sustainability and overall success of the project.
- 3. Social Risks:** Inter-community tensions and victimization of citizen observers could undermine the social impact of the project.

After the first session was over, Susan Githu welcomed Marcus Ageng'a who would take the members through the second session. He then welcomed Hilda Mulandi, ELOG's head of Research and Documentation to make a presentation on Safeguarding the Integrity of the 2022 Electoral Processes Through Citizen Observation project.

SESSION TWO-OVERVIEW OF ELOG 2024 PROJECTS –CONT.

III. SAFEGUARDING THE INTEGRITY OF THE 2022 ELECTORAL PROCESSES THROUGH CITIZEN OBSERVATION PROJECT

a. OUTCOMES AND OUTPUTS

1. **Impact (Overall Objective)**

- Toward a more credible, peaceful, and inclusive 2022 electoral process

2. **Specific Objectives (Outcomes)**

- Enhanced Citizen Observation and Monitoring of pre-, During and Post 2022 Election Processes
- Enhanced Preparedness of Electoral Institutions through Stakeholder Engagements in the 2022 Electoral Processes
- CRECO/ELOG Institutional Capacity to Effectively Observe and Monitor the 2022 Electoral Processes Enhanced

b. EXPECTED OUTPUTS

- Citizen Observation of the adherence to the Electoral Legal Provisions
- Citizen Observation of the 2022 electoral processes and electoral actors strengthened.
- Strengthened CRECO/ELOG institutional capacity

c. EU ACTIVITIES COMPLETED (28TH SEPTEMBER 2021-27TH SEPTEMBER 2023):

- **Deployed 282 observers and 5 aides** during the Long-Term Observation (LTO) Mission to observe the Pre-Electoral Environment (May and June 2022).
- **Deployed media observers to monitor hate speech** and debunk fake news for two months (May and June 2022) (40 monitors); (July-Aug 2023) (9 monitors)
- **Awareness Sensitization Meetings for Media Stakeholders** on Election-Related Processes i.e., Media appearances.
- **Held a Pre-Election Observation Symposium** for Synergy Building by Domestic Observation Networks in Kenya in partnership with ECES and NCIC that led to the development of the harmonized observation tools i.e., draft checklist and critical incident forms.
- **Held a National Post-Election Symposium** that attracted over 300 participants from state and non-state electoral actors as well as the citizenry. <Catalyzing Change: Strategies for Transforming Kenya's Electoral Landscape,2022>
- **Produced and validated the 2022 Elections Observation Report** <From Ballot to Portal: Observation Report for the 2022 General Elections in Kenya>
- **Deploy Ninety-Four (94) Monitors to Observe the Political Party Electoral Processes including Dispute Resolution-** ELOG observed two EDR processes i.e., IEBC Candidate Registration Process and the Supreme Court of Kenya Presidential Petition.
- **Held six (6) regional engagements/forums through the ROPs.** During these engagements, ELOG shared its reports on the state of electoral preparedness, proposed critical electoral reform areas, obtained feedback on the proposed reform areas, as well as suggestions on

possible reforms in the electoral processes. Through these forums, 205 were reached with 60% being men, 40% women, and 12% persons with disabilities <Vile Tunaicheki: A Citizen Assessment of the 2022 Electoral Processes in Kenya>.

- **Convened over twenty (20) joint high-level engagements** with the leadership and technical officers from the IEBC, ORPP, PPDT, Parliament, NCIC, NGEK, Media and CSO TWG, and Uchaguzi Platforms. During these engagements, ELOG shared its reports on the state of electoral preparedness, and reports from its long-term and thematic observation, and submitted seven (7) memoranda on critical areas of electoral reforms to Parliament, IEBC, and the National Dialogue Committee (NDC).
- **Development of Modules for the Virtual School on Elections** that would be used to train and equip observers and partners with the necessary knowledge required to undertake observation missions.
- **Deployment of 24 Short-Term Observers (STOs)** to monitor by-elections and institutional elections- University of Nairobi Students' Council and Campus Association (UNSA) online elections that were held on 24th and 25th March 2023 <UNSA_UON report>.
- **Held at least 5 Open Data taskforce meetings** comprising data practitioners, civil society organizations, IEBC, PPDT, ORPP, and media practitioners. Emanating from the same, the open data scorecard was developed to assess the level of openness and transparency of electoral data.
- **Maintenance Support for the Open Data Portal-** The same was innovatively enhanced to develop the Election Observation Resource Centre (EORC) which incorporates the Open Data portal, Electoral Reforms Tracker, Elections Petitions Tracker, Virtual Resource Centre, Open Data Scorecard, an election data e-newsletter and website as well as the Virtual School on Elections (VSE).
- **Convened Four (4) ELOG Advisory and Peace Panel (APP) Engagements with the Political Leadership on Weighty Topical Issues** during the pre-and post-2022 electoral cycle to discuss weighty matters impacting the electoral environment during the electoral cycle that required urgent attention.
- **Developed IEC and Visibility Materials**

d. EU ACTIVITIES (CURRENTLY AWAITING APPROVAL)

- **Monitoring Post-Election Electoral Dispute Resolution Processes-** Engaging a consultant to review and consolidate all the 123 election petitions that were filed in various courts (Kenya) and their determinations post-2022 GE to determine whether justice was served, the successes, gaps, and lessons learned. Additionally, the consultant will highlight key intervention strategies that can be adopted to push for the recommendations of the suggested judicial reforms.
- **Further enhancement of the Election Observation Resource Centre (EORC)**

e. OUTPUTS

- **Improved Links and synergies (Partnerships and Collaborations) among state and non-state electoral actors**- Political Party Processes Taskforce, Uchaguzi Platform, Election Situation Room (ESR), CSOs, TWG, ECES & NCIC, Multi-Sectoral Forums, Symposiums, Launch activities etc.
- **Minimization of duplication of efforts** as the state and non-state electoral actors came together to speak as one voice on critical concerns impacting the electoral environment through memorandums, press engagements, and press releases e.g., critical electoral reform concerns.
- **Deployment of STOs to observe institutional elections i.e., UNSA**
- **Pooling of resources i.e., financial, intellectual, and logistical concerning common programmatic interventions.**
- **Enhancement of the Open Data Portal to EORC**; Development of the open data scorecard used to assess the level of openness and transparency of electoral data; Assessment and verification of form 34As using the open data program to ensure that the images uploaded to the IEBC portal were credible and not manipulated and the features were authentic as required by law during the SCoK Presidential Petition.
- **Development and launch of various reports** emanating from observation findings and recommendations that will act as advocacy and lobbying frameworks to champion critical electoral reforms through stakeholder engagements, press statements, memorandums, and policy briefs among others; <From Ballot to Portal: Observation Report for the 2022 General Elections in Kenya>; <Catalyzing Change: Strategies for Transforming Kenya's Electoral Landscape,2022>; <Vile Tunaicheki: A Citizen Assessment of the 2022 Electoral Processes in Kenya>
- **Eight (8) instances of responsiveness from relevant electoral actors'** i.e., Parliament, Office of the Registrar of Political Parties (ORPP), Political Parties Dispute Tribunal (PPDT), and the Independent Electoral and Boundaries Commission (IEBC), Political Parties.
- *Signing of the ELOG_ IEBC MoU concerning the release of PVT results.*
- *Parliament adopting ELOGs recommendations concerning the electoral bills that were passed.*
- *PPDT adopted ELOG recommendations concerning the filing of vacancies in the tribunal to enable them to manage efficiently the emerging disputes from the political party processes.*
- *ORPP undertook sensitization efforts at the grass-root level on the Integrated Political Parties Management System (IPPMS) in 12 counties i.e., Kisumu, Eldoret, Nakuru, Mombasa, Nyeri, Isiolo, Kitui, Garissa, Nairobi, Kitale, Nyahururu, Bungoma <report is yet to be published>*
- *Political Parties accrediting ELOGs observers to observe the Political Party Nominations*
- *PPDT, IEBC, ORPP partnering and collaborating with CSOs to minimize duplication of efforts i.e., multi-sectoral engagements*

- **ELOG procured Information Education and Communication (IEC) materials** i.e., ELOG branded reflector jackets that were utilized during the election month of August 2022 to ensure that ELOG observers were easily identified as they undertook their observation of electoral processes in the respective deployment areas. This ensured their safety as well as the project's visibility.
- **Increased objective coverage by the media on elections and electoral processes** i.e., 70+ media interviews and talk show appearances by ELOG leadership to speak to critical electoral concerns.
- **Development of a harmonized observation checklist and critical incidence form;** Mapping out of electoral violence hotspots
- **Stakeholder engagements with the ELOGs leadership i.e., Advisory Peace Panel (APP), Steering Committee (SC), and Thematic Members (TM), and international observation missions e.g., East African Community-Election Observation Mission** to discuss weighty political affairs in the electoral environment that required urgent attention ahead of the 2022 general election. The meetings also included
- **Development of the 2022 Election Observation Report.**
- **Twenty-one (21) press statements issued; 7 memorandums issued.**

f. CHALLENGES

- **Late disbursement of funds-**For some activities such as monitoring the Post-election Dispute Resolution Processes, ELOG/CRECO received approvals from the EU Delegation when the time frame for the hearing and determination of the court petitions (October 2022-March 2023) was coming to an end. Therefore, the observation mission could not be deployed as the value-add was unachievable by the time the approvals were received. The same affected the work plan and led to requests for a no-cost extension.
- **Fluid Political Electoral Environment-** Occasioned by the delay in the re-constitution of the Independent Electoral and Boundaries Commission (IEBC), the planned activity “Deployment of Observers to monitor By-Elections” could not be implemented to its logical conclusion during the project period.
- **Third-Party Access to Sensitive Information- The Data Protection Act, 2019** played a crucial part in impacting access to information concerning electoral data due to the sensitive nature of data collected as well as the coding systems used to capture information. Therefore, it was vital to undertake sensitization engagements, well as training on the law as well as research and documentation efforts i.e. Development of policy briefs to inform future programmatic interventions in the next electoral cycle.
- **The changes in law that introduced direct nomination processes for elective seats** as well as the narrow timelines and high filing fees for dispute resolution dissuaded aggrieved parties from filing petitions. However, this provides an opportunity to assess the modalities political parties use to undertake direct nominations at arrive at their choice of candidates through continuous stakeholder engagements.

- **Difficulty in engaging with the National Police Service (NPS)** who were part of the targeted stakeholders even after several attempts were made to engage them. However, this provides an opportunity to foster stronger linkages with state and non-state electoral actors through continuous stakeholder engagements, networking, sharing expertise, and building synergies that will inform future programmatic interventions.

g. WHAT WORKED WELL DURING THE IMPLEMENTATION OF ACTIVITIES?

- **Prudent Financial Management of Project Funds and Proper Stewardship of Project Resources**- During the contractual period, CRECO/ELOG financial management systems and processes were well coordinated. There was a fluid process and synergy between the Program Officer and the finance management team in ensuring that accounting, reporting, and communication on project expenditure was done in a timely fashion and within the project timelines. This assisted in monitoring the project expenditure efficiently as well as planning accordingly concerning forthcoming activities as guided by the fluid electoral environment.
- **Adaptability and Innovation:**
 - *Joint High-level strategic engagements- changed intervention logic from multi-lateral to bilateral engagements to ensure project objectives were achieved.*
 - *Deployment of STOs to monitor Institutional Elections i.e., UNSA_UON Student Elections*
 - *Enhancement of the Open Data Portal to Election Observation Resource Center.*
- **Strategic and technical guidance from the leadership i.e.,** Head of Secretariat and Programs Coordinator through effective collaboration, communication, brain-storming of ideas, and innovative methods with regards to implementing the project activities. The same ensured that the EU programmatic interventions aligned with the ever-changing, fluid electoral environment to ensure that the program outcomes were achieved.

h. Lessons Learned from the EU Project

On the issue of no-cost extension, lessons that ELOG can learn from the EU project include;

1. EU grants are very strict.
2. When changes in activities are made, the turnaround time is too long.
3. Be clear in terms of programs and be true to the cost.
4. Follow-up on Standard Operation Procedures has proven to be helpful during audits
5. The Ongoing EU project has been uploaded to QuickBooks which helps to track income and expenses and organizes financial information in real-time.
- 6.No cost extension is unnecessary as it is time-wasting, if possible, try to avoid it.

After the presentation, Marcus Ageng'a shared with the meeting that the EU typically emphasizes the intercommunication of programs to leverage their connections. Following this, he invited Eustace Kinyua, ELOG's Electoral Processes Officer, to deliver a presentation on the Strengthening Kenya Electoral Integrity (SKEI) project.

IV. STRENGTHENING KENYA ELECTORAL INTEGRITY (SKEI) PROJECT.

a. PROJECT OBJECTIVE

- Adopting a Participatory Approach
- Mainstreaming Disability and Gender Throughout the Project

b. OVERALL GOAL

- Safeguarding the Integrity of Electoral Processes in Kenya and the Region
- Aligned with ELOG Strategic Plan 2019-2023
- Strengthening Citizen Election Observation Platform

c. PROJECT OUTCOME AREA

- Contributing to Sustainable National Electoral Monitoring and Observation Processes
- Providing Technical Support to ELOG Secretariat

d. PROJECT OUTPUT AREA

- Strengthening Institutional Capacity of ELOG
- Providing Capacity Building and Technical Support to the Secretariat

e. PROJECT OVERVIEW ACTIVITIES

- Undertaking Organizational Capacity & Technical Needs Assessment
- ELOG Technical & Organizational Capacity Development
- Electoral Reforms & Advocacy Training Workshops
- Support ELOG's State of Electoral Reforms Conference

ACTIVITY 4.1 - NEEDS ASSESSMENT

- Continuous Organizational and Technical Improvements
- Review of Processes and Tools
- Identification of Capacity Development Areas
- Assessment by NDI for Effective Implementation of PVTs

ACTIVITY 4.2 – CAPACITY DEVELOPMENT

- Organizational Strengthening Workshops
- Consensus Building and Institutional Commitment
- Technical Capacity Enhancement for PVTs
- Emphasis on Data Communication Strategies

ACTIVITY 4.3 - ADVOCACY TRAINING

- Using Reports from 2022 Electoral Processes
- Catalyzing Change Report Prioritizes Reforms
- Advocacy Training for Key Electoral Reforms
- Coordination and Mobilization of ELOG Network

ACTIVITY 4.4 - STATE OF ELECTORAL REFORMS CONFERENCE

- Follow-up on Recommendation Implementation Conference (FURIC)
- Showcasing Leadership and Convening Power
- Stakeholder Engagement, Feedback, and Recommendations
- Social Media Outreach Strategy for Public Awareness

After this presentation, Marcus Ageng’a invited Mulle Musau to take members through the communication lines within CRECO and ELOG.

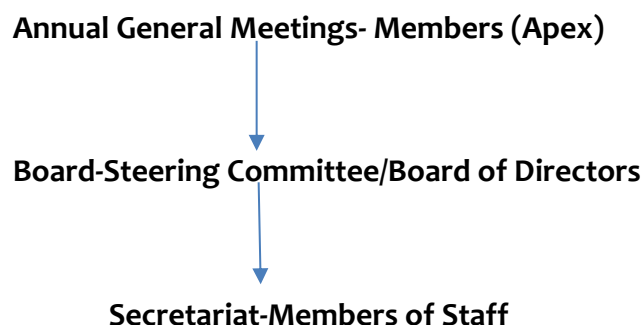
Communication lines within CRECO and ELOG

Mulle Musau initiated the discussion by highlighting the organizational structure in relation to donors, emphasizing the existence of leadership, programs, and finance teams within both the donor and our organizations. Stressing the need for clarity, he urged members to adhere strictly to the hierarchy of communication to avoid conflicts and confusion. Regarding the dissemination of approved narratives and reports, Mulle emphasized the importance of obtaining approval before uploading them to the organization's website, ensuring a comprehensive review of engagements within the organization prior to initiating external discussions.

For communication between programs and finance teams, Mulle suggested a direct channel where the Finance person from the organization can liaise with the Finance counterpart from the donor organization for any financial inquiries. To maintain transparency, members of the program team should be included in these discussions.

Following Mulle's presentation, Joshua Changwony shared an authority matrix with the members, incorporating specific protocols to guide communication dynamics. The matrix served as a visual aid to inform and streamline the authority structure within the organization.

Figure 1. Communication flow matrix.



He concluded his remarks by encouraging members to adhere to the following resolutions:

1. Implement the workplan.
2. Foster teamwork.
3. Practice effective and efficient communication.
4. Embrace the use of QuickBooks.

5. Promote interproject learning and complementation.
6. Avoid crisis finance requests.
7. Steer clear of crisis procurement.
8. Refrain from engaging in petty gossip and jokes.
9. Avoid crisis report and proposal submissions.
10. Exercise caution in financial report submissions.
11. Abstain from single sourcing.

Following the conclusion of this session, Marcus Ageng'a invited Eustace Kinyua to moderate the third session focusing on Finance and Administration Aspects. Eustace Kinyua then welcomed Susan Githu to lead the team through this session, during which she delivered a presentation.

SESSION THREE-FINANCIAL AND ADMINISTRATION ASPECTS

Prior to her presentation, Susan Githu informed the team that CRECO had initially consolidated all operational guidelines into one manual. However, she highlighted the current structure, wherein there is a distinct procurement and finance manual. Subsequently, she commenced her presentation, guiding the members through the crucial sections of the manual relevant to both teams. Susan then navigated the team through the procurement cycle, detailing the composition of the procurement committee. She emphasized the imperative to avoid single sourcing and added that additional justifications had been incorporated for service procurement.

a. CRECO Procurement Cycle:

Stage 1: **Initiation:** The user initiates a procurement request based on identified needs.

Stage 2: **Departmental Review:** The request undergoes a review by the Program Manager.

Stage 3: **Finance Review:** The Finance Officer assesses whether the requested item is within the budget.

Stage 4: **Executive Director's Approval:** Depending on the magnitude and authorization levels, the request is submitted to the Executive Director for approval.

Stage 5: **Soliciting for Quotations/Invitation of Bids:** The Administrator - Documentation and Procurement requests quotations.

Stage 6: **Analysis:** Quotes are analyzed with the Procurement Committee, and the service provider is awarded.

Stage 7: **Issuing of Contracts/LPO:** The Finance Manager reviews and the Executive Director approves the LPO/LSO/Contract before issuance to the awarded party.

Stage 8: **Receipt/Storage and Issuance of Completion Certificate/Letter:** The Finance Manager reviews and the Executive Director approves the LPO/LSO Contract before issuance to the awarded party.

Stage 9: **Payment:** The payment process is initiated upon receipt of the service provider's invoice, following the procedures outlined in the manual.

b. Procurement Committee Composition:

- I. Human Resources and Administration Manager – Chairperson
- II. Administrator – Documentation and Procurement
- III. Program Officer of the respective project
- IV. Staff representative from the finance department
- V. A co-opted member appointed by the Executive Director

Upon the completion of Susan Githu's presentation, Eustace Kinyua invited Josephine Muthoni, HR and admin for ELOG, to moderate the fourth session. In this session, Nancy Mutenyo, the Human Resource Officer at CRECO, was tasked with guiding the team through human resource processes, documentation, and appraisal procedures.

SESSION FOUR-HUMAN RESOURCES

Nancy Mutenyo guided the team through the intricacies of the recruitment process, breaking it down into the following steps:

1. Identification of a need within the organization.
2. Preparation of a comprehensive Job Description by the Program Officer.
3. Advertisement of the job position.
4. Screening of Curriculum Vitaes.
5. Shortlisting of potential candidates.
6. Selection of successful candidates.
7. Onboarding of new hires.
8. Compilation and submission of a recruitment report.

Successful candidates are required to submit the following documents:

1. Academic certificates.
2. Curriculum Vitaes.
3. Copy of Identification Card.
4. Colored passport.
5. Bank details.
6. Copies of statutory documents.

For consultancy roles, Nancy emphasized the importance of timeliness and clear justification for recruitment, including well-defined dates. She stressed that consultants must provide academic papers and submit applications.

Nancy Mutenyo then shared various Human Resource Documents with the team, explaining their distinct purposes. These documents include:

1. Employee information form.
2. Leave application form.
3. Staff performance appraisal form.
4. End-of-contract appraisal.
5. Exit interviews.
6. Handing over form.

She concluded the session by recommending that Program Officers allocate funds for staff medical coverage during fundraising efforts. Additionally, she suggested that staff members engage in team-building activities at least once a year. With no further business to discuss, Beril Nelimah, a Program Assistant at ELOG, closed the meeting with a prayer, and subsequently, the members were dismissed for the day.

Annexure



CONSTITUTION AND REFORM EDUCATION CONSORTIUM (CRECO)

Handing Over Notes by (Job title)

Date

| No. | Task | Delegated Responsibility |
|-----|------|--------------------------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |

Signed by (Employee Name)

_____ **Date** _____

Signed by (Staff who will take over)

_____ **Date** _____

Signed by (Supervisor)

_____ **Date** _____

Signed by (Director)

Date _____



STAFF PERFORMANCE APPRAISAL FORM

SUPERVISORS NAME: Edna Change DEPARTMENT: Finance

EMPLOYEES NAME: Susan Githu DATE: 14th December 2022

ASSESSMENT YEAR: 2022 JOB TITLE: Accountant

This section contains the evaluation factors against your JD that is the agreed goals and objectives of the year.

A: JOB PERFORMANCE

Key job responsibilities as discussed with your supervisor – for the year 2022. ((E) – Employee, (S) – Supervisor)

| | Key Job Responsibilities | Rating | | | | Comments |
|---|--|---|---------------------------------------|-------------|---|----------|
| | | Agreed Target | Achieved Target | Staff Score | Evaluator's Score | |
| 1 | Preparation of CRECO and ELOG monthly accounts for review by the Finance and Administration Officer by the 5 th of every month ensuring accuracy of data. | Accuracy in financial documents from ELOG Need to push for fully supported | - Proper books of accounts maintained | 8 | E: - Training of non-accounting staff on basic principles of accounting - Delay in submitting fund requests | |

| | | | | | | |
|---|--|---|--|---|--|--|
| | | documents from ELOG | | | | S: |
| 2 | Preparation of cheque and online payments for review by Finance and Administration Officer in compliance with CRECO and ELOG and donor policies. | Reduced back and forth from the program team | On time payments to suppliers and service providers | 7 | | E: <ul style="list-style-type: none"> - Improved feedback from the project team - There is clear documentation on cash request which make it easier to allocated expenses to the correct budget lines S: |
| 3 | Review monthly donor reports with relevant program officers to point out areas with financial risks in line with donor conditions for the POs to take relevant corrective actions. | Provision of timely information/feedback | Timely and accurate financial monthly reports produced | 8 | | E: <ul style="list-style-type: none"> - Provision of well supported documents by the program team - Delay in submitting fund requests S: |
| 4 | Assist CRECO and ELOG in budget phasing and budget realignment. | Development of individual workplans that fit in the overall financial plans | Budgets to development partners prepared. Approved realigned budgets. | 8 | | E: <ul style="list-style-type: none"> - Teamwork with the Program team - Provision of timely and clear workplans by the program team S: |
| 5 | Support the preparation of Detailed Budget Sheets for assigned proposals and submission to donors for funding. | Development of individual workplans that fit in the overall financial plans | Budgets to development partners prepared and submitted | 8 | | E: <ul style="list-style-type: none"> - Teamwork with the Program team - Lack of budgeting principles for the organization - Last minute submission of proposals for budgeting to the finance team |

| | | | | | | |
|--|--------------------|--|--|----|--|----|
| | | | | | | S: |
| | Total Score | | | 37 | | |

Summary of Comments:

1. _____
2. _____
3. _____
4. _____
5. _____

Agreed Interventions – Agreement between supervisor and employee on what to do in order to improve.

1. _____
2. _____
3. _____

| Action to be taken if improvement is desired: | | | | | | |
|---|---------|------------------------------|--|--|--|-----------------|
| Plan of action | By whom | Future Review Dates Schedule | | | | Completion Date |
| | | | | | | |
| | | | | | | |

Feedback on Last season’s agreed interventions

4. _____
5. _____
6. _____

Personal Development Goals (in alignment with your work) – Everyone is responsible for their own growth. What are your growth plans for next year?

- 7. To participate in benchmarking with organizations that are on paperless accounting
- 8. To register and participate in ICPAK trainings for professional development

This section deals with the two C's that characterize the organization growth areas together with individual growth

(E) – Employee, (S) – Supervisor, (A) – Agreed score between employee and supervisor)

| | | | Ratings out of 60 | | |
|----------|------------------------------------|---|-------------------|---|---|
| | | | E | S | A |
| A | Character | | | | |
| 1 | Integrity | Is growing in their relationship with God and actively living it out in their daily lives. | 5 | | |
| 2 | Teach-ability | Willing to learn from others irrespective of their station, open to feedback and correction. Asks questions and actively seeks opportunities to learn | 5 | | |
| 3 | Customer care | How he/she handles visitors who come to the office | 4 | | |
| 4 | Faithfulness | Is trustworthy, authentic and keeps their word | 5 | | |
| B | Competence & Leadership | | | | |
| 1 | Technical Competence | Has the formal training to do the task and is regularly updating these competencies and keeping abreast with any new developments | 4 | | |
| 2 | Planning/Quality of work | Speed and quality of work under normal conditions | 5 | | |
| 3 | Time Management | Strategic planner who manages own and teams use of time to ensure optimal effectiveness. Understands and manages the critical path in the achievement of set objectives | 4 | | |
| 4 | Decision Making & Problem Solving | Is able to get and use relevant information and tools in order to make complex decisions even in ambiguous situations. | 4.5 | | |
| 5 | Initiative and Ability to learn | Learn and initiate ideas | 4 | | |
| 6 | Teamwork | Manner of handling work relationships | 5 | | |
| C | OTHERS | | | | |
| 1 | Diligence and Morale | General attitude to work, dedication and commitment | 5 | | |

| | | | | | |
|---|-------------------------------|---|------|--|--|
| 2 | Personal appearance and image | Assess display of professional image, dress, personal hygiene and etiquette appropriate to the work situation | 4 | | |
| | TOTAL | | 53.5 | | |

INDIVIDUAL STRENGTHS / POSITIVE ASPECTS (IN LIGHT OF SECTION B)

1. Highly motivated
2. Well organized
3. Trustworthy

INDIVIDUAL AREAS OF GROWTH / THINGS TO WORK ON (IN LIGHT OF SECTION B)

1. I need to improve on paying attention to detail
2. To improve on achieving last minute targets
3. Come up with more ideas on how to improve the operations of the finance department

SUGGESTIONS FOR REVIEW: (By the Executive Director)

1. **JOB DESCRIPTION** (Please note whether the description should change and give reasons: e.g. should there be added responsibilities, redefined TORs, change of title etc. and give reasons.)

2. **SALARY:** (Should this be reviewed or left as it is and reasons given)

3. **TRAINING NEEDS:** (Are there special training needs the employee requires to enable her/him carry out the duties assigned and are there resources available to do the same)

.....

4. RECOMMENDATIONS:

(I) Renew Contract (give reasons)

.....

(II) Do not renew contract (Give reasons)

.....

(III) Renew with recommendations/ modifications (Give reasons)

.....

AGREED OBJECTIVES FOR THE NEXT 6 MONTHS

This should be filled by the employee together with the team leader or in the case of the Executive Director with the Board after the evaluation and only if the employee is continuing in employment.

| OBJECTIVES | BENCHMARKS | MONITORING AND EVALUATION SCHEDULE | | |
|------------|------------|------------------------------------|--------------------------|--------------------------|
| | | 1 st Quartile | 2 nd Quartile | 3 rd Quartile |
| | | | | |

| | | | | |
|--|--|---|---|---|
| 1. To perform day to day financial accounting tasks such as payment processing and assisting in maintaining sound financial and accounting systems | | X | X | X |
| 2. To support in the preparation of Detailed Budget Sheets for assigned proposals and submission to donors for funding | | X | X | X |
| 3. To prepare monthly, quarterly, and yearly financial monitoring reports as per set deadlines and circulate them to program managers and donors | | X | X | X |

| APPROVALS | SIGNATURES | DATE |
|--|------------|------|
| Supervisor Completing Review: | | |
| Employee: <input type="checkbox"/> I agree with the performance review as documented above <input type="checkbox"/> I do not agree with the performance review as documented above. <input type="checkbox"/> I do not agree with the performance review as documented above and wish to appeal. | | |
| Next Level Manager/Supervisor: | | |
| Executive Director: | | |

Education Information

Primary:

Start Date:

Cert Awarded:

End Date:

High School:

Start Date:

Cert Awarded:

End Date:

College:

Start Date:

Cert Awarded:

End Date:

University:

Start Date:

Cert Awarded:

Start Date:

Any Other:

Previous Work Information *(Indicate relevant experiences only)*

Employer:

Job Title:

Start & End Date:

Reason for exit:

Employer:

Job Title:

Start & End Date:

Reason for exit:

Employer:

Job Title:

Start & End Date:

Reason for exit:

Health Information

Any disease that requires special attention:

List:

Any allergies:

List:

Any hereditary disease i.e diabetes

List:

Any medication taken regular:

Purpose:

Family information

Child's Name:

Relationship:

Child's Name:

Relationship:

Child's Name:

Relationship:

Fathers Name:

Occupation & Phone:

Mothers Name:

Occupation & phone:

Siblings Name:

Occupation & Phone:

Siblings Name:

Occupation & Phone:

Siblings Name:

Occupation & phone:

Siblings Name:

phone:

Work and personal References Information

Work References

| | | | |
|-----------------------|--|--------------|--|
| Reference name | | | |
| Title | | Organization | |

| | | | |
|---------------------------|--|--------------|--|
| Address | | | |
| Phone | | Email | |
| Professional relationship | | | |
| Reference name | | | |
| Title | | Organization | |
| Address | | | |
| Phone | | Email | |
| Professional relationship | | | |
| Reference name | | | |
| Title | | Organization | |
| Address | | | |
| Phone | | Email | |
| Professional relationship | | | |

Personal References

| | | | |
|-----------------------|--|-------|--|
| Reference name | | | |
| Address | | | |
| Phone | | Email | |
| Relationship | | | |
| Reference name | | | |
| Address | | | |
| Phone | | Email | |
| Relationship | | | |

Next of kin details

| | | | |
|---------------------|--|------------------------------|--|
| Name | | | |
| Address | | | |
| Phone | | Email | |
| Relationship | | Shares in percentage() | |
| Name | | | |
| Address | | | |
| Phone | | Email | |
| Relationship | | Shares in percentage() | |

Candidates Signature:

HR Signature:

Date:

Date:



CONSTITUTION AND REFORM EDUCATION CONSORTIUM (CRECO)

Leave Application Form

Please fill in the dates using this format i.e. Monday 10th January 2022

| | |
|---|--|
| Employee Name | |
| Department | |
| Date to commence leave | |
| Last Day of leave | |
| Date to resume work | |
| Total Number of leave days taken | |
| Annual leave balance before this application | |
| Employee's Mobile Number | |
| Employee's Signature | |
| Date of Leave application | |

Please indicate the type of leave you are applying for by ticking in the appropriate box

| Type of leave | Required Document/Attachment | No of days as per MOH/HR Policy | Indicate by ticking here |
|--------------------------|--|--|---------------------------------|
| Annual Leave | | 21 Working Days | |
| Sick Leave | Attach sick-off sheet | 14 working days | |
| Maternity | Attach birth certificate/ clinic notification card | 90 calendar days | |
| Paternity Leave | Attach Birth notification | 14 working days | |
| Study/Exam Leave | Attach Exam timetable | To be discussed | |
| Urgent Personal Business | | 6 days in a year | |
| Leave to attend meetings | Attach invitation letter | To be discussed | |
| Compassionate Leave | | 10 working days in a year | |
| Unpaid Leave | | Upon approval | |

Leave Approval

| | |
|-----------------------------------|-------------------------------------|
| Leave approved (tick): | Leave Declined (tick): |
| Immediate Supervisor's Signature: | Date: |
| Handover Plan submitted (tick): | Handover Plan not submitted (tick): |

For HR Department use only

| | | |
|------------------------|--|-----------------|
| Previous Leave Balance | | Processed By: |
| Less applied leave | | |
| Leave balance to date | | Date Processed: |
| Comments | | Signature: |

Leave Approval

| | |
|---------------------------------|-----------------------|
| Leave approved(tick): | Leave declined(tick): |
| Executive Director's signature: | Date: |

Note: It is an offence to proceed on leave without processing all approvals by the immediate supervisor and the Executive Director.