



**NATIONAL
ELECTORAL
COMMISSION**
SIERRA LEONE



ELECTORAL CYCLE

— 2020 – 2024 —

STRATEGIC PLAN

THEME: Strengthening Electoral Processes
for Maximum Performance

ELECTORAL CYCLE

————— 2020 – 2024 —————

STRATEGIC PLAN

Resolution

for 2020 – 2024 Strategic Plan

We, the undersigned Commissioners of the National Electoral Commission of Sierra Leone (NEC-SL) at our Commission meeting held on 3rd February 2021 resolved as follows:

That the 2020 – 2024 Strategic Plan which outlines 10 Strategic Pillars and costed activities be considered, approved and submitted to the Government of Sierra Leone (GoSL), our national and international development partners, government functionaries other stakeholders.

1. Strategic Pillar 1 – Institutional, Staff Capacity and Infrastructural Development
2. Strategic Pillar 2 - Elections Financing, Accountability and Transparency
3. Strategic Pillar 3 – Boundary Delimitation
4. Strategic Pillar 4 – Voter Registration
5. Strategic Pillar 5 – Electoral Legal Reforms
6. Strategic Pillar 6 - Conduct of Elections and Referendum
7. Strategic Pillar 7 – Electoral Education, Communication and Outreach
8. Strategic Pillar 8 – Inclusion, Participation and Equity
9. Strategic Pillar 9 – ICT and Result Management System
10. Strategic Pillar 10 – Monitoring and Evaluation

The commission solicits the continued support and cooperation of the Government of Sierra Leone, national and international partners and other stakeholders for the successful implementation of the 2020 – 2024 Strategic Plan of the National Electoral Commission.

Faithfully submitted:

Muhammed Kenewul Konneh
Chief Electoral Commissioner & Chairman



Signed: _____

15/2/2021
Date

Miatta French
Electoral Commissioner, Western Region



NATIONAL ELECTORAL COMMISSION
ELECTORAL COMMISSIONER - WESTERN



Signed _____



NATIONAL ELECTORAL COMMISSION
ELECTORAL COMMISSIONER - SOUTHERN

15/2/2021
Date

Edmond Alpha
Electoral Commissioner, Southern Region



Signed _____



NATIONAL ELECTORAL COMMISSION
ELECTORAL COMMISSIONER - EASTERN

15/2/2021
Date

Marian Sia Nyuma-Mojjueh
Electoral Commissioner, Eastern Region



NATIONAL ELECTORAL COMMISSION
ELECTORAL COMMISSIONER - EASTERN



SCANNED DOCUMENT

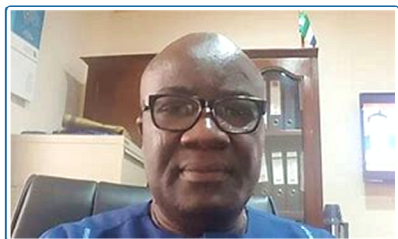
Acronyms:

APC	All Peoples Congress
APPWA	All Political Parties Women Association
BD	Boundary Delimitation
CRC	Constitutional Review Committee
CRVS	Civil Registration Vital Statistics
CSOs	Civil Society Organizations
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EMB	Electoral Management Bodies
EU	European Union
EU OM	European Union Observer Mission
FA	Financing Agreement
GIS	Geographic Information System(s)
GPS	Global Positioning System(s)
HD	Hulla and Co. Human Dynamics KG
HRIS	Human Resource Information System
ICT	Information Communication Technology
INEC	Interim National Electoral Commission
KE	Key Expert
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
NCRA	National Civil Registration Authority
NEC	National Electoral Commission
PCMP	Paramount Chief Member of Parliament
PEA	Public Elections Act 2012
PPRC	Political Parties Registration Commission
PWDs	People with Disabilities
SLAJ	Sierra Leone Association of Journalists
SLP	Sierra Leone Police
SLPP	Sierra Leone Peoples Party
SNEC	Support to the National Electoral Commission
SOPs	Standard Operating procedures
SP	Strategic Plan
TCG	Support to NEC Technical Coordination Group
UNDP	United Nations Development Programme
VPN	Virtual Private Network

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Foreword



During the last electoral cycle (2015-2019), the National Electoral Commission (NEC) successfully conducted its second multi-tier elections, judged by national and international observer missions to be transparent and credible. This was achieved despite financial and technical challenges and an environment of political intimidation and interference. Drawing from our experiences in the 2015-2019 electoral cycle in which NEC consolidated its gains for sustainability, the next electoral cycle (2020-2024) presents

an opportunity for NEC to strengthen its capacity, lead processes of legal reform, work towards achieving operational and financial independence and achieve maximum delivery on its mandate. Thus, the theme for the next electoral cycle is 'Strengthening Electoral Processes for Maximum Performance'. Fully aware of the successes and challenges of the previous electoral cycle, and cognizance of the growing national and international interest in the conduct of credible elections as the basis for democratic consolidation and national development, NEC has reviewed its vision and internal policies to ensure it continues to be an independent, credible and well-resourced institution.

The Commission will continue to promote democratic good governance through the conduct of credible elections that meet international standards and the expectation of the Sierra Leoneans through a transparent and inclusive process. NEC will also focus on improving its data and result management systems, ensure electoral integrity and public acceptance of electoral outcomes, implementing enhanced systems and processes to ensure the efficient use of government and donor resources, whilst continuing its investment on staff capacity building to enhance the delivery of transparent, credible and violence-free elections. Fundamentally, the 2020-2024 Strategic Plan outlines the critical issues of the Commission, its objectives, strategies, activities and corresponding cost. One among many of the Commission's milestones for the 2020-2024 electoral cycle is to ensure the Commission is financially independent through the establishment of an elections trust fund and investment in the construction of NEC-owned offices across the country to consolidate the Commission's neutrality and independence. The Commission will invest in research and learning and build local and international trust in the delivery of its constitutional mandate. The Commission acknowledges the invaluable contribution and support by successive governments, management and staff, its legal retainers, stakeholders, other democratic institutions, donors and the government and people of Sierra Leone to its work. The Commission wishes to thank the consultant, Dr Idrissa Mamoud Tarawallie for his commitment and professionalism throughout the Strategic Plan development process.

Mohamed Kenewui Konneh

Chief Electoral Commissioner and Chairman – NEC - Sierra Leone



Mohamed Kenewui Konneh
Chief Electoral Commissioner and Chairman – NEC - Sierra Leone

Acknowledgements



Several individuals and organisations contributed in the development of 2020-2024 NEC Strategic Plan. We are greatly indebted to the Chairman and Chief Electoral Commissioner and his team of Commissioners for their commitment to the review and development process of the Strategic Plan. In particular, the unflinching commitment of Commissioner Edmond Alpha – the oversight Commissioner for the Strategic Plan development – his commitment, time and leadership in the development of the 2020-2024 strategic plan was exemplary and commendable. This finished product in the form of a strategic plan, to guide the activities of the Commission for the next 5 years was the product of a process that brought on board the Commission, its staff our donors and an external consultant. We are grateful to all the members of the Strategic Plan develop-

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The Commission is also grateful to management and all staff who made a significant contribution to the SP development process. The decision to involve a critical mass of the Commission’s employees outside the national headquarters does not only provide a broad spectrum of input in the document, it also provides a sense of ownership across the over 200 employees of the Commission. The NEC 2020-2024 Strategic Plan benefited immensely from the professionalism and commitment of our SP development consultant Dr. Idrissa Mamoud Tarawallie. We are grateful for his strategic guidance and commitment throughout the process. Last, but by no means the least, is the technical and financial support from the EU Funded ‘Technical Assistance in Sierra Leone in the areas of Civil Service Reform, Parliament and the Electoral Cycle’ project for funding the SP development process and its overall support to the governance landscape and in the conduct of transparent and credible elections in Sierra Leone.

Raymond George

Director – Monitoring and Evaluation,
and Chairman of the SP Development Committee
NEC - Sierra Leone



Executive Summary

The primary objective of the 2020-2024 Strategic Plan is to ensure a National Electoral Commission that is independent, credible and capable of delivering on its constitutional mandate of conducting transparent and credible elections within international best practices and meeting the expectations of Sierra Leoneans. To deliver on this mandate, and on the basis of our experience in the past, ten (10) strategic pillars – each with an overarching objective and implementation strategy - were identified. The 10 pillars hinge around the Commission’s mandate, the processes we will follow to deliver on our responsibilities, the resources and capacity we will require to do so, the partners and actors we will need to support our work, and the public trust and confidence we consider critical to our work. The strategic plan therefore, clearly sets out what needs to be done, how we want to do what is to be done, and the resources and capacity support needed. To measure our progress over time, specific targets and outputs have been identified and agreed upon through which our success or otherwise will be measured. During the review process of the 2015-2019 SP, and as part of our ongoing experience in elections management, we identified a plethora of challenges that undermined the Commission’s ability to deliver on its constitutional mandate. Some of these challenges include the lack of adequate, timely and consistent funding, political interference in the Commission’s work, ambiguities and inconsistencies in electoral legal framework and lack of functional coherence among government agencies involved in the electoral process. Therefore, the objectives of the 2020-2024 strategic plan are, to:

- Ensure NEC’s mandate is delivered in a legally sound environment appropriate for the fluid and changing electoral context;
- Provide a pathway for the sustainable funding of elections and election related activities;
- Provide a strategic direction for the Commission to deliver on its activities and programmes in an organized manner consistent with international best practices;
- Provide a framework for capacity building and institutional improvement within the Commission;
- Ensure the Commission operates efficiently and effectively, transparent and accountable to its stakeholders and donors;
- Optimize data and result management system and
- Provide a framework to assess and evaluate the Commission’s delivery on its mandate and commitments.

In order to deliver on these strategic objectives, the Commission has chosen a strategic theme for the next five years titled **“Strengthening Electoral Processes for Maximum Performance”**. The theme hinges on 10 strategic pillars:

- ◆ **Strategic Pillar 1** – **Institutional, Staff Capacity and Infrastructural Development**
- ◆ **Strategic Pillar 2** – **Elections Financing, Accountability and Transparency**
- ◆ **Strategic Pillar 3** – **Boundary Delimitation**
- ◆ **Strategic Pillar 4** – **Voter Registration**
- ◆ **Strategic Pillar 5** – **Electoral Legal Reforms**
- ◆ **Strategic Pillar 6** – **Conduct of Elections and Referendum**
- ◆ **Strategic Pillar 7** – **Electoral Education, Communication and Outreach**
- ◆ **Strategic Pillar 8** – **Inclusion, Participation and Equity**
- ◆ **Strategic Pillar 9** – **ICT and Result Management**
- ◆ **Strategic Pillar 10** – **Research, Monitoring and Evaluation**

The vision, approach and outcome of the 2020-2024 SP are summarized below:



VISION

To be an independent credible and well-resourced institution which promotes democracy and good governance by continually administering credible elections that meet international standards and practices.



MISSION

To conduct all public elections and referenda, register all eligible voters, demarcate electoral boundaries, impartially serve all stakeholders, undertake electoral education and make regulations for the efficient execution of our functions in promoting sustainable democracy and good governance.



OBJECTIVES

- Ensure NEC's mandate is delivered in a legally sound environment appropriate for the fluid and changing electoral context;
- Provide a strategic direction for Commission to deliver on its activities and programmes in an organised manner consistent with internal best practices;
- Provide a framework for capacity building and institutional improvement within the Commission;
- Ensure the Commission operates efficiently and effectively;
- Optimise data and result management system;
- Provide a framework to assess and evaluate the Commission's delivery on its commitments.



PILLARS

- Institutional, Staff Capacity and Infrastructural Development;
- Elections Financing, Accountability and Transparency;
- Boundary Delimitation;
- Voter Registration;
- Electoral Legal Reforms;
- Conduct of Elections and Referenda;
- Electoral Education, Communication and Outreach;
- Inclusion, Participation and Equity;
- ICT and Result Management Systems;
- Monitoring and Evaluation.



OUTCOME

An independent, well resourced and credible institution.

Each strategic pillar has an objective or set of objectives broken down into specific activities spread across the five years of the electoral calendar. The implementation of these activities will serve as critical success factor for achieving the objectives of each pillar and the SP itself.

Activities have been costed and the details costing have been consolidated to provide a **“Summary of Cost Projections”** roughly amounting to Nine Hundred and Seventy Billion, Five Hundred and Twenty Eight Million Leones (**SLL 970,528,000,000**), about **\$ 97,053 million dollars** for the entire 2020-2024 electoral calendar. The contents of this plan have also been broadly structured into six chapters, namely:

1. Profile of the National Electoral Commission Mission, Vision, Guiding Principles, Purpose and Process of Strategic Development.
2. Institutional Assessment of NEC.
3. Strategic Direction 2020-2024.
4. Electoral Calendar.
5. Costed Activities Plan.
6. Monitoring and Evaluation Framework.

The key highlight of the strategic plan is the Electoral Calendar which provides detailed timelines on:

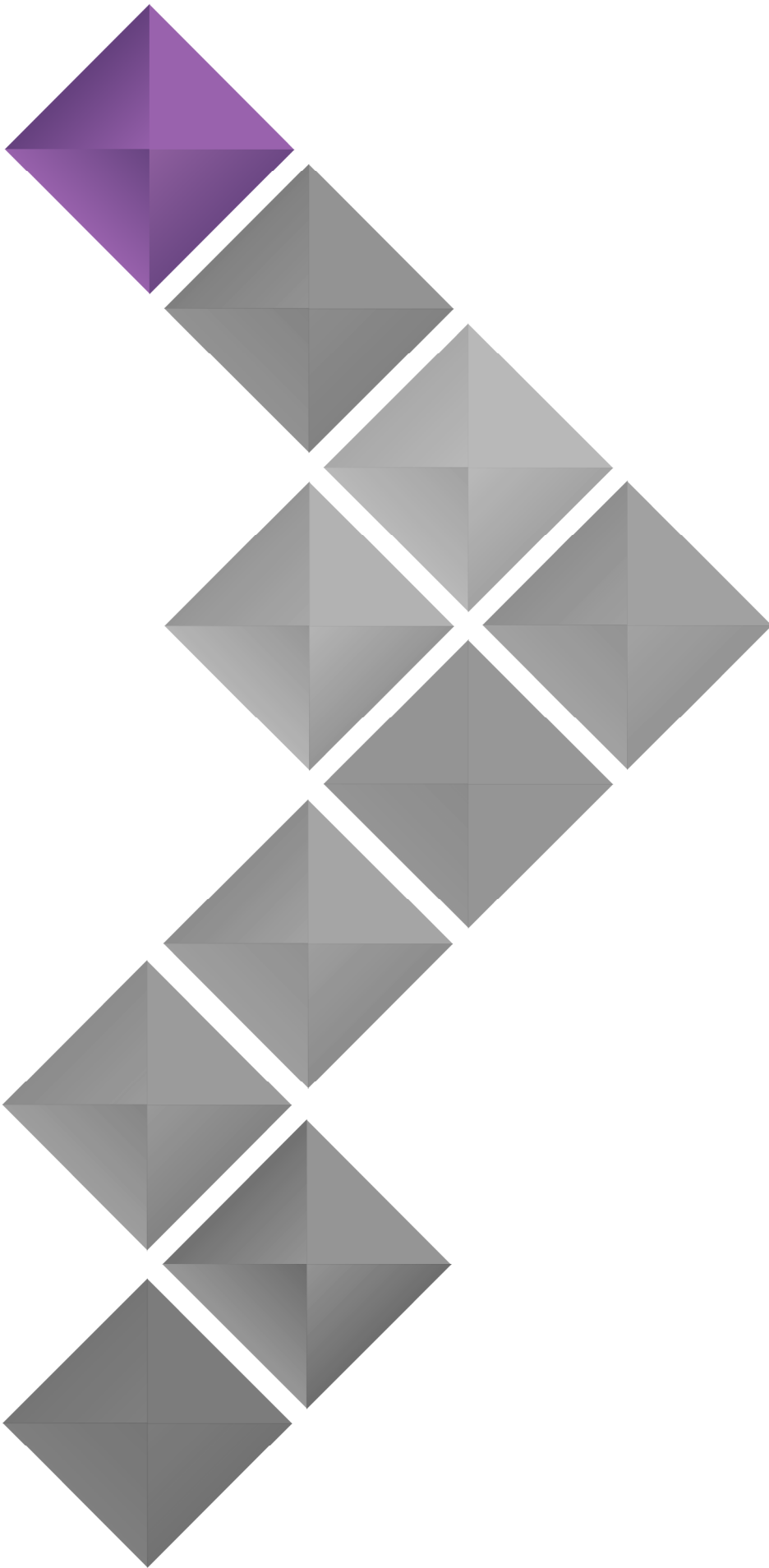
- a) Voter Register Update.
- b) Boundary Review/Delimitation.
- c) Local Government Elections.
- d) Referendum.¹
- e) Village Head Elections.
- f) Local Council Elections.
- g) Presidential and Parliamentary Elections, and
- h) Contextual externalities that may affect the effective roll out of the electoral calendar.

To conclude, the SP takes into account the external views and reviews of stakeholders, the strategic vision of the NEC, the existing legal framework and international best practices and the contextual risks associated with its successful implementation. It is expected that it will form the basis for funding partners - mainly the Government of Sierra Leone and international development partners - to galvanize financial and technical resources to support the electoral programmes outlined in 2020-2024 electoral cycle.

William A. Davies
Executive Secretary



¹ If and when the Government of Sierra Leone Chooses to have one.




SECTION ONE: INTRODUCTION



1.1 Background

The National Electoral Commission (NEC) was established by Section 32(1) of the 1991 constitution of Sierra Leone with a responsibility for the ‘conduct and supervision of the registration of voters for, and of, all public elections and referenda’. However, the current NEC was established in 2002 replacing the Interim National Electoral Commission (INEC) that was instituted during the war years. The Commission has graduated from the stages of Reform in 2005, capacity development in 2009 and “consolidation for sustainability” in 2015. After the successful conduct of the 2018 general and local government elections and the lesson learnt through the 2015-2019 electoral cycle, NEC is motivated to positioning itself as a transparent and credible elections management body with the use of secured and advance technology to improve on elections result management and to gain public trust on electoral processes and outcomes. To achieve this, the Commission will continue to invest in its institutional capacity strengthening, prudent use of resources, and review of the electoral legal framework, while remaining transparent and inclusive in the management of public elections. Going forward therefore, the theme for the 2020-2024 Strategic Plan that will guide the activities and trajectory of the Commission for the next five years is **“Strengthening Electoral Processes for Maximum Performance”**. The theme hinges on 10 strategic pillars to deliver on the Commission’s mandate of conducting transparent and credible public elections that are within international standards and meet the expectations of Sierra Leoneans.

1.2 Vision and Mission

 VISION	 MISSION
To be an independent, credible and well-resourced institution which promotes democracy and good governance by continually administering credible elections that meet international standards and best practices.	To conduct all public elections and referenda, register all eligible voters, demarcate electoral boundaries, impartially serve all stakeholders, undertake electoral education and make regulations for the efficient execution of our functions in promoting sustainable democracy and good governance.

1.3 Guiding Principles

In order to build an institution that continues to successfully deliver on its constitutional mandate, and to become a world class institution in the conduct of transparent and credible elections, it is important the Commission is guided by core values which keeps its workforce motivated, engaged and trusted. The Commission shall therefore endeavor to uphold the following guiding principles.

ACCOUNTABILITY

The Commission shall take full responsibility for its activities and will always be answerable to the people of Sierra Leone and its partners.

CREDIBILITY

The Commission shall endeavour to win the confidence and trust of all Sierra Leoneans and the international community through the quality of its services.

INDEPENDENCE

The Commission shall ensure that it operates freely on its own best judgment, without taking directives from or being controlled by any person or authority.

INTEGRITY

The Commission shall carry out its activities in an honest and truthful manner, and will take all reasonable measures to prevent wilful wrongdoings by its officials.

IMPARTIALITY

The Commission shall always be nonpartisan and fair in all its activities.

PROFESSIONALISM

The Commission shall endeavour to have a well-trained, professionally competent, motivated and confident staff, dedicated to the delivery of trustworthy elections.

TRANSPARENCY

The Commission shall be open at all times in dealing with all stakeholders in the electoral process.

1.4 Purpose of the Strategy

During the 2015-2019 electoral cycle, a number of challenges were identified with negative impact on the Commission's ability to effectively deliver on its constitutional mandate of conducting all public elections in a free, fair and transparent manner.² The Commission's 2020-2024 Strategic Plan is therefore an action-oriented practical guide that sets out what and how the Commission wants to achieve in the next five years, the resources and partnership it will need to do so and how the Commission's success in the delivery of its mandate can be assessed and measured. Essentially, the strategic plan is a dynamic and adaptive roadmap for the work of the Commission for the next five years.

The main objectives of the strategy are to:

- Ensure NEC’s mandate is delivered in a legally sound environment appropriate for the fluid and changing electoral context;
- Provide a pathway for the sustainable funding of elections and election related activities;
- Provide strategic direction for the Commission to deliver on its activities and programmes in an organized manner consistent with international best practices;
- Provide a framework for capacity building and institutional improvement within the Commission;
- Ensure the Commission operates efficiently and effectively, transparent and accountable to its stakeholders and donors;
- Optimize data and result management;
- Provide a framework to assess and evaluate the Commission’s delivery on its mandate.

1.5 **Process of Developing** the Strategic Plan

The process of developing the strategic plan involved substantial internal and external consultations guided by a commitment to promote ownership of the SP by NEC and its partners. The approach was a combination of review, consultation and iterative development. First, the focus was to review the implementation of the 2015-2019 plan to take stock of milestones and challenges. The second phase was to develop a new strategic plan for the next electoral cycle: 2020-24. For this purpose, NEC was supported by an external consultant with funding from the European Union. The internal review process was led by the Commission’s Strategic Plan Development Committee Chaired by the Director of Research, Monitoring and Evaluation and supervised by the Commissioner of the Southern Region, who also doubles as the oversight Commissioner for Strategic Plan development within NEC. During the review stage, the Consultant developed a self-audit tool that was completed by NEC staff. The self-audit tool took stock of the commitments by NEC in the 10 pillars of the 2015-2019 Strategic Plan with a request on two simple outcomes of ‘Done’ and ‘Not Done’ for all activities and for all years for the 2015-2019 SP.

After the completion of the self-audit tool, the consultant reviewed and analyzed the responses after supporting evidence has been provided. The findings of the review process were presented in two review workshops; one with NEC Staff only and another with key stakeholders. This approach was agreed with the leadership of the Commission since it was difficult to conduct a thorough review of the previous Strategic Plan as it had no tangible Monitoring and Evaluation Framework. It was therefore the decision of the Commission to make the review process simple and top line only. To support the evidence from the review process, the consultant conducted interview sessions with the five NEC Commissioners, donor partners and other government ministries agencies to understand what worked well in the previous electoral cycle, what were the challenges and their suggested pathways for the next electoral cycle.

2 See section 2.6 below for details on the milestones and challenges of the 2015-2019 electoral cycle.

The second phase was the development of the 2020-2024 strategic plan which was a highly consultative process between the leadership of the Commission, the SP development committee and the consultant. In a five day SP development workshop with NEC staff facilitated by the Consultant, the team agreed on a set of strategic pillars for the next five years based on the learning on of the review process of 2015-2019. The pillars were then broken into activities, which were costed and a monitoring and evaluation framework developed. The consultant compiled all that was done in the five day SP development session and produced the first draft of the SP which received several internal reviews before it was presented to stakeholders – political parties, MDAS, international development partner, civil society and religious groups – to review the draft plan. Following the stakeholder engagement and their recommendations, two new pillars were added to the strategic plan to take onboard concerns and recommendations from stakeholders around election financing, accountability and transparency and effective participation and inclusion. Following this uptake, a second review process was led by the consultant with NEC staff leading to the development of an advance draft which was finalized and presented to stakeholder for validation.

Before this review and validation, the office of Chief Electoral Commissioner (CEC) and Chairman of the NEC became vacant. A new Chief Electoral Commissioner (CEC) was appointed subsequently around May/June 2020. Following his appointment, the new CEC took time to review the draft strategic plan and the operations of NEC in a holistic manner. Following his review, the leadership of the Commission recommended the expansion of the management team from 10 directorate to 15 with a new operational organogram.³ The comments and suggestion of the CEC were taken on board into a revised and update Strategic Plan leading to internal (NEC) and stakeholder validation sessions. The first was internal to NEC, whilst the second brought together wider stakeholders in the electoral and governance process – including the diplomatic and donor community, political parties, Government Ministries and Departments, CSOs and other governance and security sector institutions. During the external validation process, the document was thoroughly reviewed and unanimously validated and considered a critical guiding framework in the Commission’s work for the 2020-24 electoral cycle.

3 See below the Commission’s new organogram on page 22.

SECTION TWO: INSTITUTIONAL ASSESSMENT



2.1 Review of Electoral Commissions in Sierra Leone

The National Electoral Commission (NEC) of Sierra Leone was created by Section 32(1) of the 1991 Constitution of Sierra Leone with responsibility for the conduct and supervision of the registration of voters for, and of, all public elections and referenda'.⁴ However, the current NEC was established in 2002 replacing the Interim National Electoral Commission (INEC) that was instituted during the war years. The leadership of NEC constitutes four commissioners, each representing a region⁵ of the country, with a Chairman and Chief Electoral Commissioner who is also the National Chief Returning Officer - making a total of five commissioners. The Commission's functions are delivered through 16 district offices responsible for the management and conduct of elections within their area of jurisdiction. At the national level, NEC has a national headquarters in the central business district of Freetown, with a secretariat and 10 (with a proposal to increase these to 15) directorates headed by an Executive Secretary.⁶ Between 2009 and 2014, NEC completed an institutional restructuring process leading to creation of new departments and a review of the management reporting lines.⁷ As part of the review process for the development of the 2020-24 Strategic Plan, the leadership of the Commission agreed to expand the management team from ten to fifteen directorates to reflect the change nature of the work of the Commission and to strengthen its operational coherence. The below organogram indicates the proposed administrative structure of the Commission effective 2021:

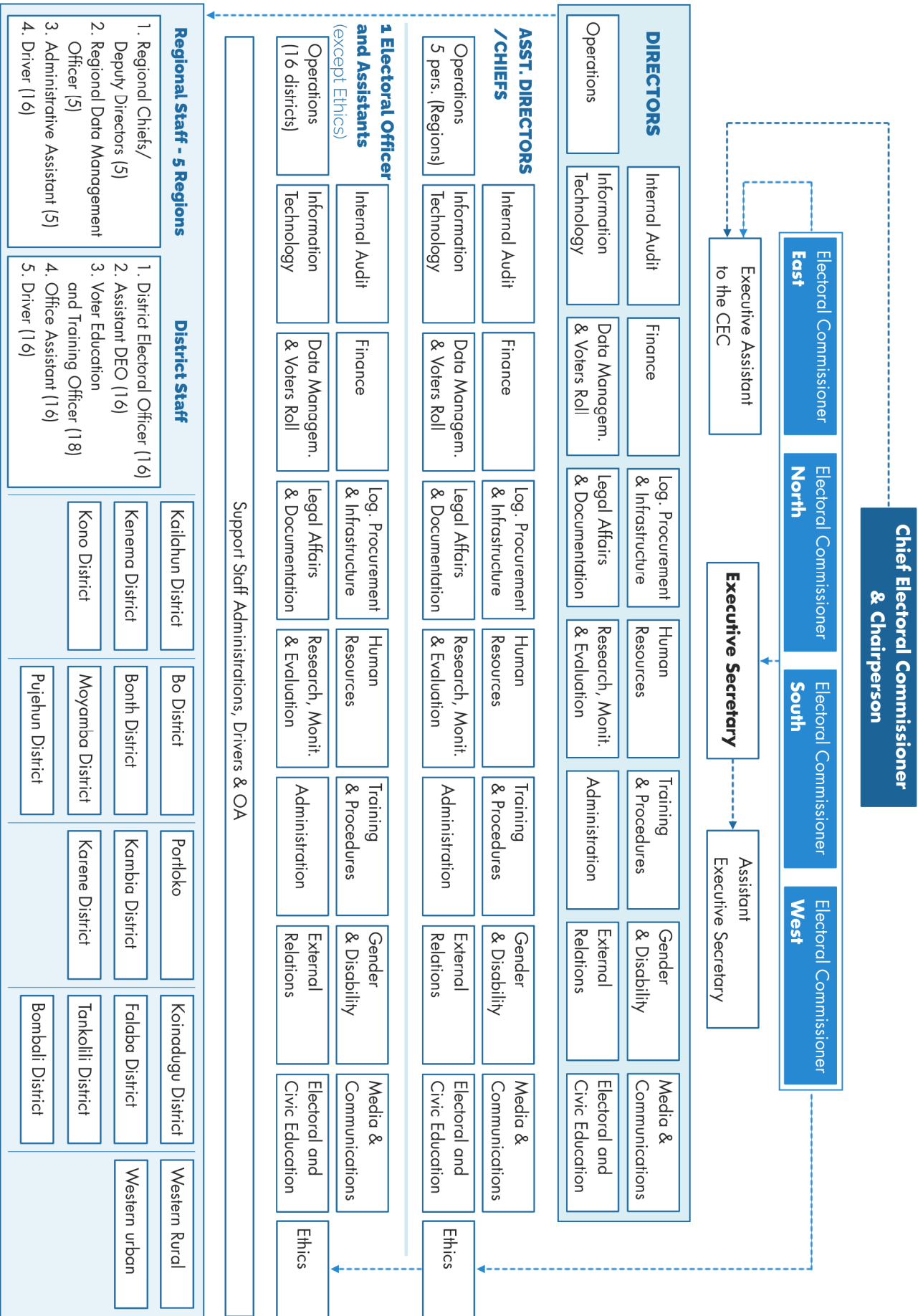
⁴ Section 33 1991 Constitution of Sierra Leone

⁵ There is an ongoing debate about appointing a new commissioner for newly created north-western region

⁶ Conteh (2016) "History of the Electoral Commission of Sierra Leone: 1961 - 2010"

⁷ Conteh (2016) "The Management of Sierra Leone's Electoral Process: An Introduction"

Figure One – Organogram of the National Electoral Commission (NEC)



2.2 The 2018 Public Election and Post Elections Context

Sierra Leone's 2018 general elections were judged by international and domestic observers to be professionally administered and largely consistent with international standards.⁸ However, the context under which they were conducted was marred with politically-motivated violence, political intimidation, ethno-political rivalry, lack of clarity between NEC and NCRA in voter registration, lack of resources and capacity for NEC. The election was also conducted under a high stake environment for both ruling and opposition parties, especially on who to succeed the then out-going President, Dr. Ernest Bai Koroma. Within the SLPP (the then opposition party) for instance, a spate of lawsuits, counter lawsuits, and internal infighting between competing factions led to violence, including the fatal stabbing of a party supporters from rival groups. In a civil society radio and television discussion programme in May 2017, titled 'National Dialogue' organised by the Sierra Leone Association of Journalists (SLAJ), the then Chairperson and Chief Electoral Commissioner of NEC stated that the challenges NEC faced in the 2018 electoral cycle could only be likened to those faced by Interim National Electoral Commission (INEC) in 1996 when the country was at war. In practical terms, the marriage between NEC and the NCRA in voter registration and the redistricting made possible by the Provinces Act of 2017 after the initial boundary delimitation has been completed, put a heavy burden on the Commission's resources and timeline.

Following the inconclusive nature of the first round of elections,⁹ a presidential run-off election was slated for March 27, 2018. However, as NEC was getting ready to conduct the run-off election, a temporary injunction was granted by the High Court of Sierra Leone two days to the run-off election, on Saturday 24th March 2017, after an application was made to the High Court by a Freetown-based lawyer Ibrahim-Sorie Koroma. The court's decision sent shock waves across the country over the electoral process and created a state of 'go slow'. The court injunction was lifted on Monday 26th March 2018, following huge public interest and outcry. As the nation waited the announcement of the run-off election, an atmosphere of fear and anxiety persisted across the country. The uncertainty then, was whether the political aspirants will accept the outcome of the elections and work together in the national interest.

During the period under review, the reputation of NEC – especially its neutrality and its ability to conduct free fair and credible elections – was questioned. The conduct of local council bye election in Tonko Limba in Kambia District, Koya in Port Loko District and in Constituency 110 in the Western Area Rural left NEC's integrity badly bruised after political party thugs entered polling stations and destroyed ballot boxes containing ballot papers. In addition to such public perception about NEC in recent times, the Commission also operates under a moribund legal framework that requires urgent review, including the 2012 Public Elections Act which many commentators – including NEC – believe requires urgent amendment. Together with legal limitations and financial challenges, the Commission requires a re-focused communication strategy to re-engage with the public and strengthen its relations with key stakeholders.

⁸ Presidential and Parliamentary Election in Sierra Leone. The Carter Centre. March 2018. <https://reliefweb.int/sites/reliefweb.int/files/resources/sierra-leone-report-032318.pdf>

⁹ The Constitution of Sierra Leone provides that a presidential candidate needs 55% of the valid votes to be declared a winner. Where no candidate secures 55%, the two top candidates will go into a presidential runoff election decided by a simple majority.

2.3 2020 -2024 SP Alignment with National Development Agenda

The Commission's 2020-2024 Strategic Plan aligns with and compliments the Government of Sierra Leone National Development Agenda – Sierra Leone's Mid Term National Development Plan (2019) - on a number of policy clusters. For instance, cluster 3, Infrastructure and Economic Competiveness, sub-cluster 3.1 on energy is consistent with the Commission's commitment to invest in renewable energy through solar power installations at its HQ and district offices. The entire Cluster 4 on governance and accountability for result is consistent with the SP overall mandate to conduct transparent and credible elections for democratic consolidation and national development. Additionally, the SP is also consistent with Clusters 5 and 6 on youth and women empowerment and their inclusion in the governance and electoral processes. The Commission is cognisance of its critical role in national development and will always strive to ensure that it delivers on its mandate and contribute to overall national development aspirations.



2.4 Organisational Strengths and Weaknesses



Pillar 1:

Institutional, Staff Capacity & Infrastructural Development

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>A cadre of professional staff with long term experience</p> <p>NEC has structures in all the Districts</p> <p>National warehouse</p> <p>Board of Commissioners with electoral experience</p> <p>Existing organizational policies</p> <p>Staff retention high</p> <p>Management's desire to improve on SoP</p> <p>NEC owns land in all the districts</p> <p>Dedicated and professional staff</p>	<p>No staff medical and life and insurance scheme</p> <p>Weaknesses in institutional and policy coherence</p> <p>Lack of district-level warehouses</p> <p>Lack of functional Coherence among Commissioner</p> <p>Poor staff reward system</p> <p>Most district offices are rented</p> <p>Poor and inconsistencies in policy implementation</p> <p>Limited resources to invest on capital development</p> <p>Internal conflicts among staff</p>	<p>Government's willingness to fund NEC's capital projects and HR investment</p> <p>Capacity building opportunities from International Partners</p> <p>International Donor support</p> <p>Willingness among Commissioners to national service Review of pay and compensation scheme</p> <p>Established sector specific stakeholders</p> <p>Availability of good SoP and HR policies</p> <p>Potentials for donor support</p> <p>Capacity building opportunities</p>	<p>Political violence and intimidation</p> <p>Political interference in the activities of NEC</p> <p>Limited state investment on capital development</p> <p>Political interest</p> <p>Non-existence of staff medical and insurance scheme</p> <p>Staff attrition due to poor pay and compensation</p> <p>External encroachment on NEC property</p> <p>External political interest</p>







Pillar 2:
Elections Financing, Accountability & Transparency

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Commitment from GOSL to fund all public elections including the operational cost of NEC</p> <p>A finance department with dedicated and experienced professional staff</p> <p>Availability of accounting and financial management tools/software</p> <p>Existing organizational policies and SoPs on admin and financial management</p> <p>Open financial management system</p> <p>Existing structures for open and transparent publication of the Commission’s meetings and key decisions</p> <p>Existing structures for political parties, NEC and CSO engagement</p> <p>Publication of Annual activity report and audited statement of accounts</p> <p>Availability of a Website and resource centre for the publication or NEC reports and interactive engagement with the public</p>	<p>GoSL funding is inadequate and untimely</p> <p>Poor staff retention – especially for professional cadre</p> <p>Old and outdated financial management software</p> <p>Board of Commissioners with limited financial management capacity</p> <p>Irregular publication of financial reports</p> <p>Weak public oversight structures on the activities and or decisions of the commission</p> <p>Irregular PPLC meetings and publication of decisions at the district level</p> <p>Delayed submission of narrative reports and audited statement of accounts</p> <p>Website not regularly updated and resources centre not automated</p>	<p>Counterpart funding from International Development Partners</p> <p>Capacity building opportunities from International Partners on finance management, budgeting and account.</p> <p>Donor technical and financial support</p> <p>Annual Auditor general’s Audit and report</p> <p>Network of CSOs and interest in the work of NEC</p> <p>Network of CSOs and All political Parties Associations (APPA) members with high interest in the work of NEC</p> <p>Audit service Sierra Leone remain committed to audit the books of NEC</p> <p>Growing use of the internet and digital media provides an opportunity for increased transparency and public engagement on NEC’s work</p>	<p>Lack of independent funding mechanism for NEC outside the GoSL</p> <p>Professionalism and integrity due to political interest or misuse of resources</p> <p>Public trust on the integrity of NEC staff</p> <p>Weak internal audit system, and high attrition rate of financial management professionals</p> <p>No fixed date for elections - slip-pages in the electoral calendar accounting for unbudgeted or unanticipated costs</p> <p>Unjustified suspicion on the neutrality of NEC by some members of the public</p> <p>High public interest on the activities of NEC close to elections</p> <p>Government regulations makes it difficult for state funded institutions such as NEC to hire independent performance evaluators and financial audit firms</p> <p>Public interest in the activities/work of NEC heightens during elect.</p>







Pillar 3:
Boundary Delimitation

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Successful boundary delimitation amidst diverse challenges in the 2018 elections</p> <hr/> <p>Strong collaboration with SSL</p> <hr/> <p>Existence of a Boundary Delimitation Monitoring Committee</p> <hr/> <p>Trained staff</p> <hr/> <p>Erection of bill boards with constituency and ward boundaries</p> <hr/> <p>Basic equipment on the Establishment of GIS lab</p> <hr/> <p>Existing provisions in the legal framework on BD</p>	<p>Inadequate sensitization on boundary delimitation</p> <hr/> <p>Over reliance on SSL for data required for Boundary Delimitation</p> <hr/> <p>Lack of adequate techn. expertise among NEC staff</p> <hr/> <p>Inadequate training on GIS</p> <hr/> <p>Limited public education on the boundaries</p> <hr/> <p>Staff have not been trained on the GIS equipment</p> <hr/> <p>Outdated laws on BD, especially for Village head boundaries</p>	<p>Stakeholder willingness and desire to improve GIS equipment</p> <hr/> <p>Collaboration with SSL</p> <hr/> <p>Existing Training opportunities for NEC staff</p> <hr/> <p>Collaboration with CSOs and to BD education</p> <hr/> <p>Donor willingness to support on</p> <hr/> <p>Collaboration with the law officers department to review existing laws</p>	<p>Some stakeholders question the integrity of the census data used for delimitation</p> <hr/> <p>Political inference on Boundary Delimitation</p> <hr/> <p>Possible change in administrative boundaries affects boundary delimitation</p> <hr/> <p>Possible conduct of an early census</p> <hr/> <p>Limited funding for BD education</p> <hr/> <p>Limited or no funding for GIS training with NEC</p> <hr/> <p>Political interference in the BD process</p>







Pillar 4:
Voter Registration

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>There is an existing voter register delivered within the constitutional time limit</p> <hr/> <p>Existing voter registration points</p> <hr/> <p>NEC's successful collaboration with NCRA</p>	<p>Errors in previous voter register and lack of a back-up for data recovery</p> <hr/> <p>Lack of biometric registration machines</p> <hr/> <p>NEC was not in charge of voter registration equipment</p>	<p>Update of the Voter register for the next electoral cycle</p> <hr/> <p>Establishment of a civil register</p> <hr/> <p>Willingness to update the voter register</p>	<p>NCRA–NEC voter registration misunderstanding can undermine NEC constitution responsibility of voter registration</p> <hr/> <p>Lack of accessibility of Voter registration centres by persons with disability and other vulnerable groups</p> <hr/> <p>Loss of data</p>







Pillar 5:
Electoral Legal Reforms

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Existence of legal frameworks</p> <hr/> <p>Desire to review ambiguities in the electoral legal framework</p>	<p>Existence of ambiguities and lapses in the electoral laws</p> <hr/> <p>Absence of referendum law</p>	<p>Donor support for legal reform</p> <hr/> <p>EOM recommendations and possible internat. support for electoral legal review</p>	<p>Delay in the enactment of the reviewed PEA (2012)</p> <hr/> <p>Political interest</p>







Pillar 6:
Conduct of Elections and Referendum

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>History of delivering credible elections</p> <p>Stakeholder acceptance of results</p> <p>Robust electoral voter education</p> <p>Participatory stakeholder engagements</p> <p>Partnership with IRN, Standing Together Consortium and other CSOs</p>	<p>Questionable integrity and professionalism of NEC staff</p> <p>Majority of polling stations are not disabled friendly</p> <p>Delays in the roll out of the electoral calendar</p> <p>NEC situation room not well developed and equipped</p> <p>Irregular post-election evaluation and learning mechanisms</p>	<p>Resuscitation of INEACE and training opportun.</p> <p>Collaboration with civil society on election processes</p> <p>Increased donor funding for elections</p> <p>Improved political will to fund elections</p> <p>Informed civil society and media support</p>	<p>No fix date for elections and lack of clarity on the conduct of referenda</p> <p>High nomination fees for political candidates</p> <p>Political violence and intimidation</p> <p>Improper management of electoral security</p> <p>Political interference on electoral processes</p>







Pillar 7:
Electoral Education, Communication and Outreach

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Existence of platforms for stakeholder engagement</p> <p>Uniform messaging for electoral education</p> <p>Established Electoral Education, Outreach and Communication Framework</p>	<p>No communication strategy governing voter education</p> <p>Non-decentralization of PPLC meeting</p> <p>Improper functioning of the NEC Website</p>	<p>Donor support for electoral education – communication strategy</p> <p>Willingness of stakeholders, media and civil society to use uniform electoral messages</p> <p>Existing of district level office to facilitate</p>	<p>Distortion of uniform messages by some stakeholders due to the lack of coms strategy</p> <p>Non-cooperative political parties in voter education messaging</p> <p>Established Electoral Education, Outreach and Communication Framework non-function</p>







Pillar 8:
Inclusion, Participation and Equity

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Established Electoral Education, Outreach and Communication Framework</p> <hr/> <p>Availability of brail and tactile ballot guides</p> <hr/> <p>Availability of gender and disability policy</p>	<p>The Commission website is not interactive and not disable friendly</p> <hr/> <p>Absence of a sign language interpreter</p> <hr/> <p>Lack of stakeholder active buy-in on the gender policy</p>	<p>Existing of district level office to facilitate inclusion and collaboration</p> <hr/> <p>Existing good working relationship with Disabled Peoples organization (DPOs) such SLUDI – the Sierra Leone Union on disability issues</p> <hr/> <p>Support from gender-related organisation such as 50/50 and women’s forum to mainstream gender in electoral process</p>	<p>Systemic barriers, such as socio-cultural norms and gender stereotypes</p> <hr/> <p>Availability of funds to mainstream and strengthen inclusion at the local level</p> <hr/> <p>Systemic barriers, such gender stereotypes</p>







Pillar 9:
ICT and Result Management System

 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Availability of a draft ICT Policy</p> <hr/> <p>Team of professional ICT and result management professionals</p> <hr/> <p>Availability of a basic ICT infrastructure and tools</p>	<p>Draft ICT policy not finalized and operationalize</p> <hr/> <p>Number and capacity of ICT and result management staff</p> <hr/> <p>No district level ICT and result management centres</p>	<p>EOM recommendation on strengthening ICT and elections management</p> <hr/> <p>Constitutional requirement to establish result management at the district level</p> <hr/> <p>Potential donor and state funding to meet legal provisions</p>	<p>Limited funding for ICT and result management</p> <hr/> <p>Public trust on NEC’s result management system</p>



Pillar 10:
Monitoring and Evaluation

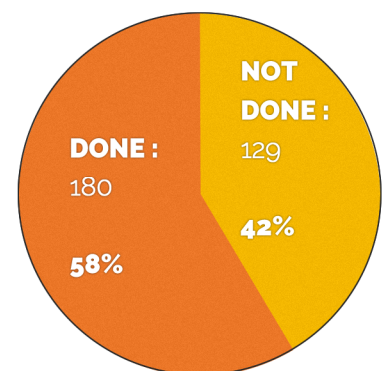
 Strengths	 Weaknesses	 Opportunities	 Threats
<p>Existence of a dedicated M&E Department within NEC</p> <hr/> <p>Trained M&E staff</p> <hr/> <p>Strong collaboration between the M&E staff and other departments</p> <hr/> <p>Highly motivated staff</p>	<p>Absence of an M&E framework</p> <hr/> <p>Ill-equipped resource center</p> <hr/> <p>Inadequate M&E tools</p> <hr/> <p>Training and capacity for M&E staff</p>	<p>Donor support to the M&E Department</p> <hr/> <p>Collaboration between M&E staff and stakeholders</p> <hr/> <p>Collaboration with other data collection and management institutions such as Statistics –SL</p> <hr/> <p>Donor support to the M&E Department</p>	<p>Delay in developing the M&E Framework</p> <hr/> <p>Lack of public engagement on NEC research and learning</p> <hr/> <p>M&E funding priority within the Commission</p> <hr/> <p>Public trust on the Commission’s M&E activities</p>

2.5 2015-2019 SP Self Audit Review: Milestone, Challenges and Lessons Learnt

During the 2015-2019 electoral cycle, the Commission set out ambitious goals and activities espoused in 10 strategic pillars and over 300 activities spread over five years. As part of the development of the 2020-2024 Strategic Plan, the Commission agreed on a top level assessment on the extent of activity delivery.¹⁰ The self-assessment tool kit simply sought to ascertain when an activity was done or not done. Whilst the decision of done or not done relied on means of verification, the exercise was largely an internal institutional self-assessment based on honest self-assessment. On the basis of this tool kit, NEC judged itself to have delivered 180 of its 309 planned activities in the 2015-2019 electoral cycles, representing a 58% delivery rate. On a yearly basis, the graph below shows 2017 was the best performing year while 2019 was the worst performing year. This clearly explains the hype in activities close to election and a lull thereafter.

Figure Two:

2015-2019 SP activity delivery rate



¹⁰ We emphasize that this is a top level assessment of not necessarily quality of delivery and performance, but the status of activity completion measure whether an activity was done or not. There was no mid-way point of ongoing. An activity was either done or not done. We emphasized on means of verification to justify whether an activity was done or not done.

Figure Three: Annual activity delivery rate

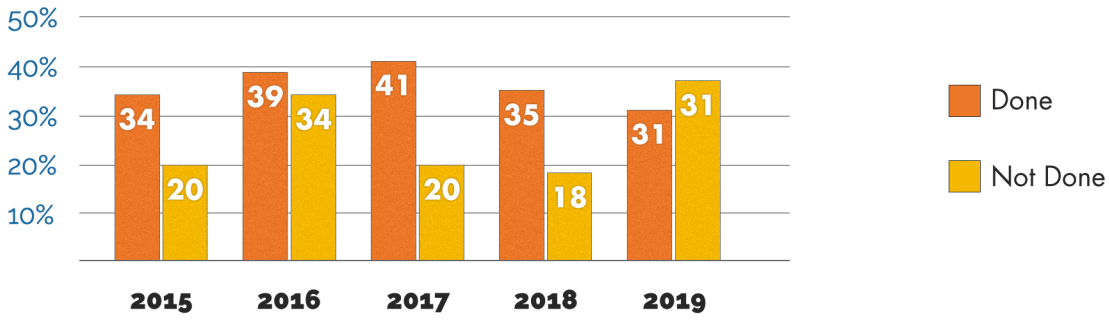
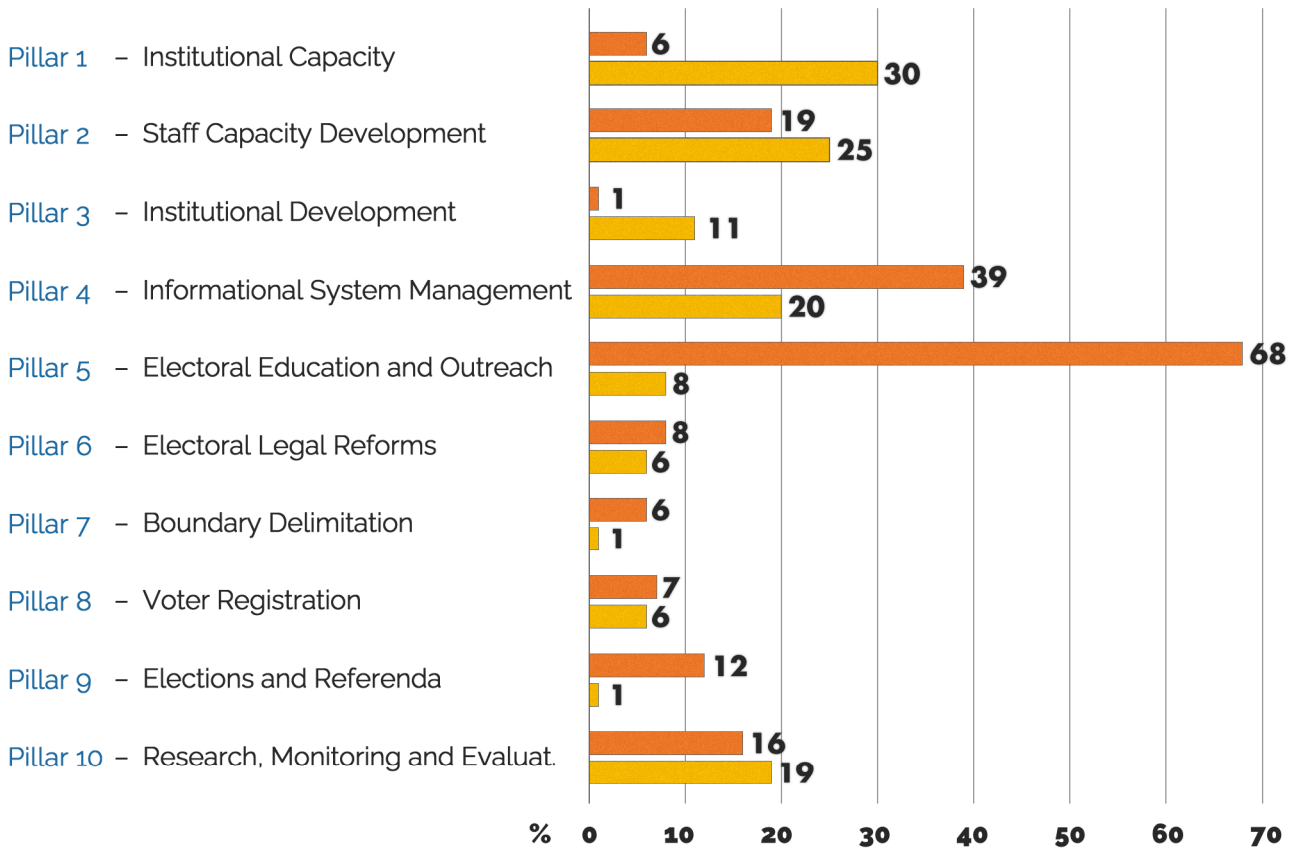


Figure Four: Cumulative activity delivery by pillars



Cumulatively over the last five years, pillar nine - conduct of elections and referenda and pillar five - electoral education and outreach, are the best performing pillars. Conversely, pillars one – Institutional capacity – and three – infrastructural development – are the least performing ones. In addition to the top level assessment of SP activity delivery in the previous electoral cycle, NEC acknowledge that while significant progress was made in the delivery of the set out activities, the targets the Commission sets itself in the previous electoral cycle were indeed ambitious. However, the Commission was able to reach the following key milestones:



MILESTONES - NEC SP 2015-2019

1. Delimitation of Constituency and Ward Boundaries

The Commission successfully drew ward and constituency boundaries despite the last minute redistricting and deamalgamation processes and the need to redraw the boundaries.

2. Joint registration of voters with NCRA and successful Issuance of ID card to voters

NEC completed the registration of voters in partnership with the NCRA despite technical challenges with the voter registration equipment. The Commission also distributed over 95% of Voter ID Card across the Country.

3. Printing of voter education and polling materials for the conduct of elections

NEC printed and distributed over 50,000 pieces of voter education materials used for voter education before, during and after the elections.

4. Improved election results management system

The Commission setup a result management system which improved the collation of results from the polling station through to regional tally centres and announcement of results in real time.

5. Finalization and validation of NEC Gender and Disability Policies

As part of the Commission's elections management inclusion strategy, NEC developed and rolled out its Gender and Disability Policies and created a Gender and Disability unit.

6. Implementation of SAGE Software and Human Resource Information Systems (HRIS)

To strengthen the Commission's financial and HR management processes and efficiency, NEC procured and installed SAGE and HRIS software.

7. Study tours, elections observation, professional training and networking for communications for NEC Staff

As part of the learning and interaction with outside institutions and networks, the commission funded over 10 study trips and elections observation mission outside of Sierra Leone during the period under review.

8. Successful conduct of the 2018 presidential, parliamentary and local council elections, PCMP and 2017 Village Head Elections

Perhaps the biggest milestone of the Commission is the successful conduct of the 2018 presidential, parliamentary and local council elections in addition to the PCMP and Village Head elections in the western area.

9. Complete the construction of National Warehouse Wellington

To promote an effective and safe management and storage of NEC materials, equipment and property, the Commission completed the construction of its Warehouse in the east end of Freetown.



CHALLENGES

Despite the major milestones reached, the Commission faced serious challenges which inhibited its capacity to deliver on some of its core activities in the previous electoral cycle.

1. Ambiguities and inconsistencies with the legal framework governing the elect. process

The Commission operated in a legal framework that was ambiguous and lacks cohesion with other state institutions. The Constitution of Sierra Leone 1991 (Act No. 6 of 1991) for instance is at odds with other legal provision such as the NCRA Act of 2016.

2. Untimely political decision of redistricting affected the process of Boundary Delimitation and compilation of the voter register

The Provinces Act (CAP 60) as amended in 2018 compelled NEC to set ward and constituency boundaries in line with the new districts and local councils created by the Act at a time when the Commission was overstretched and the first Boundary Delimitation had been completed.

3. Funding

Funding from GoSL to the Commission was untimely.

4. Political Interference

Delay in the announcement of registration and polling date, parliamentary obstacles on the BD, politically motivated court injunction, arbitrary arrest of NEC staff.

5. Environmental and Socio-Economic Challenges

The geography and road network in rural Sierra Leone posed a significant challenge to NEC's work, especially during the boundary delimitation and distribution of voting items. In many instances, NEC staff had to hire locally made canoes or walk on foot to reach certain communities. In addition to the geographical challenges, the Commission was also challenged by socio-economic and health issues such as the Ebola outbreak in 2014/15 and its impact on the economy, which had adverse effect on the lives of the people and their appetite for election related activities.

6. Information management within NEC

Confidentiality and oath of secrecy was eroded among some staff of the Commission during the 2015-2019 electoral cycle as information meant to be held secret within the Commission made its way to the public without due process. Such acts threatened the work of the Commission and put NEC to public ridicule and jeopardy.

7. Functional coherence

The Commission's work is complemented and sometimes shared with several other state agencies such as the Law Officers Department, the Judiciary, PPRC, NCRA and the Security Agencies. Unfortunately, whilst the Commission worked with these institutions, there was lack of functional coherence between the Commission and some of these agencies. For instance, the 1991 Constitution empowers NEC to register voters whilst section 25 of the NCRA Act gives authority to NCRA to register all residents in Sierra Leone (including non-Sierra Leoneans) and to make such information available to national institutions who need it such as NEC, for the purposes of national development planning. While this can be useful, it opens the room for usurpation and misunderstanding of functions and roles.

SECTION THREE: STRATEGIC DIRECTION

3



3.1 Strategic Goals

The strategic goals of the 2020-2024 Strategic Plan were developed through a consultative process with the leadership and management of the Commission and its stakeholders. They are consistent with electoral context of Sierra Leone, the national development agenda, the Commission's, vision, mission, and learning from the 2015-2019 electoral cycle. The strategic goals of the Commission for the next five years are:

- Ensure NEC's mandate is delivered in a legally sound environment appropriate for the fluid and changing electoral context;
- Provide a pathway for the sustainable funding of elections and election related activities;
- Provide strategic direction for the Commission to deliver on its activities and programmes in an organised manner consistent with international best practices;
- Provide a framework for capacity building and institutional improvement within the Commission;
- Ensure the Commission operates efficiently and effectively, transparent and accountable to its stakeholders and donors;
- Optimise data and result management system;
- Provide a framework to assess and evaluate the Commission's delivery on its mandate.

3.2 SP Objective, Pillars and Strategy

In addition to the overall goals of the 2020-2024 Strategic Plan outlined above, the commission will be guided by 10 strategic pillars, whose objectives, activities, implementation strategy and expected outcomes are detailed below:



Pillar 1:

INSTITUTIONAL, STAFF CAPACITY & INFRASTRUCTURAL DEVELOPMENT

a. Pillar Issues/Challenges

The main issues, challenges and limitations identified under this pillar are as follows:

- The Commissioners' oversight on their assigned function is inadequate;
- The Commission lacks a structured pay and Compensation Scheme for its employees;
- That the Commission's organizational, HR and Financial Management policies and procedure are old and outdated;
- The Institute for Election Education and Civic Education is defunct;
- There are limited external trainings, coaching, and experience sharing/mentorship opportunities for NEC employees;
- Academic sponsorship (scholarships and or leave with pay) programmes for deserving staff are few and far between;
- The Commission has an urgent need to refurbish/Upgrade/Construct NEC's district, regional and HQ facilities (including offices, warehouse, tally centres, resources centre, situation room etc.);
- The Commission's transportation system is inadequate, old and broken;
- Asset management system is inadequate and unsystematic;
- Whilst the Commission has an GIS Laboratory, it is largely not functional.

b. Pillar Objective

The objective of this pillar is to 'Strengthen the capacity of NEC – its Commissioners, staff and infrastructure - to adequately deliver on its constitutional mandate of conducting free, fair and credible public elections and referenda'.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- A comprehensive review of the oversight responsibilities of Commissioners will be conducted to identify inadequacies and provide capacity support to the Commission to enhance coordination and delivery of oversight responsibilities;
- A comprehensive support package to include staff training, pay and remuneration scheme will be designed and rolled out;
- The Commission will develop/review its HR, Financial and Management Standard Operating Procedures (SoPs) and ICT policy to guide and improve its work;
- The Commission will resuscitate INEACE, (Through partnership with Higher Education Institutions);
- NEC will refurbish/construct infrastructural facilities at the district, regional and HQ levels.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Institutional Development	1.1 Review of Terms and Condition of Service for Commissioners and Staff	✓					1	NEC will hire a consultant for this process
	1.2 Develop a competitive reward system for staff	✓					1	Product of the consultancy
	1.3 Pay competitive salaries and other benefits to Commissioners and Staff	✓	✓	✓	✓	✓	5	Product of Consultancy, implem. by NEC
	1.4 Review and operationalization of NEC Standing Orders (A,B and C)	✓	✓	✓	✓	✓	5	Ongoing – NEC
	1.5 Review and implementation of Finance Management Systems	✓	✓	✓	✓	✓	5	NEC, GoSL and Develop. partners to collaborate
	1.6 Review HR Policy	✓	✓				1	To be completed by NEC - draft available
	1.7 Review other Organizational policies – Asset Management, Ware House, and Administration	✓	✓				4	To be completed by NEC – HR and Admin Depts.
	1.8 Management of Recurrent and Admin. cost	✓	✓	✓	✓	✓	5	Routine/ongoing
	1.9 Resuscitate INEACE	✓	✓	✓	✓	✓	5	Collaborate with Higher Educ. Institutions (USL)
	1.10 Review of the oversight functions of Commissioners	✓	✓				1	Commissioners
	1.11 Develop and rollout a capacity building plan for Commissioners	✓	✓	✓	✓	✓	1	NEC Admin
	1.12 Procure insurance scheme for NEC staff	✓	✓	✓	✓	✓	4	NEC through GoSL funding
	1.13 Procure insurance scheme for NEC assets	✓	✓	✓	✓	✓	5	NEC through GoSL funding

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments	
Staff Capacity Development	1.14 Train electoral staff (EO, DEO, AEO, ADEO and VETO) participate in BRIDGE trainings		✓			✓	2	NEC in partnership with GoSL and Dev Partners	
	1.15 Train Commissioners on policy development and other management related principles and practices	✓	✓				2	NEC in partnership with GoSL and Dev Partners	
	1.16 Train Senior level staff (Management and Chiefs) on management issues (local and Intl Trainings)	✓	✓	✓	✓	✓	4	NEC in partnership with GoSL and Dev Partners	
	1.17 Train Regional and district staff (Regional Chiefs, DEOs, ADEOs and VETOs) in administrative and financial management	✓	✓	✓	✓	✓	4	To be led by NEC Admin	
	1.18 Train Finance, Audit and Admin staff on Fin Mgt/SAGE accounting system	✓	✓	✓	✓	✓	5	To be led by NEC Admin	
	1.19 Train Admin, Audit and Finance Staff on national and international procurement laws and regulations		✓	✓			✓	3	To be led by NEC Admin
	1.20 Train HR staff on Human Resource Information Management Systems		✓	✓	✓	✓		4	To be led by NEC Admin
	1.21 Support senior and middle level staff to participate in networking and study tours		✓	✓	✓	✓		4	To be led by NEC Admin
	1.22 Support senior and middle level staff to participate in election monitoring and observation	✓	✓	✓	✓	✓		5	To be led by NEC Admin
	1.23 Train Admin on administrative roles and responsibilities		✓	✓	✓	✓		4	To be led by NEC Admin
	1.24 Train staff in the ICT Dept. to provide up-to-date ICT support	✓	✓	✓	✓	✓		5	To be led by NEC Admin
	1.25 Train drivers on driving roles, responsibilities and regulations		✓	✓	✓	✓		4	To be led by NEC Admin
1.26 Train Office Assistants on roles and responsibilities office-keeping	✓	✓	✓		✓		4	To be led by NEC Admin	

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Staff Capacity Development	1.27 Qualified staff supported to engage in specialized short courses relevant to their field of work		✓	✓	✓	✓	4	To be led by NEC Admin
	1.28 Staff supported to engage in certificate and diploma trainings on electoral administration and civic education		✓	✓	✓	✓	4	To be led by NEC Admin
	1.29 Staff participate in international conferences related to election and observation missions	✓	✓	✓	✓	✓	5	To be led by NEC Admin
	1.30 Support staff to participate in study tours with other regional Electoral Management Bodies	✓	✓	✓	✓	✓	5	To be led by NEC Admin
Infrastructural Development	1.31 Procure and Install Elevator for National Headquarters		✓				1	To be led by NEC Admin
	1.32 Training of local expert and maintenance of Elevator		✓	✓	✓	✓	4	NEC and MoF
	1.33 Construction of regional offices with warehouses	✓	✓				5	Led by NEC Admin
	1.34 Construct district offices and Warehouses in six districts (Falaba, Karene, Kailahun, Western Rural and Bonthe)		✓	✓	✓		6	East, North and Southern region in 2020 and the North-West and Western Area in 2021
	1.35 Procure Toyota 4X4 Land Cruisers pick up for district-level operation		✓				16	The districts chosen based on need and a fair regional spread
	1.36 Procure Toyota 4X4 Land Cruisers Pick up for HQ operation		✓				12	NEC with GoSL & donor funding
	1.37 Procure utility mini buses		✓				2	NEC with GoSL & donor funding
	1.38 Install solar power/renewable energy in NEC Offices and Warehouses (HQ and Regional Offices)		✓	✓	✓		7	NEC with GoSL & donor funding

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Infrastructural Development	1.39 Procure generators (10 KVA) for NEC Offices and Ware houses			✓			18	NEC with GoSL & donor funding
	1.40 Procure generators (5 KVA) for NEC Offices and Ware houses		✓				18	NEC with GoSL & donor funding
	1.41 Procure generators (165 KVA) for the National tally Centre		✓				2	NEC with GoSL & donor funding
	1.42 Refurbish NEC HQ and Wellington Premises		✓	✓			2	NEC with GoSL & donor funding
	1.43 Upgrade of the National Resource Centre	✓	✓				1	Led by NEC Admin
	1.44 Construct bore holes in HQ, regional and district offices		✓				10	In nine regional & district offices
	1.45 Install Close Circuit Television security system in National HQ and National Tally Centre		✓				2	HQ & Wellington Tally Centre
	1.46 Install Close Circuit Television security system in district Tally Centres		✓				16	Led by NEC Admin
	1.47 Upgrade of GIS Lab		✓				1	Led by NEC Admin
	1.48 Refurbish and Operationalize Media Center		✓	✓	✓	✓	1	Led by NEC Admin
	1.49 Construct Staff canteen at NEC HQ			✓			1	Led by NEC Admin
1.50 Creation and operationalization of national situation room		✓	✓	✓		1	Led by NEC Admin	

e. Expected outcome

It is expected that if all the activities under this pillar are adequately implemented with the appropriate resources and the right time, the following outcomes will be achieved: "NEC staff and Commissioners have the relevant capacity, financial, technical and logistical support and remuneration required to deliver on their jobs".



Pillar 2:

ELECTIONS FINANCING, ACCOUNTABILITY AND TRANSPARENCY

a. Pillar Issues/Challenges

The Commission has identified the following issues/challenges as some of the major limitations that affects the smooth and effectively delivery on its constitutional mandate of conducting public election consistent with local law and within international best practices:

- The Commission lacks an independent funding mechanism for public elections, referenda and other relevant elections apart from Government of Sierra Leone and its developmen;
- Government of Sierra Leone funding is inadequate, untimely and irregular;
- In many instances, NEC has been judged by its stakeholders and some donors to be less transparent, less interactive and unaccountable to stakeholders and international donors in its management of resources, its decision making process and administrative systems.

b. Pillar Objective

This pillar has two objectives:

- Sustainable, predictable independent, funding mechanism for public, referenda and other relevant elections.
- NEC is transparent and accountable to stakeholders and donors in the management of public and donor funding and its systems and processes.

c. Pillar Strategy

To achieve the objectives of the pillar, the Commission will be guided by the below strategy:

- In collaboration with other stakeholders, NEC will advocate for the establishment and effective management of a **NEST** (National Elections Sustainability Trust) - **Fund** including a legislation on the effective management of the fund.
- The Commission will strengthen its financial management, accountability and transparent processes through the review of existing administrative and financial management SoPs.
- Strengthening the internal audit department to become semi-autonomous within the Commission.
- Strengthen public sector oversight of the Commission's activities through meaningful stakeholder engagement and cross Election management Bodies learning.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Elections Financing	2.1 Develop NEST Fund Concept Paper	✓					1	Consultancy
	2.2 Set up National Committee on NEST Fund - to include all EMBs, CSOs and other governance agencies	✓	✓				1	NEC, EMBS, MDAs and CSOs
	2.3 NEST Popularization – advocacy for NEST fund donor and government buy-in	✓	✓	✓	✓	✓	5	NEC, EMBS, MDAs and CSOs
	2.4 Regular Stakeholder engagement on the NEST Fund	✓	✓	✓	✓	✓	5	NEC, CSOs and EMBs
	2.5 Collaboration with Law Officers Department for the drafting of NEST fund legislation	✓	✓	✓	✓	✓	5	NEC and MoJ
	2.6 Engagement with parliament through the national committee on NEST fund to pass the NEST fund bill	✓	✓	✓			3	NEC, Parliament & CSOs
	2.7 Support the operationalization of the NEST Fund		✓	✓	✓	✓	4	NEC, EMBS, MDAs and CSOs
Transparency and Accountability	2.8 Develop and publish an inclusive recruitment policy		✓				1	NEC and Partners
	2.9 Automate the internal audit department/Procure audit software		✓				1	NEC
	2.10 Set-up and operationalize an integrity committee		✓	✓	✓	✓	5	NEC
	2.11 Develop and publish annual narrative and financial reports	✓	✓	✓	✓	✓	5	NEC – M&E Dept.
	2.12 Conduct national, regional and international cross EMB tours on accountability best practices		✓	✓	✓	✓	4	NEC
	2.13 Train district staff on financial management, transparency and accountability processes		✓	✓	✓	✓	4	NEC
	2.14 Develop and popularize a NEC service charter	✓	✓	✓	✓	✓	5	NEC

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Transparency and Accountability	2.15 Publish 2020-2024 Electoral Calendar nation-wide	✓	✓	✓	✓		4	NEC
	2.16 Establish and operationalize a complaint redress mechanism	✓	✓	✓	✓	✓	5	NEC & partners
	2.17 Review the NEC staff code of conduct		✓	✓	✓		3	NEC
	2.18 Train staff on the code/ethics get all staff to sign up to it		✓	✓	✓	✓	4	NEC HR Dept
	2.19 Train staff of the audit department on fraud, forensic and other auditing processes		✓	✓	✓	✓	4	NEC
	2.20 Conduct post-election systems audit	✓	✓	✓	✓	✓	4	NEC – M&E Dept.
	2.21 Develop and operationalize an annual audit plan	✓	✓	✓	✓	✓	4	NEC - Audit Dept.

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- NEST – Fund established and effectively functional;
- NEC’s financial management and decision making oversight systems and processes improved and contribute to better elections management;
- Elections conducted in a timely and professional manner with required resources and stakeholder oversight.



Pillar 3: **BOUNDARY DELIMITATION**

a. Pillar Issues/Challenges

The main issues, challenges and limitations which this pillars seeks to address are as follows:

- Electoral boundaries delimited close to elections and citizens are not properly informed about their wards and constituency boundaries;
- Some boundaries do not reflect geographic and socio-cultural ties;
- Undue political pressure on NEC in the drawing up of boundaries with the risk of gerrymandering;
- Whilst NEC conduct the Village Head Elections in the Western Area, it is not in charge of Village Specific Boundaries – this has technical and logical problems for NEC during such election;
- The Commission needs technical support to enhance its ability and efficiency in boundary delimitation.

b. Pillar Objective

The objective of this pillar is to ‘produce electoral boundaries on time (constituencies, wards and villages) that are consistent with the law and reflect the geographic, socio-cultural and linguistic connection of constituents’.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- NEC will review the existing electoral boundaries in accordance with the relevant electoral laws.
- NEC will collaborate with the local government ministry and relevant MDAs for effective delimitation of village boundaries in the Western Area Rural district, including the proper naming of designated communities.
- NEC will sensitize the public early on the composition of constituency, ward and village (WARD C) boundaries.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Boundary Delimitation	3.1 Sensitization on Constituency, Ward and Village Boundaries		✓	✓	✓		1	Led by NEC media and outreach team
	3.2 Review and delimitation of Boundaries			✓			1	Led by NEC BD Team
	3.3 Engagement with local government ministry and other MDAs on the review and update of the village boundaries		✓				1	Led by NEC BD Team

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- All electoral boundaries delimited on time and reflect the demographic and socio-cultural ties of constituents.



Pillar 4: VOTER REGISTRATION

a. Pillar Issues/Challenges

The core issues, challenges and limitations which this pillars seeks to address are as follows:

- Section 33 of the 1991 constitution, (Act No 6 of 1991) gave powers to NEC to conduct voter registration for the purpose of elections;
- National Civil Registration Act (2016) gave powers to the NCRA to register all residents - Sierra Leoneans as well as non-Sierra Leoneans - from which NEC is expected to get information for the purpose of updating the voter register (see section 25(b) of the NCRA Act of 2016);
- No diaspora voter registration despite the provision of section 16 of the Public Election Act (PEA 2012) for such;
- Although NEC is at liberty to generate its own voter register, it has no control over the NCRA data base;
- The voter register is not always produced on time as provided by law.

b. Pillar Objective

The objective of this pillar is to 'produce an accurate and timely voter register that represents the actual voting population of Sierra Leone and the Sierra Leonean diaspora'.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- NEC will deliver on its constitutional mandate of voter registration ahead of the election as provided by law.
- NEC will collaborate with NCRA for the provision of information by the NCRA for the purpose of getting an updated voters' register.
- NEC will open voter registration centres to register eligible voters who present themselves for registration.
- Voter registration will follow the due process of data collection, exhibition and inquiry (for correction, inclusion, omission, transfer, removal etc.) at centre-level.
- NEC will engage with the Government of Sierra Leone and other stakeholders for diaspora registration.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Voter Registration	4.1 Update of the existing Voter Register		✓	✓	✓		1	2022 for local council & 2023 for presidential & Parliamentary or as provided by law
	4.2 Review/GPS mapping of registration centres		✓				1	One for the electoral cycle
	4.3 Issue and Replace voter Identity Cards			✓	✓		1	1 for local council & 1 for president. & parliamentary
	4.4 Procurement of Biometric Machines for voter registration		✓	✓			1	Led by NEC
	4.5 Procurement of Card Readers and finger print scanners		✓	✓			1	Led by NEC
	4.6 Receive information from the NCRA Civil Register			✓	✓		1	NEC/NCRA Collaboration
	4.7 Procurement of External Devices for Voter data storage			✓	✓		1	NEC/MoF
	4.8 Voter data transmission to central server			✓	✓		1	NEC IT dept.
	4.9 Voter registration exercise			✓	✓		1	NEC
	4.10 Voter Register Exhibition process			✓	✓		1	NEC
	4.11 Inquiry Process			✓	✓		1	NEC
	4.12 Update/finalization of Voter Register			✓	✓		1	NEC
	4.13 Diaspora Registration			✓	✓		1	NEC

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- A credible voter register produced at least six months before elections.



Pillar 5: **ELECTORAL LEGAL REFORM**

a. Pillar Issues/Challenges

The core issues, challenges and limitations identified under this pillar are as follow:

- The PEA 2012 reviewed by NEC in the 2015-2019 electoral cycle was not enacted by Parliament;
- Some of the provisions of the 1991 constitution on elections and referenda are outdated and inconsistent with current political and electoral realities;
- NEC not fully involved in the review of legislations related to election – with implications on the work of NEC;
- Inadequate public knowledge on the legal framework on elections and electoral activities;
- Existing laws/regulations on elections makes no provision on election management during pandemics and emergencies.

b. Pillar Objective

The objective of this pillar is to ‘review and reform all laws, regulations and procedures that support and protect NEC’s mandate’.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- NEC will review the 2012 PEA with proposed changes and re-submit to the law officers department/parliament for amendment.
- NEC will initiate the review of relevant constitutional provisions (regulation and procedures) on elections and referenda, including adaptation for pandemics and emergencies.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Electoral Legal Reforms	5.1 Collaborate with relevant stakeholders to review sections of the 1991 Constitution pertinent to elections	✓	✓				1	NEC legal Dept.
	5.2 Facilitate the enactment of a Referendum Law	✓	✓				1	NEC legal Dept.
	5.3 Proposed (for parliamentary approval) a bill for Fixed election date	✓	✓				1	NEC legal Dept.
	5.4 Review of the PEA 2012	✓	✓				1	NEC legal Dept.
	5.5 Update of the compendium of Electoral Laws	✓	✓				1	NEC legal Dept.
	5.6 Engagement meetings with the Judiciary	✓	✓	✓	✓	✓	5	NEC legal Dept.
	5.7 Litigation of electoral matters in court	✓	✓	✓	✓	✓	1	NEC legal Dept.
	5.8 Advocate for the establishment of a permanent Electoral offences Court		✓	✓			1	NEC legal Dept.
	5.9 Support the implementation of EOM Recommendations on Legal Reforms and electoral management	✓	✓	✓	✓	✓	1	NEC legal Dept.
	5.10 Legal reform workshops and meetings	✓	✓	✓	✓	✓	10	NEC legal Dept.
	5.11 National and regional public consultations on legal amendments	✓	✓				1	NEC legal Dept.
	5.12 Publication of government notices on elections (Gazette)	✓	✓	✓	✓	✓	5	NEC legal Dept.
	5.13 Printing of legal instruments	✓	✓	✓	✓	✓	5	NEC legal Dept.

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- Public Elections Act (2012) amended to reflect current electoral contextual realities.
- Compendium of electoral laws updated and published.
- Sections of the 1991 Constitution relevant to the work of NEC reviewed and amended.
- Regulations/Procedures for electoral activities during pandemics and emergencies developed.



Pillar 6: **CONDUCT OF ELECTIONS AND REFERENDA**

a. Pillar Issues/Challenges

The core issues, challenges and limitations this pillar seeks to address are as follows:

- There is no fixed date for elections. This uncertainty affects preparation for the smooth conduct of elections;
- Inadequate security coverage for essential elections staff, location and property especially on elections day.

b. Pillar Objective

The objective of this pillar is to 'ensure the conduct of credible and transparent elections in a timely manner as per established electoral calendar'.


c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- NEC will develop and publish an electoral calendar with fixed dates.
- NEC and other stakeholders will advocate/push for the enactment of a law for fixed date for the conduct of presidential and parliamentary elections.
- NEC will strengthen its existing collaboration with the security sector to ensure election security is adequate across the electoral calendar.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Conduct of Elections and Referendum	6.1 Conduct of Bye Elections	✓	✓	✓	✓	✓	4	As required
	6.2 Conduct of PC Elections	✓	✓	✓	✓	✓	4	As required
	6.3 Conduct of Village Head Elections						1	NEC and Local Govt., Ministry
	6.4 Conduct of Local Council Elections	✓	✓	✓	✓	✓	1	As per electoral calendar
	6.5 Conduct of Presidential & Parliamentary Elections	✓	✓	✓	✓	✓	1	As per electoral calendar
	6.6 Conduct of Presidential runoff election (if applicable)				✓		1	As per electoral calendar

Sub Themes		ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Conduct of Elections and Referendum	6.7	Conduct of PCMP Elections	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1	As per electoral calendar
	6.8	Election Security – Pro-Sec and NSCCG	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	5	NEC, ONS & SLP
	6.9	Procure Toyota 4X4 Land Cruisers vans for district-level operations		<input checked="" type="checkbox"/>				16	NEC & MoF
	6.10	Procure operational motor bikes		<input checked="" type="checkbox"/>				30	NEC & MoF
	6.11	Procure ballot boxes (50% of amount needed) 37,620 ballot boxes		<input checked="" type="checkbox"/>				5	NEC & MoF
	6.12	Procure voting screens (25,080)			<input checked="" type="checkbox"/>			16	NEC & MoF

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcome to be achieved by 2024:

- All public elections and referenda conducted on time as per official NEC electoral calendar for the 2020-electoral cycle.



Pillar 7:

ELECTORAL EDUCATION, COMMUNICATION AND OUTREACH

a. Pillar Issues/Challenges

The main issues, challenges and limitations this pillar seeks to address are as follows:

- The Commission has no communication strategy for the 2020-2024 electoral cycle;
- Limited engagement with stakeholders outside Freetown;
- The NEC website is not interactive with members of the public and not regularly updated;
- The PPLC is not decentralized;
- Inadequate voter education – as electoral education is not an ongoing activity of the Commission.

b. Pillar Objective

The objective of this pillar is to define, develop and roll out a clear and sustained communication strategy which positions NEC as an interactive and transparent Elections Management Body (EMB) with increased public and stakeholder awareness and participation in all electoral processes.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- The Commission will develop and roll out a comprehensive communication framework/strategy that promotes stakeholder engagement, improve the interactive engagement with members of the public on several platforms and decentralize stakeholder engagement.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Electoral Education	7.1 Sensitization on Boundary Delimitation	✓	✓				1	NEC and CSOs
	7.2 Sensitization on Legal reforms		✓	✓			5	NEC and CSOs
	7.3 Sensitization on Voter Registration		✓	✓			1	NEC and CSOs
	7.4 Sensitization on Voting Processes and Procedures		✓	✓	✓		2	NEC and CSOs
	7.5 Erection of bill boards across the country		✓	✓	✓		190	NEC and Partners
	7.6 Production and airing of uniform voter education messages on TV and radio	✓	✓	✓	✓	✓	10	NEC
	7.7 Participate in radio and TV electoral education programs	✓	✓	✓	✓	✓	30	NEC
	7.8 Formation and management of WEECs	✓	✓	✓	✓	✓	16	NEC and CSOs
	7.9 Organize quarterly press briefings	✓	✓	✓	✓	✓	20	NEC
	7.10 Produce and broadcast TV spot	✓	✓	✓	✓	✓	10	NEC and CSOs
	7.11 Produce and broadcast TV spot messages on voter education	✓	✓	✓	✓	✓		NEC and CSOs
	7.12 Production and dissemination of voter education materials	✓	✓	✓	✓	✓	10	NEC and Partners
	7.13 Procure and Install LED Screens for National and Regional Offices	✓	✓	✓	✓	✓	6	NEC

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Communi- cation	7.14 Develop and roll out a Communication Strategy	✓					11	NEC/Consultancy
	7.15 Develop and roll out a voter education strategy		✓	✓	✓	✓	1	NEC/Consultancy
	7.16 Organize monthly, quarterly and annual PPLC Meetings at National and Distr. Levels	✓	✓	✓	✓	✓	120	NEC
	7.17 Maintenance and upgrade of NEC Website	✓	✓	✓	✓	✓	50	NEC ICT Dept
	7.18 Implementation of Communication Strategy	✓	✓	✓	✓	✓	1	NEC
Outreach	7.19 Organize annual stakeholder meetings	✓	✓	✓	✓	✓	5	NEC, CSOs and Stakeholders
	7.20 Organize PPLC Meetings	✓	✓	✓	✓	✓	60	NEC and Partners

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- Communication strategy for the 2020-24 electoral cycle developed and rolled out.
- Citizens better informed and engaged on electoral processes.
- Improved engagement between NEC and its stakeholders.



Pillar 8: **INCLUSION, PARTICIPATION AND EQUITY**

a. Pillar Issues/Challenges

The main issues, challenges and limitations this pillar seeks to address are as follows:

- Inclusion, participation and equality not fully mainstreamed into NEC's electoral processes;
- NEC lacks disaggregated data for disadvantaged groups such as, women, PWDs, first time voters and the aged;
- Disadvantaged and vulnerable groups are not fully integrated in the Commission's processes of recruitment, information dissemination, voter education, as well as decision in identifying accessible registration centres, polling stations and assistive tools.

b. Pillar Objective

The objective of this pillar is to 'ensure election and electoral processes are participatory and inclusive of all groups of society'.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- The Commission will develop and implement a comprehensive programme on electoral inclusion and participation.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Inclusion, Participation and Equity	8.1 Develop and roll out an inclusion and participation strategy/road map	✓	✓	✓	✓	✓	1	NEC/ Consultancy
	8.2 Develop a code of conduct on sexual exploitation and abuse to guide NEC Staff in the conduct of their activities		✓				1	NEC/ Consultancy
	8.3 Collect, analyze and publish segregated data of gender and inclusion		✓	✓	✓	✓	4	NEC Gender & inclusion dept.
	8.4 Print brail version of voter education material. Conduct voter education session with sign language interpreter for citizens with speak and hearing impairment		✓	✓	✓	✓		NEC Gender & inclusion dept.
	8.5 Assess the disability friendliness of all Registration, Exhibition and Polling centres and make adaptation were possible		✓	✓	✓	✓		NEC Gender and inclusion dept.
	8.6 Organize stakeholders' meetings with gender groups (women, young people, first time voter etc.)	✓	✓	✓	✓	✓	100	NEC Gender & inclusion dept.
	8.7 Organize stakeholder meeting with person with disabilities	✓	✓	✓	✓	✓	100	NEC Gender & inclusion dept.
	8.8 Promote inclusivity and diversity in NEC activities – recruitment, voter registration education and voting	✓	✓	✓	✓	✓	5	NEC Gender & inclusion dept.

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- Inclusion and participation strategy developed and rolled out.
- PWDs and other vulnerable voters are included and participate effectively in electoral activities.
- Comprehensive disaggregated data on PWDs and other vulnerable voters.
- NEC's Gender and Disability unit is capacitated to cater for inclusion in all electoral processes.



Pillar 9: ICT AND RESULT MANAGEMENT

a. Pillar Issues/Challenges

The main issues, challenges and limitations this pillar seeks to address are as follows:

- NEC's draft ICT policy is yet to be rolled out;
- Inadequate ICT infrastructure and DRS;
- NEC lacks a decentralized Result Management System as provided for by law.

b. Pillar Objective

The objective of this pillar is to 'establish an effective ICT infrastructure that supports the Commission's ICT operations and Result Management System as provided by law'.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- The Commission will review and roll out its draft ICT policy.
- The Commission will deploy and operationalize an -off-site disaster recovery system.
- NEC will conduct a result management feasibility study and implement effective result management systems at national, regional and district levels.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
ICT	9.1 Procure Computers and accessories for National, Regional and District Offices		✓	✓			16	Admin and ICT
	9.2 Procure computers and accessories for ICT Staff		✓	✓			1	Admin and ICT
	9.3 Procure and install an advance security system for the protection of ICT infrastructure		✓	✓	✓	✓	4	Admin and ICT
	9.4 Re-engineering and update tools for NEC website		✓	✓	✓	✓	4	ICT
	9.5 Procure and install hardware Maintenance & Support Tools		✓				1	Admin and ICT
	9.6 Renew licenses and upgrade software: Microsoft Office, website, SAGE Accounting, HRIS, biometric voter registration, ArcGIS...		✓	✓			1	Admin and ICT
	9.7 Professional ICT Training for ICT Staff		✓	✓			1	Admin and ICT
Result Management System	9.8 Re-engineering of the result manag. system		✓				1	ICT
	9.9 Procure a high bandwidth internet connectivity at NEC's HQ		✓	✓	✓	✓	1	Admin and ICT
	9.10 Procure internet for district and regional off.		✓	✓	✓	✓	16	Admin and ICT

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- Draft ICT policy finalized and rolled out.
- An off-site disaster recovery system established and operationalized.
- An effective and efficient Result Management System established at national and district level.
- An effective ICT infrastructure established to support NEC operations nationwide.
- Votes tallied and announced at the district level within a reasonable time frame.
- An off-site disaster recovery system established and operationalized.
- An effective and efficient Result Management System established at national and district level.
- An effective ICT infrastructure established to support NEC operations nationwide.
- Votes tallied and announced at the district level within a reasonable time frame.



Pillar 10: **RESEARCH, MONITORING AND EVALUATION**

a. Pillar Issues/Challenges

The main issues, challenges and limitations which this pillars seeks to address are as follows:

- NEC lacks an M&E policy (including M&E Framework);
- RM&E department not fully empowered and structured within the overall NEC management system;
- Inadequate research and evaluation tools;
- Inadequate repository/documentation of institutional memory;
- Lack of an effective electronic storage system.

b. Pillar Objective

The objective of this pillar is to ‘Strengthen research, monitoring and evaluation systems for accountability and learning’.

c. Pillar Strategy

To achieve the objective of the pillar, the Commission will be guided by the below strategy:

- The Commission will develop and rollout a Monitoring, Evaluation, Accountability and Learning (MEAL) Policy and conduct a functional review of M&E systems and processes including external learning and documentation.
- The Commission will procure and install advance research and data analysis tools and equipment.
- The Strategic Plan of the Commission for the 2020-2024 electoral cycle will be reviewed and evaluated on an annual basis.

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Research, Monitoring, Evaluation and Learning	10.1 Develop a Monitor. & Evaluation strategy		✓				1	NEC M&E Dept
	10.2 Conduct elections related research	✓	✓	✓	✓	✓	1	NEC M&E Dept
	10.3 Conduct post electoral activity evaluation	✓	✓	✓	✓	✓	1	NEC M&E Dept
	10.4 Produce Annual Report	✓	✓	✓	✓	✓	5	NEC M&E Dept
	10.5 Produce Elections Report		✓	✓	✓	✓	3	NEC M&E Dept
	10.6 Conduct yearly review of the SP	✓	✓	✓	✓	✓	4	NEC M&E Dept

d. Pillar Activities and Implementation Timeline

Sub Themes	ACTIVITIES	2020	2021	2022	2023	2024	Total Output	Comments
Research, Monitoring, Evaluation and Learning	10.7 Conduct election risk assessment		✓	✓	✓	✓	1	NEC M&E Dept
	10.8 Monitor the implementation of the EOM recommendations		✓	✓	✓	✓	1	NEC M&E Dept
	10.9 Establish and operationalize an election risk management System		✓	✓	✓	✓	4	NEC M&E Dept
	10.10 Conduct an election preparedness		✓	✓	✓	✓	3	NEC M&E Dept
	10.11 Conduct Post-Election Evaluation	✓	✓	✓	✓	✓	1	NEC M&E Dept
	10.12 Conduct periodic Integrity Management Committee meetings	✓	✓	✓	✓	✓	1	NEC M&E Dept
	10.13 Weekly District Situation Reports	✓	✓	✓	✓	✓	260	NEC M&E Dept

e. Expected outcome

Where the above activities are fully implemented on time, scale, resources and implementation strategy, the Commission expect the following outcomes to be achieved by 2024:

- Monitoring and evaluation framework developed and rolled out.
- Result based management system established.
- A system and culture of learning and reflection developed as a result of research. Annual review reports published.



SECTION FOUR: ELECTORAL CALENDAR

4

The table below sets out NEC’s calendar of events for the next five years and the basis for preparation for each electoral activity:



Election Road Map:

Electoral Cycle 2020-2024

No	Month	2020	2021	2022	2023	2024
1	Jan	Possible conduct of Bye Elections and Paramount Chieftaincy Election	Log. Preparation for Voter Registration Update (Field Data Capture)	Print Voter cards	Print Voter Cards (for 2nd Update) Voter registration Update	Preparation for the review of Electoral Boundaries Delimitation for Constituency, Ward and Villages (WARD C) Post-Election Evaluation Possible conduct of Bye Elections and Paramount Chieftaincy elections
2	Feb		1st Voter registration Update (Field Registration)	Distribute Voter cards and 2nd Voter registration Update	Distribute Voter Cards (2nd Registration) Update	
3	Mar					
4	Apr			Village Head Elections		
5	May		Voter Registration Data Processing		PCMP Elections	
6	Jun			Local Government elections	Presidential and Parliamentary elections	
7	Jul					
8	Aug					
9	Sep		1st Voter Registration Exhibition	2nd Voter Registration Exhibition		
10	Oct					
11	Nov					
12	Dec	Preparation for the update of the Voters Register	Finalize Register of Voters	Finalize Register of Voters		

Electoral Context Externalities:

Potential Impact on the Electoral Calendar

This plan has been developed in understanding and recognition of existing contextual externalities outside the control of the Commission that may affect the planned roll out of the electoral calendar either in full or in part. However, the plan itself is designed to be flexible, adaptable and consistent with existing legal instruments guiding the work of the Commission. Therefore, in an event when it becomes necessary to make adjustment(s) to the plan (including the electoral calendar), the Commission will do so within the framework of existing legal legislation. The following externalities, have been identified:

1. Changes in the electoral legal framework – including other statutes related to the conduct of the elections:

The responsibility of law making, (including the repeal of existing laws) and other legal reforms is the responsibility of Parliament and not NEC. As a body created by law, NEC is bound to respect the decision of Parliament. In an event where Parliament makes and or repeal laws that affects the conduct of elections, NEC will apply the required legal adjustments in the plan in compliance with the legal provisions as promulgated by Parliament. The Commission is aware that, Cabinet has approved a new decentralisation policy which among other things made recommendation for the tenure of elected local council officials to be changed from four to five years. If this policy translates into law before the elections, this will certainly affect the proposed date for local council elections which is currently slated for mid-2022.

2. Update of Register of Voters ahead of Local Council Elections:

Potential changes in the date of local council elections as described in point one above has implications on other electoral activities; among them is the planned date for voter registration, exhibition and voter card distribution for local council elections. As per the Electoral Calendar, the update of Register of Voters for the 2022 local council elections is slated to be done in 2021. If by legal provisions (as in point one above) the date for local council elections changes, the date for the update of Register of Voters will change accordingly.

3. Significant Changes in Population Distribution across the Country (2020 to 2024):

In the current Electoral Calendar above, the next review of electoral boundaries is slated to take place between January and April 2024 consistent with the provisions of Part IV Section 38(4) of the 1991 Constitution. However, the Commission is aware that government has approved the conduct of a midterm housing and population census in April 2021. In a situation where the outcome of the census indicate a significant shift in the population distribution across the current electoral boundaries, the Commission will review the existing electoral boundaries to reflect the significant population shift following the legal provisions guiding such an action. If the proposed 2021 midterm census does not have significant population shift across the electoral boundaries, the Commission will maintain the existing boundaries based on the legal framework.

4. Funding:

Pillar two of the SP (see pages 22-23) identified funding as major challenge to the work of the Commission. As a response, the SP proposed the establishment of the National Electoral Sustainability Trust Fund - (NEST Fund) to provide for an independent and sustainable funding pathway for elections and election-related activities. The successful establishment of such a fund and the creation of a mechanism through which sustained contributions are made into the fund require collaborative effort of all actors – including Government, Political Parties, CSOs and our international development partners. While the Commission remains hopeful

that the Government and international donor partners will honour their financial, technical and material support, the Commission had experienced previous funding limitations and above all is aware of the economic challenges resulting from the COVID-19 pandemic. If funding pledges are not translated into practical action, the electoral calendar may be derailed.

This list is not exhaustive of possible externalities that may affect the orderly roll out of the electoral calendar. It is meant to indicate that circumstances exist outside the control of the Commission that may affect its planned activity implementation. It is a demonstration of the Commission's awareness of these externalities and the willingness and capacity to review and adopt reforms along the way. In annex name one (named risk matrix) of this document, the Commission also separately identified a set of risks that may potentially affect not only the electoral calendar, but the entire electoral cycle. The risks identified across the five pillars were each rated in terms of their likelihood and impact and the Commission's planned mitigation action for each risk. Overall, NEC is confident that the electoral calendar will be rolled out as planned, and where adjustment and or changes are required, the Commission will do so following the appropriate guiding legal framework.



SECTION FIVE: COSTED ACTIVITY PLAN



Pillar 1: **INSTITUTIONAL, STAFF CAPACITY & INFRASTRUCTURAL DEVELOPMENT**

Pillar Objective

The objective of this pillar is to ‘Strengthen the capacity of NEC – its Commissioners, staff and infrastructure - to adequately deliver on its constitutional mandate of conducting free, fair and credible public elections and referenda’.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Institutional Development

1.1	Review of Terms and Condition of Service for Commissioners and Staff	150					150	1	NEC will hire a consultant for this process
1.2	Develop a competitive reward system for staff	150					150	1	Product of the consultancy
1.3	Pay competitive salaries and other benefits to Commissioners and Staff	19,738	63,278	68,278	68,278	68,278	287,850	5	Product of Consultancy, implem. by NEC
1.4	Review and operationalization of NEC Standing Orders (A,B and C)	50	50	50			150	3	Ongoing – NEC
1.5	Review and implementation of Finance Management Systems	50	50	50			150	5	NEC, GoSL and Develop. partners to collaborate

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Institutional Development

1.6	Review HR Policy	25	25				25	1	To be completed by NEC - draft available
1.7	Review other Organizational policies – Asset Managem., Ware House, and Administration	50	104				154	4	To be completed by NEC – HR and Admin Depts. Routine/ongoing
1.8	Management of Recurrent and Administrative cost	7,609	8,496	10,480	12,511	10,507	49,603	5	Collaborate with Higher Educ. Institutions (USL)
1.9	Resuscitate INEACE			50	50	50	150	5	Commissioners
1.10	Review of the oversight functions of Commissioners	50	50				100	1	NEC Admin
1.11	Develop and rollout a capacity building plan for Commissioners		100	100	50	50	300	1	
1.12	Procure insurance scheme for NEC staff		2270	2270	2270	2270	9080	4	NEC through GoSL funding
1.13	Procure insurance scheme for NEC assets	35	35	35	35	35	175	5	NEC through GoSL funding
Sub Total:		27,907	74,458	81,313	83,194	81,190	348,062		

Sub Theme> Staff Capacity Development

1.14	Train electoral staff (EO, DEO, AEO, ADEO and VETO) participate in BRIDGE trainings		100	75	75	200	450	4	NEC in partnership with GoSL and Dev Partners
1.15	Train Commissioners on policy development and other management related principles and practices		50				50	2	NEC in partnership with GoSL and Dev Partners

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Staff Capacity Development

1.16 Train Senior level staff (Management and Chiefs) on management issues (local and Intl Trainings)		108	300	300	300	1008	4	NEC in partnership with GoSL and Dev Partners
1.17 Train Regional and district staff (Regional Chiefs, DEOs, ADEOs and VETOs) in administrative and financial management		180	300	300	300	1080	4	To be led by NEC Admin
1.18 Train Finance, Audit and Admin staff on Fin Mgt/SAGE accounting syst.	75	75	100	50	50	350	5	To be led by NEC Admin
1.19 Train Admin, Audit and Finance Staff on national and international procurement laws and regulations	100	200	200	100	300	900	5	To be led by NEC Admin
1.20 Train HR staff on Human Resource Information Management Systems	50	50	50	100	100	350	5	To be led by NEC Admin
1.21 Support senior and middle level staff to participate in networking and study tours	100	200	300	400	400	1400	5	To be led by NEC Admin
1.22 Support senior and middle level staff to participate in election monitoring and observation	150	150	150	150	150	750	5	To be led by NEC Admin
1.23 Train Admin on administrat. roles and responsibilities		50	50	50	50	200	4	To be led by NEC Admin
1.24 Train staff in the ICT Dept. to provide up-to-date ICT support		150	150	150	200	650	4	To be led by NEC Admin
1.25 Train drivers on driving roles, responsibilities and regulations		100	150		150	400	3	To be led by NEC Admin

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Staff Capacity Development

1.26 Train Office Assistants on roles and responsibilities office-keeping		30	50		50	130	3	To be led by NEC Admin
1.27 Qualified staff supported to engage in specialized short courses relevant to their field of work		200	200	100	200	700	4	To be led by NEC Admin
1.28 Staff supported to engage in certificate and diploma trainings on electoral administration and civic education		50	100	50	100	300	4	To be led by NEC Admin
1.29 Staff participate in international conferences related to election and observation missions	200	300	300	300	300	1400	5	To be led by NEC Admin
1.30 Support staff to participate in study tours with other regional Electoral Management Bodies	100	300	500	250	500	1650	5	To be led by NEC Admin
Sub Total:	775	2,293	2,975	2,375	3,350	11,768		

Sub Theme> Infrastructural Development

1.31 Procure and Install Elevator for National Headquarters		800	200			1000	2	To be led by NEC Admin
1.32 Training of local expert and maintenance of Elevator		80	40	40	80	240	4	NEC and MoF
1.33 Construction of regional offices with warehouses	3350	4000				7350	2	Led by NEC Admin
1.34 Construct district offices and Warehouses in six districts (Falaba, Karene, Kailahun, Western Rural and Bonthe)		6000	10000	300		16300	6	East, North and Southern region in 2020 and the North-West and Western Area in 2021

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Infrastructural Development

1.35 Procure Toyota 4X4 Land Cruisers pick up for district-level operation		4950				4950	16	The districts chosen based on need and a fair regional spread
1.36 Procure Toyota 4X4 Land Cruisers Pick up for HQ operation		2172				2172	12	NEC with GoSL & donor funding
1.37 Procure utility mini buses			1200			1200	2	NEC with GoSL & donor funding
1.38 Install solar power/renewable energy in NEC Offices and Warehouses (HQ and Regional Offices)		1000	1000	1000		3000	7	NEC with GoSL & donor funding
1.39 Procure generators (10 KVA) for NEC Offices and Warehouses			990			990	18	NEC with GoSL & donor funding
1.40 Procure generators (5 KVA) for NEC Offices and Warehouses		200				200	18	NEC with GoSL & donor funding
1.41 Procure generators (165 KVA) for the National tally Centre		944				944	2	NEC with GoSL & donor funding
1.42 Refurbish NEC HQ and Wellington Premises		1000				1000	2	NEC with GoSL & donor funding
1.43 Upgrade of the National Resource Centre	75	100				175	1	Led by NEC Admin
1.44 Construct bore holes in HQ, regional and district offices		1000				1000	10	In nine regional & district offices
1.45 Install Close Circuit Television security system in National HQ and National Tally Centre		85				185	2	HQ & Wellington Tally Centre Admin

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Staff Capacity Development

1.46 Install Close Circuit Television security system in district Tally Centres			500			500	16	Led by NEC Admin
1.47 Upgrade of GIS Lab		200				200	1	Led by NEC Admin
1.48 Refurbish and Operationalize Media Center		100	100	100	100	400	1	Led by NEC Admin
1.49 Construct Staff canteen at NEC HQ			200	200		400	1	Led by NEC Admin
1.50 Creation and operational. of national situation room		100	100	100		300	1	Led by NEC Admin
Sub Total:	3,425	22,731	14,430	1,740	180	42,506		
Pillar Total:	32,107	99,482	98,718	87,309	84,720	402,336		



Pillar 2:
ELECTIONS FINANCING, ACCOUNTABILITY AND TRANSPARENCY

Pillar Objective

This pillar has two objectives:

- Sustainable, predictable independent, funding mechanism for public, referenda and other relevant elections.
- NEC is transparent and accountable to stakeholders and donors in the management of public and donor funding and its systems and processes.

Activity Budget:


ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
Sub Theme> Elections Financing								
2.1 Develop NEST Fund Concept Paper	40					40	1	Consultancy
2.2 Set up National Committee on NEST Fund - to include all EMBs, CSOs and other governance agencies	40	50				90	1	NEC, EMBS, MDAs and CSOs
2.3 NEST Popularization – advocacy for NEST fund donor & government buy-in		200	100	100	100	500	5	NEC, EMBS, MDAs and CSOs
2.4 Regul. Stakeholder engagement on the NEST Fund	50	50	50	50	50	250	5	NEC, CSOs and EMBs
2.5 Collaboration with Law Officers Department for the drafting of NEST fund legislation							5	NEC and MoJ
2.6 Engagement with parliament through the national committee on NEST fund to pass the NEST fund bill	100	180	250			530	3	NEC, Parliament & CSOs
2.7 Support the operationalization of the NEST Fund		100	100	100	100	400	4	NEC, EMBS, MDAs and CSOs
Sub Total:	230	580	500	250	250	1,810		

Sub Theme> Transparency and Accountability

2.8 Develop and publish an inclusive recruitment policy		50				50	1	NEC and Partners
2.9 Automate the internal audit department/Procure audit software			100			100	1	NEC
2.10 Set-up and operationalize an integrity committee		25	25	25	25	100	5	NEC

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Transparency and Accountability

2.11 Develop and publish annual narrative and financ. reports	50	50	100	100	50	350	5	NEC – M&E Dept.
2.12 Conduct national, regional and international cross EMB tours on accountability best practices		250	250	250	250	1000	4	NEC
2.13 Train district staff on financ. management, transparency & accountability processes		50	60	60	60	230	4	NEC
2.14 Develop and popularize a NEC service charter	100	50	200	200	200	750	5	NEC
2.15 Publish 2020-2024 Electoral Calendar nation-wide	30	30	30	30		120	4	NEC
2.16 Establish and operationalize a complaint redress mechan.	30	30	30	30	30	150	5	NEC & partners
2.17 Review the NEC staff code of conduct						0	3	NEC
2.18 Train staff on the code/ethics get all staff to sign up to it		50	50	50	50	200	4	NEC HR Dept
2.19 Train staff of the audit dept. on fraud, forensic and other auditing processes	100	35	35	35	35	140	4	NEC
2.20 Conduct post-election systems audit	100	100	100	100	100	500	4	NEC – M&E Dept.
2.21 Develop and operationalize an annual audit plan	100	100	100	100	100	500	4	NEC – Audit Dept.
Sub Total:	510	820	1,080	980	900	4,190		
Pillar Total:	640	1400	1580	1230	1150	6,000		



Pillar 3: BOUNDARY DELIMITATION


Pillar Objective

The objective of this pillar is to ‘produce electoral boundaries on time (constituencies, wards and villages) that are consistent with the law and reflect the geographic, socio-cultural and linguistic connection of constituents’.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Boundary Delimitation

3.1	Sensitization on Constituency, Ward and Village Boundaries		300	300	300		900	1	Led by NEC media and outreach team
3.2	Review and delimitation of Boundaries			7000			7000	1	Led by NEC BD Team
3.3	Engagement with local government ministry and other MDAs on the review and update of the village boundaries		500				500	1	Led by NEC BD Team
Pillar Total:		0	800	7300	300	0	8,400		



Pillar 4:
VOTER REGISTRATION

Pillar Objective

The objective of this pillar is to ‘produce an accurate and timely voter register that represents the actual voting population of Sierra Leone and the Sierra Leonean diaspora’.

Activity Budget


ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Voter Registration

4.1 Update of the existing Voter Register						0	1	2022 for local council & 2023 for presidential & Parliamentary or as provided by law
4.2 Review/GPS mapping of registration centres		612				612	1	One for the electoral cycle
4.3 Issue and Replace voter Identity Cards		11,242				11242	1	1 for local council & 1 for president. & parliamentary
4.4 Procurement of Biometric Machines for voter registrat.		14576	6007			20583	1	Led by NEC
4.5 Procurement of Card Readers and finger print scanners		508				508	1	Led by NEC
4.6 Receive information from the NCRA Civil Register		2733	2733			5466	1	NEC/NCRA Collaboration
4.7 Procurement of External Devices for Voter data storage						0	2	NEC/MoF
4.8 Voter data transmission to central server		82	82			164	2	NEC IT dept.
4.9 Voter registration exercise		61317	61317			122634	2	NEC

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Voter Registration

4.10 Voter Register Exhibition process		16172	16172			32344	2	NEC
4.11 Inquiry Process		6805	6805			13610	2	NEC
4.12 Update/finalization of Voter Register		6884	6884			13768	2	NEC
4.13 Diaspora Registration						0	1	NEC
Pillar Total:	0	120,931	100,000	0	0	220,931		



**Pillar 5:
ELECTORAL LEGAL REFORM**

Pillar Objective

The objective of this pillar is to ‘review and reform all laws, regulations and procedures that support and protect NEC’s mandate’.

Activity Budget


ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Electoral Legal Reforms

5.1 Collaborate with relevant stakeholders to review sections of the 1991 Constitution pertinent to elections	50	50				100	1	NEC legal Dept.
5.2 Facilitate the enactment of a Referendum Law	50	50				100	1	NEC legal Dept.

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Electoral Legal Reforms

5.3	Proposed (for parliamentary approval) a bill for Fixed election date	150	50				200	1	NEC legal Dept.
5.4	Review of the PEA 2012		350				350	1	NEC legal Dept.
5.5	Update of the compendium of Electoral Laws	10	50				60	1	NEC legal Dept.
5.6	Engagement meetings with the Judiciary	10	10	10	10	10	50	5	NEC legal Dept.
5.7	Litigation of electoral matters in court	250	276	300	300	300	1426	1	NEC legal Dept.
5.8	Advocate for the establishment of a permanent Electoral offences Court		20	250			270	1	NEC legal Dept.
5.9	Support the implementation of EOM Recommendations on Legal Reforms and electoral management	60	60	60	60	60	300	1	NEC legal Dept.
5.10	Legal reform workshops and meetings	40	40	40	40	40	200	10	NEC legal Dept.
5.11	National and regional public consultations on legal amendments	100	100				200	1	NEC legal Dept.
5.12	Publication of government notices on elections (Gazette)	25	50	50	50	50	225	5	NEC legal Dept.
5.13	Printing of legal instruments	40	100	200	100	100	540	5	NEC legal Dept.
Pillar Total:		785	1,206	910	560	560	4,021		



Pillar 6: CONDUCT OF ELECTIONS AND REFERENDA

Pillar Objective

The objective of this pillar is to 'ensure the conduct of credible and transparent elections in a timely manner as per established electoral calendar'.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
Sub Theme> Conduct of Elections and Referendum								
6.1 Conduct of Bye Elections	5,000	5947	6000	6000	6000	28,947	4	As required
6.2 Conduct of PC Elections	2,500	4,500	500	500	500	8,500		As required
6.3 Conduct of Village Head Elections	500	863	500	500	6000	8,363	4	NEC and Local Govt., Ministry
6.4 Conduct of Local Council Elections			85,000			85,000		As per electoral calendar
6.5 Conduct of Presidential & Parliamentary Elections				85,000		85,000	1	As per electoral calendar
6.6 Conduct of Presidential runoff election (if applicable)				50,000		50,000		As per electoral calendar
6.7 Conduct of PCMP Elections				3,000		3,000	1	As per electoral calendar
6.8 Election Security – Pro-Sec and NSCCG	125	125	252	252	252	1,006	1	NEC, ONS & SLP
6.9 Procure Toyota 4X4 Land Cruisers vans for district-level operations			8,000			8,000	1	NEC & MoF
6.10 Procure operational motor bikes			750			750	1	NEC & MoF
6.11 Procure ballot boxes (50% of amount needed) 37,620 ballot boxes		7				7	5	NEC & MoF
6.12 Procure voting screens (25,080)			2			2	16	NEC & MoF
	8,125	11,442	101,002	145,252	12,752	278,573		



Pillar 7:

ELECTORAL EDUCATION, COMMUNICATION AND OUTREACH

Pillar Objective

The objective of this pillar is to define, develop and roll out a clear and sustained communication strategy which positions NEC as an interactive and transparent Elections Management Body (EMB) with increased public and stakeholder awareness and participation in all electoral processes.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Electoral Education

7.1	Sensitization on Boundary Delimitation			400	400		800	1	NEC and CSOs
7.2	Sensitization on Legal reforms		250	300	300	250	1100	5	NEC and CSOs
7.3	Sensitization on Voter Registration		250	250			500	1	NEC and CSOs
7.4	Sensitization on Voting Processes and Procedures		300	300			600	2	NEC and CSOs
7.5	Erection of bill boards across the country		240	150	150		540	190	NEC and Partners
7.6	Production and airing of uniform voter education messages on TV and radio		30	250	260	260	800	10	NEC
7.7	Participate in radio and TV electoral educat. programs		50	100	100	100	350	30	NEC
7.8	Formation and management of WEECs		150	250	250	150	800	16	NEC and CSOs
7.9	Organize quarterly press briefings		30	30	30	30	120	20	NEC
7.10	Produce and broadcast TV spot							10	NEC and CSOs

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Electoral Education

7.11 Produce and broadcast TV spot messages on voter education		80	100	100	100	380	10	NEC and CSOs
7.12 Production and dissemination of voter education materials		460	500	500	32	1492	10	NEC and Partners
7.13 Procure and Install LED Screens for National and Regional Offices							6	NEC
Sub Total:	0	1,840	2,630	2,090	922	7,482		

Sub Theme> Communication

7.14 Develop and roll out a Communication Strategy	200					200	1	NEC/Consultancy
7.15 Develop and roll out a voter education strategy		125	25	25	25	200	1	NEC/Consultancy
7.16 Organize monthly, quarterly and annual PPLC Meetings at National and Distr. Levels	48	50	50	50	55	253	120	NEC
7.17 Maintenance and upgrade of NEC Website	50	10	10	10	10	90	50	NEC ICT Dept
7.18 Implementation of Communication Strategy	20	20	20	30	30	120	1	NEC
Sub Total:	318	205	105	115	120	863		

Sub Theme> Outreach

7.19 Organize annual stakeholder meetings	100	100	100	100	100	500	5	NEC, CSOs and Stakeholders
7.20 Organize PPLC Meetings	50	50	60	55	50	265	60	NEC and Partners
Sub Total:	150	150	160	155	150	765		
Pillar Total:	468	2195	2895	2360	1192	9110		






Pillar 8:
INCLUSION, PARTICIPATION AND EQUITY

Pillar Objective

The objective of this pillar is to 'ensure election and electoral processes are participatory and inclusive of all groups of society'.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
Sub Theme> Inclusion, Participation and Equity								
8.1 Develop and roll out an inclusion and participation strategy/road map		30	10	5	5	50	1	NEC/ Consultancy
8.2 Develop a code of conduct on sexual exploitation and abuse to guide NEC Staff in the conduct of their activit.		30				30	1	NEC/ Consultancy
8.3 Collect, analyze and publish segregated data of gender and inclusion		45	45	45	45	180	4	NEC Gender & inclusion dept.
8.4 Print brail version of voter education material. Conduct voter education session with sign language interpreter for citizens with speak and hearing impairment		85	85	85	85	340		NEC Gender & inclusion dept.
8.5 Assess the disability friendliness of all Registration, Exhibition and Polling centres and make adaptation were possible		80	80	80	80	320		NEC Gender & inclusion dept.
8.6 Organize stakeholders' meetings with gender groups (women, young people, first time voter etc.)	120	120	180	180	120	720	100	NEC Gender & inclusion dept.
8.7 Organize stakeholder meeting with person with disabilities	120	120	180	180	120	720	100	NEC Gender & inclusion dept.
8.8 Promote inclusivity and diversity in NEC activities – recruitment, voter registration education and voting		10	10	10	10	40	5	NEC Gender & inclusion dept.
Pillar Total:	240	520	590	585	465	2400		



Pillar 9:
ICT AND RESULT MANAGEMENT

Pillar Objective

The objective of this pillar is to ‘establish an effective ICT infrastructure that supports the Commission’s ICT operations and Result Management System as provided by law’.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> ICT

9.1 Procure Computers and accessories for National, Regional and District Offices		286	286	400		572	16	Admin and ICT
9.2 Procure computers and accessories for ICT Staff		123	123	300		246	1	Admin and ICT
9.3 Procure and install an advance security system for the protection of ICT infrastruct.		2,600	1,000	1,000	1,000	5,600	4	Admin and ICT
9.4 Re-engineering and update tools for NEC website		28	28	28	28	112	4	ICT
9.5 Procure and install hardware Maintenance & Support Tools		135				135	1	Admin and ICT
9.6 Renew licenses and upgrade software: Microsoft Office, website, SAGE Accounting, HRIS, biometric voter registration, ArcGIS...	200	462	200			862	1	Admin and ICT
9.7 Professional ICT Training for ICT Staff		300	300			600	1	Admin and ICT
Sub Total:	200	3,934	1,937	1,028	1,028	8,127		

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Result Management System

9.8 Re-engineering of the result management system		1000				1000	1	ICT
9.9 Procure a high bandwidth internet connectivity at NEC's HQ	200	200	200	200	200	1000	1	Admin and ICT
9.10 Procure internet for district and regional offices	200	200	200	200	200	1000	16	Admin and ICT
Sub Total:	400	1400	400	400	400	3,000		
Pillar Total:	600	5,334	2,337	1,428	1,428	11,127		



Pillar 10: RESEARCH, MONITORING AND EVALUATION

Pillar Objective

The objective of this pillar is to 'Strengthen research, monitoring and evaluation systems for accountability and learning'.

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
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Sub Theme> Research, Monitoring, Evaluation and Learning

10.1 Develop a Monitoring & Evaluation strategy		50				50	1	NEC M&E Dept
10.2 Conduct elections related researching	30	30	30	30	25	145	1	NEC M&E Dept
10.3 Conduct post electoral activity evaluation		20	50	60	20	150	1	NEC M&E Dept

Activity Budget

ACTIVITIES	2020	2021	2022	2023	2024	Activity Total (Millions SLL)	Total Output	Comments
Sub Theme> Research, Monitoring, Evaluation and Learning								
10.4 Produce Annual Report	125	125	125	125	125	625	5	NEC M&E Dept
10.5 Produce Elections Report		50	90	90	50	280	3	NEC M&E Dept
10.6 Conduct yearly review of the SP	70	45	45	95	80	335	4	NEC M&E Dept
10.7 Conduct election risk assessment		35	60	60	40	195	1	NEC M&E Dept
10.8 Monitor the implementation of the EOM recommendations		20	25	20	30	95	1	NEC M&E Dept
10.9 Establish and operationalize an election risk management System		50	50	80	40	220	4	NEC M&E Dept
10.10 Conduct an election preparedness		50	80	80	10	220	3	NEC M&E Dept
10.11 Conduct Post-Election Evaluation		35	80	80	30	225	1	NEC M&E Dept
10.12 Conduct periodic Integrity Management Committee meetings	10	10	10	10	10	50	1	NEC M&E Dept
10.13 Weekly District Situation Reports	8	8	8	8	8	40	260	NEC M&E Dept
Pillar Total:	243	528	653	738	468	2,630		

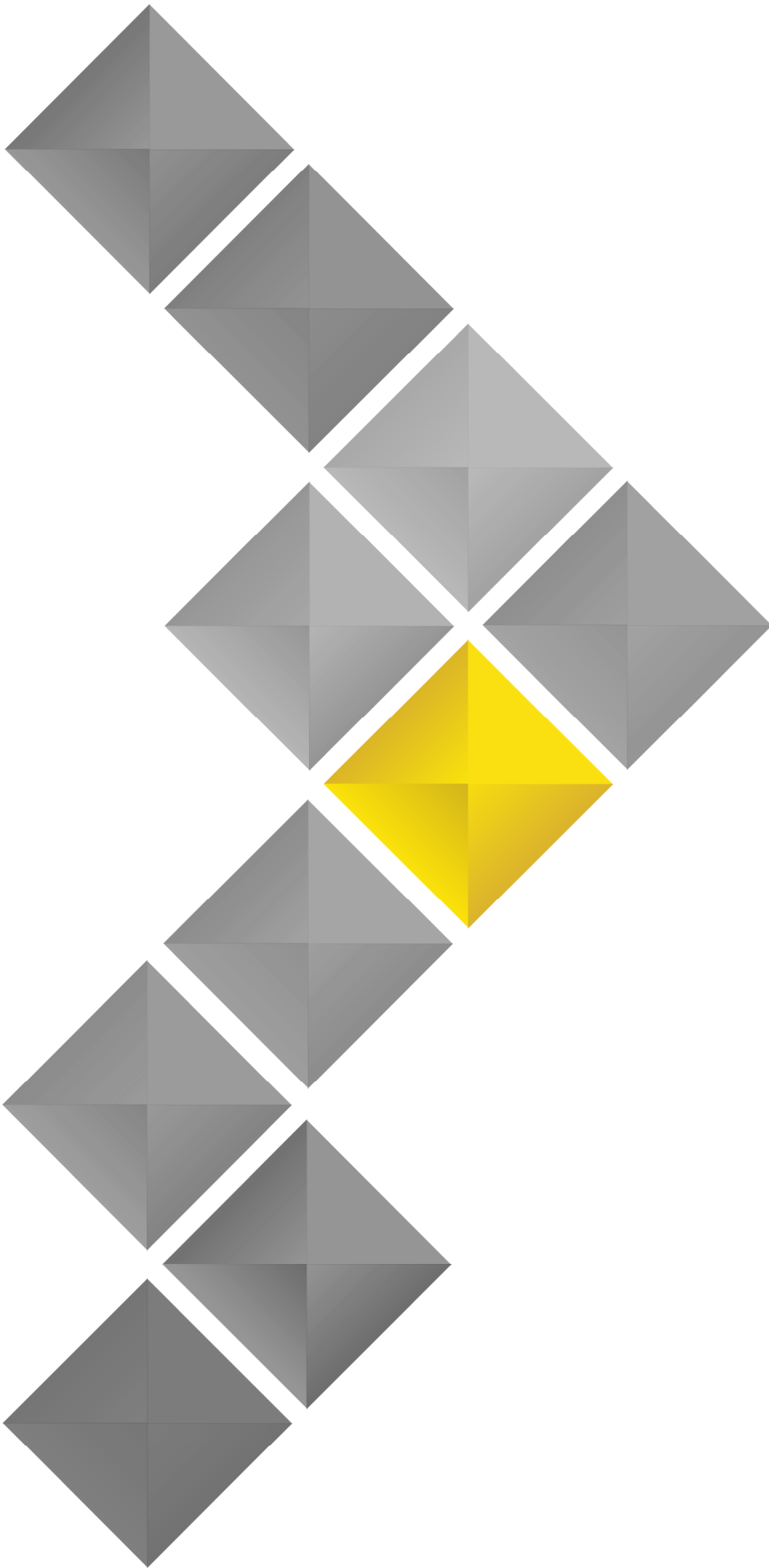




Activity Budget Summary:

Yearly Breakdown (in Millions of Leones - SSL & US Dollars - USD)

Strategic Pillar	2020	2021	2022	2023	2024	Pillar Total
1. Institutional, Staff Capacity and Infrastructural Developm.	32,107	99,482	98,718	87,309	84,720	402,336
2. Elections Financing, Accountability and Transparency	640	1,400	1,580	1,230	1,150	6,000
3. Boundary Delimitation	-	800	7,300	300	-	8,400
4. Voter Registration	-	120,931	100,000	-	-	220,931
5. Electoral Legal Reforms	785	1,206	910	560	560	4,021
6. Conduct of Elections and Referendum	8,125	11,442	101,002	145,252	12,752	278,573
7. Electoral Education, Communication and Outreach	468	2,195	2,895	2,360	1,192	9,110
8. Inclusion, Participation and Equity	240	520	590	585	465	2,400
9. ICT and Result Management	600	5,334	2,337	1,428	1,428	11,127
10. Research, Monitoring and Evaluation	243	528	653	738	468	2,630
Contingency	5,000	5,000	5,000	5,000	5,000	25,000
SP Grand Total - Mill. SLL	48,208	248,838	320,985	244,762	107,735	970,528
SP Grand Total - Mill. USD	4,821	24,884	32,098	24,476	10,774	97,053



SECTION SIX: MONITORING AND EVALUATION FRAMEWORK



Pillar 1:

INSTITUTIONAL, STAFF CAPACITY & INFRASTRUCTURAL DEVELOPMENT

Pillar Objective

The objective of this pillar is to ‘Strengthen the capacity of NEC – its Commissioners, staff and infrastructure - to adequately deliver on its constitutional mandate of conducting free, fair and credible public elections and referenda’.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Institutional Development				
1.1 Review of Terms and Condition of Service for Commissioners and Staff	Terms and Condition of services	<ul style="list-style-type: none"> • Consultancy TOR Agreement • Inception Report • Reviewed terms and Conditions 	HR Department	NEC decides to continue with existing terms and conditions of services as a result of budget constr.
1.2 Develop a competitive reward system for staff	1 reward system for commissioners and staff developed	<ul style="list-style-type: none"> • Consultancy TOR and Agreement • Inception Report • Reviewed terms and Condition 	HR Department	Reviewed Terms and condition is made separate from a reward system
1.3 Pay competitive salaries and other benefits to Commissioners and Staff	1 Salary & benefits survey (across Govt Agencies and other Election Commission in the sub-region)	<ul style="list-style-type: none"> • Salary & benefits survey report 	HR Department	Other agencies/ Commissions are willing to disclose salary scale to NEC

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Institutional Development

1.4	Review and operationalization of NEC Standing Orders (A,B and C)	3 Standing Orders reviewed and operationalized	<ul style="list-style-type: none"> • Concept note • Minutes • Reports • Photos 	HR Department	NEC has the institutional capacity and will to operationalize SOs
1.5	Review and implementation of Finance Management Systems	1 Fin Mgt. system Reviewed	<ul style="list-style-type: none"> • Financial Manag. Plan • Reports 	HR Department	There are no other policies to serve as a substitute to the Fin Mgt Plan
1.6	Review HR Policy	1 HR Policy Reviewed	<ul style="list-style-type: none"> • Consultancy TOR and Agreement • Inception Report • Reviewed Policy 	HR, Admin	NEC does not resolve to using old HR Policies as a result of budget constrain
1.7	Review other Organizational policies – Asset Managem., Ware House, and Administr.	3 organizational policies reviewed	<ul style="list-style-type: none"> • TOR and Signed agreements • Work completion report • Reviewed Policies 	Admin Department	NEC does not resolve to using old HR Policies as a result of budget constrain
1.8	Management of Recurrent and Administrative cost	1 policy on recurrent and admin cost reviewed	<ul style="list-style-type: none"> • TOR and Signed agreements • Work completion report • Reviewed Policies 	Admin Department	NEC does not resolve to using old HR Policies as a result of budget constrain
1.9	Resuscitate INEACE	INEACE is operational	<ul style="list-style-type: none"> • MOU with the University of SL 	Training Department	The university is ready to partner with NEC
1.10	Review of the oversight functions of Commissioners	Number of commission oversight sessions held	<ul style="list-style-type: none"> • Oversight Plan • Minutes of oversight meetings • Attendance Registers • Reports 	Office of the CEC	There is a political will for the commission to perform its oversight function
1.11	Develop and rollout a capacity building plan for Commissioners	Number of capacity building sessions attended by Commissioners	<ul style="list-style-type: none"> • Capacity development plan 	Training Department	There is on alternative plan to override the capacity development plan

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Institutional Development

1.12 Procure insurance scheme for NEC staff	5 annual renewals of Insurance schemes	<ul style="list-style-type: none"> • Procurement Report • Agreement with service provider • Receipt of payment to service provider 	HR & Admin Depts.	NEC budget on insurance meets service providers cost
1.13 Procure insurance scheme for NEC assets	5 annual renewals of Insurance schemes	<ul style="list-style-type: none"> • Procurement Report • Agreement with service provider • Receipt of payment to service provider 	HR & Admin Depts.	NEC budget on insurance meets service providers cost

Sub Theme> Staff Capacity Development

1.14 Train electoral staff (EO, DEO, AEO, ADEO and VETO) participate in BRIDGE trainings	2 sessions of BRIDGE trainings completed	<ul style="list-style-type: none"> • Training Manual • Training Certificat. • Participants list 	Training Department	There is political and administrative will for senior level staff to attend BRIDGE Trainings
1.15 Train Commissioners on policy development and other management related principles and practices	2 trainings sessions completed	<ul style="list-style-type: none"> • Training Manual • Training Certificat. • Participants list 	Training Department	There is political and administrative will for senior level staff to attend this Trainings
1.16 Train Senior level staff (Management and Chiefs) on management issues (local and Intl Trainings)	4 trainings sessions completed	<ul style="list-style-type: none"> • Training Manual • Training Certificat. • Participants list 	Training Department	There is political and administrative will for staff to attend this Trainings
1.17 Train Regional and district staff (Regional Chiefs, DEOs, ADEOs and VETOs) in admin. & financial manag.	4 trainings sessions completed	<ul style="list-style-type: none"> • Training Manual • Training Certificat. • Participants list 	Training Department	There is political and administrative will for staff to attend this Trainings
1.18 Train Finance, Audit and Admin staff on Fin Mgt/SAGE accounting syst.	5 training sessions on Fin. Mgt/SAGE completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports 	Training Department	There is political and administrative will for Fin, Audit and Admin Staff to attend Trainings

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Staff Capacity Development

1.19 Train Admin, Audit and Finance Staff on national and international procurement laws and regulations	3 training sessions completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	There is political and administrative will for middle level staff to attend the Trainings
1.20 Train HR staff on Human Resource Information Management Systems	4 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	There is political and administrative will for middle level staff to attend the Trainings
1.21 Support senior and middle level staff to participate in networking and study tours	4 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	There is political and administrative will for senior level staff to attend the trainings
1.22 Support senior and middle level staff to participate in election monitoring and observation	4 trainings completed 4 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	There is political and administrative will for senior level staff to attend management Trainings
1.23 Train Admin on administrat. roles and responsibilities	4 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	There is an administ. will for staff to attend the trainings
1.24 Train staff in the ICT Dept. to provide up-to-date ICT support	3 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	There is administrat. will for staff to attend ICT training
1.25 Train drivers on driving roles, responsibilities and regulations	3 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Reports • Pre & post- test analysis 	Training Department	NEC has the administrative will to send staff for trainings

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Staff Capacity Development

1.26 Train Office Assistants on roles and responsibilities office-keeping	3 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Report • Pre & post- test analysis 	Training Department	NEC has the administrative will to send staff for trainings
1.27 Qualified staff supported to engage in specialized short courses relevant to their field of work	4 trainings completed	<ul style="list-style-type: none"> • Concept note • Training modules • Training Report 	HR Department	NEC has the administrative will to send staff for trainings
1.28 Staff supported to engage in certificate and diploma trainings on electoral administration and civic education	4 trainings completed	<ul style="list-style-type: none"> • Training modules • Training Report 	HR Department	NEC has the administrative will to send staff for trainings
1.29 Staff participate in international conferences related to election and observ. missions	Number of international conferences attended	<ul style="list-style-type: none"> • Conference invites • Reports 	HR Department	NEC has the administrative will to send staff for conferences
1.30 Support staff to participate in study tours with other regional Electoral Management Bodies	Number of study tours attended	<ul style="list-style-type: none"> • Concept note • Reports 	HR Department	NEC has the administrative will to send staff for study tours

Sub Theme> Infrastructural Development

1.31 Procure and Install Elevator for National Headquarters	One elevator installed	<ul style="list-style-type: none"> • Tender documents • Work completion report 	HR Department	Procurement process is in line with NPPA procedures
1.32 Training of local expert and maintenance of Elevator	Five yearly routine maintenance of elevator	<ul style="list-style-type: none"> • Maintenance Plan • Maintenance Request • Work completion certificate 	HR Department	Procurement process is in line with NPPA procedures
1.33 Construction of regional offices with warehouses	Five regional offices constructed	<ul style="list-style-type: none"> • Tender Documents. • Contract agreem. • Certificate of completion 	Procurement Dept	Procurement process is in line with NPPA procedures

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Infrastructural Development

1.34 Construct district offices and Warehouses in six districts (Falaba, Karene, Kailahun, Western Rural and Bonthe)	Six district offices constructed	<ul style="list-style-type: none"> • Tender Documents. • Contract agreem. • Certificate of completion 	Procurement Department	Administrative support for the construction to be implemented
1.35 Procure Toyota 4X4 Land Cruisers pick up for district-level operation	16 Toyota 4x4 Land Cruisers procured	<ul style="list-style-type: none"> • Procurement documents • Delivery note • License & registrat. certificates 	Procurement Department	Vehicles procured in the last cycle are longer fit for purpose
1.36 Procure Toyota 4X4 Land Cruisers Pick up for HQ operation	12 Toyota 4x4 Land Cruisers procured	<ul style="list-style-type: none"> • Procurement documents • Delivery note • License & registrat. certificates 	Procurement Department	Vehicles procured in the last cycle are longer fit for purpose
1.37 Procure utility mini buses	Two mini buses procured	<ul style="list-style-type: none"> • Procurement documents • Delivery note • License & registrat. certificates 	Procurement Department	Procurement process is in line with NPPA procedures
1.38 Install solar power/renewable energy in NEC Offices and Warehouses (HQ and Regional Offices)	Seven NEC offices with functional solar power/renewable energy	<ul style="list-style-type: none"> • Procurement reports • Delivery notes 	Admin Department	Procurement process is in line with NPPA procedures taff for trainings
1.39 Procure generators (10 KVA) for NEC Offices and Warehouses	18 generators procured for NEC offices & warehouse	<ul style="list-style-type: none"> • Procurement reports • Delivery notes 	Admin Department	Procurement process is in line with NPPA procedures
1.40 Procure generators (5 KVA) for NEC Offices and Warehouses	18 generators procured for NEC offices & warehouse	<ul style="list-style-type: none"> • Procurement reports • Delivery notes 	Admin Department	Procurement process is in line with NPPA procedures
1.41 Procure generators (165 KVA) for the National tally Centre	2 generators procured for NEC National Tally Centre	<ul style="list-style-type: none"> • Procurement reports • Delivery notes 	Admin Department	Procurement process is in line with NPPA procedures
1.42 Refurbish NEC HQ and Wellington Premises	2 offices refurbished (HQ and Wellington Premises) within the cycle	<ul style="list-style-type: none"> • Procurement report • Certificate of completion 	Admin Department	Procurement process is in line with NPPA procedures

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Infrastructural Development				
1.43 Upgrade of the National Resource Centre	National Resources Upgraded	<ul style="list-style-type: none"> • Certificate of completion 	RM&E; Admin Department	Procurement process is in line with NPPA procedures
1.44 Construct bore holes in HQ, regional and district offices	10 bore holes constructed	<ul style="list-style-type: none"> • Procurement report • Certificate of completion 	Admin Department	There are no other alternative source of water
1.45 Install Close Circuit Television security system in National HQ and National Tally Centre	2 CCTV installed at HQ and National Data Centre	<ul style="list-style-type: none"> • Procurement report • Certificate of completion 	Admin & IT Department	NEC contract a certified security company
1.46 Install Close Circuit Television security system in district Tally Centres	16 CCTV installed at regional and district tally centres	<ul style="list-style-type: none"> • Procurement report • Certificate of completion 	Admin & IT Department	NEC contract a certified security company
1.47 Upgrade of GIS Lab	1 GIS lab upgraded	<ul style="list-style-type: none"> • Procurement report • Certificate of completion • Proof of payment 	Admin Department	There is political and administrative will for an upgrade of the lab
1.48 Refurbish and Operationalize Media Center	1 Media center refurbished	<ul style="list-style-type: none"> • Work completion report • Media activities' report • Attendance lists 	Admin Department	There is political and administrative will for an upgrade of the lab
1.49 Construct Staff canteen at NEC HQ	1 staff canteen constructed at NEC HQ	<ul style="list-style-type: none"> • Procurement report • Work completion report 	Admin Department.	There is political and administrative will for an upgrade of the lab
1.50 Creation and operationalization of national situation room	1 Situation room created and operationalized	<ul style="list-style-type: none"> • Activity reports 	Operations Department	There is political and administrative will for the creation of the national situation room



Pillar 2: ELECTIONS FINANCING, ACCOUNTABILITY AND TRANSPARENCY

Pillar Objective

This pillar has two objectives:

- Sustainable, predictable independent, funding mechanism for public, referenda and other relevant elections.
- NEC is transparent and accountable to stakeholders and donors in the management of public and donor funding and its systems and processes.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Elections Financing				
2.1 Develop NEST Fund Concept Paper	1 NEST Fund concept paper	<ul style="list-style-type: none"> • Concept paper 	Finance Department	Political and Administrative will to set up the NEST Fund
2.2 Set up National Committee on NEST Fund - to include all EMBs, CSOs and other governance agencies	1 NEST Fund Committee	<ul style="list-style-type: none"> • TOR for NEST fund committee • Inception Report 	Finance Department	Political and Administrative will to set up the NEST Fund
2.3 NEST Popularization – advocacy for NEST fund donor & government buy-in	5 advocacy sessions within the cycle	<ul style="list-style-type: none"> • Advocacy strategy • Reports 	Media & Ext. Relations Department	Political and Administrative will to set up the NEST Fund
2.4 Regular Stakeholder engagement on the NEST Fund	5 stakeholders’ engagement sessions within the cycle	<ul style="list-style-type: none"> • Reports 	Media & Ext. Relations Department	Political and Administrative will to set up the NEST Fund
2.5 Collaboration with Law Officers Department for the drafting of NEST fund legislation	3 collaborative meeting with law Officers Department	<ul style="list-style-type: none"> • Meeting Notes • Reports • Hard copy of the legislation 	Media & Ext. Relations Department	Political and Administrative will to set up the NEST Fund
2.6 Engagement with parliament through the national committee on NEST fund to pass the NEST fund bill	4 engagement meeting with parliament within the cycle	<ul style="list-style-type: none"> • Meeting Notes • Reports 	Media & Ext. Relations Department	Political and Administrative will to set up the NEST Fund
2.7 Support the operationalization of the NEST Fund	4 Review meeting	<ul style="list-style-type: none"> • Meeting Notes • Reports 	Media & Ext. Relations Department	Political and Administrative will to set up the NEST Fund

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Transparency and Accountability				
2.8 Develop and publish an inclusive recruitment policy	1 recruitment policy developed	<ul style="list-style-type: none"> • Consultancy agreement • Hard copy of recruitment policy 	HR Department	NEC has the administrative will to develop recruitment policy
2.9 Automate the internal audit department/Procure audit software	1 audit software installed	<ul style="list-style-type: none"> • Contract agreement • Work completion certificate 	HR Department	NEC has the administrative will to install the software
2.10 Set-up and operationalize an integrity committee	5 integrity committee meetings with the cycle	<ul style="list-style-type: none"> • Reports 	HR Department	NEC has the administrative will to set up committee
2.11 Develop and publish annual narrative and financial reports	Number of annual narrative & financial reports published	<ul style="list-style-type: none"> • Report available 	RM&E Department	No alternative report
2.12 Conduct national, regional and international cross EMB tours on accountability best practices	4 study tours within the cycle	<ul style="list-style-type: none"> • Study tour reports 	HR Department	Elections conducted within the sub region
2.13 Train district staff on financ. management, transparency and accountability processes	4 training conducted within the cycle	<ul style="list-style-type: none"> • Training reports 	Training Department	NEC has the administrative will to conduct training
2.14 Develop and popularize a NEC service charter	1 NEC Service	<ul style="list-style-type: none"> • Hard copy of the service charter 	Training Department	NEC has the administrative will to develop the service charter
2.15 Publish 2020-2024 Electoral Calendar nation-wide	1 electoral calendar developed	<ul style="list-style-type: none"> • Electoral calendar 	Media & Ext. Relations Department	NEC has the administrative will to publish calendar
2.16 Establish and operationalize a complaint redress mechanism	1 complaint redress mechanism	<ul style="list-style-type: none"> • TOR for compl. redress pathway 	HR Department	NEC has the administrative will to set up the complaint redress mechanism
2.17 Review the NEC staff code of conduct	1 code of conduct	<ul style="list-style-type: none"> • Hard copy of code of conduct 	HR Department	NEC has the administrative will to set up the complaint redress mechanism

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Transparency and Accountability

2.18 Train staff on the code/ethics get all staff to sign up to it	4 trainings conducted	• Training reports	Training Department	NEC has the administrative will to train staff on code of ethics
2.19 Train staff of the audit dept. on fraud, forensic and other auditing processes	4 trainings conducted	• Training reports	Training Department	NEC has the administrative will to train on forensic audit
2.20 Conduct post-election systems audit	4 post elections audit conducted	• Audit reports	Audit department	NEC has the administrative will to conduct post elections systems audit
2.21 Develop and operationalize an annual audit plan	1 audit plan developed	• Hard copy of the audit plan	Audit department	NEC has the administrative will to conduct post elections systems audit



Pillar 3: BOUNDARY DELIMITATION

Pillar Objective

The objective of this pillar is to 'produce electoral boundaries on time (constituencies, wards and villages) that are consistent with the law and reflect the geographic, socio-cultural and linguistic connection of constituents'.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Boundary Delimitation

3.1 Sensitization on Constituency, Ward and Village Boundaries	Number of sensitization sessions conducted	• Sensitization plan	Media & Ext. Relations	NEC receives census data from Statistics Sierra Leone
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Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Boundary Delimitation

3.2	Review and delimitation of Boundaries	1 review of boundaries conducted	<ul style="list-style-type: none"> Boundary delimitation report 	Operation Department	NEC receives census data from Statistics Sierra Leone
3.3	Engagement with local government ministry and other MDAs on the review and update of the village boundaries	Number of engagement meetings held	<ul style="list-style-type: none"> Report Attendance list 	Operation Department	NEC receives census data from Statistics Sierra Leone



Pillar 4: VOTER REGISTRATION

Pillar Objective

The objective of this pillar is to 'produce an accurate and timely voter register that represents the actual voting population of Sierra Leone and the Sierra Leonean diaspora'.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Transparency and Accountability

4.1	Update of the existing Voter Register	1 updated voter registrar	<ul style="list-style-type: none"> Hard copy of voter registrar 	Operation Department	NEC receives information from NCRA
4.2	Review/GPS mapping of registration centres	Number of registration centers	<ul style="list-style-type: none"> GPS coordinates of registr. centers 	Operation Department	There is political will for the review/mapping of registration centers
4.3	Issue and Replace voter Identity Cards	Number of voter ID cards issued	<ul style="list-style-type: none"> Voter ID Card supplementary slip 	Operation Department	NEC does not resolve to using other forms of identification for voting purposes

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Transparency and Accountability

4.4 Procurement of Biometric Machines for voter registrat.	Number of Biometric machines procured	<ul style="list-style-type: none"> • Contract agreement • Delivery Note 	Procurement Department	There is political will for the use of biometric machines
4.5 Procurement of Card Readers and finger print scanners	Number of card readers procured	<ul style="list-style-type: none"> • Contract agreement • Delivery Note 	Procurement Department	There is political will for the use of card readers and finger print scanners
4.6 Receive information from the NCRA Civil Register	Information received from NCRA	<ul style="list-style-type: none"> • Hard copy of Information 	Operations Department	There is the political will for NCRA to provide information
4.7 Procurement of External Devices for Voter data storage	Number of devises for voter data storage procured	<ul style="list-style-type: none"> • Contract agreement • Delivery Note 	Operations Department	NEC has the administrative will to procure the devises
4.8 Voter data transmission to central server	Data received	<ul style="list-style-type: none"> • Electronic logs 	Operations Department	Connection to server operational
4.9 Voter registration exercise	1 registration exercise conducted	<ul style="list-style-type: none"> • Voter registrar 	Operations Department	NEC completes GPS Mapping of registration centers
4.10 Voter Register Exhibition process	1 exhibition exercise conducted	<ul style="list-style-type: none"> • Exhibition materials 	Operations Department	Voter registration completed
4.11 Inquiry Process	1 Inquire Process completed	<ul style="list-style-type: none"> • Inquiry response cases 	Operations Department	Voter registration completed
4.12 Update/finalization of Voter Register	1 voter register process completed	<ul style="list-style-type: none"> • Finalized voter registration 	Operations Department	Exhibition and inquiry completed
4.13 Diaspora Registration	1 diaspora voter registration completed	<ul style="list-style-type: none"> • Diaspora voter registration 	Operations Department	There is a political and administrative will to conduct diaspora registration



Pillar 5: ELECTORAL LEGAL REFORM

Pillar Objective

The objective of this pillar is to 'review and reform all laws, regulations and procedures that support and protect NEC's mandate'.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme > Electoral Legal Reforms

5.1 Collaborate with relevant stakeholders to review sections of the 1991 Constitution pertinent to elections	Number of collaborative meetings held	• Reports	Legal Affairs Department	NEC receives information from NCRA
5.2 Facilitate the enactment of a Referendum Law	1 referendum law enacted	• Hard copy of	Legal Affairs Department	There is political and administ. will for a legal reform
5.3 Proposed (for parliamentary approval) a bill for Fixed election date	1 bill on a fixed election date drafted	• Hard copy of	Legal Affairs Department	There is political and administ. will for a legal reform
5.4 Review of the PEA 2012	1 PEA Reviewed	• Hard copy of	Legal Affairs Department	There is political and administ. will for a legal reform
5.5 Update of the compendium of Electoral Laws	Compendium of electoral laws updated	• Updated Compendium of electoral laws available	Legal Affairs Department	There is political and administ. will for a legal reform
5.6 Engagement meetings with the Judiciary	Number of engagement meetings held	• Reports	Legal Affairs Department	There is political and administ. will for a legal reform
5.7 Litigation of electoral matters in court	Number of electoral matters litigated	• Reports • Judgments	Legal Affairs Department	There is political and administ. will for a legal reform
5.8 Advocate for the establishment of a permanent Electoral offences Court	Number of advocacy meetings held	• Reports	Legal Affairs Department	There is political and administ. will for a legal reform

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Electoral Legal Reforms				
5.9 Support the implementation of EOM Recommendations on Legal Reforms and electoral management	Number of engagement meetings held	• Reports	Legal Affairs Department	There is political and administrat. will for a legal reform
5.10 Legal reform workshops and meetings	Number of workshops held	• Reports	Legal Affairs Department	NEC has the administrative will to send staff for trainings
5.11 National and regional public consultations on legal amendments	Number of public consultations held	• Reports	Legal Affairs Department	NEC has the administrative will to send staff for trainings
5.12 Publication of government notices on elections (Gazette)	Number of government notices on elections published	• Hard copies of published gazettes available	Legal Affairs Department	NEC has a legal mandate to publish government notices on elections
5.13 Printing of legal instruments	Number of copies of legal instruments printed	• Contract agreement • Deliver Note	Legal Affairs Department	NEC has a legal mandate to print legal instruments

Pillar 6: **CONDUCT OF ELECTIONS AND REFERENDA**

Pillar Objective

The objective of this pillar is to 'ensure the conduct of credible and transparent elections in a timely manner as per established electoral calendar'.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Conduct of Elections and Referendum				
6.1 Conduct of Bye Elections	Number of bye elections conducted	• Election Results	Operations Department	Vacancy exists
6.2 Conduct of PC Elections	Number of bye elections conducted	• Election Results	Operations Department	Vacancy exists
6.3 Conduct of Village Head Elections	Number of PC election conducted	• Election Results	Operations Department	Vacancy exists
6.4 Conduct of Local Council Elections	1 village head elections conducted	• Election Results	Operations Department	Vacancy exists
6.5 Conduct of Presidential & Parliamentary Elections	1 local council election conducted	• Election Results	Operations Department	None of the candidates gets 55% of valid vote cast
6.6 Conduct of Presidential runoff elections (if applicable)	1 presidential election conducted	• Election Results	Operations Department	No consensus exists amongst PCs in their district
6.7 Conduct of PCMP Elections	1 PCMP elections conducted	• Election Results	Operations Department	Meeting are elections related
6.8 Election Security – Pro-Sec and NSCCG	Number of Pro-Sec and NSCCG district-level meetings attended	• Reports	Operations Department	Activity not funded
6.9 Procure Toyota 4X4 Land Cruisers vans for district-level operations	16 vehicles available	• Vehicles in districts	NEC & MoF	Lack of funds
6.10 Procure operational motor bikes	Bikes available	• Bikes in districts	NEC & MoF	Bikes not procured
6.11 Procure ballot boxes (50% of amount needed) 37,620 ballot boxes	37,620 Ballot boxes available	• Ballot boxes in districts	NEC & MoF	Funding source
6.12 Procure voting screens (25,080)	25,080 voting screens available	• Voting screens are available	NEC & MoF	Funding source



Pillar 7: ELECTORAL EDUCATION, COMMUNICATION AND OUTREACH

Pillar Objective

The objective of this pillar is to define, develop and roll out a clear and sustained communication strategy which positions NEC as an interactive and transparent Elections Management Body (EMB) with increased public and stakeholder awareness and participation in all electoral processes.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/ Risk
Sub Theme> Electoral Education				
7.1 Sensitization on Boundary Delimitation	Number of BD sensitizations sessions held	• Reports	Electoral Educat. Dept.	NEC conducts boundary delimitation
7.2 Sensitization on Legal reforms	Number of legal reforms sensitizations sessions held	• Reports	Electoral Educat. Dept.	NEC conducts legal reforms
7.3 Sensitization on Voter Registration	Number of voter registrations sensitizations sessions held	• Reports	Electoral Educat. Dept.	NEC develops sensitization messages
7.4 Sensitization on Voting Processes and Procedures	Number of sensitizations sessions held on voting processes and procedures	• Reports	Electoral Educat. Dept.	NEC develops voting steps and procedures
7.5 Erection of bill boards across the country	Number of bill boards erected	• Contract agreement • Photos • Delivery notes	Electoral Educat. Dept.	NEC does not resolve to using bill boards of the former cycle
7.6 Production and airing of uniform voter education messages on TV and radio	Number of slots of voter education messages	• MOU with radio and TV stations	Electoral Educat. Dept.	NEC does not resolve to use IEC materials of the former cycle
7.7 Participate in radio and TV electoral educat. programs	Number of radio discussions held	• MOU with radio and TV stations	Electoral Educat. Dept.	NEC has the administrative will to take part in radio discussion

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Electoral Education

7.8 Formation and management of WEECs	WEECs formation	• Reports	Electoral Educat. Dept.	There are no other alternative source of water
7.9 Organize quarterly press briefings	Number of press briefings held	• Report	Electoral Educat. Dept.	NEC does not resolve to using IEC materials of the former cycle
7.10 Produce and broadcast TV spot	Number of TV slots	• Video Copy	Electoral Educat. Dept.	Activity not funded
7.11 Produce and broadcast TV spot messages on voter education	Number of slots for TV spot messages	• Video copy of spot message	Electoral Educat. Dept.	NEC does not resolve to use IEC materials of the former cycle
7.12 Production and dissemination of voter educ. materials	Number of voter education materials produced	• IEC Materials	Electoral Educat. Dept.	NEC does not resolve to using IEC materials of the former cycle
7.13 Procure and Install LED Screens for National and Regional Offices	Number of LED screens procured	• Contract agreement • Delivery note	Electoral Educat. Dept.	There is political and administrative will for the use of LED screens

Sub Theme> Communication

7.14 Develop and roll out a Communication Strategy	Number of activities implemented in the strategy	• Activity report	Electoral Educat. Dept.	NEC does not propose an alternative strategy
7.15 Develop and roll out a voter education strategy	Number of activities implemented in the strategy	• Activity Reports	Electoral Educat. Dept.	There is political and administrative will for the implementation of the strategy
7.16 Organize monthly, quarterly and annual PPLC Meetings at National and Distr. Levels	Number of PPLC meetings organized	• Meeting Notes • Reports	Electoral Educat. Dept.	There is political and administrative will for the implementation of the strategy

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Communication

7.17 Maintenance and upgrade of NEC Website	Yearly routine maintenance	<ul style="list-style-type: none"> Maintenance plan 	ICT Department	NEC has the politic. and Administrative will to implement the strategy
7.18 Implementation of Communication Strategy	Number of activities implemented in the strategy	<ul style="list-style-type: none"> Activity Reports 	Electoral Educat. Dept.	There is political and administrative will for the implementation of the strategy

Sub Theme> Outreach

7.19 Organize annual stakeholder meetings	Number of annual stakeholders meetings held	<ul style="list-style-type: none"> Meeting Notes Reports 	Operations Department	There is political and administrative will from stakeholders
7.20 Organize PPLC Meeting	Number of PPLC meetings held	<ul style="list-style-type: none"> Meeting Notes 	Admin & HR Departments	There is political and administrative will from PPLC



Pillar 8: **INCLUSION, PARTICIPATION AND EQUITY**

Pillar Objective

The objective of this pillar is to 'ensure election and electoral processes are participatory and inclusive of all groups of society'.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Inclusion, Participation and Equity				
8.1 Develop and roll out an inclusion and participation strategy/road map	One inclusion strategy	• Hard copy of strategic document	Gender and Disability Unit	NEC has the politic. and administrative will to develop the strategy
8.2 Develop a code of conduct on sexual exploitation and abuse to guide NEC Staff in the conduct of their activities	One code of conduct on sexual exploitation developed	• Hard copy of code of conduct	Gender and Disability Unit	NEC has the politic. and administrative will to develop the code of conduct
8.3 Collect, analyze and publish segregated data of gender and inclusion	One Data set	• Hard copy of data set	Gender and Disability Unit	NEC has the politic. and administrative will to collect and analyze data
8.4 Print brail version of voter education material. Conduct voter education session with sign language interpreter for citizens with speak and hearing impairment	Number of voter education session conducted for people with special needs	• Reports	Gender and Disability Unit	NEC does not have an alternative means of conducting voter education for people with special needs
8.5 Assess the disability friendliness of all Registration, Exhibition and Polling centres and make adaptation were possible	One assessment conducted	• Reports	Gender and Disability Unit	NEC has the administrative will to conduct the assessment
8.6 Organize stakeholders' meetings with gender groups (women, young people, first time voter etc.)	Number of stakeholders meetings held	• Reports	Gender and Disability Unit	NEC has the administrative will to support the process
8.7 Organize stakeholder meeting with person with disabilities	Number of stakeholders meetings held	• Reports	Gender and Disability Unit	NEC has the administrative will to support the process
8.8 Promote inclusivity and diversity in NEC activities – recruitment, voter registration education and voting	Number of advocacy sessions on inclusivity held	• Reports	Gender and Disability Unit	NEC has the administrative will to support the process



Pillar 9: ICT AND RESULT MANAGEMENT

Pillar Objective

The objective of this pillar is to 'establish an effective ICT infrastructure that supports the Commission's ICT operations and Result Management System as provided by law'.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> ICT				
9.1 Procure Computers and accessories for National, Regional and District Offices	Number of computers and accessories procured	<ul style="list-style-type: none"> • Procurement reports • Delivery notes 	Admin/IT Department	Funding source
9.2 Procure computers and accessories for ICT Staff	Number of computers and accessories procured	<ul style="list-style-type: none"> • Procurement reports • Delivery notes • Proof of payment 	Admin/IT Department	Lack of funds
9.3 Procure and install an advance security system for the protection of ICT infrastructure	Security system procured & installed	<ul style="list-style-type: none"> • Procurement reports • Procurement reports 	Admin/IT Department	Lack of funds
9.4 Re-engineering and update tools for NEC website	Number of website tools updated	<ul style="list-style-type: none"> • Proof of payment • Procurement reports 	Admin/IT Department	Program not supported
9.5 Procure and install hardware Maintenance & Support Tools	Number of hardware maintenance tools updated	<ul style="list-style-type: none"> • Proof of payment • Procurement report 	Admin/IT Department	Lack of funds
9.6 Renew licenses and upgrade software: Microsoft Office, website, SAGE Accounting, HRIS, biometric voter registration, ArcGIS...	Number of licenses and software purchased and/or upgraded	<ul style="list-style-type: none"> • Confirmation of payment • Procurement reports 	IT; Finance; Data Manag. Department	Not supported
9.7 Professional ICT Training for ICT Staff	Number of ICT staff trained	<ul style="list-style-type: none"> • Proof of payment • Training report 	Admin/IT Department	Not funded

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
Sub Theme> Result Management System				
9.8 Procurement and installation of result management system	Results Management System procured	<ul style="list-style-type: none"> • Procurement reports • Proof of payment 	Gender and Disability Unit	Admin/IT Department
9.9 Expand the bandwidth of the internet connectivity at NEC's HQ	Number of offices accessing internet connectivity	<ul style="list-style-type: none"> • Procurement reports • Proof of payment 	Gender and Disability Unit	Admin/IT Department
9.10 Network Upgrade and Maintenance + WAN and LAN + Shared drive and intercom	Number of staff with Network Upgraded Shared drive and intercom in place	<ul style="list-style-type: none"> • Contract agreement • Procurement reports 	Gender and Disability Unit	Admin/IT Department
9.11 Regional IT Office Setup and Operations	Number of regional offices with functional IT	<ul style="list-style-type: none"> • Procurement reports 	Gender and Disability Unit	Admin/IT Department
9.12 Procurement and installation of Website Development and Improvement tools	Number of tools procured and installed	<ul style="list-style-type: none"> • Contract agreement • Procurement reports 	Gender and Disability Unit	Admin/IT Department
9.13 Enterprise Software Development Support Tools	Number of tools procured and installed	<ul style="list-style-type: none"> • Contract agreement • Procurement reports 	Gender and Disability Unit	IT; Operations
9.14 Result Management (RM) Feasibility Studies	Number of feasibility studies conducted	<ul style="list-style-type: none"> • Feasibility studies' report 	Gender and Disability Unit	RM&E Department
9.15 Hardware Maintenance & Support Tools	Number of tools procured	<ul style="list-style-type: none"> • Contract agreement • Procurement reports • Proof of payment 	Gender and Disability Unit	IT; Operations



Pillar 10:
RESEARCH, MONITORING AND EVALUATION

Pillar Objective

The objective of this pillar is to ‘Strengthen research, monitoring and evaluation systems for accountability and learning’.

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/ Risk
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Sub Theme> Research, Monitoring, Evaluation and Learning

10.1 Develop a Monitoring & Evaluation strategy	One Monitoring and evaluation strategy developed	• Monitoring and evaluation strategy developm. report	RM&E Department	No alternative framework
10.2 Conduct elections related research	Number of re-searches conducted	• Research proposal • Final report	RM&E Department	No alternative studies
10.3 Conduct post electoral activity evaluation	Number of post activity evaluation reports	• Post activity reports	RM&E Department	No alternative evaluation
10.4 Produce Annual Report	Number of copies printed	• Report available	RM&E Department	No alternative report
10.5 Produce Elections Report	Number of copies printed	• Report available	RM&E Department	Lack of available data
10.6 Conduct yearly review of the SP	Number of annual reports produced	• Annual reports	RM&E Department	No alternative reports
10.7 Conduct election risk assessment	Election report produced	• Election Report	RM&E Department	No alternative reports
10.8 Monitor the implementation of the EOM recommendations	Number of Quarterly Research Papers produced	• Research papers	RM&E Department	No alternative reports
10.9 Establish and operationalize an election risk management System	Election risk assessment system	• Risk assessment report	RM&E Department	No alternative reports
10.10 Conduct an election preparedness	Number of pre-election preparedness session conducted	• Pre-election preparedness reports	RM&E Department	No alternative reports

Logical Framework Matrix

Activities/Results	Indicator	Means of Verification	Data Source	Assumptions/Risk
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Sub Theme> Research, Monitoring, Evaluation and Learning

10.11 Conduct Post-Election Evaluation	Post-election evaluation completed	<ul style="list-style-type: none"> • Post-election evaluation report 	RM&E Department	No alternative studies
10.12 Conduct periodic Integrity Management Committee meetings	Number of Integrity Management Committees operational	<ul style="list-style-type: none"> • List of Committee members • Attendance registers • Minutes of Committee Meetings 	RM&E Department	No alternative evaluations
10.13 Weekly District Situation Reports	Number of Weekly District Situation Reports	<ul style="list-style-type: none"> • District Situation Reports 	RM &E Department	No alternative reports



ANNEX: ELECTORAL CALENDAR RISK MATRIX

ANNEX

Electoral Calendar Risk Matrix

National Electoral Commission 2020 - 2024

Risk Level:







■	Severe
■	Major
■	Moderate
■	Minor



Pillar 1:

INSTITUTIONAL, STAFF CAPACITY & INFRASTRUCTURAL DEVELOPMENT





Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Limited state and donor investment in the Commission Staff and Infrastructural development plans							
Possible	Severe	■	There is a firm commitment from the GoSL and donors to fund the activities of NEC. In partnership with CSOs and other EMBs, NEC will continue its engagement with the GOSL and develop. partners on this commitment.	NEC - with support from other EMBs and CSO	Possible	Severe	■
Risk: Staff attrition due to poor pay and compensation and career compensation							
Possible	Major	■	There a firm commitment from the GoSL and donor to fund the activities of NEC. NEC will continue its engagement with GoSL and external donors.	NEC, MoF and GoSL	Possible	Major	■

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: NEC staff lives at risk due to non-existence of staff medical and insurance scheme							
Unlikely	Minor		NEC is in the process of procure a health insur. cover for its employees.	NEC	Unlikely	Minor	
Risk: External encroachment on NEC property (especially its land in Freetown and major cities)							
Possible	Moderate		NEC is in the process of procuring a health insur. cover for its employees through GoSL.	NEC	Possible	Minor	
Risk: The cost of privately rented property and temporary lettings are on the increase							
Likely	Major		NEC will shortly commence construction of its offices and other facilities in Freetown and the provinces.	NEC	Possible	Major	



Pillar 2:









ELECTIONS FINANCING, ACCOUNTABILITY AND TRANSPARENCY

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: NEST fund not established and funded ahead of the electoral cycle							
Possible	Severe		NEC is building a coalition of actors - including CSO, other EMBs, law officers Dept., and the international community to build momentum for the establishment and funding of the NEST Fund.	NEC and the NEST fund steering committee	Possible	Moderate	
Risk: Government renege on its commitment to fund public elections adequately and on time							
Possible	Severe		There is a firm commitment from the GoSL and donor community to fund the activities of NEC. In partnership with CSOs and other EMBs, NEC will continue its engagement with the GOSL and development partners on this commitment.	NEC - with support from other EMBs and CSOs	Possible	Severe	

Likeli-hood	Impact	Gross risk	Mitigation	Responsible	Likeli-hood	Impact	Net risk
Risk: Low professionalism - misuse of public funds by NEC Staff							
Possible	Major	■	NEC is developing robust internal controls mechanism, with an excellent internal audit process to detect fraud early and deal with it before it escalate.	NEC Finance and Admin Departments	Possible	Moderate	■
Risk: Slippages in the electoral calendar accounting for unbudgeted/unanticipated costs							
Likely	Severe	■	NEC has a published electoral calendar and will continue its engagement with GoSL, political parties, CSOs and other stakeholders to respect the electoral calendar.	NEC, GoSL, political parties CSOs and all stakeholders in the electoral calendar	Possible	Severe	■
Risk: Lack of transparency within NEC and decline public trust on NEC							
Possible	Major	■	NEC has developed financial, administrative, and programmatic process to remain transparent and engaging with the public - including the establishment and operationalization of an integrity committee.	NEC	Possible	Moderate	■

 **Pillar 3:**
BOUNDARY DELIMITATION

Likeli-hood	Impact	Gross risk	Mitigation	Responsible	Likeli-hood	Impact	Net risk
Risk: Political inference on Boundary Delimitation							
Likely	Major	■	NEC will remain neutral and apolitical and fend off political interference in the conduct of its activities. NEC will enlist the support of CSOs & international partners to put pressure on political parties and other interest groups not to interfere in the work of the Commission.	NEC, CSOs, other EMBs & international development partners	Possible	Major	■

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Some stakeholders question the integrity of the census data used for the BD							
Likely	Major		For the 2022/23 local and national elections, NEC will use the boundaries delimited in 2017 and conduct a BD in 2024. However, in case there is significant population shift following the 2021 Mid-term census, NEC will redraw the political boundaries following the available guiding legislation. NEC work with national stakeholders to create public awareness on its processes through regular and open engagement.	NEC, CSOs and other EMBs	Possible	Major	
Risk: Possible changes in administrative boundaries affects boundary delimitation							
Likely	Major		NEC has no control over such decisions but it will ensure when such decisions are taken due consideration is given to the electoral time table and resources available to the commission.	NEC, CSOs, other EMBs & international development partners	Possible	Major	
Risk: Limited funding for BD education							
Possible	Moderate		NEC has developed a budget for the BD process that included BD education and the commission will continue its engagement with GoSL and donor partners to fund all aspects of the SP. NEC will work with NEW and other CSOs to enhance BD education.	NEC, CSOs, other EMBs & international development partners	Possible	Minor	
Risk: Limited engagement between NEC and electorates in the BD process							
Possible	Moderate		NEC has developed a budget for the BD process that included BD education and the commission will continue its engagement with GoSL and donor partners to fund all aspects of the SP. NEC will work with NEW and other CSOs to enhance BD education and citizen engagement.	NEC, CSOs, other EMBs & international development partners	Possible	Moderate	



Pillar 4:
VOTER REGISTRATION

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
<p>Risk: The NCRA - NEC relationship on voter registration can become a big point of public misunderstanding and confusing in the electoral process</p>							
Certain	Severe		NEC is clear that it will deliver on its constitutional mandate of voter registration, exhibition, Voter ID printing and distribution even if NEC and will continue to reassure the public that NEC is fully in charge of voter registration. NEC will enlist the support of CSOs and media houses to make this message clear across the country.	NEC, CSOs and other EMBs	Possible	Major	
<p>Risk: Voter registration/Exhibition centres are not accessible to PWDS</p>							
Possible	Moderate		NEC and partners (including SLUDI and other DPOs) will identify critical voter registration/exhibition centres for disabled friendly adaptation.	NEC, Donor partners, SLUDI & other pro-disability organization	Possible	Moderate	
<p>Risk: General voter registration accessibility - especially in rural communities</p>							
Possible	Major		NEC will use updated data from statistics Sierra Leone to identify voter registration/exhibition centre and will do so in due consideration of distance between villages/localities.	NEC, Stats-SL and local partner	Possible	Moderate	
<p>Risk: Data loss due to broken/Faulty Machines</p>							
Possible	Major		NEC has learnt lesson from the 2017 registration and will take measure to ensure voter registration data is safe and secured.	NEC	Possible	Major	
<p>Risk: Political interest may stifle the review process</p>							
Possible	Minor		There is seeming commitment from all political actors for the review of the electoral laws. NEC will collaborate with CSO to leverage on this stakeholder commitment.	NEC, PPRC, Law Officers department, CSOs and the Intl Partner	Possible	Moderate	













Pillar 5:
ELECTORAL LEGAL REFORM

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Delay in the enactment of the reviewed PEA (2012)							
Possible	Major		NEC has completed the review process and will enlist the support of CSOs and other stakeholders to lobby parliament.	NEC, CSOs and other EMBs	Possible	Moderate	
Risk: Lack of coordination among actors in the review of other related electoral legislations							
Possible	Major		Through support from the EU, a consultant is current working with NEC, PPR and the Law Officers Department for the review of all electoral laws.	NEC, PPRC, Law Officers Dept. & other stakeholders	Possible	Minor	
Risk: Political Interference in the review process							
Possible	Moderate		There is seeming acknowledgement and commitment from all political actors for the review of the electoral laws. NEC will collaborate with CSO to leverage on this stakeholder commitment.	NEC, PPRC, Law Officers Dept. & other stakeholders	Possible	Minor	



Pillar 6:
CONDUCT OF ELECTIONS AND REFERENDA



Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: No fix date for elections and lack of clarity on the conduct of referenda							
Certain	Major		NEC has presented a proposal to the office of the Chief Minister for legislation of a fixed election and political transition data. The commission will engage CSOs, political parties and other stakeholders for this legislation to be passed.	NEC, CSOs and other EMBs	Possible	Moderate	

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: High nomination fees for political candidates							
Likely	Major		NEC will review the nomination fee to reflect the current economic realities in the country and table it to parliament for review. The support of political parties and CSO will be enlisted.	NEC, Political Parties, CSOs and other EMBs	Possible	Moderate	
Risk: Political violence and intimidation							
Likely	Severe		NEC will work with the security sector, CSOs and political parties for a commitment to non-violence political campaigns through the electoral cycle include effective electoral education.	NEC, Political Parties, Security agencies, CSOs and other EMBs	Possible	Major	
Risk: Improper management of electoral security							
Likely	Severe		NEC will work with the security sector, CSOs and political parties for a commitment to non-violence political campaigns through the electoral cycle include effective electoral education.	NEC, Political Parties, Security agencies, CSOs, other EMBs and the donor commun.	Possible	Major	
Risk: Political interference on electoral processes							
Likely	Major		NEC is neutral and apolitical and will remain so throughout the electoral calendar. NEC staff will be provided continuous training on their roles and responsibilities.	NEC, Political Parties, other EMBs, CSOs, Development partners	Possible	Major	
Risk: Slippages in the electoral calendar due to legal and or administrative changes							
Likely	Major		NEC has a published electoral calendar and will continue its engagement with GoSL, political parties, CSOs and other stakeholders to respect the electoral calendar.	NEC, GoSL, political parties CSOs and all stakeholders in the electoral calendar	Likely	Severe	











Pillar 7:
ELECTORAL EDUCATION, COMMUNICATION AND OUTREACH

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Distortion of uniform messages by some stakeholders due to the lack of coms strategy							
Rare	Minor	■	NEC will engage all stakeholders in the development of key/uniform messages.	NEC and all elections stakeholders	Rare	Unlikely	■
Risk: Political parties and other stakeholder un-cooperative in the voter education messaging							
Rare	Minor	■	NEC has a good working relationship with political parties through the PPLC stricture. NEC will continue to use this structure and engage fairly and effectively with all registered politic. parties.	NEC and Political Parties	Rare	Minor	■
Risk: NEC's district level voter education structures are weak and sometimes non-functional							
Rare	Minor	■	All district-level vote education structures are in place. They will be support to work with local actors.	NEC, political parties, CSOs & other EMBs	Rare	Minor	■
Risk: NEC's district level voter education structures are weak and sometimes non-functional							
Rare	Minor	■	All district-level vote education structures are in place. They will be support to work with local actors.	NEC, political parties, CSOs & other EMBs	Rare	Minor	■
Risk: Lack of support to produce disabled friendly voter education messages							
Possible	Major	■	NEC has a disability desk and is working towards transforming the desk into a Directorate. There is donor support and experience in this sector which NEC will leverage on.	NEC, intl. Partners, CSOs & DPOs	Possible	Major	■
Risk: Mis and disinformation through the abuse of social media and other messaging platforms							
Likely	Severe	■	NEC will work with media house, online fact checkers, political parties and other interest groups to produce factual information about the lection and dispel rumors and misinformation.	NEC, media houses, politic. parties, CSOs and the security sector	Likely	Major	■

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Weak PPLC and other voter engagement channels							
Rare	Minor		NEC has a good working relationship with political parties through the PPLC structure. NEC will continue to use this structure and engage fairly & effectively with all registered political parties.	NEC and Political Parties	Rare	Minor	

 **Pillar 8:**
INCLUSION, PARTICIPATION AND EQUITY

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Systemic barriers, such socio-cultural norms and gender stereotypes							
Likely	Major		NEC will work with CSO, media house traditional leaders and other actors to transform systemic barriers that prevent active participation of women & other groups in the electoral process.	NEC and all elections stakeholders	Possible	Moderate	
Risk: Lack of adequate funds to mainstream and strengthen inclusion at the local level							
Possible	Major		There is a government and donor commitment to fund all aspects of the electoral process. NEC will leverage on this willingness and inclusion issues effectively.	NEC and all elections stakeholders	Possible	Moderate	
Risk: Capacity challenges to develop and roll out a gender and inclusion strategy							
Possible	Major		NEC has secured the support of the EU toward this.	NEC and all elect. stakehol.	Possible	Moderate	
Risk: Lack of cooperation and change from male-led structures							
Possible	Major		NEC will work with CSO, media house traditional leaders and other actors to transform systemic barriers that prevent active participation of women and other groups in the electoral process.	NEC and all elections stakeholders	Possible	Major	



Pillar 9:
ICT AND RESULT MANAGEMENT

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Limited funding for ICT and result management							
Possible	Major		ICT and result management was a major challenge in the last electoral cycle. NEC will build on this and commitment from GoSL and donor partners to fund the entire electoral cycle.	NEC - with support from other EMBs and CSOs & Intl. dev. partn.	Possible	Major	
Risk: Public trust on NEC's result management system							
Possible	Major		NEC has developed a strategy to be open and transparent about its process and involved the public as much as possible.	NEC	Possible	Moderate	
Risk: Technical challenges/hacking of NEC's result management system							
Possible	Severe		NEC will secure the service of professional and secure technical providers to ensure the system is hacker proof.	NEC & Intl. development partners	Possible	Major	
Risk: Political interference/corruption by NEC officials							
Possible	Major		NEC is neutral and apolitical and will remain so throughout the electoral process and transparent in its result management processes.	NEC, Political Parties, CSOs & international dev. partners	Possible	Major	



Pillar 10:
RESEARCH, MONITORING AND EVALUATION

Likelihood	Impact	Gross risk	Mitigation	Responsible	Likelihood	Impact	Net risk
Risk: Delay in developing and rolling out the Commission's the M&E Framework							
Possible	Moderate		NEC through support from the EU and other donor partners at an advance stage recruiting a consultant for this process.	NEC, EU and partners	Unlikely	Minor	
Risk: Lack of public engagement on NEC research and learning							
Likely	Major		The M&E department and the department of Communications and outreach are developing a working strategy to ensure commission M&E and Learning output is communicated effectively to the public - including through the Commission's website.	NEC	Possible	Minor	
Risk: M&E funding within the Commission not prioritized							
Possible	Major		There is commitment with top leadership of the Commission to ensure M&E activities are prioritized.	NEC, EU and partners	Possible	Moderate	
Risk: Public trust on the Commission's M&E activities							
Likely	Major		The M&E department and the department of Communications and outreach are developing a working strategy to ensure commission M&E and Learning output is communicated effectively to the public - including through the Commission's website.	NEC	Possible	Moderate	



This publication was produced with the financial support of the European Union.

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