

Support to the Electoral Cycle in Sierra Leone 2011 – 2014

2012 Annual Progress Report



I Background

Since 2004, UN and its partners have supported Sierra Leone's Electoral Management Bodies (EMBs) to implement a strategic planning and reform process, as well as prepare for and administer the 2007 elections, the country's second national election since the end of the 11-year civil war in 2002. With the successful conduct of the 2007 elections, local elections in 2008 and by-elections held since, Sierra Leone has made important gains in the consolidation of its post-conflict democracy and progress towards self-sufficient administration of its own elections. Yet significant concerns remain going into the next electoral cycle. A fragile political situation characterized by political polarization and regional and ethnic divisions could become exacerbated during the complex 2012 electoral process that involves the conduct of presidential, parliamentary and local council elections with a possible presidential run-off election. This, combined with a weak economy including high levels of unemployment, particularly among youth, could negatively impact on electoral disputes and conflict management around the electoral process. The potential for conflict related to the electoral process is of utmost concern to the Government, civil society and the international community. All intend to focus their support on fostering an environment that is conducive to the holding of credible elections and strengthening mechanisms that administer and oversee the electoral process and party competition in that process.

This Programme, managed by UNDP and implemented in close cooperation with UNIPSIL, is expected to contribute to these objectives. Specifically, by the programme's end, it is expected that three main intended outcomes will be achieved, namely: 1) Electoral institutions have the capacity to administer technically sound, credible and sustainable elections (with progressively less international support); 2) Improved public confidence and participation in the electoral process; and 3) Election-related conflict managed for peaceful polls (before, during and after).

II Executive Summary

Output 1.1

National Electoral Commission

The National Electoral Commission (NEC) under its current leadership took bold steps towards national ownership of electoral management for the multitier elections in November 2012. NEC has throughout the preparations for the November 2012 elections led the process which included the biometric voter registration (BVR), two Administrative Inquiry exercises, exhibition of provisional voter register and management of all aspects of corrections and subsequent review exercise. NEC took all decisions with regards to the sensitive and non sensitive materials and finally successfully conducted four elections (Presidential, Parliamentary, Mayor/Chief and Counsellors) on 17th November 2012. This was truly a Sierra Leonean managed election process where international technical support was restricted to targeted areas as identified by the Commission. NEC continued to improve its communications with all stakeholders as evident by

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regular press briefings, meetings with political parties and its consistent participation in the Election Support Programme Steering Committee (SC) throughout 2012.

NEC started in 2011 to increase its technical capacities for the electoral process by addressing some of the concerns from the 2007 elections related to the voters register and the time required for announcement of results. The increased technical capacities were materialized in 2012 which saw first ever conduct of biometric voter registration which resulted in a clean voter register which has been embraced by all stakeholders, issuance of sophisticated voter ID card which because of its durable design could be used for future elections and establishment of a decentralized result tallying system which reduced time required to announce result to acceptable levels. NEC should be commended for these bold decisions and successful implementation of the election process which has been given a clean bill of health by international and domestic observers groups. While considerable capacity enhancement has been witnessed in NEC overtime, it should be recognized that the technical complexity of the new elements introduced in the electoral process meant NEC still required targeted international technical assistance. There are, and were and will be, aspects of NEC's management of the electoral processes which may not fulfil the expectations of international partners and where some continued support might be needed to ensure necessary skills transfer. The on-going constructive engagement is the way forward for NEC to complete its journey of sustainability and full ownership of the electoral process.

Successful 2012 Sierra Leone election has become a concluding step for the Sierra Leone's peace consolidation process and NEC has greatly contributed to this positive lookout through its important and crucial role in managing the 2012 Elections. NEC conducted and managed a technically complex election in a competent, fair and credible manner. UNDP technical advice to NEC was available throughout the process and in additional areas as requested by NEC. However, the technical advice from UNDP ensured that NEC took decisions based on complete information on the options available and consequences of the decisions; the final decision was always NEC's.

In conclusion, it must be mentioned that the cooperation with the NEC personnel was always good natured and highly enjoyable. On the whole, NEC staff generally lacked resources, not talent and motivation. The work happened in the disorganized context caused by fundamental flaws in the NEC organisational structure. While policy decisions can be taken by the Commissioners alone; operational decisions should be taken at the operations level, with oversight provided by the NEC Executive Secretary. This would allow delegation from the Department Heads and Regional Chiefs to the deputies. This would be the best way forward to make best use of the wealth of talent within the NEC.

Following are some of the remaining challenges and suggested way forward to ensure future elections are conducted with even less international support.

Training and Procedures

The success of large operations, updating a voter register, exhibiting a Provisional Voters Register (PVR) and conducting elections which include conduct of polling on the Election Day and management of results depends on having relevant and accurate procedures and a large number of permanent and temporary field staff well trained on the procedures enabling them to implement these large exercises. The NEC Training Department is commended for reorganising itself and for overcoming the mistakes made during the voter registration exercise. Unlike decentralized training of District Electoral Officers (DEOs) for Registration and

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Exhibition, the centralized training of all DEOs ensured consistency of message across the board. Centralized training of all DEOs on polling and counting procedures has been highly beneficial and increased a common and shared understanding of the polling process. This approach has received approval and support from participants for minimizing discrepancies during the subsequent cascade training of 75,000 polling staff.

One significant development was the creation of a Technical Working Group (TWG) on Training and Procedures which provided a consultative forum for various NEC departments to interact as well as a venue allowing technical advisors to dispense integrated advice to all concerned. These meetings often achieved effective information sharing together with timely decisions. It is therefore evident that the creation of a permanent TWG, coordinated by the NEC Executive Secretary, could ensure consistent and regular interaction between the technical and policy arms of NEC.

It is extremely important for the NEC Training Department to start maintaining institutional memory systematically. Currently, technical or procedural material developed for the past elections are retained by few individuals. It is worth mentioning that with regard to training skills and methodology, some qualified and committed human resources capable of delivering dynamic, accurate and participatory training sessions are presently available within the NEC structure, but outside the Training Department.. It is recommended that as part of the post-election review, NEC should consider bringing this talent under the umbrella of the NEC Training Department. It was also observed that monitoring of the training of core polling staff by the Training Department personnel was not allowed by the Commission. It is recommended that in future, monitoring and evaluation of crucial training activities be encouraged allowing staff to develop appropriate training strategies leading to better institutional preparedness.

The NEC Head of Training Department has showed good coordination and management skills together with excellent training skills and procedural awareness. However, remaining staff capacities in the Department remain low and require targeted capacity development at a time when they are not overwhelmed with implementation of large scale election training programme. There is a further need for more interaction between the Department's technical staff and the Commissioner in-charge which would boost morale of the technical team leading to better coordination and improved productivity.

In the context of training and NEC field operational structure Ward Coordinators are best placed to undertake training tasks but given the multitude of other responsibilities it is encouraged that during election years, temporary staff should be recruited as the Assistant Ward Coordinators relieving Ward Coordinators from other responsibilities allowing dedicated implementation of ward level training programmes. There is also need for training to start sufficiently in advance because NEC when faced with time crunch usually cut down on training time which caused some of those avoidable challenges.

Voter Education

NEC conducted voter education activities for Registration, Exhibition, and Election Day with support from the Election Basket Fund (EBF). A UNDP dedicated Adviser worked with the NEC counterparts and assisted them with the design of messages. Voter education mostly took the form of materials digested passively by the citizenry (billboards, posters, fliers, t-shirts, radio jingles, and a documentary on polling steps) and active person-to-person direct education in the form of the Ward Electoral Education Committees. Furthermore, during the design of polling procedures, NEC, as advised, proactively assigned the Ballot Paper Issuers with the key voter education role of explaining to the voter how to mark the ballot hence resulting in augmented person-to-person education on the polling day.

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Posters for Registration and Exhibition exercises were most often observed posted en masse in the direct vicinity of Registration and Exhibition Centres, posters for Polling were observed uniformly spread in communities, reaching a wider audience. The development of materials was reasonably timely for the Election Day. This was due to two factors. First, the importance of Election Day was jointly felt by concerned departments in NEC and the bureaucratic mechanisms functioned more in unison to make necessary decisions and payments. Second, NEC was demonstrably more comfortable with material development for Election Day than for Registration and Exhibition, likely a reflection of the fact that 2012 represents the third Polling experience since the end of the civil conflict, but the first experience with biometric voter registration and the subsequent somewhat complicated Exhibition exercises. The quality of the design of the materials was not high, but on a positive note was an entirely NEC-owned process.

The high level of voter turnout in 2012 Election, 87.3% as against 75.8% the first round of the presidential election in 2007 - an increase of 11.5% percent, points to some success of NEC's voter education. However the other factors that could have contributed to the higher turnout could be because of a) the lower-than-expected number of registrants in 2012 (partly attributed to inadequate voter education during Registration) could mean that likely voters were more inclined to be proactive in their participation in the voting, b) the Voter ID Card instilled voters with a greater sense of civic responsibility, increased voter interest in the outcome of the election in 2012 compared to 2007, and c) extensive mobilization of voters by two main political parties to enhance their chances of success.

The lower percentage of void ballots in 2012 (4.7%) compared to 2007 (7.3%) more directly suggests that NEC's voter education was successful. Here, the role of the Ballot Paper Issuer inside the Polling Station who educated voters on how to mark the ballot indicates to a less-visible but successful form of voter education which highly likely affected the number of void ballots. For future voter education campaigns it is important for NEC to consider similar active voter education over passive voter education which is cost intensive, usually suffers implementation delays and assumes voters are benefitting from it – a false sense of effective voter education.

Ward Electoral Education Committees (WEECs) were not adequately implemented by NEC. It is important to note that NEC reported at several SC meetings that WEECs were active. However, more informal reports from independent sources indicate that WEECs were generally uninformed about their duties in the lead up to 17 November. The factors that could have contributed to weak implementation of WEECs programme are more structural. The WEECs were to be managed by Ward Coordinators and work in their communities to provide person-to-person voter education. However, Ward Coordinators proved ill equipped to manage such a program given their other responsibilities, and NEC did not have the institutional capacity to monitor and direct WEEC activities in a strategic way that would have contributed significantly to voter understanding of the process. Indicative of the dwindling importance of the program, WEECs were visibly present during the Registration period, but not active during Exhibition. Furthermore, in response to donor concerns about the efficacy of the WEECs program and seemingly ineffective use of allocated funds, membership for WEECs for the period before polling day was reduced to three essential members who served as hailers and town criers. While the use of WEECs should not be ruled out for future elections, it would be advisable that: a) NEC not prematurely overreach their capacity by implementing bulky, human resource intensive programs, particularly when the department tasked with implementation is understaffed and also responsible for conducting all training activities, and b) that similar initiatives in the future and combined with strengthening NEC's institutional capacity to handle the extra workload, including proper monitoring and reporting provisions. The program remained a concern throughout 2012 with several abovementioned weaknesses.

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Operationally speaking, on voter education front, NEC did not do a sufficient job of a) outsourcing voter education work to organizations with expertise in this area, and b) partnering and sharing information with organizations. NEC adopted a largely centralized approach to an activity that could benefit from coordinated decentralization.

Moving forward, the most important voter education challenge facing NEC remains that the department in NEC tasked with educating voters is the same department tasked with training all registration, exhibition, and polling staff. As noted in the 2011 Annual Report, this has created competing priorities for an already thinly staffed unit. There remains an urgent need for a policy decision by NEC to split the unit in separate units for training and voter education with dedicated staffing for each.

Election Result Management

The Result Management aspect of election management could perhaps be considered the most challenging for the NEC. It is fair to assume that the last but extremely crucial part of the process, the establishment of a decentralized result management system, suffered from the accumulated delays in taking policy decisions, lack of advance planning, and inadequate assessment of infrastructure needs. The challenges were further intensified by NEC's decision on additional tallying of results at district levels in contrast to provisory agreed understanding of tallying at four Regional Tally Centres. After several interventions both at the SC level and UNDP bilateral meetings with NEC, eventual understanding was reached that District Tally Centers would be setup with the technical assistance from INEC-Nigeria and EBF would retain its focus on the Regional Tally Centres. However, this decision was only reached in mid September barely two months before the Election prompting the UNDP Electoral Support Programme to escalate its technical support which resulted in deployment of advisers at regional level. The Regional Tally Centre can perhaps be seen as the area where NEC was in general very reluctant to engage as the owner of the process.

Four Regional Result Tallying Centres (RTCs) were established in time for the 2012 elections. However, NEC was not successful in securing suitable facilities for the RTCs therefore decision was taken to use temporary locations. Establishment of one Result Tallying Centre at NEC HQ, which was going to serve more as a consolidated information hub for observers and journalists interested in ongoing activities at regional RTCs, did not materialize. Despite consistence advice to have such a centre to exhibit transparency of the process NEC decided to opt for periodic press statements instead of on-demand access to the on-going result and counting process for observers and journalists. As for the Western region RTC located at Wellington warehouse, the location of the facility is unsuitable for an RTC operation. It is located far outside Freetown, with very poor access due to awful traffic conditions. It is also co-located with a totally different operation (the distribution warehouse for all sensitive and non-sensitive materials) and this only serves to create a logistical confusion.

The establishment of four RTCs significantly improved the result management for the 2012 elections. NEC significantly benefited from the establishment of decentralized RTCs and was able to announce the Presidential results on the 23 November i.e. after 6 days after the polling. It was possible to announce results after 72 hours if operational planning with regards to retrieval of materials had been given more attention. The 90% of election results forms were received by the RTCs and tallied in 2 days but it was the retrieval of the remaining 10% of results forms which took four additional days manifesting, once again, that improved logistics could make announcements of results possible even earlier.

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Given the requirement of the Public Election Act 2012 it is unlikely that the next Elections (2017) will utilize tallying at the regional level for the results process. It is more likely that 14 District and one National Tally Centre will be utilized.

The prevailing view is that, in the post 2012 Election period NEC should revisit the decentralized Result Tallying concept and in view of the lesson learned take decisions on what kind of result tallying system it would like to establish, how it would like to inform all relevant stakeholders and how infrastructure needs associated with such a setup would to be met. The planning needs to commence as soon as possible.

RTC National Staff needs continued capacity building and support as many of them were new and inexperienced in result processing. The time allocated for training to be undertaken at the regional level, if regional structure is retained, need to be increased in the future allowing for better understanding and detailed knowledge of what is a quite complicated and fast operation.

It was clear from the onset that the NEC IT Department was going to play a huge role in the functioning of the RTCs. Therefore, it was expected of the IT Department to actively participate in the TWG on RTC Procedures and Training yet it was the very same department which regularly failed to attend the TWG and often unilaterally decided a course of action without consultations which often ran contrary to those taken by consensus at the TWG Meetings. In its review NEC needs to look into how its various departments are coordinated and “talk to each other”. It is essential that team spirit be built by utilizing permanent technical working group as suggested elsewhere in this report.

Logistics and Operations

The lack of infrastructure and the high illiteracy rates makes the logistics and field operations in Sierra Leone a real challenge. Further adding to its operational challenges is the operational structure of the Commission where the division of responsibilities between Operations and Logistics remained blurred. This unclear division of labour meant confusion and frustration persisted during crucial stages of distribution and retrieval of election materials. This was despite the fact that NEC’s Operations Department is being led by a dedicated individual capable of seeing the big picture. The ability to provide correct and timely solutions was simply overrun by the rigidity of the structure.

The 2012 electoral process, like any other election process, consisted of a series of operations which required execution against a timetable and in compliance with the electoral laws and regulations. Therefore, advance Operational planning was a prerequisite which would have outlined implementation responsibilities and precise timing of each mini operation against set objectives – a fact NEC was reminded of at several SC meetings. However, throughout the election process, NEC’s operational planning was limited to the task at hand while the bigger picture was mostly missing or only resting with few individuals which meant there was no operational plan covering the electoral calendar. As a consequence of this staggered operational planning, lack of forward planning and lack of coordination between Operations and Logistics Departments there was a lack of clearly laid-out procedures for sorting and distribution of sensitive and non sensitive materials. Further challenges were added when construction of the warehouse in Wellington could not be completed in time to receive incoming electoral materials requiring safe and secure warehousing. Various justifications persisted for this approach including one that dissemination of any advance operation calendar meant missing a deadline could have been exploited by the NEC critics. This fear runs contrary to an institution whose performance demands transparency and flow.

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of information as its best tool for obtaining trust of all stakeholders. Therefore, NEC needs to overcome this challenge enabling it to have a consistent operational understanding regardless of the audiences. It is fair to assume that a restructured Operations department and advance operational planning could lead to improved management of election operations allowing NEC to announce elections results in a matter of days instead of a week as was the case for 2012 Election.

Voter Registration

The first ever Biometric Voter Registration (BVR) of eligible Sierra Leonean voters was successfully completed by NEC in 2012. Whereas previous elections used Optical Mark Recognition (OMR) registration to produce a one-off registry, adoption of the BVR method of registration for 2012 enabled NEC to produce a reliable voters' registry that can be updated for future elections. BVR technology also allowed NEC to create a database of voter's unique thumbprints and facial images which was compared against the entire dataset to ensure that no voters had registered twice; this was not possible with OMR registration. Given that 2012 marked Sierra Leone's first experience with BVR, NEC constructively engaged all stakeholders throughout the process to make sure that all were aware of the technical aspects of BVR and accepted the process. Indicative of this, UNDP and NEC sent a team of observers from all political parties to observe the de-duplication analysis of the voter registry abroad. Observers confirmed the high standards of the process.

While BVR was successful, there were challenges. The quality of data was sometimes corrupted by NEC operators who did not follow procedures for properly backing up and shutting down computers at the end of each registration day. This problem was identified early and voter's data was recaptured. More painstaking to resolve were cases of voters who were assigned to the wrong polling centre by NEC operators. The issue was resolved satisfactorily by reassigning voters based on investigations conducted by NEC and logically determining by a voter's date of registration in which polling centre the BVR kit, and thus voter, were on a given day. The BVR also entailed logistical steps that stressed the tight electoral timeline, including: two rounds of de-duplication, two rounds of distribution of voter cards, re-registration for voters whose data was corrupted, and the destruction of cards that were flagged for correction during the exhibition phase.

Following the BVR exercise in which NEC registered 2,697,291 eligible voters, voter ID cards were printed and NEC distributed printed voters cards during the exhibition and in follow up distribution efforts. The remaining tasks for NEC with regards to the BVR are setting up of limited facilities for NEC to be able to print voter ID cards and perform fingerprint matching without resorting to overseas vendors. From sustainability and ownership perspective various software used for biometrics voter registration, biometrics deduplication, administrative inquiry, printing of voter ID card, printing of voter register were outsourced. In the post election period NEC, with UNDP technical assistance, should try to integrate these modules into the local database. Once completed such integration could provide NEC with a comprehensive election management system for all phases of election process. In addition, preliminary discussions on using the BVR equipment to create a centralized civil registration database have proved positive and an effort to create such a database should be encouraged moving forward.

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Human Resources

The Human Resources Department of NEC was evidently overloaded and overlooked at the same time. While the Department was tasked with the recruitment of almost 80,000 temporary poll workers, the Department's own personnel strength remained static despite the heavy workload in the run up to the election. This meant that all newly appointed NEC staff who in most cases could not properly assume their work in time because of delayed contracting. The fact that Regional Data Entry staff received their contracts after their work was about to end is one such example causing unnecessary resentment towards their supervisors. It is therefore highly desirable for NEC to augment the capacities its Human Resource Department to meet the needs of peak electoral phases.

NEC Regional Chiefs were found to be professional, informed and experienced. It is strongly recommended that their abilities be recognised which make best use of their skills. Such recognition is one way of retaining highly motivated individuals who take pride in when they discharge their due responsibilities. Despite the decentralized regional structure in place the Regional Chiefs lack actual authority and partly which often resulted in prolonged and delayed decision making process. NEC is strongly recommended that in its post election stocktaking exercise role of regional and district level must be reviewed in order to streamline its internal administrative decision making processes.

Procurement

The procurement of non-sensitive materials was handled by NEC and was financed by the Government of Sierra Leone (GoSL). Most contracts for non sensitive supplies were awarded in early October leaving no time buffer to deal with potential delays. Following the bidding process, most of the contracts were signed with national companies with the exception of the voting screens which were procured from Ghana. Due to late ordering and other associated logistical challenges, voting screens arrived in country very late leaving a significant number of Polling Stations in need to find alternative arrangements on the Election Day. The procurement of voting screens exposed two significant areas which were neglected by NEC and need addressing: a) a need for detailed advance planning for international procurement because it is usually a time consuming and expensive affair and b) advance planning will open up opportunities for NEC to source simple and unsophisticated item like voting screens from the local market when it comes to procuring a. NEC was encouraged both at the SC and the technical advisory level to identify local suppliers even if it required contracting multiple suppliers. NEC had ample time to complete this procurement in country but ended up going overseas which was not appreciated by many stakeholders.

It is imperative that NEC's capacities with regards to planning for international procurement are augmented in the post election period. UNDP did initiate some capacity building by having NEC participate in developing clear invitations to bid and participate in all stages of procurements managed by UNDP's Procurement Support Office (PSO), however this effort needed to be coupled with more direct training that was not possible during the tight electoral timeline. One suggested way to improve NEC's procurement capacity could be a detailed in-country training of NEC procurement personnel by UNDP PSO which managed all international procurement with the exception of voting screens. Such training should take participants through various steps which any international procurement would require.

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Asset Management

A wide range of equipments required at the various stages of the electoral cycle have been procured by the EBF for NEC. These assets include full biometric voter registration system, central datacentre hardware and software, VSAT communication systems for decentralized result management system, hundreds of desktops, office furniture etc. The UNDP Electoral Support programme being a Direct Implementation Modality (DIM) means until asset are not handed over asset management responsibility rests with the UNDP. In post BVR period UNDP retrieved all 800 BVR kits and generators and have them securely stored in its custody. Another reason for not handing over BVR kits to NEC is the well debated and agreed fact that BVR equipments are for Sierra Leone and will have multiple uses which is to be agreed upon in 2013. Similarly, once 2012 election operations were over UNDP assisted NEC is prompt dismantling of three temporary RTCs and ensured that all RTC assets were accounted for and safely stored at UNDP supervised facility. UNDP has maintained an extensive inventory of all programme assets currently located at various NEC premises which includes 14 NEC district offices, 4 regional offices, NEC HQ and Wellington warehouse which is also housing western area RTC and central database centre. In 2012, twice physical verification of assets was performed and following the exercise inventories were jointly signed by NEC and UNDP.

Before relevant assets are handed over to NEC, for sustainability and effective future use of these assets NEC needs to put in place a clear and transparent assets regime with fixed assets registry at every level of its administration. All records of the registry including description of asset, identification, value of asset, acquisition date, location and current custodian careful management. It is envisaged that NEC will require a training programme for creating such a comprehensive asset management regime. This should be NEC's top priority in early part of 2013. It important to mention that there will be no automatic handover of all assets to NEC which also needs to be discussed and decided upon in early 2013.

Electoral Legal Reform

The need to make Electoral Laws of Sierra Leone compatible with international standards and global best practices as well as to make it accessible to key stakeholders cannot be over-emphasized. The legal reform process led by NEC was supported from the previous and the on-going Elections Basket Fund (EBF) which resulted in far reaching recommendations which were debated between participants drawn from all key electoral stakeholders and subsequently validated. The electoral legal reform process culminated in the passing of the 2012 Public Election Act (PEA) by the Parliament in May 2012. The electoral legal reform process would have been difficult, if not impossible, to accomplish without extensive engagement from international partners and the UN alike. Eventually the Public Elections Act was passed into law before dissolution of the Parliament in May 2012.

The challenges which beset the legal reform process included timing. For instance, the Public Elections Bill was passed into law just six (6) months before elections please add reference to good international practice and also the AU Governance principles in terms of how long before elections changes in the law should be made. The lack of cooperation on the part of the opposition party and NEC at times failing to consult the very same opposition party was another notable challenge experienced during the legal reform process. Lack of legal expertise in NEC was a major challenge to the legal reform process. The lack of in-house legal expertise that is sufficiently grounded in electoral matters constitutes a capacity gap in NEC which requires urgent attention. The current practice of outsourcing

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legal services is not only costly and ineffective but may breach confidential matters of the Electoral Management body. It is important to note that the issue of legal reform should be seen as an ongoing process, not a once and for all affairs. The law is a living thing, which requires constant refinement and fine-tuning.

NEC took initiatives to explain the nature of the legal reform process and PEA to voters. Voter Education and Training Officers appeared on radio shows throughout the country to explain the new law. The law was translated into local languages and audio versions were copied onto CDs for radio play and dissemination. Finally, NEC developed a ‘frequently asked questions’ document that explained salient parts of the law, which were provided to Ward Electoral Education Committees for dissemination.

Information Technology

The nature of BVR entailed the introduction of several IT-heavy elements to NEC’s operations. BVR Kits required servicing during the registration exercise, the flow of data from BVR Kits to the central database had to be managed, and the central database had to be developed and maintained. NEC initially used an Oracle database, but was more comfortable with MS SQL and reverted to using this format during the nomination period and for the Election Result Management (RMS) software. NEC also synergized the voter register and nomination database to create distribution lists for ballot papers, results sheets and other administrative material. For the first time, NEC implemented a successful Disaster Recovery Site.

The use of four Regional Tally Centers also required substantial IT support that NEC alone was not able to provide. Results were relayed from RTCs via VSAT to the national data centre in Wellington. Although the RMS software was designed and developed in collaboration with the NEC IT Department, the NEC IT department could only provide periodic input towards the development which manifests the need for capacity development in this area if NEC really wants to own the process in future. In the post-election period the NEC IT Department will need hands-on training on the software development of the various components developed during the last few months before 17th November 2012. This should be done to enhance their capabilities to make changes and adoptions as their needs and context changes.

Output 1.2

Political Parties Registration Commission (PPRC)

The Political Parties Registration Commission (PPRC) is a recipient of funds from EBF to enhance its capacities to fulfill its mandate effectively and proactively. The dual funding streams, from PBF and EBF, and assistance from IFES, have enabled the PPRC to address its mandate through inter alia support to cross party youth and women’s political associations and stronger engagement with the political parties, even with the challenges faced in 2012 due to gaps and change in leadership. It should be noted however that operational support earmarked as per the PPRC 2012 AWP under the EBF was requested only in October 2012 meaning that during the first three quarters of the year it did not require operational support as planned.

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The lessons learned from 2012 provide a good basis for a discussion on the focus and support needs of the Commission in the post-electoral period. This could include advocacy for the passage of the PPRC reform legislation as well as an accompanying sensitization programme on the contents of the law which for the first time gives the Commission powers to sanction political parties for acts of political violence. The modalities for financing political parties and studies in similar countries with a view to stimulating discussions in Sierra Leone could also be explored by the Commission. Building on the success of elections in particular, its peaceful conduct would also require that the Commission continue to carry out a sensitization campaign. Difficulties surrounding the intraparty nomination processes and the violence that accompanied it provide an opportunity for the Commission to lead the political parties on various models for selection of candidates. It will be important for the Commission to maintain the operation of the District Code of Conduct Monitoring Committees which gives it significant presence outside Freetown and continues to serve as forum for reducing tensions.

Output 2.1, 2.2, and 2.4

Non State Actors

The NSA programme has contributed to creating an atmosphere of political tolerance and of non-violence during the election processes by investing in and capitalizing on the influence that political parties and Non-State Actors have on Sierra Leone's political processes. The interventions under this component also sought with some success to stimulate political participation and to strengthen institutional capacity of Sierra Leone's Non-State Actors for conflict prevention, mediation, and resolution, beyond the 2012 elections.

The main activities implemented in 2012 included: Political dialogue which included youths and women participation; tolerance messages through outreach using the media and community meetings/gatherings; promoting issue based politics through engagement of the academia, the Inter Religious Council and other partners; public meetings on the community, regional, or national level to defuse tension and where commitments to peace were made by political leaders. During 2012, an additional twenty-two (22) sub projects were approved and implemented through fifteen (15) implementing partners (IPs). Projects were implemented country wide with an average of at least seven meetings/gatherings involving different partners happening in all fourteen districts and in all one hundred and twelve constituencies (112) in the country, and over twenty hours each of radio discussion programmes at district levels.

Challenges Faced

Most, if not all, IPs under the NSA component had capacity constraints and limited human resources. This issue was most acute when it came to financial reporting, resulting in an initial turn-around time of around five weeks from submission to clearing of reports. A collaborative workshop jointly organized by UNDP and UNIPISL in July 2012 subsequently reduced turn-around time to about three weeks. PIU continued to follow-up and mentor IPs to ensure that reporting requirements were understood. Some IPs were also not sufficiently committed to plan ahead for a timely roll-out of their activities, which also led to delays and reprogramming. Work Plans were often rudimentary, and not all IPs and partners showed the same commitment to the activities they had signed up to. Also, coordination between members of the National Council of Paramount Chiefs often proved difficult, which compounded a perceived lack of commitment on the part of some Paramount Chiefs.

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In addition to the above, some partners, in particular political parties, were constrained by the electoral calendar and party activities, to fully engage and honour their commitments to the programme.

While the programme is clearly focused on the elections, this does not preclude the need to ensure sustainability, also in relation to the structures that have been created and staff that were recruited. This challenge relates in particular to the Inter Religious Council, the National Council of Paramount Chiefs, and the Civil Society Platform.

Assessment & Lessons Learnt

Since the last elections in 2007, the political environment had become increasingly polarized, narrowing the space for reasoned debate, impartial news reporting, and dialogue over policies and issues rather than party or regional affiliation. It is against this background, that the Non-State Actor component opened a window of public space in which actors feel encouraged to advocate for issues of peaceful political competition, national unity and cohesion. Its support provided a forum for actors from respected traditional, social, religious, civic and other institutions to commit to political neutrality and propagate tolerance and non- violence.

Non-state Actors across the social spectrum have responded vigorously to take up the opportunities provided by the project. The impact in terms of social mobilization and public visibility has been significant. The All Political Parties Women Association (APPWA), now fully constituted countrywide, has not only significantly raised the profile of women within the political parties and enhanced their participation in the political process. Expectations that the Quota Bill would be approved by Parliament prior to the elections, however, appeared to be premature. Equally, commitments by the political parties to promote the candidacy of women for elected positions in local councils and in Parliament were not fully honoured. While this may be due to resistance by incumbent position holders and elements of patronage in the political system, the momentum for 30% women participation gives room for optimism that the new Parliament will schedule the adoption of the Bill.

The All Political Parties Youth Association (APPYA) now registers a membership of nearly 2000 executives represented in all constituencies drawn on an equitable basis from the political parties. The Association has gained public visibility and recognition not only locally but also internationally, and its engagement at several by- elections as well as at community meetings in the weeks prior to the elections helped to defuse tensions. Similarly, the District Code of Conduct Monitoring Committees, now set up countrywide and duly capacitated, have contributed to resolve conflicts, which might otherwise have escalated and disrupted the electoral process. Engaging constructively with political parties has not only contributed to positively stimulate internal party processes, but has also strengthened channels of communication between the PPRC, UN and the political stakeholders, culminating in the adoption, at a Stakeholders' Conference in May 2012, of the "Declaration on the 2012 Elections". As a landmark agreement, it provided a reference framework and laid the ground rules of all partners as the country in relation to the elections. This Declaration was subsequently launched in public meetings across the country, and thousands of copies distributed, setting a standard that stakeholders and political parties could not ignore.

The reactivation of the National Council of Paramount Chiefs, and the adoption of a code of conduct by the Chiefs, amidst continued allegations by political parties to undermine the neutrality of the traditional rulers, laid the foundations for efforts by the Council to strengthen its independence. However, while Chiefs,

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in town hall meetings and through the media, addressed citizens and called for political tolerance, not all Chiefs equally lived up to the standards that they had set for themselves and to which they were committed.

Supporting outreach in all parts of the country, renowned Sierra Leonean artists, the Interreligious Council, Civil Society Organizations and other players have met with communities countrywide, and have engaged local politicians to recommit to the principles of political tolerance and non- violence. Throughout these encounters, the public has responded massively and echoed the call for tolerance, underscoring the popular demand for peace and a rejection of suspected mobilization by the political elite for partisan interests.

While empirical evidence is yet to be gathered to establish a causal linkage, responses from partners seem to suggest that the saturation of the public sphere, at public meetings, on TV and on radio, with the message of political tolerance, and the repeated commitments by political and other leaders, have created a momentum that became self- reinforcing. While individual outputs of the various sub- activities were mostly realized, it is the massiveness of different messages, through different channels, by different leaders, but conveying the same content, that was effective in making sure that the outputs translated into achieving the outcomes and the overall goal of political tolerance and violence- free elections.

In this regard, not all partners contributed equally. While the Paramount Chiefs may not have had the required internal unity and were exposed to different incentives, other partners such as academia (Fourah Bay College as well as Young Women in University Politics) in particular, did not display the requisite commitment and / or organizational capacity to carry their activities through, resulting in an only partial realization of outputs. This is also applicable to activities undertaken by the Independent Media Commission with the Guild of Editors, where the delivery rate was particularly low. In the case of academia, it has not helped that the key interlocutor most of the time was out of the country and internal coordination arrangements were insufficient to ensure a smooth roll- out of activities.

This observation underscores the need for a careful selection of partners / beneficiaries and implementing partners, as well as the need for a fully collaborative approach in order to ensure true ownership of the activities by the partners. While this was the case, in some cases responsibility within partner organizations was too centralized and support within the organizations not broad- based enough. Also, capacity for planning, and the commitment to follow- through on commitments, seemed at times to have been lacking with some partners. In particular with PPRC, greater managerial commitment could have helped to realize planned activities, avoiding frequent no- cost extensions, reprogramming and amendments, which absorbed a lot of capacity within the PIU and PPRC itself. Another lesson learnt includes the need to bring on board, from the outset, the leadership of political parties, as parties have to contend different priorities during an election year. On the other hand, it proved helpful to decentralize dialogue activities where possible, to respond to local situations. This approach should have been adopted earlier.

While attribution of impact in preventive peace building interventions of this kind is always difficult, the peaceful conduct of the elections and the display of political tolerance, despite widespread predictions to the contrary, is an indicator of the programme having achieved its goal.

Output 2.3

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Media monitoring and improved reporting standards

The aim of this output was to enable the media to report freely and fairly on the electoral process. Support was provided to IMC and CTN in improving media monitoring and reporting on electoral issues in Sierra Leone. IMC support focused mainly on two areas: training of journalists on standards, and strengthening the IMCs monitoring capacity of the media. Support to community radio stations through the Cotton Tree News (CTN) focused on strengthening 26 community radio stations across the country CTNs and strengthening CTNs capacity as an umbrella organisation and. The support enabled CTN and its 26 partner radios to broadcast 24 hours daily throughout the country educating people about the election process. Information on voter registration encouraged people to come out in their numbers to register hence, contributing to the efforts which resulted in relatively substantial turnout of people to register during voter registration and subsequent voting. As an umbrella organisation, the CTN also ensured that, the radio reporters maintained adequate standards in their news gathering and reporting which focused on the 2012 elections.

The impact of all these actions, were that CTN was able to broadcast professionally produced programmes, with accurate, credible and impartial information in order for the electorate to make informed decisions at the polls. The European Union Elections Observer Mission recognised CTN's positive contribution to the elections. CTN, together with the Independent Radio Network, BBC Media Action and Search for Common Ground established a formidable network of radio stations that covered the elections especially from the eve of polling day to the announcement of the certified results by the National Election Commission.

IMC media monitoring indicate that there are signs of improvement in the quality and diversity of print media coverage, even though the political scene has not sufficiently allowed print media to be focused on issues. Newspaper development and radio program trainings focused on electoral issue-based writing/programs.

Challenges faced

Despite the huge efforts made to train journalists from media houses across the country, particularly on professional standards and ethical journalism, there were still examples of unprofessional behaviour among certain media institutions. This to a large extent, were attributed to the non-financial independence of media institutions. Many have allied themselves to political parties and or personalities, who quietly bank roll their operations, so that they serve in some ways as surrogate fronts for the views and opinions of the parties. This situation has usually led to media feuds; that have resulted in large scale infringements by newspaper houses and radio stations.

The IMC with its limited staff has not been able to include the monitoring of on-line news outlets in any substantial manner. This remains a challenge to be overcome with the gradual introduction of electronic media service monitoring.

Building on lessons learned from 2012 including the need for better coordination within the UN, the UN will aim to have a joint media development strategy.

Output 3.1

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Electoral Offences Courts (EOCs)

EOCs were inaugurated in July 2012 and as reported at the SC meetings, three courts are operating in Freetown and remaining three in Bo, Kenema and Makeni with the mandate to convene at other locations within the designated region, if the need arises. The updates to the SC and meetings with the Solicitor General (SG) clarified the division of labour between the Attorney General's office and the Judiciary. However, there were no detailed updates provided on the EOCs despite requests for such from the SC and UNDP.

That noted, the few activities that have been conducted with knowledge of the PMU have been well-organized. The Law Officers' Department, headed by the SG, organized a two-day training for 200 police prosecutors, police investigators, and law officers which went a long way in creating a common vision for all parties involved. The training was superbly organized and included both a general overview of the Public Elections Act 2012 and in-depth presentations on aspects of the act significant to the judiciary and police. Training also provide rare glimpse of what could be achieved through show of inter-governmental cooperation.

The PMU's main concern remains that collectively approximately USD \$1 million is being provided for operationalizing EOCs but detailed information as to what is being achieved and the quality of activities is scarce. Another concern is that contrary to initial impression, EOCs will not convene continuously for one year; and judges already presiding at regular courts are devoting their limited time to sit on EOCs. This, if confirmed, may question the actual need for the current level of operational support. PMU recommends that any future disbursements should be linked to detailed narrative and financial reporting that portrays a clearer picture of EOC activities.

Output 3.2

ONS/SLP

The role which various security sector actors played before, during and after the 2012 election has received positive endorsement from the general public as well as all electoral stakeholders. Coordination of the security sector by ONS deserves credit and detailed reporting and adequate representation by the security sector players was always a prominent and reassuring feature at all SC meetings. The excellent lead advisory role played by UN Police Advisers also deserves recognition as they were the vital bridge facilitating all essential information needed by PMU to manage security sector funding efficiently and in line with the UNDP established financial procedures.

Deployment of security personnel was visible at all polling stations throughout the county on Election Day a point well noted by international and national observer teams. The maturity and impartial stand in handling of incidents by SLP also received endorsement from electoral stakeholders. The fact that both the campaign period and Election Day were peaceful and passed without much feared violence is credited to the security sector for doing their job professionally and discharging their responsibilities as were expected of them.

It is worth mentioning that PMU had to resort to direct payments in the absence of a formal capacity assessment as required by UNDP to disburse funds to implementing partners. Both ONS and SLP resisted the assessment seeing it as a "outsider checking upon them". Explanations have been provided to both

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institutions and the recent understanding is that such assessments may be acceptable in the near future. The direct payments to security sector activities substantially increased the workload of the already thinly spread PMU staff.

III Reporting on Indicators

Please see Annex 1

IV Risk Matrix

Please see Annex 2

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V Quarter Four (Q4) Progress Table

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	PROGRESS TOWARDS RESULTS																																																
OUTCOME 1: Electoral institutions have the capacity to administer technically sound, credible and sustainable elections (with progressively less international support)																																																		
<p>Output 1.1. The National Electoral Commission's administration of elections is improved</p> <p>Baseline: Solid capacity of the NEC to administer elections, albeit still with significant international support and uneven capacity between HQ and districts; compared to previous NEC, high level of independence and credibility; need for immediate voter registration update and longer-term solution; slow results transmission system and need for electoral law reform</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Preparations to register estimated 3.5 million eligible voters completed in 2011 which include procurement and installation of VR equipment, recruitment and training of VR staff, electronic mapping of VR center and pilot testing. • 4 regional and 1 HQ election results tallying centers established and operational • Capacities of 170 staff and Commissioners of NEC 	<p>1.1.1 Support to voter registration process</p>	<p>Final Voter Register (FVR) for 2012 Election</p> <ul style="list-style-type: none"> - Until early October 2012 Zetes, UNDP service provider and responsible for FVR printing, was still receiving requests for changes in the FVR from NEC in Sierra Leone. Finally, on 06 October Zetes received the final VR data and green light from NEC to proceeding with the printing of the FVR. - The Sierra Leone FVR contains 2,697,291 voters with regional and district breakdowns as described below: <table border="1"> <thead> <tr> <th>Region</th><th>District</th><th>Voter Count</th></tr> </thead> <tbody> <tr><td>East</td><td>Kailahun</td><td>149, 191</td></tr> <tr><td>East</td><td>Kenema</td><td>249 ,216</td></tr> <tr><td>East</td><td>Kono</td><td>165, 045</td></tr> <tr><td>North</td><td>Bombali</td><td>222 ,720</td></tr> <tr><td>North</td><td>Kambia</td><td>139 ,159</td></tr> <tr><td>North</td><td>Koinadugu</td><td>133, 623</td></tr> <tr><td>North</td><td>Port Loko</td><td>238 ,518</td></tr> <tr><td>North</td><td>Tonkolili</td><td>188 ,226</td></tr> <tr><td>South</td><td>Bo</td><td>249 ,655</td></tr> <tr><td>South</td><td>Bonthe</td><td>76 ,079</td></tr> <tr><td>South</td><td>Moyamba</td><td>129, 631</td></tr> <tr><td>South</td><td>Pujehun</td><td>82, 159</td></tr> <tr><td>West</td><td>Western Area Rural</td><td>164 ,606</td></tr> <tr><td>West</td><td>Western Area Urban</td><td>509, 463</td></tr> <tr><td>Total</td><td></td><td>2,697,291</td></tr> </tbody> </table>	Region	District	Voter Count	East	Kailahun	149, 191	East	Kenema	249 ,216	East	Kono	165, 045	North	Bombali	222 ,720	North	Kambia	139 ,159	North	Koinadugu	133, 623	North	Port Loko	238 ,518	North	Tonkolili	188 ,226	South	Bo	249 ,655	South	Bonthe	76 ,079	South	Moyamba	129, 631	South	Pujehun	82, 159	West	Western Area Rural	164 ,606	West	Western Area Urban	509, 463	Total		2,697,291
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<ul style="list-style-type: none">strengthened through the conduct of specialized trainings20 electoral laws amended <p>Responsible Parties: NEC, UNDP</p> <p>Total Budget: \$24,906,491</p>		<table><tr><th>Region</th><th>Voter Count</th></tr><tr><td>East</td><td>563, 452</td></tr><tr><td>North</td><td>922 ,246</td></tr><tr><td>South</td><td>537 ,524</td></tr><tr><td>West</td><td>674, 069</td></tr><tr><td>Total</td><td>2,697,291</td></tr></table> <ul style="list-style-type: none">Three copies of the FVR were delivered in country on 3rd November 2012. The designation of three copies was; one copy for polling stations, one for polling centres and one copy for districts.On 1st November 2012 NEC started cataloguing the duplicate cards in hand for destruction i.e. cards which were replaced after corrections, cards for those who were convicted of double registration. Total count of faulty cards received from the districts was 80,358 which included defective cards, cards without data and duplicate cards. On 7th November 2012 a card burning ceremony took place at the Wellington datacentre where the 80,358 cards were destroyed.	Region	Voter Count	East	563, 452	North	922 ,246	South	537 ,524	West	674, 069	Total	2,697,291
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1.1.2 Regional/district office strengthening, including to provide decentralized results tally function	<p>Support towards establishment of Decentralized Regional Results Tally Centers</p> <ul style="list-style-type: none">Despite clearly stated and agreed position that UNDP managed Electoral Basket Fund (EBF) would support establishment of four regional centers and one hub at NEC headquarters, the progress towards establishing decentralized regional results management system for 2012 Elections encountered challenges on multiple fronts. These difficulties included indecisiveness on part of the NEC both on policy fronts, i.e. delay in approving procedures governing result tallying and announcement, and rather dangerously timed discussions on what type of structural and operational arrangements should be in place for tallying the results of 2012 Elections i.e. debate on establishment of 14 district result and tallying centres.NEC announced at the Steering Committee some eight weeks before Election Day a consensus opinion confirming that tally and results processes would be executed at the													

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		<p>regional levels. However, within days this decision was subsequently changed with the reintroduction of District Results Tallying with the technical support offered by the Independent Nigerian Election Commission (INEC). So serious was the possibility of missing crucial milestones in establishing four Regional Tally Centres (RTCs) that RTCs were constantly discussed at all Steering Committee (SC) meetings held from August onward in which NEC was encouraged to take necessary steps of making sure these RTCs are operational before Election Day.^{1,2,3,4}</p> <ul style="list-style-type: none"> - The late decision by NEC on the tallying process could have had serious operational repercussions which might have had a far greater impact on NEC's capacity to deliver results had UNDP not been able to react to it. As it transpired, the District Tallying Centres proved incapable of generating any consolidated results at district level and therefore any cross referencing between Regional and District Results proved impossible. However, the late decision on the district tallying stretched NEC IT and operational staff took away valuable time and personnel resources that should have been dedicated to finalising the RTC Software and Results Management Database. This brought added burden on already stretched UNDP IT advisors. - To add to existing challenges it was also found in late September that NEC's earmarked RTCs locations were not conducive for the functions of RTCs involving large number of data entry personnel whose work was equally going to be observed by significant number of international and domestic observers. The delay caused by the identification of facilities for the RTCs required UNDP to scale up its technical assistance with a logistics and an IT advisor for each RTC in order to ensure that the centers were ready by the end of October, 2012. - After some delays the NEC finally identified suitable locations for the RTCs in Bo, Kenema
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¹ Minutes of 8th SC Meeting of 28 August 2012-FINAL.pdf,

² Minutes of 9th SC Meeting of 20 Sept 2012FINAL.pdf,

³ Minutes of 10th SC Meeting 5 October 2012-FINAL.pdf

⁴ Minutes of 11th SC Meeting 29 October 2012 – Final.pdf

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		<p>and Makeni. In each of the locations the decision was made to utilize the now semi-vacant Municipal Halls which required considerable overhaul in order to accommodate the needs of the Tally Centres.</p> <ul style="list-style-type: none"> - The UNDP Decentralized Results and Tally Advisors worked closely with their NEC counterparts in finalizing a list of requirements for each of the four RTCs. The list included additional electrical and Local Area Network (LAN) wiring; installation of generators and VSAT communication system; the procurement of furniture and ICT equipment as well as an exhaustive supply of stationery which was required for training and the operations of the results tally process. After several discussions NEC took the lead in administering the procurement of the supplies in close coordination with UNDP-SL procurement office which provided the UNDP list of available suppliers, and ensured correct procurement processes were followed before disbursing funds from the EBF. - The NEC Regional Chiefs proved to be excellent managers for the RTCs. Their deputies the Regional IT Officers were generally less successful. It is not clear whether this was because they lacked the necessary skills and experience, or because they had been working in a largely disorganized IT department and had become somewhat disillusioned or because they were not adequately briefed and trained and briefed to provide the necessary IT support. - A NEC-UNDP Election Technical Working Group (TWG) was instituted in order to ensure all issues surrounding the RTCs setup and their operations were addressed. . The TWG meetings were attended by a range of NEC concerned officials along with the UNDP Result and Tally Advisors, Logistics Advisor and Procedures Advisor who contributed in updating and improving the range of forms and sensitive materials that were required by the RTCs and Polling personnel. - For example, the TWG recommended that the former Presiding Officers Ballot Reconciliation Form and the former Polling Station Results Form be combined into one Reconciliation and Results Form, which facilitated the work of the polling station
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		<p>Presiding Officers but also ensured that the necessary information required for the results process could be better relayed to RTCs.</p> <ul style="list-style-type: none"> - The TWG also introduced an improved packing and retrieval system for the sensitive materials after Election Day, where priority is given to the three Tamper Evidence Envelopes (TEEs) containing the Reconciliation and Results Forms. - Operational Procedures for the RTCs were developed in close cooperation with the NEC Procedures and Training Department with input from UNDP Advisors and subsequently approved by the Commission albeit very late which required several reminders from the SC. With the scaling up of the advisory team NEC was closely assisted in translating these Procedures into Training Modules as well as a Training Manual. These documents were useful not only for the 2012 Election but also for NEC if it decides to further decentralize the Result Management Process for future Elections. - The TWG also regularly sought input from the NEC's IT Department staff, which at time was not easy because of vital NEC IT staff were focused on District Tally Centres. The design of the software that was required for RTCs to tally the election results therefore had to be done by the UNDP IT Advisor. . - Following is the aggregated description of problems/issues/challenges which were common in establishing the four RTCs for the 2012 Elections: <p><i>RTC Setup</i></p> <ul style="list-style-type: none"> - Delays were encountered due to NEC not having reached a consensus opinion regarding how and where the Tally and Results process would be executed. - In addition, the speed of RTC set up was influenced by NEC not having functional Regional Offices in the field to assist with the operational and logistic support. - NEC Shift Managers lacked the authority and fiscal independence to enter into contractual obligations in support of the set up process no matter how small the requirement was such as hiring of crane to lift a generator, provision of drinking
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		<p>water supply, or setting up of an ablution facility.</p> <ul style="list-style-type: none"> - Some works remained outstanding even after the Results were announced. <p><i>RTC Staffing</i></p> <ul style="list-style-type: none"> - UNDP offered a timeline with target dates and assistance with the recruitment of national staff for the RCT which was not picked up on by NEC. It can be assumed that UNDP support would have ensured a more transparent recruitment process and staff with the competencies required. The Commissions' late decision to request a 24 hour operation at each RTC, after the recruitment process was completed and staff had been trained was regrettable and it contributed little to the overall efficiency of the operation. It simply meant that the small number of competent staff were further over stretched and even more exhausted when the sensitive material eventually arrived. - NEC was generally reluctant, against the advice provided, to reduce staffing numbers at RTCs as the tallying progressed and the volume of remaining material would have required less staff. This meant unnecessary financial burden for the EBF albeit manageable. <p><i>RTC Training</i></p> <ul style="list-style-type: none"> - Similar to the training on Procedures, the responsibility for the RTC Training fell on the shoulders of the UNDP Advisors. The training given at a central location (Wellington) was generally very good and well received by the NEC and RTC staff. - In hindsight, given the North/West v East/South divide across the country, it may have been wiser to have had the staff of RTCs East and West trained together followed by the North and South. - The training that was provided by the Shift Managers and Area Supervisors, often with direct UNDP support, to their respective staffs was good and in general the staff knew what was required of them ahead of Election Day. Perhaps additional focus could have been given to the Observer Facilitators – though NEC's decision to limit
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		<p>the Observers observation of the RTC process somewhat negated this need.</p> <ul style="list-style-type: none"> - The training was hindered by the constant updates of the Results Management database hence requiring the re-training of staff on an ongoing basis. <p><i>RTC Logistics</i></p> <ul style="list-style-type: none"> - NEC's Chief of Procurement, Logistics and Administration were over stretched and did not get the support needed from NEC. In addition, being one person but required for multiple ongoing operations he was constantly being "pulled" in multiple directions limiting his usefulness. - Some logistic support at the RTCs arrived very late i.e. air conditioners, fitting of AVRs due to the NEC indecisiveness on how and where RTCs should be established. - Transport for RTC staff was provided for all shifts which ensured smooth operation with timely arrival and departure of staff. - The use of regionally based UNDP Advisors in support of ensuring District Office readiness and material distribution had a negative impact on the set up of the RTCs. Therefore, not only were UNDP Advisors overstretched supporting the RTC operation itself, but they were also required to offer additional support in the retrieval of material from Ward Coordinators through District Offices to the RTC – a responsibility squarely resting with the NEC Operations Department. <p><i>RTC Facilities</i></p> <ul style="list-style-type: none"> - The identified locations, on temporary basis, in Bo, Makeni and Kenema proved to be highly suitable for the Tally and Results process. They were easy for staff and observers to access and there was sufficient internal space for the operations. The floor plans were easy to execute in practice and received praise for the overall efficiency and transparency of the process. - The Wellington site however was fundamentally not suited for use as a RTC. Attempts were made to persuade the Commissioners to change this location but this was resisted. The existing Data Centre at Wellington was reconfigured in very late October
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		<p>in order to better accommodate the needs of the RTC for the Western region. Credit should thus be given to the NEC Shift Managers and UNDP Advisors at Wellington for the success of their operation given the fact that they took sole custody of the RTC facility only a few days prior to Election Day.</p> <p><i>Procedures for RTC</i></p> <ul style="list-style-type: none"> - NEC generally contributed little to the drafting of the RTC Procedures, though the Chief of Procedures did review, question and process them on a regular and timely basis. The only NEC staff member who had a good memory of the 2007 operation and who had an understanding of what might be needed for 2012 was a member of the IT Department who was assigned to spearhead the establishment of District Tally Centres. - It was unclear when the procedures could be considered as “final”. It seemed that Commissioners – or even one Commissioner - could amend them until the very last minute, at her/his/their will. - The Outline and Final Procedures offered by UNDP were both accepted and approved by NEC along with the additional subsequent necessary updates. - Generally the procedures were clear, transparent, highly functional and easy to execute by the RTC staff. However, additional procedures on issues like <i>Recount or Form Review</i> (version 16) were a bit too heavy. Shorter instructions, focused on the most important points, would have been easier to stick to. - The last minute changes in the software were too many. Some of the things taught during the training ended up being useless, other needed to be adjusted more than once. Sometimes even a less-than-perfect choice made well in advance is better than a perfect choice made too late into the process. - , On the other hand, some later additions which did not change previous information but simply added up, allowing for more specific searches into the database (status of RRFs, detailed tally process updates, etc) were welcomed by the RTC staff. - The decision to separate result forms by election type, rather than keeping them
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		<p>together by polling station was a mistake. This did not speed up the process as expected and created many problems where some forms were not fully completed. It may have seemed logical to prioritise the presidential result forms, but prioritisation did not lead to time-saving and required a lot of time because of the problems that arose. The IT Department were instrumental in this procedural decision and this betrayed their lack of understanding in the overall results process.</p> <p><i>RTC Software for Result Management</i></p> <ul style="list-style-type: none"> - This was an area where NEC failed to provide adequately trained or a sufficient number of staff in support of the RTC process. Thus this responsibility fell to an already overstretched and overworked UNDP IT Advisor. Therefore, it was not too much of a surprise to find that the software was still being worked on during Election Day – subsequent rebuilds and updates also proved necessary throughout the results compilation process. - The most challenging part of operations in RTC was the database. The original database software was not tested ahead of Election Day but was continually upgraded and worked on which created frustration and problems during training. RTC staff had to continually be advised and warned on changes. - In addition, the reporting tools which had been discussed at some length prior to Election Day were not fully developed or operational until the close of the process. This meant that it was near impossible to provide a summary of ongoing operations at the four Regional Tally Centres until five days after Election Day. The said summary of ongoing operations was then managed by directly seeking telephone/email updates from RTCs distracting staff away from their crucial tasks. <p><i>RTC IT Hardware</i></p> <ul style="list-style-type: none"> - The IT hardware was procured in good time in 2011 through UNDP PSO and was suitable for its purpose. - The installation of VSAT equipment and operational support by the service provider, engaged through UNDP and based in Europe, proved problematic and NEC and UNDP
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		<p>at times appeared not to have full control over the tasking of the technicians of the service provider. Eventually, to ensure service provider fulfil its contractual obligations during the crucial 7 days following the election UNDP HQ was informed and directly intervened at the highest level within the organization.</p> <p>Observers</p> <ul style="list-style-type: none"> - The four RTCs were well observed by Party Agents as well as by domestic and international observers and they were very impressed with the transparency and accuracy of process. - Among the international observers EU, Commonwealth, AU, ECOWAS, Carter Centre Observers were present at all RTCs. - Among the Political Party Observers SLPP and APC were present at all RTCs. Remaining political parties had a more limited presence, mostly in their strongholds only. - The Commissions' numerous decisions to limit observers access to the database and not provide them with result sheets was unfortunate as this would have improved their understanding of the process and ensured greater transparency and support for the Final Results – this perhaps being particularly the case in Bo and Kenema. <p>Security at RTCs</p> <ul style="list-style-type: none"> - The security of the RTCs was generally good though it did vary from location to location and the various stages of the tallying process. , This may have been due to local peculiarities or more likely due to the individual influence and coordination of the respective Commissioners with the regional security sector teams. <p>Decentralized Results Tally Centre for Western Region (Wellington RTC)</p> <ul style="list-style-type: none"> - The set-up at Wellington RTC had its own idiosyncratic problems. Even during the RTC training, the facility continued its operation as the NEC Data Centre, and this made it very difficult to complete the final set-up for the tally operation. The space was also utilised as a meeting venue for other operations including Logistics, again
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		<p>affecting the RTC training.</p> <ul style="list-style-type: none"> - Encouraging NEC to engage contractors for electrical and water supply works was a long struggle. The eventual works for both only reached 75% completion, and this only just met adequate operational capability. - From the beginning to the end the set-up at Wellington kept changing and it only started functioning as a RTC on Election Day. - Because of the many operations going on in parallel at the Wellington site, there were continued interruptions in setting up of the joint Regional and National Tally Centre. - The floor plan consisting of two separate rooms was not a good idea as there were additional problems especially for overall control, tracking of material and troubleshooting with database. This setup required additional staff and supervisors to ensure smooth operations. - The recruitment of the RTC personnel was one critical area where UNDP lacked influence and this caused flaws in the operation. Merit and competence was not always the main consideration for recruitment. Certain key area supervisors were instrumental in the success of the RTC, particularly in Material Receipt & Archive and in Form Review. - The one clear weakness was the capacity of the shift managers, both in the training they delivered and their own understanding of the RTC functions. - Wellington staff did not have previous Elections experience which required special efforts and individual training and troubleshooting with database as most challenging part of the process. - The location of the facility is unsuitable for an RTC operation. It is located far outside Freetown, with very poor access due to awful traffic conditions. It is co-located with a totally different operation (the distribution warehouse for all sensitive and non-sensitive materials) and this only serves to create a logistical confusion. The location of the Data Centre is a legacy issue and one that needs to be resolved as its location
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		<p>in Wellington wastes significant time and money.</p> <ul style="list-style-type: none"> - The Observers were given limited access and the result flow was not immediately available.
	1.1.3 Capacity development and specialized training (IT, election operations, and procedures)	<ul style="list-style-type: none"> • In 2012, being the election year, capacity development took the form of on the job training whereby UNDP advisers transferred knowledge and skills. This was possible of that fact that the number of UNDP advisers was scaled up close to the elections and that these specialized advisers were working closely with NEC staff. • UNDP consistently made sure NEC took all policy decisions which became another venue for some training and transfer of skills. On election operations, the participation of NEC staff in the international procurement process including bid evaluation gained them key knowledge of processes. • Approximately 600 RTC personnel were trained on management of result and tallying processes. Although these were temporary staff of NEC but do represent a substantial pool of talent which if utilized well could prove an experienced source for future use. • Dedicated UNDP Ballot Paper Design and Security Printing Adviser trained NEC IT staff on the design of ballot papers.
	1.1.4 Legal reform to consolidate electoral laws/regulations/procedures including results system	<ul style="list-style-type: none"> • NTR – Work concluded
	1.1.5 Support to organization of all elections (Presidential, Parliamentary, Local, by-elections and possible referendum post-elections) as well as follow-up (e.g., boundary delimitation post election	<p>Procurement of Sensitive Electoral Material</p> <ul style="list-style-type: none"> - The UNDP managed EBF was responsible for the procurement of sensitive electoral material whereas NEC was responsible for all non-sensitive materials funded by the GoSL. The sensitive materials procured by UNDP were Ballot papers, Ballot boxes, Election Result Forms, and Indelible ink. The procurement of sensitive materials was

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		<p>handled by the UNDP's Procurement Services Office (PSO) based in Copenhagen. With regards to the procurement of the sensitive electoral materials all deadlines were met and materials were in country on planned dates.</p> <p>Ballot papers</p> <ul style="list-style-type: none"> - Dedicated UNDP Ballot Paper Design and Security Printing Adviser assisted NEC in designing of the various ballots papers which were easy to recognize by voters but also contained essential security features rendering impossible for anyone to copy or replicate. It is worth mentioning that the four elections on the 17th of November and the number of local and parliamentary constituencies meant a total of 526 variations in ballot papers' design namely: <ul style="list-style-type: none"> - Presidential = 1 constituency = 1 ballot nationwide - Parliamentary = 112 constituencies = 112 different types of ballots - Chair/mayor = 19 wards = 19 different types of ballots - Councillors = 394 wards = 394 different types of ballots - A number of discussions took place between the NEC and UNDP Technical team on the merit of using serial numbers on the ballot papers, as decided by the NEC, against established international best practice. The NEC in its defence quoted the Article 75 of the 2012 Elections Law Act. . However, UNDP technical advice emphasized that Article 36 of the 1991 Constitution, demanding secrecy of the ballot; take precedence over the Article 75 of the 2012 Elections Law Act. Eventually, based on the NEC decision serial numbers were printed on all the ballot papers for the 2012 Election. - Taking into account the complexity of the 17 November Elections and illiteracy among the voting populace ballot papers were consciously designed in easily identifiable colours namely blue for the Presidential ballots, yellow for the Parliamentary ballots, pink for the Mayoral/Town chief ballots and brown for the Councillor ballots. - The graphic system followed was to design templates in which candidates data extracted from the VR database was imported automatically into the design templates. The
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		<p>general layout of a ballot paper included:</p> <ul style="list-style-type: none"> - <u>Sizes (optimized for printing presses)</u> <ul style="list-style-type: none"> ▪ From 1 to 5 candidates = width 15 cm x height 21 cm ▪ From 6 to 9 candidates = width 15 cm x height 29.7 cm ▪ From 10 to 14 candidates = width 15 cm x height 42 cm ▪ From 15 to 42 candidates = 3 pages booklet, - <u>Parts</u> <ul style="list-style-type: none"> ▪ Stub + ballot paper with perforation line in between) - <u>Structure</u> <ul style="list-style-type: none"> ▪ One page ballot (up to 14 candidates) and four pages ballot (from 15 to 42 candidates) - <u>Contents</u> <ul style="list-style-type: none"> ▪ Front page with candidates ▪ back page with coloured stripes indicating election type after folding - <u>Security features</u> <ul style="list-style-type: none"> ▪ Micro text (with deliberate secret spelling mistake) ▪ Guilloche pattern ▪ Serial number ▪ UV printing (invisible ink) - The basic designs of ballot papers, without candidate information, for all four elections are shown below: <p><i>Presidential Ballot (1 Layout being country as 1 constituency)</i></p> <p style="background-color: yellow;">Graphic removed to make file size manageable for emailing</p> <p><i>Parliamentary Ballot (112 Layouts for 112 constituencies)</i></p> <p style="background-color: yellow;">Graphic removed to make file size manageable for emailing</p> <p><i>Mayoral/Town Ballot (19 Layouts for 19 constituencies)</i></p>
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		<p>Graphic removed to make file size manageable for emailing</p> <p>Councilor Ballot(374 Layouts for 374 single member wards)</p> <p>Graphic removed to make file size manageable for emailing</p> <p>Councilor Ballot (20 Layouts for 20 multiple members wards candidates ranging up to 40 candidates. Following ballot paper for 28 candidates in case of 40 backside of the ballot paper is used)</p> <p>Graphic removed to make file size manageable for emailing</p> <ul style="list-style-type: none"> - Procurement of sensitive materials for training was also undertaken by UNDP PSO and sensitive training materials were delivered in-country on 20 October 2012. <p>Election Results Forms</p> <ul style="list-style-type: none"> - The UNDP Regional Tally Centres Advisers and Security Printing Adviser extensively worked with the NEC technical teams and assisted them in developing Election Results Forms for all elections. These Results Forms were used to reconcile and collate the results of 2012 Election at various level of tallying process. It is worth mentioning that the four elections on 17th of November and the number of local and parliamentary constituencies meant 22 different Results Forms were used totalling 11,576 design variations for 526 constituencies. - The complex and long voting day on 17th of November and subsequent extremely long hours of the counting process was a formidable challenge for NEC poll workers. The counting process also required completing of wide range of forms requiring concentration on the part of the tired polling staff. In order to ease the burden on polling staff all Results Forms pre-printed with the same candidates' information as on the ballot papers. This was a very challenging task requiring precise printing and packaging of ballot papers and respective Result Forms. - Only well established and experienced printing houses could undertake such a complex assignments. Therefore, after a competitive procurement process RenForm, a South
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		<p>African establishment, was awarded the contract of printing ballot papers and result forms for the 2012 Election. For constant guidance, printing planning and accurate packaging the UNDP Security Printing expert was deployed on fulltime bases at the vendor's site.</p> <ul style="list-style-type: none"> - Printing of all ballot papers and Election Result Forms for four elections was concluded in time. NEC Commissioner oversaw the printing and cleared all ballot papers before authorizing printing while UNDP provided technical oversight. The in country delivery was made on 3rd and 5th November making it possible for 8th November in country distribution possible. <p>Indelible Ink</p> <ul style="list-style-type: none"> - After a competitive procurement process managed by UNDP PSO, in close collaboration with NEC and UNDP-Sierra Leone, Lethotech, a South African vendor, was awarded the contract to provide indelible ink for the 17th November Elections as well as for a possible run-off. Total of 36,000 bottles of indelible ink were procured i.e. 2 bottles per polling station per election. The nitrate percentage of 25% was requested by the Commission making the ink last longer than 15 days. The in country delivery of indelible ink was on 10th October 2012. <p>Ballot Boxes</p> <ul style="list-style-type: none"> - NEC opted for a more transparent box than translucent one. The selected ballot box has two sides completely transparent and two sides slightly less transparent. - Each ballot box could take 1000 ballot papers meaning with threshold of 300 voters per polling station ballot box had enough space left which was used after the counting for sealing FVR, Result sheets and other sensitive material needing safe storage for legal reasons. - Selected ballot boxes used 7 seals (6 to seal ballot box lid and 1 to seal the voting slot) during the voting and 7 to seal ballot boxes after counting was concluded. - Copenhagen Elections, a Denmark based vendor, was awarded the contract to provide ballot boxes for the 17th November Elections as well as for the Run-off, if it were takes
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		<p>place. Total of 38,000 ballot boxes were procured. The in country delivery of ballot boxes was on 03rd November 2012.</p> <p>Seals</p> <ul style="list-style-type: none"> - The selected seals were orange in colour and had serial numbers. Lethotech, a South African based vendor, was awarded the contract to provide one million seals for the 17th November Elections as well as for the Run-off, if it were to take place. The in country delivery of security seals was on 03rd November 2012. <p>Tamper Evident Envelopes</p> <ul style="list-style-type: none"> - UNDP Ballot Paper Design and Security Printing Adviser also assisted NEC in designing of various Tamper Evident Envelopes (TEEs) for secure retrieval election results forms from 10,000 polling stations. In total ten (10) TEEs were designed in two different sizes. <p>Ballot Box Stickers</p> <ul style="list-style-type: none"> - Taking into account the complexity of the 17th November Elections and illiteracy among the voting population apart from identifying ballot papers for each type of elections by a distinctive colour each ballot box also had same colour sticker assisting voter to place marked ballot paper in the right ballot box. UNDP Ballot Paper Design and Security Printing Adviser also assisted NEC in designing of these several stickers. <p>Ballot Paper Stamps</p> <ul style="list-style-type: none"> - UNDP Ballot Paper Design and Security Printing Adviser assisted NEC in prepared art work for four ballot papers stamps namely Presidential, Parliamentary, Chair/Mayor and Councillors Elections. - Packaging by polling station proved to be very complicated and extremely complex task and to be done at the wellington warehouse, an incomplete one, was a recipe for Election Day mix-up which could have rendered counting and result management process impossible. Adding to this was the reality that operationally and logistically NEC will not be able to response to such situations. Therefore, taking into account all vital deadlines packaging by polling station and pallet-ing by district of the operational ballots
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		<p>and result forms was done at vendor's site in South Africa. This proved to be the right decision for the process leaving NEC only responsible for delivering pallets to the correct districts. The quality control for the packaging was done by the NEC logistics director who was assisted by the UNDP Logistics and Security Printing Advisers.</p> <p>Technical Assistance towards Logistics and Operations</p> <ul style="list-style-type: none"> - On November 17 2012, NEC conducted four elections on the same day. The number of polling stations as well as the weight and the volume of materials that needed to be distributed and retrieved exceeded any previous electoral operation in Sierra Leone. - The logistical operation, if not carefully taken into account, could jeopardize the Election Day itself. Despite the recent improvements in the road network, the overall state of the country's infrastructure is poor, which inevitably impacted on electoral operations of 2012 Elections. - Sierra Leone has 11,300 km of roads. Of these, 904 kilometres are paved and 10,396 km are unpaved. Out of eight airports in country, only one has a paved runway and serve as an international gateway. The airport is located in Lungi, Port Loko district, connected to Freetown by ferry and water taxi service with alternative of 4 to 6 hours drive on treacherous roads to Freetown. - Because of the number of elections to be conducted the NEC limited the number of voters allocated to each polling station to 300. Therefore, NEC established 9,493 polling stations at 2,995 Polling Centres across the country. Each of the 2,692,635 registered voters was allowed to cast four ballot papers electing the President, the Parliamentarian, the Chair or Mayor and Local Councillors respectively. The logistical challenge posed by these multi-elections increased substantially given the complexity of the 2012 elections that required 526 different ballot papers, hundreds of thousands of Polling and Result Forms that for easing the work of polling staff at the end of polling day were produced with pre-printed names of the candidates. Limited in resources and experience, NEC was initially supposed to run the electoral operation alone, with a small international team of
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		<p>electoral experts acting as Advisers. However, by late September it was evident that NEC needed immediate support of international expertise to ensure successful field operation.</p> <ul style="list-style-type: none"> - UNDP's role in the project, initially designed as only Advisory, rapidly transformed during the run up to the elections. The UNDP Logistics and Operations Adviser joined the project approximately ten weeks before Election Day. Following the assessment of NEC's logistical capacity as well as growing scope of UNDP operational engagement which also included logistics related to procurement of sensitive materials and direct involvement in establishment of Regional Result and Tally centres etc, four additional Advisers were also brought onboard just four weeks prior to Election Day. Finally, given logistical difficulties faced by NEC regional team in the Northern region just ten days prior to the polling, one additional international Adviser and one national logistics officer were deployed to support NEC. - NEC logistics and operation was overwhelmed which stretched UNDP Advisers to their limits. Contributing to the pressure in the last weeks before Election Day was NEC's late decisions on procedures and other key issues and lack of advance operational planning. Operational planning started late due to delayed availability of specifications of the electoral materials, lack of clear concept of the sorting and distribution, as well as the late changes to the plans as a consequence of the failure in the new warehouse construction. Furthermore, the District Electoral Offices were requested to prepare district movement plans approximately 40 days prior to E-day NEC Operations, however, was not able to provide detailed load allocated to the DEOs and specification of the materials until the last two weeks before the elections. UNDP Advisers worked hand in hand with their NEC counterparts and ensured, given the finite time available, reasonable movement plans were prepared and executed. - All sensitive materials required that training and polling materials were procured by UNDP from global suppliers via the Procurement Support Office (PSO) in Copenhagen. In anticipation of limited sorting capacity and availability of space, a key decision was made about pre-packaging the ballot papers and result forms at the supplier's facility prior to
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		<p>delivery to Sierra Leone. The fact that new NEC warehouse construction was not finished in 2012 proves that decision was the right one.</p> <ul style="list-style-type: none"> - Apart from the procurement itself NEC was provided direct advice and support by UNDP Advisers in operational logistics, in receiving assembly and accurate distribution of approximately 500,000 kilograms of sensitive material destined for to 9,493 polling stations located at 2,998 locations – a massive task by any standard especially for a very small Advisory teams. - Receipt and custom clearance of all sensitive electoral commodities were the responsibility of UNDP on behalf of the NEC. UNDP logistics Advisers along with NEC logistics and operations personnel were always present at Lungi during arrival of the flights brining sensitive materials. The coordinated between UN, NEC, Airport handling agents, and security officials. It is must be noted that despite these intense efforts, as well as several meetings held with the management of the Sierra Leone National Shipping Company (SLNSC), the receipt of materials wasn't as smooth as desired with chartered flights ground handling and delivery to Wellington warehouse in Freetown taking on average from 24 to 48 hours. - The NEC central storage in Wellington is approximately 10 km away from Freetown city centre. The reasonably spacious compound host dozens of shipping containers, 150m2 rub-hall and lockable, concrete structure with approximately 400m2 floor-spaces. In anticipation of the increased need for secure space during packing and distribution of electoral commodities, NEC signed a contract for construction of additional warehouse building within its premise. Unfortunately, the supplier failed to complete the works on time thus storing, sorting and packing of sensitive materials needed to be done within previously existing structures. Furthermore, during the electoral operations, part of this structure was allocated to house Western Regional Result and Tally Centre which further reduced secure storage available for receipt and sorting of sensitive materials. In order to increase warehouse space UNDP Logistics Advisers undertook a week long operation of moving BVR assets, currently under UNDP custody, to a World Food Programme (WFP) facility. This provided much needed space for distribution operation while NEC
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		<p>under construction remained without the roof until after the election and a visible monument of NEC ill planning and depicting sheer inability of NEC not being able to foresee the timely completion of functioning warehouse.</p> <ul style="list-style-type: none"> - Just two weeks before the polling day, UNDP Advisers also provided much needed, and appreciated, advice and assistance to NEC on assembly of polling station kits. With advice and assistance from UNDP Advisers non-sensitive materials were assembled into generic polling station kits. - Throughout the distribution process regionally deployed UNDP Advisers assisted their NEC counterparts in delivery of to their final destination. In the first phase of the distribution, Sierra Leonean Police (SLP) trucks delivered ballot boxes and polling station kits to 13 District Electoral Offices. The task was completed approximately 20 days before opening of the polls. The sensitive materials namely ballot papers, election results forms and polling centre kits were transported to district capitals by RSLAF trucks between November 10 and 13. - In the absence of official delivery confirmation system, NEC Regional Chiefs and UNDP Advisers in the field were tasked with visiting all District Electoral Offices and confirming quantity and quality of materials delivered as well as readiness for further deployment. Additionally, Advisers assisted NEC in preparing guideline for materials distribution and handling which were discussed and distributed during the meeting with all District Electoral Officers organized in Freetown on November 11. - UNDP logistics Adviser coordinated with UNIPSIL on delivery of sensitive material for 39 polling centres in Bonthe Island by the United Nations helicopters. In the last week before elections, materials were moved to constituency storages and then finally to the polling centres. This leg of distribution was supported by Ward Coordinators using 400 rented vehicles and RSLAF trucks in more distant locations. Where topography required, NEC field staff used porters, boats and motorbikes. - UNDP Advisers, on rotational bases,“ availed themselves” or rather were invited by NEC to join the Situation Room to the Commission at NEC Situation Room for timely advice on issues arising in field on the Election Day. The a ‘situation room’ was established at
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		<p>the NEC HQ in Freetown where the Executive Cell (NEC Chairperson, Executive Secretary and Head of Operation) were collecting information coming from the field and, when necessary, with help from UNDP Advisers, guided its field staff with regards to the reported problems. Among those problems reported during the first few hours of polling, a majority concerned delay of distribution due to road blockage or breakdown of the rented vehicle, incorrect distribution of PC kits, shortage of polling materials, absence of police officers or polling staff, etc. Action was taken by the Executive Cell to address the reported incidents. Once the polling and counting was concluded regionally deployed UNDP advisers assisted NEC in the retrieval process; the priority was given to collecting the Presidential election results and delivering them to the RTCs. To accommodate NEC's decision to give priority to retrieval of Presidential election results, 14 vehicles were deployed to enable rapid retrieval of material from far and distant places. These vehicles, where applicable and possible, also assisted in retrieval of other sensitive materials (ballot boxes with ballot papers, FVRs etc.) to fourteen District Electoral Offices.</p> <p>Technical Assistance towards Procedures and Training</p> <ul style="list-style-type: none"> - Consultations with the NEC policy and technical staff over the polling and counting procedures for the 2012 elections started as early as in August 2012. To incorporate all views several Technical Working Groups (TWG) were formed between August and October to identify, discuss and finalize critical procedural issues together with all forms needed for the polling and counting exercises. These meetings ensured effective information sharing and timely decisions which were recorded by the NEC. - However, TWGs efforts were complicated by persistent lack of clearly established coordination and decision making mechanisms where procedural and operational complexities are formally raised and discussed among policy and senior technical staff. These TWGs were able to operate and convene only because of emergency calls made by the UNDP advisers often requiring the direct involvement and action of the NEC Executive Secretary to guarantee consistent and regular participation of the different
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		<p>departments involved.</p> <ul style="list-style-type: none"> - In parallel, regular meetings and drafting sessions took place with staff of the NEC Department of Training and Procedures to design and develop the 2012 Polling and Counting Manual which was ultimately finalized in early October after being reviewed and approved by the NEC Commission. - Following the approval of the 2012 Polling and Counting Manual, a Quick Reference Guide for polling staff was also developed and finalized in mid October with assistance from the UNDP Training and Procedures Adviser. The Quick Reference Guide was an easy-to-use document for polling staff meant to attend shorter training sessions. - NEC was assisted in further refining of polling steps for inclusion in the Polling and Counting Manual. Counting procedures were also developed taking into consideration the risk of ballots being misplaced in the wrong ballot box during the polling process. - The UNDP managed EBF also procured sensitive training materials (inclusive of all forms, ballot papers, validating stamps, embossing machines, ballot boxes and identifying stickers and seals) for 620 kits, while non-sensitive training materials have been procured by the NEC. Training kits were designed and agreed with the NEC Department of Training and Procedures so to make available most polling and counting materials for training and simulations purposes. - NEC was assisted in developing a detailed training plan. The training plan was discussed with the Head of the NEC Department of Training and Procedures and approved by the NEC Commissioner in charge in mid October. A training agenda was developed in consultation with the NEC counterparts to thoroughly cover all tasks to be performed by polling station/centre staff. Beyond formal presentations the training agenda included simulations of the polling and counting processes and exercises on how to fill the most important forms to be used throughout the day. - NEC was persistently advised to ensure appropriate size of training groups and avoid a repeat of the training for Exhibition staff when training groups were overcrowded with up to 60 to 100 participants. Instructions and arrangements to keep training groups
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		<p>within the 40 participants threshold were discussed and agreed upon and were carefully implemented at the field level. During the regional training sessions UNDP advisers travelled to regions and provided on the spot advice and guidance. Where required Advisers also assisted NEC master trainers in Election Day polling simulation.</p> <ul style="list-style-type: none"> - NEC was advised to allocate additional human resources for Wards with large population that required additional training sessions to include the high number of polling staff involved in the process. - Based on the training plan approximately 80,000 polling and counting staff, together with NEC HQ, District and Ward staff, have been trained for the 2012 elections through a 5-step cascade operation. The five steps of the training cascade were implemented between October 19 and November 16, 2012. - The UNDP Training and Procedures Adviser facilitated and supported the first two levels of the training targeting HQ master trainers, Regional Chiefs and District Electoral Officers. Procedural and methodological inputs, clarifications and recommendations were provided throughout the two training sessions. <p>Technical Assistance towards Voter Education</p> <ul style="list-style-type: none"> - The UNDP dedicated Voter Education Adviser worked with NEC counterparts and assisted them in designing of messages and reviewed draft voter education messages. During the reporting period, NEC designed and produced voter education materials for the 17 November elections. The design and production process was somewhat timely relative to comparative design and production of materials for Registration and Exhibition. Voter education materials were finalized and disseminated at least two weeks before the 17 November elections, giving ample time for appropriate dissemination. Illustrative of this, whereas posters for Exhibition were most often observed posted en masse in the direct vicinity of Exhibition Centres, posters for Polling were observed uniformly spread in communities, reaching a wider audience. - The EBF funded production of the following voter education materials which were then
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		<p>distributed to Ward Electoral Education Committees (WEECs) for further dissemination before the polling day:</p> <ul style="list-style-type: none"> ▪ 10,000 copies of the voter education messages on Polling, Counting, and the Tallying process. Messages focused on key information such as the time of polling, polling location, the importance of the voter ID card (as well as noting that voters could vote without the voter ID card provided that they were present on the FVR) and were targeted to women, youth (under 35 years of age), and disabled voters. ▪ 8,000 copies of the FAQ document on polling, which provided routine answers on the polling process. ▪ 78,800 A5 copies, 39,400 A3 copies, and 39,400 A5 copies of the polling steps diagram, designed by a local artist to familiarize voters on the on the steps necessary to complete polling. ▪ 39,400 A5 copies and 19,700 A3 copies of a general education poster encouraging registered voters to vote. ▪ 39,400 A3 copies of posters on how to mark the ballot, distributed at the ward level to reduce the incidence of invalid ballots. ▪ 5,000 A3 copies of posters on how to mark the ballot for Multi-Member Wards, distributed in relevant Wards to sensitize voters on the unique ballot for Councillors in such Wards – noting the need to mark the ballot for at most the number of Councillors indicated in the heading of the ballot. ▪ 45 large and 45 small billboards of general voter information, including the polling steps, were erected throughout the country. <p>- With support from OSIWA, NEC developed a documentary on the polling steps, which was aired on SLBC, Sign Africa (large public screens in Freetown), and played on projectors in districts; copies of the documentary were also shared with local video houses. In tandem with this specific voter education, NEC conducted civic education on</p>
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		<p>the inner workings of NEC with production of a TV magazine show “Inside NEC” which was aired on SLBC. UNDP Adviser involvement in this production was not central but important with regards to ensuring correct forms and procedural documents were provided to the production company.</p> <ul style="list-style-type: none"> - During the design of polling procedures, NEC was advised and NEC proactively assigned the Ballot Paper Issuers 1 & 2 with the key voter education role of explaining to the voter how to mark the ballot. On polling day, Ballot Paper Issuer’s observed performed this role admirably and the low incidence of invalid ballots in 2012 relative to 2007 strongly suggests that the Ballot Paper Issuer was instrumental in educating voters. This highlights the usefulness of non-visible, just-in-time voter education. - In response to donor concerns about the efficacy of the WEECs program WEECs’ membership during this period was reduced to three essential members who served as hailers and town criers. - It is important to note that NEC reported at SC meetings that WEECs were active. However, more informal reports from independent sources indicate that WEECs were generally uninformed about their duties in the lead up to 17 November. The program remained a concern with several weaknesses noted in the analytical section of this report. <p>Technical Assistance towards Establishment of Regional Result and Tally Centres</p> <ul style="list-style-type: none"> - Huge support and exceptional heavy lifting by the UNDP managed EBF was provided towards the establishment and setup of Regional Results and Tally Centres and eventually UN advisory support make sure that these centres were operational enabling NEC to announce election results successfully, accurately and in time. For detailed report on this support please refer to reporting against the Activity 1.1.2.
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		<p>Technical Assistance towards Result Management System</p> <p><i>Election Result Management Software</i></p> <ul style="list-style-type: none"> - The UNDP ICT Adviser developed the Election Result Management (RMS) software which was successfully used in four regional centres and at the central location for consolidating all four elections results. Although, the database for the RMS is being designed and developed in collaboration with the NEC ICT Department. The NEC IT department only provided periodic input towards the development or submitted requests for information which manifests the need for capacity development in this area if NEC really wants to own the process in future. - The Election Result Management software is a Web based application and would therefore be scalable should the budget and time allow for lower level deployment such as district level result and tally centres. The need for Result Management software arose from the fact that NEC does not have software which was used in previous elections, but it lacks the sophistication to handle multiple elections with multiple candidates and is not Web based. The current software could be updated and converted to be used on the MS SQL database – the database server NEC is used to and could handle. - The development on the RTS started in mid October 2012. However, many other parallel tasks slowed down the development. Despite the difficulties encountered the following essential aspects of RMS were developed in time and were used successfully to manage multiple elections results: <p><i>Ballot Generator Software</i></p> <ul style="list-style-type: none"> - The Ballot Generator software was needed especially for local elections where different candidates appeared on each region's ballot paper. It was important that the order of the candidates on the ballot paper was the same for the ballot paper, the result form and the Result Management Software. - Data Export functions for the Ballot Generator software were developed and tested on 9th October 2012 for the ballot paper printers. It was done in an MS Excel format with
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		<p>the photos and symbols stored as JPG files. Naming conventions between Printer and NEC were established and the first data was uploaded on 16th and 22nd October 2012.</p> <p><i>Ballot Generator Software</i></p> <ul style="list-style-type: none"> - The Ballot Generator software was needed especially for local elections where different candidates appeared on each region's ballot paper. It was important that the order of the candidates on the ballot paper was the same for the ballot paper, the result form and the Result Management Software. <p><i>Database Structure for RMS</i></p> <ul style="list-style-type: none"> - The Database structure was designed and implemented with all necessary fields including necessary audit tables and audit triggers were configured and tested by late October. - The database structure was designed as such that it kept time and data track record of result Forms entered at the Regional Tally Centre (RTC). The time and data track function included first entry, second entry, review and final entry for each field on the Reconciliation and Result Form (RRF), including the reconciliation and ballot counts. - Training database for Regions was populated to cover every Polling Station containing all elections. <p><i>RMS Software</i></p> <p><u><i>User Interface</i></u></p> <ul style="list-style-type: none"> - The user interface is the part of the software which the Operator was using to interact with the database. No direct access to the database was provided. This is a web based system which means that the client software can be installed anywhere to make the solution very scalable and flexible. User logon was established at Windows Logon and appropriate permissions were granted to the logon user, such as Shipment Receiving or Result Entry. The following screens were developed:
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		<p><u><i>Elections</i></u></p> <ul style="list-style-type: none"> - This screen provided the opportunity to enter the four elections and to do a few administrative initialization of for the Shipment and Result Entry screens. Completed on 18th October 2012. <p><u><i>Shipment Entry</i></u></p> <ul style="list-style-type: none"> - This screen allowed the Result Shipment Intake. Various items for each Reconciliation and result Form (RRF) were logged such as Received, Seal not Tampered, Form not Tampered and time of receiving. <p><u><i>Result Entry</i></u></p> <ul style="list-style-type: none"> - This screen allowed the Operator to enter the results. Both First and Second Entry could use the same interface. The backend automatically picked up if the form is at First Entry, Second Entry or Review stage. Only the appropriate Operator with the appropriate permission was able to enter results. <p><u><i>Result Review</i></u></p> <ul style="list-style-type: none"> - This screen showed a list of RRF's which did not make mathematical sense. This form only allowed supervisors to make changes to the results. The Supervisor could then select whether to post the form to 2nd Entry, Final, Cancelled or Quarantined. <p><u><i>Shipment Archive</i></u></p> <ul style="list-style-type: none"> - This screen provided the Operator the chance to verify that all data were entered and that no outstanding issues were recorded against this RRF before marking the form as Archived. <p><u><i>Progress Report</i></u></p> <ul style="list-style-type: none"> - Various statistics could be viewed on Polling Station, Polling Centre, Ward, District, Constituency, Regional and National level. Information such as how many RRF's were outstanding, in the first entry, second entry, final, review, cancelled, quarantined and archived.
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		<p><u><i>Election Result Report</i></u></p> <ul style="list-style-type: none"> - Various statistics could be viewed on Polling Station, Polling Centre, Ward, District, Constituency, Regional and National. <p><u><i>Election Result Consolidation for Regions</i></u></p> <ul style="list-style-type: none"> - The Regions were working autonomously and each Region had their own database and data entry software. All results needed to be sent to Wellington. A User Interface was needed to for NEC IT Staff to monitor the connection and the state of unsent results. <p><u><i>Election Result Consolidation for Districts</i></u></p> <ul style="list-style-type: none"> - The Regions are working autonomously and each Region has their own database and data entry software. All results needed to be sent to Wellington for comparison test against the results received from Regions. This results and User Interface were integrated and this functionality implemented but was not used because the District Tally System could not connect to Regional Tally System. The reason for this could be related to the late stage of integration where the Software Developers of the District Tally System were not able to make at this late stage such a big change. <p><u><i>Election Result Approval for Publish</i></u></p> <ul style="list-style-type: none"> - NEC was provided with an interface where the results could be scanned and approved before it could be published or announced. Party Representatives and Observers could be able to see results which had been approved by the NEC. This Module was not used because NEC decided to use the “Final” values without scrutinizing it first. <p><i>Backend Software</i></p> <ul style="list-style-type: none"> - The backend software was the “engine” of the Result Tally software. This part controlled and validated user input to the database. <p><i>Training</i></p> <ul style="list-style-type: none"> - Training on Material Receiving, Result Data Entry and Material Archiving started on 3rd November 2012 and finished on 7th November 2012.
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		<p><i>Election Day Protocols</i></p> <ul style="list-style-type: none"> - The UNDP ICT Adviser developed the Election Result Management (RMS) software which was successfully used in four regional centres and at the central location for consolidating all four elections results. Although, the database for the RMS is being designed and developed in collaboration with the NEC ICT Department. The NEC IT department only provided periodic input towards the development or submitted requests for information which manifests the need for capacity development in this area if NEC really wants to own the process in future. <p><i>Election Day Protocols</i></p> <p><u><i>After counting (at Polling Station)</i></u></p> <ul style="list-style-type: none"> - Each Election Result Form had 4 copies. One for Region (top and original copy), one for National (second copy), one for District (third copy), one for Polling Centre (fourth copy) and one for the ballot box (fifth copy). The top copy of each election (Presidential, Parliament, Mayor/Chair and Councillor) was sealed into TEE1. The second copies of all elections were put in TEE2, third copies of all elections were put in TEE3, the fourth copies were sent to Polling Centre Manager and the fifth were put in the ballot box. All TEE's were sent to the Polling Centre Manager. <p><u><i>At Polling Centre</i></u></p> <ul style="list-style-type: none"> - The Polling Centre Manager copied the fourth copy of each polling station for each election onto a respective Polling Centre Summary Sheet and pasted the fourth copy along with the summary on the wall. The original summary sheet was placed in a TEE7 and together with all the other TEEs from the Polling Stations, and was sent to Ward. <p><u><i>At Ward</i></u></p> <ul style="list-style-type: none"> - Ward only acted as a concentrator and just passed the TEE's thru to District. <p><u><i>At District in Regional Capitol City</i></u></p> <ul style="list-style-type: none"> - District Election Officer (DEO) received all the TEE's from the Polling Stations. TEE1's and TEE2's were passed on to Regional Centres. TEE3s' were opened and data entered into the District Tally System starting on Election Night and continued 24/7. TEE3s were
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		<p>opened and separated so that Presidential RRFs could be given first priority, then Parliament, the Mayor, then Councillor Results.</p> <p><u>At District outside Regional Capitol City</u></p> <ul style="list-style-type: none"> - District Election Officer (DEO) received all TEEs from the Polling Stations. TEE1s and TEE2s were passed on to Regional Centres but in batches. UNDP provided 14 extra vehicles to help the 14 vehicles provided by NEC in retrieval of TEEs. TEE3s were opened and data entered into the District Tally System only during daylight. No night entry was performed for the risk of electricity outage and generator failure. TEE3s were opened and separated so that Presidential could be given first priority, then Parliament, the Mayor, then Councillor Results. <p><u>At Regional Centre</u></p> <ul style="list-style-type: none"> - TEE1s and TEE2s were received and the TEE2s were passed on to Wellington for National Storage and Queries. TEE1s were opened and separated so that Presidential could be given first priority, then Parliament, the Mayor, then Councillor Results. Regional Data Entry started on Election Night and continued for 24/7 until all results were entered and issues were resolved. <p><u>District Tally System Integration</u></p> <ul style="list-style-type: none"> - The integration was proposed by NEC, but the District Tally Software engineers could not get the interface implemented in time. Results were to be electronically and automatically cross referenced at Regional when District Tally System presented were to enter data. If no discrepancy existed, the Regional were to back a positive answer and were to mark the results as such. If a discrepancy detected, the Regional Tally System were to send back a negative answer highlighting the discrepancies. Both sides were to be flagged for investigation. Both sides were to investigate. District were to offer the corrections (or no corrections if Regional was in error) and if solution was found, the discrepancy flags were to be cleared and the results were to publish. NEC IT Director was to approve the results for announcement by the NEC Chair. The Presidential result was only to be pasted or published after official NEC HQ announcement. All other
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		<p>elections were to be announced as preliminary results by DEO if the two Regional Tally and District Tally were in agreement. The result could then be pasted on the District Office. The official announcement was to come from NEC HQ. <i>It is important to note that the above protocol could not be used because of interface problems which existed between District Tally and Regional Tally which District Tally Software engineers could not resolve in time.</i></p> <p><i>Election Result Management Software</i></p> <ul style="list-style-type: none"> - The UNDP ICT Adviser in consultation with the NEC ICT personnel developed the Election Result Management (RMS) software which was successfully used in four regional centres and at the central location for consolidating all four elections results. Although, the database for the RMS is being designed and developed in collaboration with the NEC ICT Department. The NEC IT department only provided periodic input towards the development or submitted requests for information which manifests the need for capacity development in this area if NEC really wants to own the process in future. <p><i>VSAT base data transmission</i></p> <ul style="list-style-type: none"> - The VSAT based data communication system was required for the Regional RTCs to transmit regional election results to the National Result Tally Centre (i.e. Central server at Wellington facility) for consolidated Election Result Management. In total six (6) VSAT sites were planned and established i.e. Wellington, Makeni, Kenema, Bo RTCs one VSAT site each location and 1 VSAT installations each for Wellington central server and NEC HQ. - The procurement of the VSAT equipment was undertaken by UNDP using its long-term service provider. In country delivery of VSAT systems took place in early October. VSAT systems were finally established at wellington, NEC HQ, Makeni, Bo, and Kenema by 15 October, 15 October, 30 October, 03 November, and 05 November respectively. - Bandwidth issues were experienced up to Election Day. Vizada, the service provider, sent an engineer to fix these issues on the ground. By that time focus shifted from
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		<p>testing the system to actual operations and testing was stopped during Election Day.</p> <ul style="list-style-type: none"> - Vizada Help Desk did not provide the level of support needed for this operation. It took the several attempts from UNDP directly finally UNDP NY Senior management had to step in to get Vizada honour its agreement and provide support on higher and more experienced levels. Finally, these interventions resulted in much needed support to get the system operational.
	1.1.6 Post-election evaluation of lessons learned	<ul style="list-style-type: none"> • To be addressed in 2013.
<p>Output 1.2. Political Party Registration Commission is able to maintain dialogue among political parties and promote their constructive, non-violent participation in the electoral process</p> <p>Baseline: No permanent Chair; weak capacity of the PPRC; inability to fulfill functions without significant international support; conflict management potential not fully tapped</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Legislative framework for PPRC developed and amended • PPRC Staff and offices operating effectively in all regions • # of political violence cases effectively solved/handled by PPRC 	1.2.1 Capacity development and specialized training (with a focus on the new staff)	<p>Note - <i>This activity has been put on hold on the premise that during the election year other activities should be given priority over staff capacity development.</i></p>
	1.2.2 Regional office space secured	<ul style="list-style-type: none"> • <i>NTR – PPRC did not provide progress report</i>
	1.2.3 Public outreach and research capacity of the PPRC developed	<ul style="list-style-type: none"> • <i>NTR – PPRC did not provide progress report</i>
	1.2.4 Legal reform to consider widening the mandate of the PPRC, granting it authority to sanction violations of the Code of Conduct for Political Parties	<ul style="list-style-type: none"> • There is no doubt that some challenges beset the PPRC legal reform process. The PPRC Bill was unable to pass into law partly, due to the delay before the Bill reached the Parliament, and also because amendments of the PPRC Act in certain respects requires amending the Constitution. Thus the Parliament could not pass the bill into law before its dissolution.
	1.2.5 PPRC-sponsored training of political parties and inter-party dialogue (PBF)	<ul style="list-style-type: none"> • All 10 registered political parties benefitted from a series of workshops focusing on the revised electoral laws as well as party governance. The two- day workshops were held in Makeni on 1-2 August, in Bo on 3-4 August, in Kenema on 6-7 August, and in Freetown on 13

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<ul style="list-style-type: none"> PPRC resource centre and used by all political parties <p>Responsible Parties: PPRC; Political Parties; UNDP; UNIPSIL</p> <p>Total Budget: \$2,496,355</p>		<p>– 14 August. Apart from national and regional executives, all district executives also participated at the events, to ensure maximum outreach to nationwide party structures. Resource persons briefed about the revised electoral laws and the competences of the new electoral offences courts, as well as the political parties code of conduct and the PPRC Bill to be adopted by Parliament. In addition, parties used the opportunity to discuss matters of party governance including outreach, fund raising, accountability, and others.</p> <ul style="list-style-type: none"> Organized and accompanied by the PPRC and UNIPSIL, from 14 – 19 August, the 10 registered political parties went to Ghana for a study tour. The group met with the Electoral Commission of Ghana, Ghana House of Parliament and four Political Parties represented in the Ghanaian Parliament, who shared their experiences with the group. Topics discussed included the structure and procedures of Parliament, strategies for resource mobilization by political parties, conflict resolutions system by political parties as well as good governance, accountability, preparation of manifesto and mechanism for promotion of internal democracy within the parties. The study tour was very much appreciated by the political parties, as it provided an opportunity for comparison of best practices between Sierra Leone and Ghana as a democratically advanced country. Recommendations adopted included, inter alia, the strengthening of internal conflict resolution mechanism; a review of party ideologies, the establishment of programme management units within the parties, and strengthening internal accountability. As part of a follow- up mechanism, the recommendations were shared with other party members in regional meetings in Freetown, Bo, Makeni and Kenema. These trainings are beginning to inform the ways parties operate. The SLPP and APC for example choose a difference strategy in the award of symbols to party candidates which was more democratic and transparent.
	<p>1.2.6 District monitoring committees strengthening, including through pre-election perception studies (PBF)</p>	<ul style="list-style-type: none"> Following a successful pilot project of District Code of Conduct Monitoring Committees (DCMC), in which party representatives, civil society and other stakeholders have been capacitated in conflict mediation, prevention and resolution, the Political Parties Registration Commission (PPRC) started to roll out a national programme. In all 14 districts, DCMCs

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		started holding regular sessions, helping to defuse tensions and acting as early warning mechanisms. As a sign of the increasing visibility and credibility of the DCMCs, the District Security Committees took to referring cases of tensions to the DCMCs. However, starting end of second quarter 2012, the International Fund for Elections (IFES) took over the funding of the programme.
	1.2.7 Review of policies and Constitution of Political Parties	<ul style="list-style-type: none"> • This activity has been deferred.

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OUTCOME 2: Improved public confidence and participation in the electoral process

<p>Output 2.1. CSOs are able to monitor the electoral process and promote broad civic and voter education</p> <p>Baseline: No real civic education completed in 2007 electoral cycle (focus on voter education/information); failure to craft specific messages targeted at women, youth; short-term domestic observation but weak long-term observation that focuses on voter registration, nominations, campaign period</p> <p>Indicators:</p> <ul style="list-style-type: none"> • # of civic and voter education media messages in local languages nationwide • Domestic CSO observation efforts extended into pre-electoral period <p>Responsible Parties: NEW, CSEEP</p> <p>Total Budget: N/A</p>	<p>2.1.3 Coordination of Civil Society activities. In particular substantive coordination between NEW and NEC/PPRC/ development partners and coordination between NEW and CSO partners.</p>	<ul style="list-style-type: none"> • <u>Note Output 2.1 is no longer part of the EBF as was originally planned and appeared in the pro doc. The reporting below is only for informational purposes and to highlight that although UNDP not responsible for this output did maintain coordination with NEW and CSEEP. The following is a brief overview of activities being undertaken in CSO domain.</u> • NEW observed Polling and Counting in all polling stations across the country and released three press releases during the election. Releases were largely positive, highlighting non-endemic procedural issues during Polling, and commending NEC for the general conduct of the election. NEW also observed the Tallying process at regional tally centers. The organization's final election report is currently being compiled. • NEW conducted a Parallel Vote Tabulation with a sample of over 500 polling stations, though the results were not published. • NEW operated a 'Situation Room' to synthesize incident reports from around the country during the election. The Situation Room was supported by DFID and OSIWA with technical advice from SMAG Media and One World and provided NEW with access to over 7,500 individual pieces of information on events during Election Day at a statistically significant sample of over 500 polling stations. NEW included information collected in press releases and presented verified data on a public website. • NEW's situation room was complemented by a separate Women's Situation Room (WSR), funded by UN Women and UNDP. The WSR was a coalition of women's organizations who encouraged peaceful elections through activism and the presence of eminent women leaders in country during the election. The WSR deployed 300 domestic observers during on Election Day. NEW and the WSR had attempted to join operations so that civil society spoke with one voice during the election, however concrete collaboration did not occur. • The Civil Society Electoral Engagement Process (CSEEP) developed voter education messages
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		<p>in the form of posters and stickers that were widely disseminated.</p> <ul style="list-style-type: none"> CSEEP continued to coordinate activities with the CSO Platform, a civil society forum in part facilitated by UNIPSIL, under activity 2.4.6, to avoid duplication of activities.
<p>Output 2.2. Political parties play a constructive and informed role in the electoral process</p> <p>Baseline: Highly contentious political environment; limited inter-party dialogue; low capacity of most political parties to develop messages, select candidates, mount campaigns and monitor polls; limited access of parties to resources and networks; inadequate focus by parties on youth and women in the ranks and in leadership positions</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of political party agents trained in their roles and electoral process Youth leaders engage productively in the electoral process # of successful intra- and inter-party dialogue held on emerging issues # of political party platforms that are issue based % increase of women candidates (as compared to 2007 cycle) 	<p>2.2.1 Training of party agents (done by NEC/PPRC, directly or via a third-party). (PBF)</p>	<ul style="list-style-type: none"> Responding to discussions with partners which indicated emerging funding gaps in relation to party agent training, UNIPSIL in collaboration with the National Democratic Institute (NDI) developed a concept to support the down streaming of party agents training to the district level (regional level party agent training has been done by NDI in cooperation with PPRC), pending setting up of operational arrangement by PPRC. PPRC and NDI provided a training of trainers funded by NDI for 150 party agents. Afterwards UNISPIL funded the cascaded training of 2000 party agents who were provided one day training conducted in 40 locations across the country.
	<p>2.2.2 Promotion of intra or inter party dialogue and flexibility to respond to needs in this area that may emerge during the programme's lifespan. (PBF)</p>	<ul style="list-style-type: none"> Following the registration of more parties, UNIPSIL has reached out to the newly formed political parties to participate in an inclusive interparty dialogue. In anticipation of the dialogue, deliberations have also been held with the SLPP, APC, PMDC and NDA about a possible revival of the All Political Parties Association (APPA). An interim APPA executive has been formed and has prepared a draft constitution. In addition, SLPP, APC, PMDC, and NDA held intraparty retreats in Bo, Makeni, Bo and Kenema, respectively. During the retreats, parties used the opportunity to critically look at internal communication and decision-making processes, and to resolve outstanding internal differences. At the SLPP retreat, party members discussed challenges in fund raising and recruitment of new members, as well as communication and other internal issues. The APC retreat was facilitated by the Chairman of the National Commission for Democracy, Dr. Abubakar Kargbo, who elaborated on the coordination between party and government structures. Participants discussed the relevance of internal party democracy and the need for decentralized award of party symbols. In addition, participants urged the party to remain united over the selection of a Vice Presidential candidate. The retreat for the PMDC for example set the stage for the resolution of a dispute that was in court which was later

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<ul style="list-style-type: none"> • # of youth associations involved in the electoral process (monitoring, etc) • # of activities implemented by APPYA and APPWA implementing their strategic plans (such as joint outreach activities, etc) <p>Responsible Parties: PPRC; Political Parties; UNDP; UNIPSIL</p> <p>Total Budget: \$1,845,000 (PBF)</p>		<p>withdrawn and enabled the party to have a presidential candidate.</p> <ul style="list-style-type: none"> • The intraparty retreats, to some extent, supported the cohesion within the parties and communication between party members and party leadership. Strengthening internal cohesion can be expected to contribute to reduce the scope for tensions vis- a- vis the political adversary. • These activities, as well as those with APPYA and APPWA have initially been scheduled to be completed in 2011, but due to delays on the part of the implementing partner and beneficiaries, were carried over to 2012. • Engaging constructively with the political parties, helped to maintain dialogue and interaction between the parties, NEC, PPRC, and the UN. Partly as a result of this dynamic, the electoral law reform process has made significant progress and is now before parliament. As another positive indication of cooperation between the parties, Government has released, on 23 March, the Shears Moses report into allegations of political violence, in compliance with a long standing request by opposition parties. • On the 17th and 18th May 2012 Political parties and major stakeholders developed and signed a declaration to enhance a violence free and politically tolerant election in November 2012 at the Bintumani Hotel in Freetown .The two day interactive conference was organized by the Political Parties Registration Commission (PPRC) and UNIPSIL as part of the institutions efforts to promote dialogue among political party stakeholders and to strengthen the peace process ahead of the Presidential, Parliamentary and Local Council elections in Sierra Leone. The outcome of the discussions was reflected in a declaration which outlines specific responsibilities and obligations of the signatories. • NCD produced 50 messages on (National Unity and Cohesion, Tolerance and Co-operation, Patriotism, Anti-Violence, Gender Parity, Youth Participation, Why Vote in an Election, Who to Vote in an Election, Public Property and Democratic Good Governance) which were the specified thematic areas, as well as had them translated and voiced in five Sierra Leonean
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		<p>Languages (Krio, Kono, Limba, Mende and Temne).</p> <ul style="list-style-type: none"> • NCD also produced flyers, posters and stickers for National Unity and Cohesion. • Between March and May 2012, NCD carried out a Civic education outreach campaign to all 112 Constituencies by Mobile Team using the NCD broadcasting van and outdoor broadcasting facility disseminating the messages in the appropriate local languages. • In collaboration with stakeholders conflicts have been identified and prioritised. Conflict profiling is on-going and preparation of conflict specific concept notes.? • A project officer has been hired supported by the NSA project and equipment (two desktop computers, one printer, one scanner, one projector, one projector screen, one laptop, 10 surge protectors, 6 Ups, one photocopier, four stabilizers and extension codes) have been provided as part of direct operational capacity cost • As a follow-up to the Declaration on the Elections, signed on 18 May at a conference, UNIPSIL distributed 10,000 copies of the Declaration to the participants of the Conference as well as other major stakeholders. • On 6 August, at UNIPSIL, a meeting of the Declaration Follow-up Committee was held to further disseminate the Declaration. On 26 September, organized by the National Commission for Democracy, in the presence of the ERSG, the Declaration was publicly launched by a PPRC Commissioner in Freetown. The event attracted the participation of senior members from political parties and other stakeholders, who recommitted to their responsibilities contained in the Declaration. The Minister of Political Affairs, on behalf of the President, called on all to inculcate a culture of democracy and promote national cohesion. At both occasions, however, the APC and SLPP did not attend. • Following the launch in Freetown, the Declaration was also launched on 28 September in Bo. The meeting was attended by regional and district political party leaders, police and other stakeholders, who used the opportunity to familiarize themselves with the Declaration and
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		<p>commit to their responsibilities. Additional copies were distributed also for dissemination through the DCMCs.</p> <ul style="list-style-type: none"> On 3 September, the second round of the constituency outreach tour by the National Commission for Democracy (NCD) started. By end of September, all constituencies apart from Western Area and Kono have been reached. As part of the tour, using a broadcasting van stopping at market areas, intersections and other busy places, an NCD public education team sensitized voters on political tolerance and issues of national cohesion. Messages and jingles were played in the dominant language of the area. Citizens were also engaged, by NCD, through a sustained media outreach capitalizing on the popularity of 16 community radio stations. For a period of 13 weeks so far, NCD also organized 10 television programmes on tolerance and peace on Sunday afternoons. Organized by the Secretariat of the Mano River Union, with the support of UNIPSIL, on 12 September, the National Electoral Commissions of Liberia, Cote d'Ivoire, Guinea and Sierra Leone met at the UNIPSIL headquarters in Freetown to share experiences and best practices. The event was attended by key national stakeholders including civil society. Representing HE President Koroma, the Minister of Political Affairs assured that Government was fully committed to ensure free and fair elections, and conveyed that the President was determined to leave a legacy of peaceful elections. The OIC UNIPSIL emphasized the need for electoral commissions to be impartial and create an environment of trust and confidence, and called upon all concerned to maintain a constructive dialogue. A set of recommendations was adopted to further solidify democratic practices.
	2.2.3 Youth leader training programmes, including support to inter-political party youth projects.(PBF)	<ul style="list-style-type: none"> After its successful launching by the President in December 2011, the All Political Parties Youth Association (APPYA) has established chapters in all the country's 112 constituencies. Comprising members of the SLPP, APC, PMDC, and NDA, the Association is now fully set up and operational at all levels throughout the country. A list of national executives has been produced and disseminated. To enhance financial management, accountability and sustainability, a financial manual has been developed and distributed to the various branches.

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		<ul style="list-style-type: none"> • In addition, motorcycles were delivered to the APPYA regional and district chapters to enhance their mobility and outreach capabilities. At the APPYA office in Freetown, political party youths convene regularly for meetings and consultations.. • Following the training of 2000 APPYA executives countrywide, in 2011, the delivery of motorcycles to district, regional and national chapters, the Association consolidated its set-up and is now fully operational. • As part of its outreach activities, at a press conference on 13 January, attended by national radio, TV and print media, the Association called upon youths to register and desist from political violence. • At a by election in ward 369 in Eastern Freetown, on 14 February, APPYA was intensively engaged in conducting voter sensitization. Using the Public Address system procured for the Association, mounted in the vicinity of the polling station, in an environment marked by tensions and low level violence, APPYA members called upon voters to remain peaceful and to vote on issues. • Similarly, using the motorcycles delivered to the district chapters, APPYA monitored the BVR process. • As an indication of the increased recognition that the Association is enjoying, APPYA representatives were invited, by International IDEA, in January 2012, to participate at an inter- party dialogue held in Ghana. At the occasion, counterparts in Ghana resolved to form a similar organization in Ghana. APPYA members from across the country also benefited from a workshop facilitated by IDEA on the theme “Electoral Integrity, Youth and Democracy” in Freetown. • In order to enhance its sustainability, on 14 February, APPYA held a fundraising dinner at the Bank Complex in Freetown. The event was attended by APPYA members from across the country, the National Youth Commissioner, PPRC, and the political parties. Political parties and individuals made significant pledges of financial support to the Association • From 15-17 June the All Political Parties Youth Association (APPYA) held its second national
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		<p>Delegates Convention in Kenema, Eastern Region. Members of the six newly registered Political Parties participated in the convention. During the convention, the constitution was reviewed to accommodate additional membership of newly registered political parties into the association. However the association was unable to elect new officials as there were disagreements between the membership on accepting the APC to lead this time around based on both a gentleman's agreement and a clause in their constitution that talks about rotating the Presidency.</p> <ul style="list-style-type: none"> • Following the APPYA National Delegate Convention held in Kenema in June 2012, which did not produce a new executive, a series of negotiations were held involving APPYA members and political party youth leaders, PPRC and UNIPSIL with a view to resolve the impasse. Youth leaders of all registered political parties, with the exception of the APC, have endorsed an APC – DA co- chairmanship as an interim arrangement. Analysing the matter from a legal perspective, however, the PPRC Chair appeared to question the eligibility of the NDA youth leader, not having been endorsed by a party convention. In early November, APPYA internally sat down and resolved their issues, allowing the APC to lead the organisation and an interim executive formed. In early December, APPYA was thus provided with funds to undertake constituency outreach in selected hot spots in the country. UNISPIL is now considering supporting PPRC to organise.
	<p>2.2.4 Work with parties to develop gender strategies, gender wings, and training of women leaders and candidates (follow up with those elected through parliamentary/local governance initiatives). (PBF)</p>	<ul style="list-style-type: none"> • As part of the infrastructure support to the political parties, APPYA and APPWA, in January, a minibus and office equipment has been delivered to the Association. Joint APPWA – APPYA regional offices have been set up and basic infrastructure supplied. • Terms of Reference for a consultant to finalize APPWA's strategic plan and to develop a resource mobilization strategy, have been developed and recruitment arrangements were put in place. However, APPWA later on approached UNIPSIL and PPRC to request that these funds be re-allocated. • Throughout the period, NDA and PMDC conducted training of trainer's session to popularize their respective gender policies.

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		<ul style="list-style-type: none"> • Using the minibus supplied under the programme, APPWA executives visited constituencies to engage citizens and to monitor the BVR process. • On 8 March, APPWA launched the profiling of female candidates, as part of efforts to prepare a pool of female candidate for elected positions. Approximately 800 women, the majority APC supporters, attended the event. More than 300 forms were received, on the basis of which candidates will benefit from targeted capacity building. • On 24 – 25 March, in Magburaka, the Association held a bi- annual retreat. The retreat aimed at bringing all national officers together, discuss emerging issues and challenges, incorporate members from other parties, strengthen the Association’s structure, and develop clear guidelines. Representatives from seven parties attended the event, with the notable absence of APC. APC executive members had previously announced their participation, but ultimately did not attend. The participating parties committed to intensify their engagement with APC in order to bring to an end the recent non- participation by the APC Women’s leader and members associated to her. • On the 15 May 2012 APPWA held a one day consultation meeting to present and explain the gender equality bill to political leaders and get tangible support for a minimum 30% quota representation for women in elective offices during the 2012 elections. The consultations emphasized the importance for political leaders to sign a pledge committing them to ensure that women are given at least 30% of elective and appointive positions in politics as well as governance • During the reporting period, the All Political Parties Women Association (APPWA) benefitted from capacity building support in the form of infrastructure and IT equipment, rendering the Association’s regional and national offices fully functional. • From 18 to 20 July, APPWA convened its National Delegate Convention in Makeni, which was attended by 265 women representing the 10 registered political parties. At the convention, the 10 new parties were incorporated into the Association, and amendments to the Association’s constitution were adopted. Political party representatives enthusiastically
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		<p>emphasized the need for women solidarity amidst the numerous challenges encountered during an election year and reiterated their support for APPWA. Also, the Minister of Political Affairs addressed the meeting and relayed a message from President Koroma assuring of his fullest support.</p> <ul style="list-style-type: none"> Throughout July and early August, APPWA conducted a tour through all 112 Sierra Leonean constituencies. At meetings in court barries and other popular locations, APPWA members addressed residents, local political leaders, civil society, police, chieftaincy representatives and other stakeholders, and called for political tolerance. Even in regions traditionally considered male- dominated, participating paramount chiefs welcomed the activity and urged community members to support women as well as to emulate the example of political tolerance displayed by APPWA. Constituency chapters were formed, further complementing the national structure of the Association.
<p>Output 2.3. Media monitoring and improved reporting standards</p> <p>Baseline: Media frequently contributes to political tension rather than defusing it; low journalistic standards for reporting on electoral activities; particularly poor treatment of women candidates; dependence on most of the population on radio reporting</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of monitoring visits by the IMC nation wide # of non-compliance cases with the Media Code of Practice documented and resolved 	<p>2.3.1 Support Independent Media Commission (IMC) to monitor and enforce the Media Code of Practice</p>	<ul style="list-style-type: none"> In continuation of its aim to enhance performance of the media and in preparation for the general elections in 2012, the IMC embarked on working towards five key milestones: i) regional media tracking and technical assistance, ii) enhancing media performance monitoring iii) enhancing media research programmes and products iv) IMC research and resource clearinghouse and v) institutional support. The IMC conducted regional media tracking and technical assistance visits to take stock of the election preparedness of 28 Radio Stations nationwide; provided field-based guidance on how to apply Media Code of Practice, reviewed Electoral Teams and election focused programming developed in specific radio stations. The regional tracking also identified potential “hot spots” and developed response strategies in consultation with radio stations and the governing boards. In addition, information was gathered to update the Commission’s own basic data on radio stations particularly their governance structures. The field inspection visits recommended the provision of hand-held recorders for four radio stations including: Radio Bintumani, Radio Bontico, Radio Wanjei and Radio Modcar. The visit also recommended actions to be taken to operationalize non-functioning radio stations and development of more programmes targeting political issues especially those of minority

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<ul style="list-style-type: none"> • # of monitors deployed nationwide to gather and analyse information and address disputes involving the media • Gender biased reporting against female candidates is effectively addressed (as compared to 2007 cycle) • # of radio-based reporting on the electoral process that are professional and unbiased and broadcast in local languages <p>Responsible Parties: IMC; Media; UNDP; UNIPSIL</p> <p>Total Budget: \$1,180,000 \$340,000 (PBF)</p>		<p>viewpoints and voiceless.</p> <ul style="list-style-type: none"> • Regarding monitoring of the print media, the Commission had identified ten Newspapers for periodic review. At the end of each quarter, the contents of ten of the selected Newspapers are randomly reviewed with specific focused placed on issues covered, i.e. education, politics, gender, economy and national development. The information gathered is captured in the quarterly IMC Media Watch, which is circulated among key stakeholders. • During the reporting period, the IMC also initiated a process of restructuring that aimed at streamlining its operations. It formulated a three-year strategic plan, which defined six key strategic focus areas namely: 1) Regulation and Monitoring; 2) Research and knowledge management; 3) Public relations, visibility and resource mobilization; 4) Application of ICT and technical assistance; 5) Media alliance and donor partnerships; and 6) Institutional for program implementation. It also proposed an organirgram aimed at ensuring clear separation of roles/responsibilities of members of the board and operational tasks of employees. • In furtherance to enhancing its monitoring effort, the IMC provided additional training to the monitors and deployed them in the field. Using the hand-held equipment, the IMC has established computer aided systems to monitor the electronic media. This has enhanced IMC capacity to listen to radio broadcasts all over the country, increased its physical presence and ability to identify possible infringements on the Code of Practice. • Another key milestone was to support the Monitoring, Research and Project Unit (MRPU) to undertake 2 Electoral Monitoring visits in 4 regions to assess the work of community radio stations and to provide technical advice where necessary. This activity which aimed at supporting the elections ensured that the Monitoring Team linked with a number of academic and media institutions to share media trend analysis and data, and improve the quality of personnel and delivery of media services. • Regarding organizational capacity development, the support provided to the MRPU also resulted to the establishment of a database of media organizations and related information.
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		<p>The database continued to be utilized. Meanwhile, supporting the MRPU has had some challenges including delay in signing contract with potential contractors for the maintenance and repair of IT equipments used at the established database centre. Consequently, this has affected the replacement of certain spare parts, for example the photocopier. In view of this, it was suggested that the IMC identify a pool of key service and product providers with systems developed for quarterly review of the identified service providers.</p> <ul style="list-style-type: none"> • During the period under review, the IMC also conducted participatory discussions with key stakeholders in the media sector. The outcome of this discussion will soon be ratified with a Memorandum of Understanding signed making IMC the lead agency on all strategic thinking relating to media development in the country. The MoU will further underpin peer review process for the credibility of participating media houses and journalists. When this is affected, issues of coordination of training for journalists, review of working conditions and above all regulatory enforcement shall all contribute to increased professionalism in the media landscape. • There is an on-going procurement of Stirlitz Electronic Media Monitoring software and accounting software. To improve monitoring of print media and financial reporting. The delay in procurement of the said software has however been primarily due to the challenge in identifying a reliable supplier. • To further enhance its capacity to coordinate media stakeholders, the IMC has commissioned a study on New Media Monitoring Indicator. In addition, the IMC has also established the IMC Media Research Network Group in response to two central problems (i.e. lack of professionalism and coordination/leadership in media research). There is also a problem with duplication of effort due to lack of central repository of media research records in the country. • As a media regulatory body, the IMC organized a one-day stakeholder forum during the reporting period to deliberate and agree on the role of media in the 2012 general elections. The event resulted to the signing of a communiqué by participants drawn from different media houses, civil society organizations and development partners in the country. The IMC
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		Stakeholders Forum was initially conceived as a means of forcing the hand of Government, to approve the Revised Media Code of Practice and to ensure participation by key stakeholders.
	2.3.2 Support training on Media Monitoring	<ul style="list-style-type: none"> • NTR
	2.3.3 Support to radio-based news reporting (e.g., SLBC, Cotton Tree News, others)	<ul style="list-style-type: none"> • This activity targeted one institution, CTN while the SLBC was targeted under difference funding arrangement. • The CTN designed and executed training of over 200 journalists and radio station managers on Electoral Coverage enabling them to collect and report on electoral processes in unbiased and professional manner. • The funding support under this activity contributed to the strengthening of relation between 26 community radio stations operating nationwide and CTN. These stations were able to restore their programming and improve their performance through the procurement and installation of necessary equipment procured under the EBF. These partner community radio stations are linked with and broadcast CTN programming and coverage on all elections processes. • On a regular basis, CTN continues airing programmes on social, economic, education, environmental, democratic governance, health, women/gender, youth, religious, sports, news, current affairs and political issues in balanced and professional manner. Sports and programming on Elections issues were the most-listened to programmes, as exemplified by the number of text messages generated per programme. • As financing support for CTN becomes challenging to come by, CTN is merging with Radio Mount Aureol as one corporate organization offering journalism training as well as providing current affairs news. • Based on decision reached in the Electoral Coverage Training Workshops, CTN partner Community Radio Stations have constituted Elections Teams for joint and collaborative

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		<p>efforts to re-enforce and effective engage citizens in their localities through professional and balanced reporting.</p> <ul style="list-style-type: none"> • CTN delivered training programmes for station managers and journalists/reporters respectively from its 26 partner community radio stations on Interactive Session and the Development of Business Plan. CTN also delivered training to ensure practical experience sharing sessions on the ethics and principles of public service broadcasting and it was intended to enhance the capacity of the journalist/reporters who on their return to their community radio stations can positively impact on the professionalism and quality radio programming and broadcasting. • Reporters from partner community radio stations, spent two weeks on internship with CTN. The interns were exposed to the rudiments of the operations of a professional newsroom; editorial meetings, news gathering and interviewing techniques, news writing skills, technical editing (Adobe audition) and programme production • District elections reporting teams were established and twelve participants and six observers were trained, as election team members from the Western Rural District; while seventeen were from Community Radio Stations. • In view of its mandate to provide unbiased, accurate electoral information to the electorate, CTN established and operationalize an elections team, with a head and a number of reporters and journalists of community radio stations that have agreed to collaborate so as to be able to provide efficient and effective coverage and reporting on the 2012 general election. The team leader was responsible for the coordination of content (reportage) from CTN correspondents across the country. Four teams were established one in each of the three regions and one in the Western Area. • Furthermore, in fulfilling its mandate on reporting on 2012 General Election, CTN collaborated with the Independent Radio Network (IRN) to provide extensive coverage and the provisional results of the elections.
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	<p>2.3.4 Support dialogue with and among editors (Editors Guild) and Sierra Leone Association of Journalists on responsible reporting as well as the establishment of media code of conduct or other mechanisms to enhance the support to the media for a peaceful election. (PBF)</p>	<ul style="list-style-type: none"> During the third quarter, the SLBC organized a two-day workshop, which was attended by representatives of all 10 registered political parties, representatives of national democratic institutions including NEC, PPRC, HRC, IMC as well as representatives from various media houses and civil society organizations. Participants deliberated and discussed the Draft SLBC Elections Guidelines with the view to making it an all inclusive document that will provide the benchmark in the affairs of the SLBC regarding its readiness and responsibilities in covering and reporting the 2012 general elections. The Guideline has been signed by the various representatives and distributed to serve as a guiding rail for the SLBC election coverage and reporting.
<p>Output 2.4. National unity and cohesion for a peaceful election Baseline: Professional groups and associations, such as inter-religious coalitions, academia, artists and musicians, and traditional and indigenous groups have played constructive role in reducing tension and promoting national cohesion, but are fragmented and lack the necessary resources.</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of peaceful, inclusive and non-violent political events organized % reduction in the number of ethnic and regional incidents of violence based on comparison with 2007 elections # of sensitization campaign on violence prevention conducted 	<p>2.4.1 Support to the inter-religious council to organize a national dialogue on diversity and politics and a peaceful political completion (PBF)</p>	<ul style="list-style-type: none"> After mobilizing their constituents (Activity 2.4.1.1) in quarter one, the IRC membership held conferences at the regional level to commit themselves to peace values. The conference was organized in 15th -17th April 2012. It was attended by representatives from political parties and civil society. As an outcome, the IRC members in a communique signed by their leadership committed themselves to promoting political tolerance amongst their constituents and encouraged their membership to dissociate themselves from politics. Also in April, the IRC and NCPC jointly organised training in conflict prevention and mediation. The training was organised at the regional head quarter towns. All 149 PC attended the training plus 8 representatives from the IRC each from the Districts. The training lasted for two days per regional head quarter town and was attended by a total of 410 participants. On 18 September, the IRC held a one day conference on the theme "Promoting Non- violent, Free and Credible 2012 National Elections". Leading Council representatives, including the Secretary General and the Freetown Archbishop called on Council members to be pro- active in the events leading to the elections, and to resist efforts at mobilization by politicians. Participants discussed rules and regulations governing the electoral process as well as responsibilities of the different agencies, to ensure all IRC members share the same

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<p>by the CSOs</p> <ul style="list-style-type: none"> • # of artistic and sports events organized in the framework of peaceful elections • # of ad hoc mediation activities conducted by traditional authorities. <p>Responsible Parties: CSOs, Amputee's Association, Fourah Bay College, Njala University, Inter-religious Council, Artists for Peace, traditional groups, National Youth Commission, UNIPSIL</p> <p>Total Budget: \$1,982,337 (PBF)</p>		<p>knowledge. Representatives from all districts formed working groups providing an analysis of the situation in the respective districts, proffering recommendations, and agreeing on common outreach activities through media as well as community and interfaith meetings.</p> <ul style="list-style-type: none"> • In a communiqué adopted on 18 September, the IRC deplored the tensions related to the awarding of party symbols and appealed to political parties to refrain from sending out inflammatory messages, and requested that information on the electoral process be made available to IRC members. • In cooperation with the National Council of Paramount Chiefs, on 26 September, the IRC convened a discussion with partners involved in the electoral process, including NEC, PPRC, and the police, Office of National Security, Civil Society Organizations and others. Following opening remarks by the UNIPSIL DHoM calling for continued dialogue, in open and concentrated discussions, working groups deliberated on the role and responsibilities of the Paramount Chiefs, neutrality of the police, effectiveness of electoral courts, and other relevant topics. Each group also presented a threat assessment of the current situation. Rules and procedures governing the elections and cooperation between the various bodies were also discussed and clarified for the benefit of participants. In a communiqué, recommendations were adopted which called for, inter alia, a strengthening of the PPRC; clarification and enforcement of political parties financing regulations; the creation of a separated "House of Chiefs" to better ensure their neutrality and impartiality; adherence to the Political Parties Code and Conduct and observance of the campaign calendar by the political parties.
	<p>2.4.2 Support to artists for peace and musicians to spread the message of non-violence, ethnic tolerance and peaceful elections. (PBF)</p>	<ul style="list-style-type: none"> • On 20 May at a fully packed event at Miatta Conference Hall organised by the Save Mama Salone Foundation two of Sierra Leones most prominent rap Artists Kao Denero and LAJ were appointed Sierra Leone Peace ambassadors and promised to promote tolerance. The event climaxed in the launching of a video in which Flag bearers of the main parties (SLPP, APC, PMDC) as well as NEC chairperson and others call upon Sierra Leoneans to embrace tolerance.

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		<ul style="list-style-type: none"> • During the reporting period, following a new agreement signed in early September, the Artists for Peace resumed to compile a new song specifically responding to emerging political developments and targeting the campaign period. • In addition, in September, the White Flag Movement, set up by representatives of the five major political parties following the release of the joint flag bearer video by the Mama Salone Foundation, at Miatta Conference on 22 May 2012, commissioned another peace song and video developed with other major Sierra Leonean artists, who had not yet joined the Artists for Peace. The song was recorded on 28 September to be launched at a national tour during the first two weeks of October. • On 21 September, in collaboration with national partners, UNIPSIL commemorated the International Day of Peace. Climaxing competitions held in the regional capitals, involving more than 300 groups and participants, drama groups from all over the country gathered in Freetown for a final selection of peace songs and dramas on the theme "Peace and non-violent elections". At the occasion, police and army representatives also engaged the audience on political tolerance and the electoral laws.
	<p>2.4.3. Support to traditional and indigenous groups to exercise neutrality and have positive influence in managing tensions and potential conflicts before, during and after the elections. (PBF)</p>	<ul style="list-style-type: none"> • On 10 March, a meeting in Bo between the Chairman of the NCPC, the implementing partner UNIMAK and UNIPSIL at the office of the resident Paramount Chief of Bo Kakua Chieftdom, kick started the NCPC 2012 activities. Implementation modalities as well as the content and structure of the regional conferences were discussed, focusing on the code of conduct for Chiefs and traditional authorities in the electoral process, as well as measures to protect their neutrality. • In Mapaki chieftdom, Northern Region, the first phase of a pilot project engaging youth in sport activities and supporting a local community center, has been completed. The upgrade of the resource centre as well as the training of animators has been successfully concluded. Community members applauded the rehabilitation of the community facility, and are looking forward to the subsequent sport and dialogue activities. An additional request that the resource center also be equipped with new flooring is expected to be submitted.

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		<ul style="list-style-type: none"> • Similarly, the first phase of the project activity engaging Sowies, leaders of traditional female societies, has been concluded. The first national conference for female traditional leaders was held in Kenema on 8 February. The historic event was attended by more than 200 Sowies and Paramount chiefs from across the country, representing some of the oldest female organizations in the country. Representatives from the Ministry of Social Welfare, the United Nations Population Fund (UNFPA), the Human Rights Commission in Sierra Leone and UNIPSIL addressed the participants. Together, the participants looked at ways to encourage women participation in politics and to stand in the elections. Also, participants strategized to reduce election-related, gender based violence. Following the conference, additional trainings were held in Bo, Makeni, and Freetown and in Kenema (targeting Eastern Region participants). • Participants developed action plans to encourage more women to play a greater part in the elections, to sensitize their communities, as well as to reduce election-related, gender based violence in their own communities. • In April through May, the NCPC with support from UNIMAK organised four –two days regional conference for Paramount Chiefs (PCs) in the four regions. The conference attracted a total of 149 PCs. As an outcome of the conference, a communique was signed by the PCs that determine codes of conduct of the PCs in the events leading to the elections. Government and other political parties were also admonished in the communique not to attempt to politicize PCs. A committee to investigate culprits was also set up with powers to firstly suspend wanting members from the NCPC • Two sets each of executive tables, cabinet, chairs has been bought for the national secretariat of the NCPC. Also, 2 computers, 1 printer and photocopier have been bought for the Secretariat of the NCPC. 1,200 USD worth of stationary was also bought. • After a training of trainers for the peer educators conducted in Q1 and initiating the procurement of equipment and furniture, the rehabilitation of the Mapaki youth complex and the completion of the production of furniture was accomplished in Q2. UNIMAK has also made a request for use of contingency to till the floor of the complex. UNDP in line with procedures has blended the two agreements with UNIMAK into one. This version was signed
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		<p>in June 2012. It is expected that the outstanding activities will be implemented once funds are released.</p> <ul style="list-style-type: none"> • After the national conference of soweis in Q1 (activity 2.4.3.2 a and 2.4.3.2.b) and the subsequent trainings that identified their role in ensuring free fair and credible elections, a drive was taken by the 26 female traditional leaders to sensitize their districts. In Q2 thus, these sensitizations have been undertaken by Soweis across their districts. In the end, 165 Soweis have been sensitized in all chiefdoms in the country. • Following media and other reports which seemed to indicate that some members of the National Council of Paramount Chiefs were in breach of the code of conduct in which all Chiefs committed to political neutrality and non- interference, on 14 September, 16 representatives from the NCPC convened in Freetown for a review of the Council's commitment. At the meeting, Council members reaffirmed their objective to promote neutrality and to foster cohesion among Council members. • As a direct follow- up, from 22 to 27 September, the 149 Paramount Chiefs or their representatives convened in district headquarters and agreed on a schedule of town hall meetings, to take place in each of the 149 chiefdoms. The meetings will provide a forum for the Chiefs to publicly affirm their neutrality and call for political tolerance. In addition, all chiefs will also participate in live radio discussions with citizens. Through the District Officers, involvement and support by local government could be secured. The implementing partner has also informed that some Chiefs have publicly displayed the Paramount Chief Communique signed in 2011 containing the Code of Conduct at their premises. • Following a national conference in Kenema and training sessions in the regional capitals earlier in the year, the leaders of female secret societies, known as soweis, during the reporting period, held series of meetings with members of their societies and communities, and were also engaging local Chiefs, youths, and male community members. In addition to deliberating about political tolerance, they also educated their communities about gender violence, under- age initiation, and encouraged women to participate in politics. As per the
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		<p>reports by the implementing partner, overall 400 meetings were held.</p> <ul style="list-style-type: none"> Following reports of tensions in some border communities, such as witnessed during the registration period at the Liberian- Sierra Leonean border, the Mano River Union approached UNIPSIL to set up Cross Border Confidence Building Units, as also mandated by the MRU 15th Protocol on Peace and Security. During the reporting period, six cross border meetings were held along the Sierra Leonean – Liberian as well as the Sierra Leonean- Guinean border, comprising representatives from security agencies, local government, women groups, civil society and others. At the meetings, vital issues and security concerns affecting the communities were discussed in a constructive manner. In the coming weeks, additional units shall be set up.
	<p>2.4.4 Enhancing coordination with learning institutions and academia in promoting national debate and dialogue on non-violence and participatory elections. (PBF)</p>	<ul style="list-style-type: none"> The Academia debates project, involving the Peace and Conflict Studies Department of Fourah Bay College (FBC) and eight tertiary campuses, finally started in March 2012. Faced with difficulties by FBC to implement the activity using direct payments, Fambul Tok was identified as an implementing partner. Subsequently, the first phase of the activity, consisting of a nationwide mobilization tour to all participating campuses, was concluded. Following further consultations with the “Young Women in University Politics” (YWUP), as a partner to bridge the political divide on campus as well as enhance women participation on university campuses, it was decided to extend cooperation to the FBC Peace Club. Working with the Peace Club shall allow capitalizing on the respect and track record of the Club to leverage the outreach effort of the activity. The proposal is under final review. On 23 May, at Miata conference, Fourah Bay, Njala, Makeni and other colleges and campuses hosted a public debate on “Party Politics, Ethnicity and Regionalism”. Where representatives from all participating campuses called for academia to step up its role to promote issue driven politics. This was an inaugural debate which will be followed by campus based debates. The debate was attended by over 150 persons including academics, politicians and CSOs. A lead paper presented and discussed summarised that the political landscape in Sierra Leone thought was not formed on tribal or regional lines has now changed due to nepotism

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		<p>tendencies of politicians. It was agreed the intellectuals must once again begin to stand up and challenge these anomalies</p> <ul style="list-style-type: none"> • Following an inaugural debate at Fourah Bay College in May, throughout the reporting period, a series of debates was held at the country's major colleges, at Milton Margai College of Education and Technology, Njala University, Makeni University Mokonde, Njala University Bo, Port Loko Teachers College, Institute of Public Administration, and the College of Medicine and Science, bringing together students, lecturers, government and civil society representatives for lively deliberations on the elections, ethnicity, regionalism and tribalism, political tolerance and other vital national issues. Recalling the important role academia had played in the push for independence, speakers called for academia to capitalize on its intellectual and agenda- setting capacity and to get more involved in national issues afflicting the country. The head of Peace and Conflict Studies department urged that Sierra Leoneans embrace unity in diversity as a concept. • On 18 July, two organizations, "Young Women in University Politics" together with the "Peace and Conflict Studies - Peace Society", based at Fourah Bay College, jointly launched a programme aimed at promoting political tolerance within the student community, as well as promoting participation of young women in politics. As also witnessed during elections to the campus student government, in late 2011 as well as May 2012, which were marred by incidents of violence, party politics deeply permeates political life at the universities. At the launching, NEC, SLP, the FBC Director Gender Research Centre and representatives from other colleges, UNIPSIL, the National Student Union, as well as student representatives deplored the polarization around political camps, which was also seen as a major deterrent to greater female political participation. In his keynote address, the Chair of the National Youth Commission passionately encouraged the 250 participating students to focus on moving Sierra Leone forward rather than being tempted into party politicking for narrow personal gains.
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	<p>2.4.5 Promote non-violence amongst youth through sports. (PBF)</p>	<ul style="list-style-type: none"> • Sport is a recurrent and cross cutting issue within the NSA programme. The youth engagement project in Mapaki chiefdom is using football matches as a conduit to promote tolerance. Similarly, sport events have also been incorporated into the APPYA action plan. • Throughout September, in Mapaki chiefdom as a pilot area, football matches between the chiefdom sections were held, reaching quarter finals on 23 September. Simultaneously, the trained community animators engaged the participating communities on issues of political tolerance as well as educating citizens on the electoral process. At the events, community leaders committed to promote political tolerance, a message which was well received by the audience.
	<p>2.4.6 Support to CSO for violence reduction to enable a peaceful election. (PBF)</p>	<ul style="list-style-type: none"> • From 23 to 25 February, 55 members of the CSO Platform on Non Violent Elections met in Makeni to chart the way forward for the implementation of the CSO activities under the NSA project. At the meeting, members committed to consolidate the unity of civil society in Sierra Leone, share information with other CSO members, and to develop common standards. An operational framework was set up and responsibilities assigned. Also, the Platform appointed a permanent chairman. • Operationalizing the 2012 action plan, the Platform held an internal competitive process to identify members of the platform to implement the plan's two main activities. Furthermore, a project officer to be recruited and essential infrastructure provided to the Platform secretariat. • Following the issue of cross- border voter registrations, which had led to disturbances in Jendema, Southern Region, in February, it was decided that the second episode of the Joint Communiqué film should also capture the exhibition phase. After production of the film, screenings were conducted in most of the targeted 40 hotspot communities across the country. • On Saturday 23 June, the Anti-Violence Movement (AVM) in collaboration with the Centre for Coordination of Youth Affairs (CCYA) held a debate and Quiz Competition at the Government

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		<p>Model Senior School in Free Town. The event was attended by 84 students from nineteen Secondary Schools within Free Town. Topics on Peace and Tolerance, Youth and Violence, democracy among others were discussed. . Award Certificates for the best quizzers were given.</p> <ul style="list-style-type: none"> • On 1 June 2012, the Anti-Violence Movement (AVM) also organised a one day workshop on “Peace and Tolerance “at the British Council in collaboration with Centre for Coordination of Youth Activities (CCYA) to train secondary school students from twenty schools on Peace and Tolerance and to appoint them as peace ambassadors • These groups deem to be a security threat in the events leading to the elections. The carnival on non-violence 2012 elections is a call for everyone especially ex-combatants to have a chance to change. On the 26th May 2012, ten communities concluded a series of football matches. Working with ex-combatants and building on their readiness to serve as role models for a new Sierra Leone is one of the approaches by the NSA project. They all declared that no politicians will used them to promote violence. They are now peace ambassadors and say no to violence. They gave commitment to the Waterloo community that they are now a change group of people and will continue to promote peace and non-violent elections. They all asked for forgiveness and acceptance and appealed to be involved in community activities during the peace carnival. • The ex-combatants also engage in community services. They painted the local clinic roadside works and cleaned up roads and public buildings • As part of the activities in response to neutralising potential threat at Waterloo, four days of soccer competition was held at the Bassa Town football field. The friendly gala started on the 5th May 2012 and ended on the 13th May 2012. The soccer competition targeted eleven communities of ex-combatants within the Waterloo community. The teams that participated in the competition included Go Draw FC, Home Base 1, Kola Tree, Home Base 3, Raggae Boys, Area Friends, Kapello, Banga Farm, Laspalmas, Home Base 2 and Ruff Riders. The gala was under the supervision and guidance of the Waterloo Football Association
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		<ul style="list-style-type: none"> • This activity started off by contracting the shooting of the video and voice messages to a service provider. The service provider delivered the product (copies of a video and audio) on May 4th 2012. A video and audio has been produced in four languages, Limba, Mende, Temne and, Krio. The task of airing these messages was outsourced to one radio station per district. The radio stations are airing the slots twice per day in all four languages for four months (May to July 2012). Also, the video produced is been screened at the SLBC. The messages are from renowned former combatants and or youth gang leaders done in the local dialect of the area. It sends out peace messages and on non-violence to youths and community leaders in support of peaceful coexistence in the events leading to the upcoming elections in 2012 • One meeting was held this quarter. The meeting discussed amongst others the outsourcing of services for sub activities to cluster members, the status on the recruitment of staff, the provision of internet to the secretariat etc. The meeting was attended by the steering committee of the platform • A website with support from UNIPSIL has been developed. Materials for populating the site have been submitted by various clusters. Also software that shall enhance videos and photos to be uploaded is been procured by UNDP from the contingency. Additional computers to create access from CSO membership have been delivered. Two computers have been delivered for the use of the secretariat staff. A project officer has also been recruited. Recruitment for the IT officer which had been put on hold pending the operationalization of the website is now in progress • Throughout Quarter 3, Sierra Leonean's on TV and on radio, in Krio, Temne, Limba and Mende, listened to ex- combatants, recounting the devastation and tragedies that Sierra Leone went through during the war. "Whatever happened, let it never happen again!" was a frequent message voiced by seven prominent ex- combatants, who also assured the public of their personal transformation, having come together to play their role to make sure that there will be no more violence. Also, the ex- combatants passionately urged youths to resist temptations of mobilization by politicians and to report any wrongdoings to the police.
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		<ul style="list-style-type: none"> • In Waterloo, Western Rural Area, an area with a high concentration of ex- combatants, following the series of sport events as well as the community peace carnival in quarter 2, for a period of three weeks, 450 ex- combatants engaged in community work for a period of 24 days, improving side roads and cleaning up the environment. As part of this engagement and their interaction with citizens, the former fighters again emphasized their commitment to non- violence. In the weeks towards the elections, ex- combatants will engage in additional three weeks community work. • Also within the reporting period, the Anti-Violence Movement (AVM) concluded the first series of meeting with Ghetto youths covering targeted deprived areas in Allen Town (31. Aug), Wellington (5 Sep), Kroo Bay (3 Sep), Wilberforce (7 Sep), and Kingtom (10 Sep). In very lively discussions, youths as well as the local Youth Forum leaders expressed their concerns, hopes and aspirations in relation to the 2012 elections as well as challenges to political tolerance in their communities. Engaging with the youths, representatives from the Anti-Violence Movement, Centre for the Coordination of Youth Activities, and UNIPSIL urged youths to resists attempts of mobilization by politicians, and to cooperate closely with the police in case of threats. Two more series of meetings shall be held prior to the elections. • On 9- 10 August, the Civil Society Platform for Non Violent Elections brought together 80 civil society members at a two-day retreat at the National Stadium to strategize on community outreach as well as to review the Platform constitution and NSA implementation arrangements. • However, the Civil Society Platform seems to have been slow to put into operation the Platform’s website, which appears not to be operational, despite funding allocated for this purpose.
Output 3.1. The electoral dispute resolution mechanism is strengthened	3.1.1 Electoral Offences Court strengthened (temporary body) to handle timely resolution of disputes	<ul style="list-style-type: none"> • The only available figures on the EOCs handling of electoral offences are which were presented by the representative of the Judiciary at the 11th SC meeting held on 29 October 2012.

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<p>Baseline: Electoral courts exist but do not receive many cases and do not have capacity to deal swiftly with others</p> <p>Indicators:</p> <ul style="list-style-type: none"> Electoral disputes are effectively, timely and satisfactorily addressed Regional electoral dispute courts are operational % of cases brought to court and solved in an effective manner <p>Responsible Parties: Judiciary/EOC; UNDP</p> <p>Total Budget: \$655,000</p>		<ul style="list-style-type: none"> As of 29th October 2012 EOCs received 94 cases out of which 82 cases led to convictions and sentences, in 7 cases the accused were acquitted for lack of evidence, in one case prosecution failed to provide evidence and 5 cases were still pending.
	3.1.2 EOC/NEC/PPRC training to judges and magistrates	<ul style="list-style-type: none"> The Law Officers' Department organized a two-day training for approximately 200 police prosecutors, police investigators, and law officers. The training was superbly organized and included both a general overview of the Public Elections Act 2012 and in-depth presentations on aspects of the act salient to the judiciary and police. To this end, the training examined the nuances of electoral offences in depth including IT-related offences, the scope of evidence for offences, election petitions, and how to handle complaints during the campaign period. All presentations during the workshop were compiled into a CD and provided to participants for future reference. In a show of inter-governmental cooperation, NEC's legal department attended and fielded questions from participants as they arose.
	3.1.3 Crisis management plan for electoral disputes	<ul style="list-style-type: none"> NTR
	3.1.4 NEC-led public education campaign on the role of the courts	<ul style="list-style-type: none"> NTR
<p>Output 3.2. National Electoral Security Plan implemented and improved capacity of SLP to safeguard elections (UNIPSIL lead)</p> <p>Baseline: ONS lead on electoral security planning and positive experience of 2007 to draw on; low capacity of and public confidence in the SLP to play</p>	3.2.1 Provide support to the Office of National Security	<ul style="list-style-type: none"> Most of the activities earmarked for the ONS were meticulously implemented. From 16th to 20th October, 2012 four National Security Council Coordinating Group (NSCCG) and Provincial Security Committees (PROSEC) meetings were held in the regional headquarters of Makeni, Bo Kenema and Kono, which were assessed to be high risk areas to the conduct of the 2012 elections. Also, before then, the security sector and political parties conference was held in Freetown on 27th September, 2012. One consolidated meeting between ONS Directors and Provincial Staff of the ONS had taken place in Makeni, on 28th July, 2012. All those meetings were designed to engage members of the security sector, on what their roles were, refresh their memories and fire their sense of patriotism, professionalism and

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<p>its role to secure the polls and voters; experience of SLP in 2007 generally positive</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Electoral security plan put in place at least one year ahead of 2012 polls and involving NEC and PPRC • Reduced incidences of electoral violence • # of electoral related offences and occurrences of violence effectively addressed by the SLP • Presence of SLP in all elections registration and polling centres nationwide <p>Responsible Parties: ONS; SLP; UNDP; UNIPSIL</p> <p>Total Budget: \$1,054,140</p>	<p>3.2.2 Strengthen the institutional capacity, logistics, infrastructure and impartiality of the SLP</p>	<p>impartiality. They provided avenues for discussions to clear ambiguities and warn personnel to steer clear of partisan politics. The meeting with political parties, in particular, helped to dilate on the need for the latter, to put national security, as part of their strategic interests, in the front burner. The refurbishment of 44 vehicles belonging to the ONS was also carried out, during this period, as a means of improving their logistical support.</p> <ul style="list-style-type: none"> • Threat Assessment <ul style="list-style-type: none"> - As the lead agency in managing internal security, the Sierra Police was assisted in conducting a periodic review of the Threat Assessment Register, which formed the basis for the deployment of personnel and resources. Actually, the funding allocated to this segment was exhausted towards the end of the quarter under review, due to the fact that the Threat Assessment Working Group (TAWG) increased the number of meetings from fortnightly to weekly. • Development of Nominal Roll <ul style="list-style-type: none"> - The development of Nominal Roll, for deployment was also completed. However, due to last minute changes and movement of personnel, a few distortions were noticed, especially in the Northern region. • Rations/Fuel <ul style="list-style-type: none"> - Rations were provided for about 13,683 personnel of the SLP, RSLAF and other security agencies, which supported the SLP in providing security during the elections. The General Duty officers deployed to polling stations were provided with rations for 7 days, while those for public order management were provided for 30 days. The latter was meant to take care of post elections situation. Also, fuel was provided for vehicles and motorcycles. There was a complaint that some SLP members did not receive rations. But when asked to justify those claims for proper verification for redress, the SLP decided to handle the situation internally for some obvious reasons. • Logistics
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		- One Toyota Dyna mini truck was procured for the SLP.
	3.2.3 Training SLP, Chiefdom Police, Fire Force, Prison and MACP personnel on functions during elections, incl. role of electoral courts, sensitization on gender-based violence; training to focus on other areas as well including human rights, roles and responsibilities when assigned to polling centers and polling stations	<ul style="list-style-type: none"> • NTR – Activity Concluded
	3.2.4 Provide UN assistance to the SLP through appropriate and timely UNIPSIL/UNPOL deployment, particularly to safeguard voters and polling materials	<ul style="list-style-type: none"> • The United Nations deployed eight (8) UN Police (UNPOL) officers to the Regions and Freetown. UNPOL advisers are in Kono Makeni, Bo, Kenema, Lungi Airport and supporting the Ops Planning Unit of the SLP.
	3.2.5 Crowd Control training to SLP personnel assigned public order responsibilities	NTR – Activity Concluded
<p>Output: PMU ensures well managed and well coordinated implementation of Election Programme as approved by LPAC and amendments approved by the Steering Committee.</p> <p>Baseline: No running programme</p>	Establishment of PMU; Regular Steering Committee meetings; Monitoring, evaluation and reporting; EAD/DPA monitoring mission; Audits; Final project evaluation	<ul style="list-style-type: none"> • All key stakeholders participated consistently in the SC meetings and at relevant levels. The Minister of Finance chaired all of the EBF SC meetings since the approval of the programme. The frequency of SC meetings was increased when pending issues and the need for close monitoring of election preparations by the SC so required. Subsequently, the 10th, 11th, and 12th SC meetings on <i>the Support to the Electoral Cycle in Sierra Leone 2011 – 2014 Programme</i> were held on 01 October, 29 October and 08 November respectively at the Ministry of Finance and Economic Development (MOFED). • Voter Education and Training Advisor held regular coordination meetings with <i>Search for Common Ground and National Coordinating Committee</i>. The advisor also divided his time

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<p>Indicators:</p> <ul style="list-style-type: none"> • Core PMU staff in place by early 2011 • PMU established and operational • Regular minuted Steering Committee meetings held • Strategic documents developed and implemented (AWP, operational plans, etc...) • Regular reports submitted <p>Responsible Parties: UNDP</p> <p>Total Budget: \$3,024,873</p>		<p>towards the Training and M and E of various electoral processes being dealt by the programme.</p> <ul style="list-style-type: none"> • The PMU continued its financial management of Peace Building Fund and disbursed several payments to IPs who either signed new MCGs, LoAs or submitted satisfactory reports. The PMU Operations Manager continued to be the focal point for the NSA project being led by the UNIPSIL. • Recruitment of 10 Regional Decentralized Results and Tally Advisors was concluded with the arrival of all advisors by 12 October 2012 in Sierra Leone. • All Electoral Advisers concluded their assignments in satisfactory manner and departed by 7 December 2012. All there payments were processed before their departure. • The PMU ensured good coordination of the team of short term advisers and a continued close and constructive dialogue with NEC. • Several direct payments were made to support activities under SLP/ONS AWP owing to the fact that no Letter of Agreement (LoA) is in place with SLP/ONS. • Audit for the programme for 2011 was conducted and audit finding confirm sound management of the programme with the exception of auditors making observation that election programme needs more personnel to support asset management given the scope and magnitude of the programme.
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