



## **FINAL REPORT**

**BUILDING SUSTAINABLE ELECTIONS MANAGEMENT IN LIBERIA**  
**SEPTEMBER 11, 2009 THROUGH DECEMBER 31, 2014**

**MARCH 31, 2015**

This publication was produced for review by the United States Agency for International Development by the International Foundation for Electoral Systems.

Final Report

**BUILDING SUSTAINABLE ELECTIONS MANAGEMENT IN LIBERIA**

September 11, 2009 through December 31, 2014

USAID Cooperative Agreement number 669-A-00-09-00147

Prepared for:  
Katelin Maher, AOR  
Democracy and Governance Office  
USAID / Liberia  
March 31, 2015



**DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

**CONTENTS**

ACRONYMS.....	4
I. EXECUTIVE SUMMARY.....	6
II. TECHNICAL SUPPORT AND CAPACITY BUILDING.....	9
1. FY2009 - 2010	9
A.    CIVIC AND VOTER EDUCATION	9
B.    BOUNDARY DELIMITATION	11
C.    SUPPORT TO VOTER REGISTRATION	13
D.    OTHER TECHNICAL AND OPERATIONAL SUPPORT	15
2. FY2011	19
A.    CIVIC AND VOTER EDUCATION	19
B.    SUPPORT TO VOTER REGISTRATION	23
C.    PUBLIC OUTREACH	24
D.    OTHER TECHNICAL AND OPERATIONAL SUPPORT	26
3. FY2012	31
A.    CIVIC AND VOTER EDUCATION.....	32
B.    SUPPORT TO VOTER REGISTRATION.....	34
C.    PUBLIC OUTREACH .....	35
D.    OTHER TECHNICAL AND OPERATIONAL SUPPORT	37
4. FY2013	42
A.    CIVIC AND VOTER EDUCATION.....	42
B.    SUPPORT TO VOTER REGISTRATION	44
C.    PUBLIC OUTREACH	45
D.    OTHER TECHNICAL AND OPERATIONAL SUPPORT	46
5. FY2014	54
A.    CIVIC AND VOTER EDUCATION.....	54
B.    SUPPORT TO VOTER REGISTRATION	58
C.    PUBLIC OUTREACH	61
D.    OTHER TECHNICAL AND OPERATIONAL SUPPORT	64
III. CONTRACT ADMINISTRATION.....	69
1. AWARD MODIFICATIONS	69
2. STAFFING	69
IV. CHALLENGES AND LESSONS LEARNED .....	70
V. ANNEXES .....	71

## ACRONYMS

BRIDGE	Building Resources in Democracy, Governance, and Elections
BSEM	Building Sustainable Elections Management in Liberia
CDC	Congress for Democratic Change
CSO	Civil Society Organization
CVE	Civic and Voter Education
DPO	Disabled Persons Organization
EMB	Election Management Body
FRR	Final Registration Roll
IFES	International Foundation for Electoral Systems
NCSCCL	National Civil Society Council of Liberia
NEC	National Elections Commission (of the Republic of Liberia)
UNDP	United Nations Development Program
UNMIL	United Nations Mission in Liberia
VR	Voter Registration
VRC	Voter Registration Center
VRU	Voter Roll Update



## I. EXECUTIVE SUMMARY

On September 11, 2009, USAID awarded the International Foundation for Electoral Systems (IFES) a five-year cooperative agreement to assist with building sustainable elections management in Liberia. Under Building Sustainable Elections Management in Liberia (BSEM) IFES sought to promote sustainable, efficient, sound, non-political elections management in the country through the provision of technical support to the National Elections Commission (NEC). In pursuing this goal IFES continued to build the NEC's capacity in key election management areas including voter registration, civic and voter education, public outreach, legal reform and public information. Having previously operated in Liberia through January 2009, IFES commenced startup operations immediately upon receiving the award. Shortly after the award's start date, IFES began coordinating with the NEC on preparations for the Montserrado County senatorial by-election scheduled for November 10, 2009.

Liberians' expectations that its government would continue to create the necessary conditions to foster peace, stability, and economic renewal were high during the life of the BSEM program, particularly at the onset, but they did not leave the process completely in the hands of the new government. Their level of involvement in public debates and constructive exchanges with their leaders, elected and appointed, further accentuates the belief that dialogue and engagement is the key to a more transparent and accountable government.

Political dynamics were largely stable throughout the life of BSEM, despite serious challenges to the Government's efforts to fight corruption and increase efficiency and accountability. The importance of these efforts was heightened by 2010 audit reports submitted to the President and the Legislature by the General Auditing Commission (GAC) indicating the need for the Government of Liberia (GOL) to take serious steps toward addressing corruption in government, strengthening the Liberia Anti-Corruption Commission (LACC), and speeding the passage of appropriate legislation on Code of Conduct for Public Officials and Assets Freeze.

After being in political limbo, the controversial Threshold Bill was passed in July 2010, which modified the threshold of 20,000 citizens per constituency and therefore created nine additional seats in the House of Representatives. This bill had to be passed before boundary delimitation and, consequently, voter registration could proceed. As such, its passage was crucial to IFES' work and the continuation of electoral preparations. The Referendum Bill was also passed thereby granting the NEC authority to begin organizing a four question constitutional referendum which preceded the 2011 elections.

The 2011 referendum (August) and elections (October) were relatively free of violence and fostered a healthy exchange of ideas among candidates and their supporters. While the first round of the Presidential elections experienced a number of logistical and operational problems, the second round was vastly improved. Materials were deployed and secured prior to election day, polling stations across the county opened and closed on time, and civic education messages were further refined. Following the first round of Presidential elections, the NEC Chairman, James Fromoyan, terminated the NEC's Director for Information and Outreach for incorrectly informing the main opposition party, Congress for Democratic Change (CDC), of the number of votes it received in the first round. In the first round, the Unity Party received 43.9% of the votes and the CDC received 32.7%; since neither received a simple majority, a run-off was necessary. Under intense public pressure, in

---

particular from the CDC, Chairman Fromoyan resigned before the November 2011 run-off, in which President Johnson Sirleaf was re-elected.

In early 2014 the first confirmed cases of Ebola appeared in Liberia, having entered from Guinea. The exponential rise in the number of suspected and confirmed cases, as well as the number of Ebola-related deaths stretched Liberia's public health sector to a near breaking point. Multiple lawsuits attempted to delay the Special Senatorial elections scheduled for October 2014. While many warned of a constitutional crisis in January 2015 if the elections were not held in December 2014, many others believed the conduct of elections – including campaign activities – could exacerbate the spread of the Ebola virus. Ultimately, Liberia's Supreme Court directed the National Elections Commission to undertake public consultations regarding the date on which the elections should be held, concluding with December 20, 2014 as the final date, just eleven days before the end of the BSEM program.

## Major achievements

IFES's strategic approach to this program was guided by the overarching principle of building the NEC's capacity to deliver legitimate elections. Through assistance in constituency boundary drawing, voter registration, referendum and election management, and civic and voter education, and an overall focus on institutional and professional capacity building, IFES assisted the NEC in meeting the following objectives in its 2006–2011 Strategic Plan:

- To increase public participation in the electoral process as well as to enhance voters' capacity to make informed choices in elections;
- To strengthen the Commission's institutional capacity and capability to manage elections;
- To undertake electoral reform so as to facilitate free and fair elections in conformity with existing conditions in Liberia and international best practices; and
- To conduct all elections (general, chieftaincy, municipal, by-elections) effectively.

By working toward these objectives with the NEC, IFES ensured that the program met the NEC's needs as it worked to build an independent and sustainable institution capable of operating with progressively less international technical assistance.

IFES and the UNDP were the NEC's main international partners; IFES engaged technical experts to work closely with the NEC in the following areas:

- Information technology
- Public outreach and the media
- Ballot design
- Civic and voter education strategy, messaging, material development and implementation
- Legal framework and interpretation
- Procedures for the referendum and elections

These technical experts not only assisted with the conduct of electoral processes such as voter registration, civic and voter education, and the organization of elections, but also built the long term capacity of NEC officials and the institution in these key areas.

IFES also played a major role in conducting civic and voter education for voter registration, the 2011 national referendum and the general and run-off elections. IFES worked closely with the NEC to develop messages and printed them on posters, stickers and shirts, which were distributed throughout the country with the help of local CSOs. IFES also produced three voter education films that were shown throughout the country in “mobile-cinemas,” reaching hundreds of thousands of voters with consistent and useful information.

**Voter Registration:** Between January 10 and February 12, 2011, the NEC conducted a nationwide voter registration campaign, seeking to register as many eligible Liberians to vote as was possible. After the completion of the exercise, a total of 1,798,930 Liberians were registered to vote. The NEC later conducted a boundary delimitation exercise to keep up with shifting demographics, increasing the number of electoral districts from 64 to 73.

**Referendum:** On August 23, 2011 the NEC organized a National Referendum in which Liberians voted on four proposed constitutional amendments. Although 3 of the 4 measures received a majority of affirmative votes, none of the issues initially passed because the NEC determined that for a measure to pass, it must receive a “yes” from two-thirds of all valid and invalid ballots cast. This interpretation was later challenged in the Supreme Court, which ruled that two-thirds of affirmative votes should be counted out of total valid votes, rather than valid plus invalid votes. Under this ruling, the fourth measure on changing the voting system for legislative and municipal elections passed, eliminating the need for run-off elections in the Senate and House of Representatives in 2011.

**Presidential and Legislation Election:** On October 11, 2011, general elections were held in which Liberians voted for President and Vice President, for 15 Senators (one per county) and 73 House of Representative members (one per electoral district.) Voter turnout for the general elections was high, with over 70% of registered voters casting their vote. Polling day went smoothly, with international and domestic observer groups reporting favorably on the conduct of the elections, finding them to be orderly, transparent and peaceful.

**Presidential Run-off Election:** As no candidate secured more than 50% of the votes cast in the first round of the presidential election, a run-off election was scheduled for November 8, 2011. In the run-off election, Liberians chose between the top two candidates out of the 16 presidential candidates in the general election: the incumbent President Ellen Johnson Sirleaf (Unity Party) and Winston A. Tubman (Congress for Democratic Change).

## II. TECHNICAL SUPPORT AND CAPACITY BUILDING

### I. FY2009 - 2010

#### A. CIVIC AND VOTER EDUCATION

Shortly after the BSEM program began, IFES initiated meetings with the NEC to develop a civic and voter education (CVE) outreach strategy, particularly for the October 2011 general elections. IFES advised the NEC on various aspects of this strategy, including enhancing its public outreach efforts through the accreditation of civil society organizations (CSOs) to undertake civic and voter education, developing a code of conduct for accredited CSOs, and conducting operational and strategic planning sessions for the civic and voter education exercise.

Together with the NEC, IFES subsequently organized a number of CVE roundtables with local and international stakeholders. The essence of each meeting was to collaborate and coordinate the 2011 electoral process; separate consultative meetings were held for women's and disability groups, the media, and political parties. The meetings brought together more than 790 participants from Liberian CSOs, and the international community. Participants discussed strategies for the effective and efficient conduct of civic and voter education throughout Liberia and offered a host of general recommendations, including:

- Using the radio to disseminate civic and voter education messages;
- Conducting civic and voter education through churches and mosques;
- Involving disabled persons organizations in conducting civic and voter education and making civic and voter education messages accessible to persons with disabilities;
- Involving youth and student groups in conducting civic and voter education; and
- Training public and private media personnel on electoral issues.

Participants also discussed strategies for reaching specific target groups through the effective and efficient delivery of civic and voter education and produced a variety of recommendations, including:

➤ **Key recommendations to the NEC from the women's groups:**

- 1) Priority should be given to recruiting women as polling staff;
- 2) Women should form part of the monitoring process during elections;
- 3) Women should be part of every negotiating process during electoral disputes;
- 4) International CVE instruments should be reduced into simple English;
- 5) Girls of voting age should be encouraged to participate in the electoral process;

➤ **Key recommendations to the NEC from the political parties:**

- 1) NEC and political parties should work together to mobilize voters;
- 2) Political parties should use NEC-distributed materials to carry out CVE;
- 3) NEC should be more focused on voter education rather than civic education;
- 4) Political parties should use their structures to mobilize voters to register and vote;
- 5) NEC should dramatize CVE messages in local dialects;

➤ **Key recommendations to the NEC from people with disabilities groups:**

- 1) The disabled should be used as civic educators to help create awareness;
- 2) Disabled community should work with NEC in designing tactile ballot guides;
- 3) Guides should be assigned to assist the disabled during Voter Registration and Elections Day;
- 4) Print and electronic media should convey messages for the disabled community;
- 5) NEC should provide sign language interpreters at every polling station to assist the deaf;

With these recommendations in mind, IFES accelerated CVE activities in advance of the September 2010 official launch of the civic and voter education (CVE) campaign for voter registration (VR). IFES participated in a series of activities with the NEC CVE Department to review the strategy document and manual for CVE on VR. IFES forwarded the completed first draft of the manual to the NEC Board of Commissioners for review, comment, and subsequent adoption.

IFES also developed proposal guidelines for small sub-grants to local CSOs to conduct CVE campaigns across Liberia. Striving to achieve nationwide coverage, IFES issued sub-grants to 19 of the 181 NEC-certified CSOs. Furthermore, IFES worked with the NEC CVE Department to develop messages and lists of frequently asked questions on the VR process. IFES and the NEC completed sample messages and sent these to the Board of Commissioners for finalization and approval. IFES subsequently printed these messages on posters, brochures, flyers, banners, stickers, shirts, and caps and circulated them throughout the country. In addition, IFES developed specifications for the printed materials, as well as for mobile cinemas that subsequently traveled around the country showing a film on voter registration.

In addition to providing direct technical support, IFES continued working with the NEC, other development partners, and key CSOs to organize consultative meetings with various electoral stakeholders with the aim of promoting collaboration and coordination for the 2011 electoral process, particularly in the area of CVE. The meetings also included international organizations such as the National Democratic Institute (NDI), Trust Africa, The Open Society Initiative for West Africa (OSIWA), the European Commission (EC), the United Nations Mission In Liberia (UNMIL), and the United Nations Development Program (UNDP). Participants discussed strategies for the effective and efficient delivery of civic and voter education throughout Liberia. Combined, these consultative meetings brought together a total of 276 participants, including 209 males and 67 females.

Included in the events that IFES organized were hosted meetings for youth, the media, and local and traditional leaders. With the theme “Expected Role of Youth and Students in the Civic and Voter Education Efforts toward 2011 Elections,” the youth meeting aimed to generate discussion on issues confronting youth participation in the electoral process and ways to better include youth in this process. Participants identified economic issues, illiteracy, lack of common identity, and negative perceptions of young people as among the factors hampering

youth participation. Proposed solutions included creating opportunities for youth involvement (e.g., as civic educators), increasing youth awareness through peer education, involving youth in the policy making process, and economically empowering youth groups.

The media practitioners' workshop brought participants from various media institutions, the NEC, the Government of Liberia, and other international partners. The workshop aimed to promote the active and responsible involvement of the media in elections. Presentations from facilitators and panelists covered a range of topics including "hate" media, the NEC's media guidelines on voting, and the Media Code of Conduct. Over the course of the two-day meeting, participants collaborated in developing and adopting a revised Media Code of Conduct for the 2011 elections, and IFES printed this new Code of Conduct into handbills and forwarded these to the Press Union of Liberia (PUL) for distribution to its members.

The consultative meeting with local and traditional leaders brought together participants Bomi, Grand Cape Mount, Gbarpolu, Montserrado, and Margibi counties, local authorities, the NEC, and other international partners. Under the theme of "Ensuring Successful 2011 Civic/Voter Education Campaign through the Mass Participation of Traditional and Local Leaders," the meeting aimed to solicit discussion and suggestions from local and traditional leaders on how to implement an effective nationwide CVE campaign. Traditional council members made a number of recommendations, including conducting CVE through traditional dramas and songs, conducting CVE in the vernacular, and recruiting civic and voter educators from the counties to ensure that all towns and villages were reached.

## **B. BOUNDARY DELIMITATION**

Following a review of Liberia's existing boundary delimitation legal framework, IFES identified possible gaps and suggested the adoption of corrective regulations prior to engaging in a delimitation exercise. These recommendations included:

- Establishing a seat allocation formula for apportioning seats to the counties;
- Identifying additional delimitation criteria beyond population equality to guide the delimitation process, such as respect for administrative boundaries and communities of interest; and
- Requiring public consultations to seek comments and objections of voters to proposed constituency boundaries.

IFES also supported the boundary delimitation process through joint IFES/NEC local consultant (Mr. Archie Delaney) who led efforts to develop the delimitation database, and an IFES consultant (Dr. Lisa Handley) who provided extensive technical advice to the process of exploring the best options to deal with the implications of the Threshold Bill. To further coordinate the NEC's boundary delimitation work, IFES proposed the establishment of a boundary delimitation working group within the NEC to bring together all the major departments of the NEC with senior management. IFES helped organize and coordinate this working group, attended its meetings, and provided technical support and advice as necessary.

To ensure proper coordination of boundary delimitation activities, the NEC subsequently organized a bi-weekly working group meeting with other heads of Task Forces (Civic and Voter Education/Public Information, Logistics and Security, Training and Procedures, Finance, Procurement, IT/Data Center, Legal, and Inter-Ministerial).

In addition, IFES and the NEC conducted a three-day Boundary Delimitation Workshop for senior personnel of the NEC in May, 2010 facilitated by Dr. Handley and Richard Carver, a consultant specialized in training on boundary delimitation processes. Thirty individuals participated, including members of the Board of Commission (BOC) and other senior staff of the NEC. Topics covered during the workshop included Delimitation Framework, Delimitation Criteria, Steps in the Delimitation Process, Approaches to Drawing Constituencies, and Drafting Regulations for Delimitation, amongst others. Subsequently, a two-day Boundary Delimitation Training workshop was held for nineteen elections magistrates at the NEC headquarters in Monrovia. The training was part of a core training package designed to increase the understanding of the magistrates on the boundary delimitation processes.

Passed in July 2010, the Joint Resolution on electoral thresholds required the NEC to change its approach to boundary delimitation. This Resolution increased the number of seats in the House of Representatives from 64 to 73 and stipulated that the NEC apportion these seats among the six largest counties. As a result, the threshold for each district was recalculated by dividing the district's number of registered voters by its number of allocated seats rather than by apportioning seats based on census data, which was not deemed to be adequately accurate.

Following the passage of the Joint Resolution, IFES met with the Electoral District Steering Committee to review strategic preparations for effectively drawing electoral districts in accordance with the new requirements. Subsequently, the Committee agreed to refer to the process of drawing electoral districts as "delineation of electoral districts" rather than "boundary delimitation" because of changes in the timing and nature of the process.

The NEC decided to allocate the extra seats among six counties, corresponding with IFES' recommendations:

<b>County</b>	<b>Existing Seats</b>	<b>Additional Seats</b>	<b>Proposed Total</b>
Montserrado	14	3	17
Nimba	7	2	9
Bong	6	1	7
Grand Bassa	4	1	5
Lofa	4	1	5
Margibi	4	1	5
Bomi	3	-	3
Gbarpolu	3	-	3
Grand Cape Mount	3	-	3
Grand Gedeh	3	-	3
Maryland	3	-	3
River Gee	3	-	3

County	Existing Seats	Additional Seats	Proposed Total
Sinoe	3	-	3
Grand Kru	2	-	2
River Cess	2	-	2
<b>TOTALS</b>	<b>64</b>	<b>9</b>	<b>73</b>

IFES subsequently held several meetings with the NEC's boundary delimitation consultant to standardize geographic information system data and finalized the data entry process; the population figures and geographic details were used to select and distribute voter registration centers.

The NEC, with technical assistance from IFES, prepared a list of the amalgamated areas and sent it to the 19 election magistrates. Feedback showed that the amalgamated area boundaries were much clearer to local authorities in rural than in urban areas.

IFES also supported the data entry process for entering population and geographic data into a delimitation database. IFES held several meetings with the NEC's boundary delimitation consultant to standardize geographic information system (GIS) data and finalize the data entry process. In addition, IFES facilitated the movement of electoral district data entry staff from the Liberia Institute of Statistics and Geo-Information Services to the NEC headquarters in order to expedite the data entry process.

### **C. SUPPORT TO VOTER REGISTRATION**

IFES worked with the NEC to begin developing a voter registration operational plan, which included a draft timeline with key dates associated with voter registration. IFES also proposed a design for the voter registration system and began planning and developing guidelines for the establishment of voter registration centers. In addition, IFES reviewed the budget developed by the NEC's IT Department for voter registration commodities and activities and began identifying specifications for voter registration equipment and materials.

These documents and advice formed the basis for regular voter registration working group meetings similar to the NEC's work on boundary delimitation, which also served as effective platforms for communication and coordination between NEC staff and the board of Commissioners, as well as among the various departments working with voter registration.

To ensure adequate preparation for a comprehensive voter registration exercise, the NEC organized a bi-weekly working group meeting. The heads of Task Forces (Civic and Voter Education/Public Information, Logistics and Security, Training and Procedures, Finance, Procurement, IT/Data Center, Legal/Reform, Human Resource and Plenary) attend and provide progress reports.

IFES coordinated closely with the UNDP's Procurement Unit and other departments of the NEC to prepare the VR material specifications in order to accommodate the target delivery date of late September 2010. IFES

---

was responsible for procuring the equipment for the creation of a data processing center in Monrovia, which was to be the central hub of the NEC's registration efforts.

IFES deployed a Voter Registration IT consultant to work with the NEC and key partners, and recommended the creation of additional space for the Data Processing Center (which was subsequently allocated). The consultant reviewed the design of the optical mark recognition (OMR) forms for the voter registration data collection and made recommendations for improvements to the Voter Identification System.

Following the passage of the Joint Resolution on electoral districts, IFES met several times with NEC senior management and the heads of the NEC departments to discuss a strategy for carrying out the upcoming voter registration exercise within the context of the new delineation requirements. Based on the general assumption that the NEC would complete voter registration before drawing electoral districts, IFES drafted a voter registration operational plan in cooperation with the NEC and forwarded this plan to the NEC Board of Commissioners for approval.

In order to coordinate further on voter registration planning, IFES met with all the heads of the NEC departments to finalize the development of voter registration forms and to recommend improvements in the voter registration monitoring strategy. The NEC Training Director agreed to these improvements and to the need for further collaboration in developing guidelines for VR monitors.

IFES also met with all the heads of the NEC departments to develop strategies for the selection and distribution of voter registration centers. The basic principle in selecting and distributing voter registration centers was to have at least one center in each amalgamated area (the lowest geographic unit in Liberia). Because the NEC based the voter roll on this principle, the voter roll and voter registration cards were valid not only for the 2011 electoral processes but also for the 2013 local government elections. While selecting voter registration centers, IFES also took into account accessibility requirements and the budgetary implications of meeting these requirements.

To ensure viable, effective, and credible voter registration, IFES, in collaboration with the NEC Training and Procedures Department, held a training on voter registration procedures for election magistrates, assistant magistrates, county coordinators, regional coordinators, and regional officers in September, 2010. This training-of-trainers, which brought together 85 participants (70 male and 15 female), aimed to equip county-level NEC staff with training techniques that enabled them to train temporary voter registration staff in their respective county offices. The training covered the basics of the voter registration process, duties and ethics of registration staff, security and safety, registration offences, registration forms and kits, registration procedures, and registration center selection and distribution.

Progress continued in IFES's efforts to establish the NEC's voter registration datacenter, including the procurement of all equipment, as well as related equipment for the NEC headquarters and Election Magistrate offices. This equipment included more than 160 desktop and laptop computers; six servers for the database; uninterruptible power service devices to ensure the continuous functioning of computers and servers; projectors and screens for displaying statistics; four OMR scanners (to supplement scanners provided by USAID in 2005); a number of printers, photocopiers, and scanners for producing reports, presentations, and the voter list; several digital cameras; and a variety of essential software, office furniture, and office supplies. In addition,

IFES procured a number of air conditioning units for the datacenter, which became necessary to ensure the proper functioning and maintenance of the equipment after the failure of the NEC's central air conditioning system.

IFES also helped the NEC develop an inventory mechanism for tracking the equipment, assessing the preparedness of the Election Magistrate offices to receive the equipment, and make logistical arrangements for its delivery. IFES and the NEC agreed to the need to secure the Magistrate offices before they received the equipment, and IFES cooperated with the NEC to ensure all offices were equipped with security features. Throughout this procurement process, IFES closely coordinated with UNDP to avoid duplication of effort.

Throughout these voter registration activities, IFES' continued participation in biweekly meetings of the VR taskforce ensured cooperation and coordination with the NEC through the inclusion of the heads of the taskforces on Civic and Voter Education and Public Information, Logistics and Security, Training and Procedures, Finance, Procurement, IT and Data Center, Legal, and Human Resources.

## **D. OTHER TECHNICAL AND OPERATIONAL SUPPORT**

### ***Candidate Debate***

In late October 2009, IFES and the Press Union of Liberia (PUL) organized a by-election candidate debate under the theme "Listen, Discuss, Ask Questions and Make an Informed Decision." The debate, held at the Monrovia City Hall, included the ten candidates contesting the by-election and was witnessed by more than 300 people, including representatives of political parties, civil society organizations, student leadership, and international partners, including USAID, the US Embassy, ECOWAS, AU, and NDI. The debate was broadcast on several Liberian radio stations, allowing voters to hear candidates position themselves on issues and elaborate policy platforms.

### ***Montserrado County By-Election***

On November 10, 2009, Montserrado County conducted a by-election to fill the vacancy caused by the death of Hannah G. Brent, Junior Senator from the Congress for Democratic Change. The by-election was the eighth and largest since 2005 and involved nearly half of Liberia's entire voting population. The election's successful conduct was important, as it was widely seen as a test of the NEC's performance leading into the 2011 general elections.

The NEC accredited ten candidates to participate in the by-election - five candidates from political parties and five independent candidates. In accordance with Article 83b of the Liberian Constitution, in the event that no candidate obtains an absolute majority of votes cast in the first round, the two candidates with the highest numbers of votes in the first round must contest a run-off. On November 24, 2009, Geraldine Doe-Sheriff of CDC and Clemenceau B. Urey Sr. of the Unity Party contested the run-off. Ms. Doe-Sheriff was victorious with 56.0% of the valid votes against Mr. Urey's 44.0%.

IFES extensively coordinated with the NEC, USAID, and other donors to ensure the timely provision of all necessary materials for Montserrado County's 968 polling stations. Upon the request of the NEC, IFES procured more than 4,000 inkpads for voters to use in marking the ballots, 6,000 bottles of indelible ink to mark voters' fingers after casting their ballots, 500,000 ballot papers, and 4,000 t-shirts and caps for poll workers. IFES also procured approximately 400,000 ballot papers for the by-election run-off.

### ***First Round Feedback***

After the first round of the by-election, IFES convened a meeting with the NEC to identify and discuss areas for improvement in the run-off election. Areas identified included: better deployment of polling staff; retrieval and improvement of signs identifying polling center numbers; improvement and supplementation of security personnel at polling centers; reviewing the budget for both rounds of the by-election; improvement of civic education to include inspirational messages and information on new polling centers in specific localities; distribution of procedures and training manuals at each polling center to provide presiding officers clearer insight into procedures for tallying and counting; and provision of scratch cards to NEC field supervisors to improve communication.

### ***Post-Election Lessons Learned Conference***

Following both rounds of the by-election, IFES-Liberia produced a concept document for a post-election lessons learned conference, which it presented to the NEC for approval. This conference was intended to identify technical gaps and ensure professional management of future electoral processes. The two-day conference, held from December 11–12, 2009 took place in the Catholic Arch Diocesan Retreat Center in Gbarnga City, Bong County and brought together 80 electoral administrators (69 men and 11 women), including Commissioners, directors, and senior county magistrates.

The post-election evaluation covered six different thematic areas: budget formulation and tracking; recruitment procedures and poll worker training; civic and voter education and public information; candidate nomination, external relations, and legal processes; procurement, logistics, and security; and field coordination, magistrate offices, and the data center. Departments in each thematic area were given the opportunity to present their outlook on the electoral process, emphasizing preparation for and execution of tasks in their area; highlighting successes, constraints, and challenges; and making recommendations for improvement. Participants held open discussions following presentations in each area.

### ***Assessment of Election Magistrate Offices***

Because many of the NEC's 19 Election Magistrate offices were significantly underequipped and thus unable to operate to full capacity, IFES had planned to provide support to these offices as one component of the BSEM program. To determine the needs of each office and guide this support, IFES and the NEC undertook a nationwide technical needs assessment in March, 2010.

These teams examined office structure and infrastructure; inventoried equipment and vehicles; evaluated human resource capacity and staff hiring procedures; determined availability of support services in proximity to the

offices (e.g., maintenance and repair services for equipment and vehicles); and assessed storage and office space. The observer teams also assessed the security situation, road conditions, weather patterns, and political environment in each county so as to plan for these factors' potential impact on electoral activities.

IFES and the NEC based this assessment on their direct observations, as well as face-to-face discussions with individuals, questionnaires, and focus group discussions. In addition to the NEC magistrates and their assistants and security personnel, the teams also interviewed local county authorities, local security personnel from the Liberia National Police (LNP), staff of the United Nations Mission in Liberia (UNMIL), and representatives of local civil society organizations (CSOs). Based on the information gathered, IFES and the NEC produced a report documenting the findings and recommendations, along with a budget, which formed the basis of a request for support to the Government of Liberia and USAID.

Consequently, IFES procured essential furniture and equipment for the Magistrate offices. The equipment procured included critical IT equipment, such as printers, cartridges, scanners, memory sticks, digital cameras, and public address systems; basic furniture, such as desks, chairs, cabinets, and shelves; mobile phones; and solar panels and generators for powering the offices. In addition, IFES provided training NEC Magistrate staff in using and maintaining the IT and power-generating equipment. As a result of this material assistance, all the Magistrate offices became better equipped to implement the voter registration process and regularly communicate and coordinate with NEC headquarters throughout this process.

#### ***Technical Support to Logistics and Operations***

Early in FY2010, IFES began providing preliminary advice to the NEC in the area of election logistics and operations. IFES advised and consulted with various NEC departments, including the Field Coordination Unit and Procurement and Logistics Unit. IFES worked with the NEC's Field Coordination Unit to begin planning for voter registration operations and assess the infrastructure, storage, and communications capacity, as well as the general status, of registration centers used in 2005. IFES also conferred with this unit on plans for distributing and warehousing election materials.

IFES deployed a Logistics and Operations Specialist to work with the NEC Logistics, Procurement, Field Operations, Data/IT Center and Training departments. Though the IFES work plan and project document did not specifically call for the deployment of a Logistics and Operations personnel, it was agreed that due to the slow pace of the deployment of a UNDP Specialist in that area, IFES could provide technical support in a limited capacity. As a result, the Specialist, in collaboration with the Acting COP, held extensive meetings with the NEC and UNDP Procurement Unit on specifications and procurement details for VR materials. Collectively, they worked with the NEC Field Coordination department in gathering vital information on previous voter registration centers with emphasis on access to VR centers, type of transportation to be used, communication coverage via internet and cell phones, types of structures available, among others. The Specialist also provided support to the Training Department in the creation of a standard VR procedure manual. A series of trainings of the NEC staff were conducted to field test the manual to ensure its readiness for use in the training of permanent and temporary staff for the VR process.

### ***Referendum Preparation***

Based on consultations with various actors, the NEC reversed its earlier stance and announced its intent to conduct a constitutional referendum on 23 August 2011. As a result, the referendum took place less than two months prior to the general election, thereby compressing the timetable for this election. Following this development, IFES and other partners began discussions with the NEC to revise key electoral dates, as well as the operational plan, regulations, guidelines, and budget, to incorporate the timing of the referendum.

### ***Advice on Legal Framework for Elections***

IFES Legal Advisor Jessie Pilgrim traveled to Liberia to provide advice on unresolved legal issues surrounding the 2011 elections and referendum. The main legal issue related to the general election was the question over whether or not the Electoral Reform Law of 2004 remained effective apart from the four suspended provisions. Following meetings between IFES, the NEC agreed that the law remained applicable, removing the ambiguity surrounding this issue.

With respect to the referendum, IFES identified a legal vacuum that could be filled by either legislative action or NEC regulation. Following agreement that the NEC should fill this vacuum, IFES provided examples of regulations and the areas these regulations needed to cover, including campaign rules, complaint and appeal procedures, observer accreditation, and voting and counting procedures. In addition, IFES provided advice to the NEC's Legal Section on pending legal issues related to voter registration.

### ***River Gee County District 3 By-Election***

The NEC conducted a by-election in River Gee County District #3 on 20 July 2010 to fill a vacant seat in the House of Representatives. IFES participated in coordination meetings with the NEC to plan and advise on civic and voter education, logistical and operational planning, and training and procedures for this election. IFES also participated in a candidate debate financed by the NEC and implemented by the Liberia Media Initiative and observed both rounds of the election.

Four candidates participated in the first round, with the results as follows: Christian Snorteh Chea of the Unity Party (41.5%); Philbert G. Doe of the Congress for Democratic Change (28.4%); Francis Sayon Younge, independent candidate (21.5%), and; Marcus Saylee Quenneh, independent candidate (8.6%). Since none of the candidates received an absolute majority of the votes cast, the NEC held a second round on 3 August 2010, with Mr. Chea of the Unity Party (64.0%) beating Mr. Doe of the Congress for Democratic Change (36.0%).

### ***Visit from Ghana Electoral Commission***

As part of capacity building support to the NEC, IFES brought in Dr. Kwadwo Afari-Gyan, Chairman of the Ghana Electoral Commission, in September, 2010. Dr. Afari-Gyan held a series of technical discussions with various departments of the NEC, including Administration, External Relations, Operations, Civic and Voter Education and Public Information, Training and Procedures, Human Resources, Field Coordination, Political Liaison, Legal, Logistics and Procurement, and IT and Data Center, as well as the Voter Registration Working Group. He also met with the Mission Director of USAID, Deputy Special Representative of the United Nations

Secretary General, international donor partners, and political parties and held a formal debriefing session with the NEC Board of Commissioners to underscore his key findings and recommendations on the way forward.

## 2. FY2011

In the lead-up to the 2011 elections, key opposition political parties began shifting support and forming alliances. Some parties and former aspirants, including Varney Sherman of the Liberia Action Party, had already joined the ruling Unity Party in a merger, while football legend George Weah's Congress for Democratic Change (CDC) and Charles Brumskine's Liberty Party (LP) agreed to consolidate or merge.

The National Executive Committees of both the CDC and LP authorized their respective leaderships to constitute special committees to work out terms and conditions of their engagement. Some sources speculated that a new party would likely be named the Coalition of Democratic Change (CDC), with the ultimate goal of replacing Ellen Johnson Sirleaf. However, some CDC supporters and officials criticized party executives of using underhanded tactics to gain support for a Brumskine presidency.

In addition, four registered opposition political parties and a coalition-organizing group resolved in December 2010 to form yet another coalition to offer an alternative to the Sirleaf administration in 2011. The coalition's organizing committee announced it would be officially referred to as the National Democratic Coalition (NDC) upon the legalization of its status. The NDC founding membership includes the Liberia National Union (LINU), the National Patriotic Party (NPP), the Liberia Destiny Party (LDP), the New Deal Movement Party, and the Coalition Group-Democratic Alliance (DA).

During a November 2010 journalism symposium on political and electoral reporting sponsored by the Ford Foundation at the University of Liberia, NEC Chairman James M. Fromayan spoke on the topic *Conducting National Elections*. Chairman Fromayan emphasized the challenge facing Liberia in organizing the 2011 elections with reduced international support. Moreover, the return of refugees and displaced persons meant that the 2011 elections needed to target 2.1 million voters, considerably more than the 1.3 million targeted in 2005. This increase in voters required establishing 7,000 voting centers, an increase over the 3,070 established in 2005. Deplorable road networks represented an additional challenge in elections management. To overcome inadequate road infrastructure, the NEC secured 45 trucks from the Armed Forces of Liberia, 41 double-cabin pickups, a number of rented vehicles, and helicopters to distribute voting materials throughout the country. The NEC also completed construction of, and repair, to warehouses across the country to store voting materials.

### A. CIVIC AND VOTER EDUCATION

#### **CSO Subgrants**

In early FY2011, IFES finalized the provision of subgrants to 19 local CSOs. The purpose of the subgrants was to inform, sensitize, and motivate voters to participate in the electoral process. In particular, these CSOs would provide Liberians with clear, basic, and understandable information on the purpose and importance of voter

registration, eligibility criteria for voter registration, and the significance of electoral districts and constituencies. In addition, the CSOs would promote participation of vulnerable groups such as rural voters, women, youth, elderly, and persons with disabilities; engender attitudes and behaviors conducive to peaceful voter registration; and build confidence and trust in the voter registration process.

IFES sent out a request for proposals to all 181 NEC-accredited CSOs, with a maximum amount for each subgrant of \$4,500. In total, IFES received 135 proposals from CSOs around the country. A screening team consisting of representatives from IFES, NEC, and UNDP read through all 135 proposals and scored them. Each proposal was read twice and scored twice by two separate individuals from IFES, NEC, and UNDP. After going through the combined scores, the top two CSOs with the highest scores were chosen from each magisterial area. A total of 29 CSOs were chosen; 19 as first choices and 10 as alternates. IFES then held a two-day training for the selected CSOs on financial and narrative reporting using IFES monitoring tools, what the voters would need to know, and how to use NEC training material and equipment. During the workshop, IFES cooperated with the international group Ushahidi, an organization specializing in election violence monitoring, to train four of the nineteen selected CSO and IFES staff on sending election-related reports to their web site.

The selected CSOs provided Liberians with clear, basic, and understandable information on the purpose and importance of voter registration, eligibility criteria for voter registration, and the significance of electoral districts and constituencies. In addition, they promoted participation of vulnerable groups such as rural voters, women, youth, elderly, and persons with disabilities; engendered attitudes and behaviors conducive to peaceful voter registration; and built confidence and trust in the voter registration process. According to the database on CSO activities, these 19 CSOs reached 148,257 males and 150,977 females, giving a combined total of 299,234 persons reached.

### ***Mobile Cinemas***

In order to reach large numbers of potential registrants at one time, IFES planned and implemented a nationwide mobile cinema program. This program required mobile cinema equipment, a short movie to display on the cinema, and organizations to operate the mobile cinema units in the field. As such, IFES procured equipment for six cinemas, including generators, PA systems, screens, video projectors, and toolkits and contracted the Liberia Movie Union (Lollywood) to produce a 20-minute film on the VR process. In addition, IFES conducted a competitive bidding process to select six NEC-accredited CSOs to operate the mobile cinema units in the field under IFES subgrants, beginning in January 2011. In addition to displaying the film about voter registration, the CSOs employed cultural dancers, town criers with megaphones, and other civic educators to provide a more in-depth explanation of the film and provide answers to audience questions or concerns. According to the database on the mobile cinema outreach activity, 322 events took place, reaching 68,960 males and 69,875 females, giving a combined total of 138,835 persons reached.

### ***Production of CVE Materials***

IFES also provided support to the NEC's VR CVE campaign by producing a wide range of materials, including 150,850 motivational and informational posters; 308,250 motivational and informational fliers; 349 banners; 82

flipcharts; 61,200 promotional stickers; 100 CVE guides; and 1,000 ID cards, 880 t-shirts and caps, and 440 jackets for civic educators.

### **Traditional Leaders Workshop**

IFES facilitated a two-day consultative workshop for traditional leaders and local county officials in Gbarnga City, Bong County, under the theme *Ensuring Successful 2011 CVE Delivery Campaign Through The Mass Participation Of Traditional And Local Leaders*. The workshop was the second in a series of three consultative workshops planned for traditional leaders, elders, and local county authorities throughout the entire country. The chairperson of the National Traditional Council of Liberia, Chief Zanzar Karwar, headed a delegation of five persons from the headquarters of the National Traditional Council, with a total of 77 traditional leaders and county authorities attending from Bong, Lofa, Nimba, Grand Bassa, and Rivercess Counties.

The workshop advised traditional leaders and county authorities to become involved in the VR exercise by encouraging their people to register and by serving as watchdogs for unscrupulous behavior while continuing to exhibit a high degree of neutrality. The workshop was arranged into working sessions with presentations from NEC DED for External Relations, Nathan Garbie; Blamo Sieh, National Coordinator for the National Referendum; Archie Delaney, IFES/NEC Consultant for Boundary Delimitation; NEC Acting Director for CVE, Roseline Kowo; and IFES Senior Program Officer, Senessee Freeman. The workshop ended with the various groups coming up with ideas and recommendations for holistic programming with the NEC and other partners.

### **Focus Group Discussions**

IFES contracted Subah-Belleh Associates, a research and management firm, to conduct a series of focus group discussions (FGDs) on CVE messages. These FGDs aimed to increase understanding of the level of voter education and information needs among the population for the 2011 elections and referendum, how voters gather election information, and how voters prefer to gather information. Six FGDs were held in total: three in Monrovia, one in Tappita, one in Gbarpolu, and one in Rivercess. Each focus group aimed to achieve gender balance, a mix of ages representative of the voting population, and a mix of levels of education. IFES thereby ensured that the FGDs were as geographically and demographically representative as possible.

A Research Officer from IFES's Applied Research Center traveled to Liberia to discuss the FGDs with Subah-Belleh and monitor the first testing of the FGDs, which took place in November, 2010. The result of the FGDs helped IFES and the NEC to shape the public information campaign for the 2011 VR exercise, legislative and presidential elections, and constitutional referendum.

### **CVE Database**

IFES recruited four data entry clerks to process all activity forms submitted by the 25 CSOs contracted to conduct CVE outreach activities on the VR process. These clerks processed a total of 6,565 activity forms submitted by the CSOs (6,243 from the 19 CSOs conducting face-to-face CVE and 322 from the 6 CSOs operating mobile cinemas), each form representing a specific CVE activity. As raw data, these forms identified

1,888,512 people reached by CVE efforts. After adjusting to compensate for overestimates, analysis of these data showed that a total of 438,467 people were reached, 217,216 men and 220,581 women.

### **CSO Lessons Learned Workshops**

Following the end of the CVE campaign on the VR process, IFES organized two phases of lessons learned workshop for the CSOs meant to assess the conduct of the CVE exercise, taking into consideration constraints, successes, and recommendations for ensuing electoral activities.

The first phase of the workshop, held in February, 2010 in Monrovia, consisted of 34 participants (19 male and 15 female) from 12 CSOs from western and eastern Liberia. The second phase of the workshop, held in March, 2010 in Ganta City, Nimba County, brought together 36 participants (29 male and 7 female) from 13 CSOs from the southeastern and central regions of Liberia. These workshops took place under the theme “*IFES working with CSOs in providing effective CVE delivery for 2011 VR process.*”

### **Support to the Public Information (PI) Department**

During the third quarter of FY2011, the NEC began deliberating the creation of a radio program called “Election and you” on Liberia national radio (ELBC). “Election and you” was proposed to be broadcast on Thursdays and repeated on Saturdays. The 45-minute program was proposed as part of the effort to intensify dissemination of electoral information to the public by including the NEC Chairman and other Commissioners as key participants.

In September, 2010, IFES Public Information advisor assisted the NEC Public Information department to organize three press conferences, including one on the visit of the delegation from the Economic Community for West African States (ECOWAS). Also in September, the PI section organized a media consultative meeting that was held with media executives aimed at seeking their view on the way forward in the event there would be a need for presidential run-off as a result of non-passage of Article 83 (b) in the referendum, which posed serious repercussions on the conduct of the run-off elections within two weeks after official announcement of the results as required by law if there was no winner with over 50% of the vote.

PI also collaborated with Civic/Voter Education section in intensifying civic education through the media by organizing media interviews, running jingles and drama carrying election messages. Fact sheets and FAQs were developed to provide simplified explanation on Candidate Nomination, Complaints Processes, Electoral Preparations, Run-Off Elections, Counting of the Votes and Display of Election Results.

IFES provided two sets of microphones for the PA system to help in the outreach activities in response to the request made by PI. In addition, IFES provided the department a PA system for the same purpose as the demand for use of PA systems grows.

## **B. SUPPORT TO VOTER REGISTRATION**

### ***Voter Registration Datacenter Preparations***

During December, 2010, IFES largely completed the installation and configuration of the datacenter hardware and software. Primary and backup server rooms, including the redundant domain controllers and database servers, were installed and configured in order to provide for smooth operation. Data center layout, furniture, computers, and OMR scanners were all prepared for operation, and decodes for OMR forms were prepared and tested.

To provide a continuous and reliable supply of power to the datacenter equipment, IFES procured and installed two 48 KVA UPS systems with the help of a specialist from HP Nigeria. Following installation, the UPS systems were fully charged and tested. IFES also procured and installed air conditioning units for the UPS room to provide temperature control that allowed proper functioning of the UPS systems. IFES also procured, installed, and tested an 88 KVA power generator with silencer to ensure 24/7 electricity supply for the datacenter operation.

In addition, IFES developed and tested software for data input, validation, quality control, and archiving in the datacenter. IFES completed debugging and correcting errors in the software, as well as tuning the database.

Because it was determined that the datacenter would require 100 operators, IFES and the NEC conducted a selection process that involved testing hundreds of people on data entry skills. From the pool of applicants tested, IFES and the NEC selected 100 people based on their test results and prepared an alternate list in case any of the top 100 candidates could not fulfill their duties. IFES prepared contracts for datacenter operators, as well as forms for accounting for datacenter staff attendance, and handed these over to the NEC to be signed.

### ***Voter Registration Cascade Training***

IFES, along with UNDP and the NEC, organized a voter registration training of trainers (ToT) in November 2010 for 65 NEC Magistrate and regional staff. The IFES-sponsored portion covering VR procedures lasted three days and was followed by a three-day training on the cameras used for VR organized by UNDP.

As a result of the delay in availability of UNDP basket funds, IFES also provided operational and financial support to the subsequent VR cascade trainings. IFES met with the NEC finance and training departments to revise the budget for the cascade trainings based on an updated NEC training plan. Based on this budget, IFES printed training manuals and provided financial support for stationery, food, venue, transportation, and lodging.

After the ToT, the second tier of the cascade training for 354 electoral supervisors took place simultaneously in the 19 magisterial areas over four days in December 2010. The third tier of the cascade training for VR staff was divided into two phases. The first phase was held in 48 locations throughout all 19 magisterial areas and was conducted primarily by the electoral supervisors with the support of NEC permanent staff. This training reached nearly 5,000 trainees. The second phase was held in January, 2011. These trainings for VR staff instructed participants on the VR staff manual, use of solar power packs and camera kits, key skills for the identification of VR materials, and equipment to be used during the VR exercise.

## **IFES Monitoring and Evaluation**

IFES monitored and evaluated the training sessions to ensure that trainers presented the required VR materials and topics to the VR center staff appropriately and thoroughly. The IFES teams were also given the responsibility of observing how Magistrate staff managed training funds contributed by IFES via the NEC, which were intended to cover stationery, food, venue, transportation, and lodging.

IFES dispatched two teams to evaluate and monitor the ToT workshop for electoral supervisors. The first team covered Margibi, Bong, and Nimba counties, while the second team evaluated sessions in Bomi, Grand Bassa, and Sinoe counties. Later, IFES dispatched three teams in the field to monitor and evaluate the first phase of the training of VR staff. The first team evaluated sessions in Margibi, Rivercess, and Grand Bassa Counties; the second team evaluated sessions in Bong, Nimba, and Lofa Counties; and the third team evaluated sessions in Bomi, Grand Cape Mount, and Gbarpolu Counties.

## **C. PUBLIC OUTREACH**

### ***IPCC Workshop on the VR Process***

As part of its outreach and consultative process with various stakeholders in the electoral process, the NEC convenes the Inter Party Consultative Committee (IPCC) with leaders of registered political parties in Liberia every month. The IPCC meetings aim to share notes on current undertakings of the NEC, keep parties informed of ongoing electoral events, and garner input and share thoughts on the way forward on potential sticky issues in Liberia. With funding and support from IFES, the NEC organized an extended version of the IPCC in January 2011 to brief leaders of registered political parties in Liberia on the conduct of the pending voter registration exercise, as well as a follow-up in February 2011. In June, 2011, IFES provided support through the NEC to an extended IPCC briefing in Lower Montserrado County with eighteen registered political parties and representatives from select CSOs, government institutions and international partners. The following issues were discussed: voter registration challenges, underage and double registrations, legal cases, candidate nomination preparation, campaign finance regulation and the national referendum.

### ***Support to the Public Information (PI) Department***

Gerald Nyamatcherenga, an IFES Public Information and Outreach Advisor, embedded with the NEC' Department of Public Information in January 2011 to provide advice and assistance. Many of the initial activities involved assessing the NEC's existing public information capacity. In March, 2011, IFES' Public Information and Outreach Advisor joined the Public Information Department in undertaking a week-long media assessment in southeast Liberia, including Sinoe, River Gee, Maryland, Grand Kru, Grand Gedeh, and Nimba counties; IFES provided logistical support to this exercise.

IFES provided a number of initial recommendations on the NEC's Public Information operations based on this assessment and on general observations. Among the recommendations were:

- **Increase involvement of other Commissioners at press conferences:** The NEC maintained a slot for a press conference each week. Although the media were prompt to attend the press conferences, they often did not fully grasp the issues, resulting in journalists either continuously asking questions previously asked or the NEC providing vague responses. The NEC subsequently adopted an important change suggested by IFES and UNDP; instead of having the Chairman dominate the press conferences, other Commissioners became involved in addressing questions pertaining to their specific areas of expertise or competence.
- **Evaluate media events:** In addition, IFES suggested the NEC evaluate every press conference and media event to identify strengths and weaknesses and determine the success of the event for continuous improvement.
- **Improve monitoring of media coverage:** The NEC was not fully monitoring media coverage, largely due to the fact that it did not buy newspapers for Public Information staff, and individuals do not wish to use their personal money for this purpose. IFES proposed that funds be made available for the purchase of newspapers. In addition, though there was a radio at the NEC Public Information department, and someone was assigned to monitoring coverage, no reports or summaries were being produced. IFES and UNDP encouraged the NEC to take steps to change this.
- **Improve relations between NEC and media institutions:** To strengthen the relationship between the NEC and the media, IFES suggested that the NEC have a business luncheon or dinner with editors and senior staff from media-related institutions and other partners so that they could come to know one another better and work as a team for the success of the whole electoral process.

The Public Information and Civic Education departments met with the UNMIL political affairs staff to coordinate an outreach strategy. In addition, IFES worked with the Public Information department to develop a draft communications strategy, which was shared with partners within NEC and UNMIL to seek their comments. The final document was presented to the NEC Chairman and Commissioners for endorsement. IFES also helped the Public Information department develop a template for a media advisory, which is now a standard document used to invite media to cover NEC functions.

### **Media Training on Election Reporting**

The NEC and the University of Liberia's Mass Communication Department, in collaboration with IFES, conducted a two-day media training workshop on elections reporting in Gbarnga City, Bong County in December, 2010. The workshop, held under the theme *Enhancing Professional Media Reportage Through Elections Training*, was intended to give media practitioners an in-depth knowledge of electoral procedures in order to help them maintain balanced and credible coverage of activities leading up to the 2011 elections. The two-day event brought together 48 participants, including representatives from print, electronic, and rural media, as well as from the NEC, IFES, and the University of Liberia's Mass Communication Department.

In February, 2011, IFES and IREX collaborated on a five-day training for journalists on elections reporting; this training covered three main topics:

1. Voter Registration, Exhibition, and the Final Process
2. The National Referendum: Facts You Ought to Know
3. Drawing of Electoral Districts, Prospects and Challenges to the 2011 General and Presidential Elections

As the 2011 National Referendum and Presidential and Legislative Elections approached, the NEC and IFES organized a two-day media workshop in Buchanan in collaboration with the Mass Communication Department of the University of Liberia. The workshop was held under the theme “Fostering Partnership for Professional Media Coverage of the 2011 Referendum and Elections” and was attended by over 40 journalists drawn from all media houses (radio, TV and newspapers) across the country. The objective of the workshop was to enhance the journalists’ understanding of electoral issues and how to report on them. Workshop topics included the following: 2011 Referendum, Issues and Strategy for Ensuring Participation, Gathering Facts for Elections Coverage, Media Code of Ethics for Elections and Mechanism for Enforcement, NEC Ballot Counting and Tallying Procedures for Elections Results, and Gender and Media, among others. Facilitators were drawn from the NEC, The Press Union of Liberia (PUL), UNDP and the Mass Communications Department of the University Of Liberia. (See attached Report on NEC IFES Media Workshop on Elections Reporting)

In a bid to strengthen the cordial relationship between with the Liberian media, the NEC in collaboration with IFES, hosted a business luncheon with owners and managers of media outlets in Liberia in April, 2011. Representatives from the various media centers of Liberia, IFES, UNDP and the NEC attended this business luncheon.

### ***Nationwide Opinion Survey***

In March, 2011 IFES contracted the firm Subah-Belleh Associates to undertake a nationwide survey to measure opinions and gauge knowledge of issues related to the upcoming elections. This survey, with a sample size of 1,000 Liberians of voting age throughout all 15 counties, included 40 closed-ended questions and 3 open-ended questions asked in face-to-face interviews. IFES administered a pre-test, then finalized the survey questionnaire and trained survey interviewers from March 22–23. The survey fieldwork began in late March and continued into April, 2010. This survey helped measure the effectiveness of CVE surrounding voter registration and effectively target future CVE efforts. IFES finalized the report in June 2011, and a hard copy was provided to USAID for review prior to further distribution. Many questions were included from a similar 2005 survey conducted by IFES, and comparisons between 2005 and 2011 showed increased voter knowledge in 2011.

## **D. OTHER TECHNICAL AND OPERATIONAL SUPPORT**

### ***Support for National Referendum Including Results Processing and Reporting***

IFES provided financial and technical support to print the final voter registration roll for the August, 2010 National Referendum and the subsequent Legislative and Presidential elections. The voter’s roll was divided into 4,457 booklets (one for each polling place) and, in collaboration with the logistics department of the NEC, copies of the roll were included with polling kits. The voter roll was updated to reinstate voters who were earlier identified as under-aged during the processing of voter registration data in the spring. The inclusions were in accordance with a resolution by the NEC Board of Commissioners updating their earlier resolution. However, names of multiple registrants and “identified under-aged voters” were sent to Ministry of Justice for appropriate action, and the under-aged voters were kept on a separate registration list. With the support of IFES, the NEC

---

also distributed DVDs containing the final registration roll and voting precincts list to all political parties and stakeholders in the electoral process.

IFES Capacity and Procedures Advisor worked with the NEC training department to conduct three-day (July 28 – 30) Training of Trainers (TOT) workshop for Magistrate staff and Regional and County Coordinators. The aim of the TOT was to educate the NEC's permanent field staff in the Referendum Polling and Counting Staff manual to ensure that they thoroughly understood the procedures since they would be responsible for training temporary staff, including electoral supervisors and polling place staff. The training brought together 90 participants and included international partners from IFES and UNDP.

The Capacity and Procedures Advisor also developed intake procedures detailing how to receive and store polling materials at the magisterial level, which is where results were tallied. Planning for the National Referendum tally process was completed with tally procedures developed in coordination with the IT department. Tally procedures included details on how to use and store the Temper Evident Envelopes (TEEs), which contain the record of the count. The intake and tally procedures were approved by the NEC Board of Commissioners (BoC).

In accordance with the election law, tallying of the referendum results was conducted on decentralized basis and a total of 19 tally centers were established across the country (one per magisterial area) and then aggregated in Monrovia. The Tally Software/Database was designed by the IFES IT Developer. A two day hands-on training was also conducted in early August to train magisterial staff on the Tally Procedures and on the usage of Tally Software.

The referendum's final results were announced by the NEC on August 31, 2010, well ahead of the constitutional deadline of September 8. However, these final results were challenged by several parties and on September 15, 2011 the Supreme Court of the Republic of Liberia handed down its decision on a case brought against the NEC's resolution to calculate the percentage of "yes" votes from the total valid *and* invalid votes. The Supreme Court ruled that invalid votes should not be counted when calculating the percentage. By this new method of calculation, Proposition #4 of the referendum to amend Article 83(b) on the Constitutional Requirement of Absolute Majority for Elective Offices would pass the two thirds threshold to pass. The Court concluded by ordering the NEC to give immediate effect to the court's decision. This meant that there was be no run-off for House and Senate races, but only for the Presidential race.

Prior to the court's ruling on this matter, the IFES Legal Adviser had given the Commission written advice that invalid and blank votes should not be used in the calculation of whether 2/3 of voters had approved the proposed changes, but the Commission did not accept this. As a result, they announced that even the fourth question – related to simple majority decisions for all but presidential election – had failed, despite gaining more than twice as many yes votes as no votes. The other three would have failed regardless of whether invalid votes were counted or not. As noted above, the Supreme Court ruling was in accordance with IFES' previous advice, and ordered the Commission to ignore invalid and blank ballots and announced that the fourth proposal had been ratified.

## **Support for General Elections, Including Results Processing and Reporting**

IFES continued to support and build the capacity of the NEC by engaging expert advisors with the NEC through the following activities:

### ➤ **Candidate Nomination Process**

IFES External Relations and Legal Advisors worked with the NEC External Relations Department to launch the Candidate Nomination Process on July 16, 2011, at which time aspirants were required to pick up full nomination packages to commence the nomination process. The nomination process ended on August 20, 2011, after a five day extension to accommodate the flood of last minute registrants with the following statistics:

<b>Race</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
President	13 (81%)	3 (19%)	16
Senate	88 (89%)	11 (11%)	99
House	704 (89%)	90 (11%)	794
<b>TOTALS</b>	<b>805 (89%)</b>	<b>104 (11%)</b>	<b>909</b>

The IFES Legal Advisor also proposed that a candidate whose district changes as a result of delimitation and is therefore unable to establish residence in any single district for the 12 months before the election should be accepted if he or she shows residence in either the old district or the changed district, and this was adopted by the BoC. And as a result of this decision, at least two aspirants (one from District 12 in Montserrado County and District 1 in Margibi County) whose domicile was affected as a result of the delimitation were accepted by NEC to contest the elections.

### ➤ **Ballot Design, Specifications and Delivery**

An IFES Ballot Design Advisor developed the ballot templates for the three types of elections (Presidential, Senate, House of Representatives). He also worked with the printer, PSO of Copenhagen, Denmark, for the final technical specifications of the ballots.

The Ballot Advisor worked with IFES and NEC IT colleagues to set up a program that would incorporate candidates' data into the templates and once the final list of candidates was known. The final number of ballots per race was as follows: 1 presidential ballot, 15 Senate ballots, and 73 House of Representatives ballots. The IFES Ballot Advisor and the Civic/Voter and External Relations Advisor worked closely with the NEC's ballot quality control team in implementing the quality assurance procedures in advance of the final sign off of ballot papers by NEC. These tasks involved daily coordination between External Relations, IT, Graphics Unit and NEC Senior Management in correcting possible errors and ensuring that required changes were implemented and within the given timeframe.

### ➤ **Election Material Logistics**

IFES Procedures and Capacity Building Advisor finalized the packing procedures for the logistics department. The NEC's Logistics Department used these procedures for packing the voting precinct and polling place kits, which included ballot papers, all polling forms, Final Registration Rolls and extra ink. The Procedures and

Capacity Building Advisor also worked with the Logistics Department on packing of the election materials. Election packing was a more complex exercise compared to the Referendum packing because of the three types of ballots, some unique to counties others to electoral districts, but after a few days of follow-up, the NEC staff was able to continue with packing on their own.

➤ **Polling, Tallying and Reporting of Results**

The IFES Legal Advisor provided the NEC with the draft Polling and Counting Regulation which was adopted by the BoC. Planning for the tallying of election results in 19 magisterial offices was completed and all operational documents/procedures were finalized. In coordination with the NEC's IT Department, IFES directly contracted 15 Data Entry Officers to assist with the tally of results at the magistrate level.

In addition, a three day hands-on training for the magisterial staff involved in the tally processing was conducted in early October on tally procedures and the usage of the tally database/software prepared by IFES IT developer.

The IFES Procedures Advisor updated the documents regarding the intake of sensitive and non-sensitive materials. In addition to the updated procedures, new forms for intake of sensitive and non-sensitive materials were developed and were submitted to the IT department to generate specific forms for each magisterial area by district.

➤ **Fraud Mitigation, Recounts and contingency planning**

The Capacity Building Advisor also prepared a document on how to address issues that may arise on Election Day. This document was meant for the Operations Center at the NEC Headquarters and was used by the staff working in the Ops Center on Election Day. Issues covered included card punch failure and missing materials.

The Procedures and Capacity Building Advisor also developed recount procedures. The recount procedures detail the recount process, including composition of the teams, roles of agents and observers during recount and reporting of recount results. In addition, a report template was developed to be used by the recount teams to report their findings.

In addition, IFES Sr. VR Advisor developed procedures to enhance fraud detection using various computer algorithms. Although Liberia does not have a documented history of electoral fraud, this system of automatic checks on the data, including unexpected differences in voting pattern, 100% turn-out for a single candidate and total votes that exceed registered voters, flagged suspicious polling places/voting precincts.

➤ **Magisterial Staff Training**

IFES through its Capacity and Procedures Advisor and Senior Advisor for Voter Registration and Elections work with the NEC training department in the facilitation of a three-day (September 19-21) Training of Trainers (TOT) workshop for magisterial staff in Monrovia. The ToT was aimed at drilling and refreshing NEC's Magisterial Staff through the 2011 Elections Training, Polling and Counting Staff manual and it brought together 72 participants (59 males and 13 females) including representatives of IFES and UNDP. The training was held to ensure that they understand the modules covering all of the basic steps during the counting, tallying and polling processes of the general elections. Following this ToT, magistrates then conducted and assisted in trainings for Electoral Supervisors and the primary Polling Centers Staff (Presiding Officers (PO's) and Voter Identification

---

Officers (VIOs), as the POs and VIOs were responsible for training Inkers, Ballot Paper Issuers, Queue Controllers, and Ballot Box Controllers for their polling places.

➤ **NEC Capacity Building and Technical Assistance**

As this was Liberia's first national referendum in 25 years, IFES continued to support and build the capacity of the NEC through collaboration between embedded IFES advisors and their NEC counterparts. IFES' External Relations Advisor drafted and finalized a detailed plan for the training of political party and Candidate Agents, before they were deployed to monitor the polling and counting on behalf of their entities. The training was organized by the NEC's Training and External Relations departments focusing on polling and counting, observation procedures and political party code of conduct. The trained agents were then responsible to further deliver the training in a cascade manner to their entity associates assigned to observe polling and counting activities on Election Day.

The External Relations Advisor supported the training of around 60 participants from International and Domestic observer organizations accredited to observe the Referendum, in Monrovia on the 19<sup>th</sup> and 20<sup>th</sup> of August. In addition IFES helped procure the various items to be included in more than 1,500 observer packages for Election Day. The training resulted in an enhanced ability of the NEC to accredit and train observers as well as agents to increase transparency in the electoral process.

➤ **Inter Party Consultative Committee (IPCC)**

IFES supported the NEC in convening two IPCC meetings in August 2010. The first meeting was to acquaint political parties with the slow pace of the candidate nomination process and encourage them to speed up the process of getting their various aspirants to file nomination papers and fulfill other legal requirements necessary to enable them to be qualified in time to meet the deadline. Another issue of discussion was the NEC's request for political parties to submit a detailed listing of their campaign plan schedule and listing of party agents for both the National Referendum and the Legislative and Presidential elections so as to avoid clashes and to contribute to a peaceful election. Political parties overwhelmingly concurred with the NEC on this request and promised to provide their campaign schedules in time.

The second IPCC meeting was convened in the NEC's conference room with representatives from 24 political parties in attendance. Again, the meeting was intended to acquaint political parties with updates on the nomination process and to urge all political parties to adhere to the deadline of the nomination process as the NEC would not extend the nomination period beyond the existing timetable.

➤ **Referendum Civic Education Program**

As part of its CSO subaward program for the referendum, IFES conducted a three day post award workshop in July 2011 for the eighteen CSOs working on its outreach program. The three day event, held in Monrovia brought together more than 65 participants from local CSOs, international partners. The aim of the workshop was to ensure that the CSOs were prepared to carry Voter Education messages on the four referendum propositions and the general procedures for the National Referendum in a concise manner and would also be able to motivate eligible voters to participate. In collaboration with NEC, IFES also produced a film to educate voters about the

referendum. Equipment was provided to all the IFES sponsored CSOs to show the film throughout the country through mobile cinemas.

IFES Liberia completed an analysis of mobile cinema activities conducted in July and August, based on data from 1,708 activity forms entered into a database. The total number of activity forms processed indicates that a total of 326,560 participants (158,284 males and 168,276 females) were reached by the mobile cinema teams over the six week period.

➤ **General Election Civic Education**

Following the success of the mobile cinema activity, and based on detailed evaluations of CSO performance, IFES made another set of grants to 16 CSOs to carry out CVE outreach on general elections in the nineteen magisterial areas using mobile cinemas. The grants were launched with a two day workshop conducted in Monrovia bringing together 79 participants (58 males and 21 females) and representatives of IFES, IREX and NEC. IFES also contracted the services of a local company to produce a thirty minute educational and motivational movie on the entire general election process including: where to vote, the voting steps at the polling station, and to how to correctly mark the ballot. Over one thousand copies of this movie were produced and distributed by IFES sponsored CSOs as well as through the NEC, UNDP and UNMIL.

➤ **Run-off preparation**

The External Relations Advisor also drafted a run-off timeline for all CVE components including printing of materials, radio and TV announcements as well as face to face meetings and other voter education activities. In addition, the Advisor also worked with NEC and IFES counterparts in developing and finalizing printed material requirements for the run-off. These tasks involved meetings to review various conceptual messages and artworks (posters, banners, leaflets, stickers and billboards) and practical coordination with the involved units in procurement needs, printing and distribution timelines and delivery channels.

### 3. FY2012

The NEC successfully conducted legislative and presidential elections on October 11, 2011 with 4,383 domestic observers and 921 international observers. Out of the 1,798,930 registered voters, 1,288,716 voted (71.6% turn out).

Immediately following the tallying of the elections results, eight opposition parties indicated that they would pull out of the election process and not accept the results. The parties argued that the electoral Commission rigged vote-counting in favor of the incumbent, President Ellen Johnson Sirleaf, who placed first with 44% of the votes. However, international observers including, the Carter Center, EISA and US Embassy maintained that the process was credible and transparent.

Nevertheless, the Congress for Democratic Change's presidential candidate, Winston Tubman, finished second and therefore became the candidate to contest the incumbent in the constitutionally required run-off election.

However, Tubman refused to participate in the November 8, 2011 presidential runoff because his party's demands had not been met, including the removal of the entire NEC Board of Commissioners and county Magistrates, as well as a total recount of the presidential ballots.

On November 8, 2011, despite the CDC's announcement of a boycott of the Presidential Run-Off Elections, NEC conducted the run-off polls on schedule with a host of international and domestic observers observing the process. Following the tally of results, and the announcement of provisional results on 10 and 11 of November, 2011, the Commission announced the final results of the Presidential Run-Off Election on November 15, 2011 with President Johnson Sirleaf obtaining a total of 607,618 (90.70%) of valid votes while rival Cllr. Winston Tubman of the Congress for Democratic Change (CDC) gaining 62,207 (9.30%) votes.

### ➤ **Support for local elections**

During the reporting period, the IFES/NEC Technical Information Management Consultant, Archie Delaney, continued his collaboration with the Ministry of Internal Affairs and the inter-ministerial/agency committee to prepare for a mapping of local boundaries. The collaboration centered on the preparation of templates for maps and data capture forms that would be used to conduct mapping of county and district administrative boundaries, and the preparation of a listing of all localities including city wards, townships and villages for the first edition of the National Locality Directory. This preparation was the first step in the process of defining local boundaries that would be used in local elections - carried out for the first time ever in 2014 or 2015. The boundary delimitation process that was conducted in 2011 did not reach down to the local administrative level, necessitating this additional boundary delimitation exercise.

The Technical Information Management Consultant also developed a terms of reference to update the latest Liberia Institute of Statistics and Geo Information Services (LISGIS) locality census population dataset into the NEC Constituency and GIS databases. Based on updated census data from the Liberia Institute of Statistics and Geo Information Services (LISGIS) Mr. Delaney proposed an exercise to update community level data for 13 urban areas with population above 10,000. With IFES support, Mr. Delaney conducted this exercise, which ensured that electoral communities were not split between different districts in preparation for proposed local elections and that meaningful wards were drawn for potential municipal elections.

## **A. CIVIC AND VOTER EDUCATION**

### ***CSO Sub grants for Civic and Voter Education***

As part of its CVE subaward program, IFES conducted two workshops in October and November 2011: a one day training workshop for sixteen CSOs working on the run-off election; and a two-day final lessons learned workshop under the theme "*IFES, working with CSOs to enhance the Democratic Process in Liberia.*" During the one day workshop conducted in October 2011, the CSOs reviewed CVE outreach activities for the run-off election in the nineteen magisterial areas of the NEC using various methods including town hall and house-to-house meetings.

The workshop also included ten persons from civil society organizations contracted by UNMIL to conduct CVE using cultural dances and drama. The second workshop, a two days lessons learned event in November, 2011 brought together participants from the same 16 CSOs, as well as representatives from NEC, UNDP, USAID, IFES, the media and the office of the Grand Bassa County Superintendent (where the workshop was conducted). The workshop was designed to get feedback of the overall impact of IFES CVE with CSOs, incorporating challenges and providing recommendations on how to address those challenges in future programs.

For the presidential run-off elections conducted in October and November of 2011, IFES database captured 1,158 activity forms from 16 CSOs operating 19 teams. The activity show a total of 144,510 participants (71,168 men and 73,802 women) was reached over the 4 week activity period. Match data from 31 activities showed a strong correlation between observer estimates and CSOs estimates from activity forms.

### ***CVE Meetings for the By-Election***

In April, 2012, the NEC's CVE department convened its first taskforce meeting for the upcoming by-election in Montserrado County District II to discuss CVE issues and highlight several issues as priorities for the pending by-election, including:

- Recruitment of town criers and civic voters educators for the period of two months to create awareness on the by-election activities within the district; including two cultural troupes to compliments the effort of civic educators beginning with the replacement exercise;
- Deployment of Civic Educators in May, 2012;
- CVE outreach would be between May 10 – July 2, 2012;
- The printing of fliers, posters, banners and t-shirts and caps by IFES for CVE outreach activities within the district;
- Jingles and radio drama be developed to create awareness on the by-election;
- Help eligible voters in the district know the proper demarcation of the boundaries of the district. A map of electoral District II was printed and distributed to areas within the district to encourage a greater participation of the people on election day;
- “Know Your Candidates and How to Mark Your Ballots” posters and fliers were printed by the NEC and distributed to all of the II aspirants and electorates in district # II.

NEC and IFES jointly collaborated to conduct a one day training/briefing for civic educators, town criers/mobilizers in order to begin civic and voters' education outreach activities in the District. The training/briefing was held under the theme: “Voting to Secure Your Future” and was hosted at the DLMA Church in Barnesville Estate within the district. The event was attended by a cross section of participants from the NEC, IFES and its contracted CSO (EDUCare), Civil Society, as well as the Media.

Following the announcement of the by-election in Montserrado County, District II, IFES awarded a grant to EDUCARE to conduct CVE outreach activities throughout the district to supplement NEC's own civic education outreach work. During the civic and voter education outreach period which ran from May 10 through July 2, 2012, the civic educators of EDUCARE conducted 244 outreach activities throughout the period of the agreement reaching an estimated total of 18,789 people (8,658 males and 10,131 females).

The civic educators from EDUCARE used organized meetings with community dwellers in the district in the form of general community groups, women's groups, youth groups, as well as religious gatherings. Additionally, they used short interactions in market places, and at sporting events to educate voters about the upcoming by-election. The educators also disseminated printed materials such as posters and fliers with by-election messages to the voters in the district. Some of posters and fliers were distributed to participants at sessions conducted by civic educators, while others were posted by the educators in public places for viewing.

## **B. SUPPORT TO VOTER REGISTRATION**

Additions to the FRR processing module were developed to allow the NEC to produce more statistics on voters during the 2011 Elections. Training was conducted for the NEC IT Staff regarding the database and software structure of the module. Additional refresher training was conducted for NEC IT Staff regarding the configuration of the existing VR and Results software covering database structure and maintenance. Statistics extraction scripts were developed and handed over to NEC IT Staff.

Website application for public access to voter roll was designed, developed and deployed. Voter list was uploaded. The public access website was presented to and approved by the NEC Acting Chairman Cllr. Nelson. The website and application structure was presented to the NEC IT Staff.

In line with IFES' work plan, a consultant was deployed in July 2012 to NEC to support the conduct of a 10-day audit of the Final Registration Roll of the 2011 Voters' Registry, covering nearly 40 locations around the country. The audit used two approaches to validate the database, including testing based on a set of queries and a voters-to-list field survey. The objective was to identify the incidence of cases where voters had either been included in the voters list when they should not have been, as well as the incidence of eligible voters being left off the voters list. In addition, the survey was geared at identifying minor discrepancies in the voters list, which though not leading to disenfranchisement of eligible voters, should nonetheless be addressed by the National Elections Commission over the long term.

The queries were developed by the IFES VR Auditor and conducted on a copy of the VR database at the NEC headquarters with NEC data center staff. The analysis of the various query results included data on the frequency of typographical errors and missing voter center assignments. Most of these database checks showed minimal errors. However, the IFES VR Auditor made some recommendations, based on the findings of the audit, including ensuring that usernames for data entry were more consistently used and recording birthdates for voters.

The voter-to-list audit survey was conducted in randomly selected localities around the country. As For quality control, IFES assigned monitors from its staff to accompany each team of experienced enumerators who were selected based on their extensive experience conducting interviews for other USAID projects. The survey collected data of over 2,000 voting age citizens, including 1,185 who presented their voter cards to the enumerator, while the others reported information based on memory.

The final voter registration roll was compiled and printed for the November 11, 2011, Presidential run-off elections. The Voter's roll was divided into 4,457 booklets (one for each polling place) and packed into corresponding Polling Place specific polling kits.

With the completion of the tally process and finalization of election results, IFES Senior Voter Registration and Elections Advisor advised the NEC to retrieve the FRR from counties and update the voter register. This update process enabled the Commission to include the voters who registered during the registration process, but whose name either was missed or incorrectly placed in the voter register. In addition, it was also important for the Commission to have statistics on voters based on gender, which could only be obtained from the FRR.

### ➤ **Study Tours**

IFES' Technical Information Management Consultant, Mr. Archie Delaney, travelled with a NEC study tour team to Sierra Leone and Ghana in November, 2012. In Sierra Leone the NEC team observed the biometric voter registration exercise carried out by the country's National Electoral Commission. The intent of the tour was to gather first-hand information on the planning, organization, and implementation of the biometric voters' registration exercise in terms of processes, operations, as well as logistical support to the exercise. The team also assessed human capacity needs associated with undertaking such an event. The team visited voter registration centers in Freetown, Bo, and in some remote communities in order to witness the data collection processes. The NEC delegation also visited the data center of the electoral body of Sierra Leone in order to assess the data processing, storage, and maintenance systems.

The study tour to Ghana was designed to learn from the Electoral Commission of Ghana's implementation of the Biometric Voter Registration and to review lessons learned and make recommendations to the NEC of Liberia as it contemplated the possibility of implementing biometric voter registration in Liberia in the future. As part of the tour in Ghana, the team visited voter registration centers in the Volta Region and Cape Coast among others.

## **C. PUBLIC OUTREACH**

### ***Support to the Public Information (PI) Department***

The NEC's Public Information section set up a media center with 12 workstations fully connected to internet for use by journalists to file election reports. The PI section also prepared a fact sheet on the preparation briefing of the legislative, presidential, and run-off election. PI also prepared press releases and organized press conferences throughout the entire election period up till the time of announcing preliminary results and the final results of both the legislative and presidential and run-off elections.

PI collaborated with the NEC Civic/Voter Education section in intensifying civic education through the media by organizing media interviews, running jingles and drama carrying election messages. Facts sheets and FAQs were developed and designed to provide simplified explanation on Electoral and Run-Off Preparations, Electoral Complaints Processes, Counting of the Votes and Display of Election Results. These factsheets were uploaded

to the NEC website and were also been distributed to media institutions and other stakeholders during press conferences and other NEC events.

On collaboration with the NEC, IFES conducted a one-day Media Forum at the Conference Hall of the Commission in October 2011 aimed at deepening the technical knowledge of accredited journalists for the coverage of the October 11, 2011 polls. The event was held under the theme: “*Ensuring Professional Media Coverage on Elections Day.*”

The External Relations Advisor assisted NEC’s Political Party and Candidate Liaison Unit with the planning and organization of the Inter-Party Consultative Committee on October 3, 2011. The meeting focused on the conduit for ensuring free, fair and non-violence elections with a guest speaker from Ghana, a presentation on the 2011 tally process and display of election results, including an overview of the election complaints procedures. Around 40 representatives of the major political parties attended the meeting at the Family Paradise Conference room in Paynesville, Liberia.

The External Relations Advisor also worked closely with NEC and IFES counterparts in developing and finalizing the operational plan and printed material requirements for the run-off. He was involved in the coordination of CVE activities between NEC and UNMIL Civic Education Unit. The cooperation entailed joint planning and implementation of various face-to-face meetings between NEC staff and UNMIL theatre groups as well as UNMIL’s assistance with distribution of Run-off CVE materials. He also drafted a Run-off timeline for all CVE components including printing of materials, radio and TV announcements as well as face to face meetings and other voter education activities.

Strengthening Coordination initiative and advocacy of civil society.

### **Support to the NCSCL**

IFES began supporting the National Civil Society Council of Liberia (NCSCL) in 2012. The NCSCL was formed to represent and coordinate civil society organizations in Liberia. IFES’ initial work with the council focused on developing a grant agreement laying out areas of support from IFES and a number of activities the NCSCL would eventually implement along with the Governance Commission and the National Visioning process. The planned initiatives included:

- Developing the institutional structure, capacity and promoting the sustainability of the newly constituted National Civil Society Council of Liberia (NCSCL);
- Assist the NCSCL to produce and disseminate information and tools including a national civic society organization (CSO) directory;
- Support the collaboration of the NCSCL with the Governance Commission (GC), the Ministry of Planning and Economic Affairs (MPEA), and other stakeholders to advocate a comprehensive Civil Society Policy Framework for Liberia; and
- Support the NCSCL as a functioning coordinating body to promote the participation of civil society in the discussion of good governance and other national issues of concern

With technical support from IFES, NCSCL prepared a draft budget for a grant to cover basic expenses for the secretariat during their first year of operations. IFES also planned to provide limited financial support in the future for activities including funding for a technical assistance in determining the capacity needs of the staff and assist with providing targeted training for NCSCL staff.

## **D. OTHER TECHNICAL AND OPERATIONAL SUPPORT**

### **Support to the National Referendum**

At the NEC's request, IFES printed 1,500 copies of a November 2011 edition of a booklet combining the Liberian Constitution and Election Law. This was the first known publication of the Liberian Constitution that includes the revised Article 83 (b) as amended by Proposition 4 of the 2011 National Referendum. This edition helped ensure that the result was recognized and understood through consolidation with the constitution and electoral law.

### **Support for General Elections, Including Results Processing and Reporting**

IFES continued to support and build the capacity of the NEC by engaging expert advisors with the NEC. IFES' ballot expert designed a ballot paper with enlarged photos for selecting between the two Run-Off candidates as well as mock ballots for trainings. The ballot expert also designed materials for the run-off civic and voter education campaign including a smiling lady casting her vote to be depicted on flyers, posters banners and billboards; as well as posters encouraging citizens to "Vote Peacefully" showing voters "How to Mark Your Ballot".

While the ballot expert worked remotely, IFES External Relations Advisor worked with the NEC counterparts in finalizing the ballot design and lay-out size. This required close coordination with UNDP and NEC Senior Management to ensure the design was satisfactory and that the quality control procedures were adhered to. The Run-off ballot was finalized and signed off on October 17, 2011.

The External Relations Advisor drafted and coordinated implementation of the training of trainers exercise for the two contesting political parties who were to be deployed to monitor the polling and counting during the run-off on behalf of their parties. The training was organized by NEC staff in all 19 magisterial offices during the first week of November and was focused on polling and counting, observation procedures and political party code of conduct. Nearly 420 Party Agents/Trainers attended the training; they were then responsible for delivering trainings to their party agents to be deployed to observe the process.

The External Relations Advisor was involved with finalizing requirements and developing new Party Agent accreditation badges for the presidential run-off elections. The generic agent badges were replaced with new ones for the run-off. The run-off badges had a version for each of contesting parties with their party acronym clearly printed on the respective version. This was carried out in order to prevent any misuse on Election Day by party and candidate agents who were no longer in the race. A request for a total of 24,000 new agent badges was submitted to IFES procurement for the run-off by NEC. The badges were delivered on time to NEC for distribution.

**Election Material Logistics**

IFES Procedures and Capacity Building Advisor assisted the NEC Logistics Department with packing of the run-off voting precinct materials and procedures were developed for this process. The process of the packing started with packing of the polling operational forms, complaint forms packed in the pre-printed envelopes. The second stage of the packing was to pack ballot papers, FRRs envelopes with forms, indelible ink, and precinct materials in the voting precinct kits. The voting precinct kits were labeled with pre-printed stickers indicating the magisterial area, district number, precinct code, precinct name, and number of polling places in the precinct. The checklist was used by the NEC staff to ensure that, all items needed for one polling place were packed in the kits. The Procedures and Capacity Building Advisor also updated intake procedures and form to be used for the intake of sensitive and non-sensitive materials at the magisterial area.

**Polling, Tallying and Reporting of Results**

The Procedures and Capacity Building Advisor assisted the NEC in resolving problematic results identified at the National Tally Center. In coordination with NEC Field Operations Coordinator, the Advisor reviewed the flagged result forms and the Field Operations Coordinator followed up with communications to the field to request clarifications. In some instances, recounts had to be organized in order to clarify issues with the forms. The IFES Advisor helped to draft the policy and criteria for outstanding cases as well as procedures for recount.

The Legislative and Presidential elections procedures were updated for the Presidential run-off election. The main changes in the procedure were changes on inking and punching of the VR cards.

**Drafting of the Anti-fraud measures implemented by the NEC for the 2011 Elections**

The External Relations Advisor initiated and coordinated drafting of the document outlining the anti-fraud measures implemented by the NEC in order to protect the integrity of the election process and ensure that election results were accepted as credible by the people of Liberia. The document provided an overview of anti-fraud measures implemented by the NEC for the 2011 Presidential and Legislative elections as well as Presidential Run-off election conducted on November 8, 2011. These anti-fraud measures included fraud mitigation and fraud detection measures built on international best practices and specific lessons learned from 2005 and the first round of the 2011 General elections. The document was distributed to all major stakeholders and the media during the first week of November.

***Legal Support to the Presidential and General and Run-off***

IFES Legal and Elections Advisor provided several legal opinions on anticipated legal questions, including advising the NEC on the consequences of a passage of proposition 4 in referendum. He also provided advice on the consequences of a candidate's death, resignation or incapacity and advised that a by-election must be held if the winning candidate in a legislative election was disqualified afterwards (i.e. for not having Liberian citizenship). IFES' Legal Advisor also briefed and assisted in the training of local hearing officers for election complaints for NEC 19 magisterial offices.

## **NEC Capacity Building and Technical Assistance**

Following the successful completion of the elections in 2012, IFES focused efforts on assisting the NEC to reflect on its performance in the previous elections and build on that experience to better manage future electoral activities that may come up. IFES also focused support to the NEC for by-elections in Sinoe and Montserrado Counties and local elections as follows:

### ➤ **Support to the Conduct of the Sinoe County District # 3 By Elections**

IFES and a team from USAID Democracy and Governance section on Tuesday April 3, 2012 monitored the polling and counting process of electoral district 3, Sinoe County By-Election. The primary objective of the monitoring was to assess how polling staff and poll agents were accommodating voters at the various polling centers, the accessibility of polling places to the voters and how polling places had been set up for the free flow of registered voters. Another objective was to ensure that polling staff and poll agents were very cognizant of the polling and counting procedures for the By-election.

### ➤ **Support to Montserrado County District # 11 By-Election**

After a successful conduct of the Electoral District #3, Sinoe County By-Election, the NEC issued a writ of elections on April 25, 2012 to the magistrates of Upper and Lower Montserrado magisterial areas, for the conduct of by-election in District 11 of Montserrado County.

As part of IFES' support to the Montserrado County District 11 By-Election during the quarter, series of posters, fliers and T-shirt with key CVE messages were printed and delivered to NEC to be used by the NEC and CSO for outreach purpose within the district. In addition, IFES awarded a grant to a CSO-EDUCare to complement NEC's CVE efforts within the district for 42 days. EDUCare was also contracted by IFES during the 2012 electoral process to conduct outreach activities during the Voter Registration, National Referendum, Presidential and Legislative Elections, and the Presidential run-off election.

IFES also hosted a candidate debate amongst the 11 representative aspirants on in June, 2012. The debate was organized in collaboration with the NEC under the theme "*Listen, Ask questions, and Make the right Choice*". The debate brought together more than 350 candidate supporters, the press and partners of the NEC. The objectives of the debate were to motivate eligible voters to directly interact with the candidates by listening and asking questions based on each of the candidates platform and issues that affect them as citizens within the district. The debate was aired live on radio stations and televised as well.

Furthermore, IFES in collaboration with the NEC Training and External Relations Departments supported a one day briefing for poll agents of each candidate contesting in the District #11, Representative by-election. Each registered candidate was invited to send up to 10 participants to be briefed on by-election polling, counting and complaints procedures and a short "Dos and Don'ts" for agents that were assigned at the polling places on election day. The participants also discussed plans for disseminating the knowledge gained from the briefing to other poll agents to help ensure good coverage of all 78 polling places with up to 2 representatives of political party and independent candidate at each polling place. The briefing attracted over 135 participants (35 females and 100 males) including IFES and NEC staff. Among the participants were 106 potential poll agents trained by NEC representing the 11 candidates.

### **Strengthening of Legal Framework**

IFES' Legal Advisor, Michael Clegg, worked with the NEC's legal Department to identify areas of reforms to strengthen the legal framework. The Legal Advisor held discussions with the NEC Board of Commissioners to review recommendations to *Elections Law* reform proposals. He and the UNDP Senior Election Advisor later continued consultations along with the Acting Co-Chair of the NEC in April, 2012, to plan the continuation of the Board's review of the Elections Law. IFES' Legal Advisor also additional discussions with the NEC Board of Commissioners in May, 2012 to review the precise wording to be proposed to the Legislature for amendments to carry out the Board's recommendations. Based on feedback from the BoC, the Advisor prepared a revised 30 page draft for each meeting. The review process with members of the BoC covered and augmented previous decisions regarding chapters related to NEC Administration, Voter Registration, Parties and Candidates, Polling and Counting and continued with chapters related to Campaign Finance, Offences, Complaints and Referenda. The Legal Advisor also worked and further reviewed proposals reflecting decisions related to Campaign Finance, Complaints and Referenda.

### **NEC Capacity Building and Technical Assistance**

#### ➤ **NEC Institutional Assessment**

The UNDP recruited a consultant to carry out an institutional review of the NEC began work with the Commission; in May, 2012 IFES Elections Management Advisor Staffan Darnolf arrived to carry out a detailed institutional assessment of the NEC in key areas of the relationship between members of the BoC and the relationship between the BoC and the Secretariat of NEC. The IFES Advisor held meetings with the three Deputy Executive Directors for Administration, Operations and External Relations as well as the heads of the departments of Training and Procedures, External Relations, Civic and Voter Education, Public Information and among others.

#### ➤ **Strengthening of Legal Framework**

Building on the work done earlier this year in identifying and formulating an electoral legal reform process, and the drafting of electoral law reforms spearheaded by the IFES Legal Advisor and the NEC Board of Commissioners, the Board of Commissioners took steps to obtain more input to this process, and build public support and buy-in for the proposed electoral law revisions.

A series of consultative public fora on Electoral Law Reform where held in Bomi, Grand Gedeh, Bong, Margibi and Grand Bassa counties in August 2012. Some of the key areas of focus during the consultations included NEC administration, parties and candidates, ballots, polling and counting, electoral offences, campaign expenses, and contributions disclosure among others.

The fora were attended by a cross-section of participants drawn from local governance structures such as county superintendents, city mayors, county attorneys, as well as the National Traditional Council, Liberia Marketing Association, Federation of Liberian Youth, Transport Unions, and Motorcycle Unions. Also in attendance were representatives from political parties, women's and religious organizations as well as other civil society organizations. Input from the participants was noted by the NEC facilitators to be shared with the Commission and inform their decisions about what to present to the Legislature.

In October, 2012, the NEC, IFES and UNDP held additional consultations with the Law Reform Commission (LRC), Constitutional Review Commission (CRC), Governance Commission (GC) and the Liberia National Bar Association (LNBA) to garner further public inputs into the electoral reform process.

### ➤ **NEC Strategic Plan**

With financial support from IFES and UNDP, the NEC conducted a three-day workshop in July 2012 to develop a six-year NEC strategic plan. The workshop was attended by 41 senior members of NEC staff, international partners, and government officials

The workshop produced a new NEC goal statement, "*To contribute to the consolidation and nurturing of Liberia's nascent democracy through the consistent and effective delivery of free fair and credible elections at national and local levels.*" In addition, the five pillars for the strategic plan were defined:

- 1) Elections Law and Guidelines
- 2) Political Parties and Trust in Electoral Process
- 3) Civic/Voter Education & Public Information
- 4) Institutional Capacity
- 5) Elections

The NEC strategic planning process continued into September 2012, with finishing touches added to the draft narrative and budget. The action plan template was also forwarded to the BOC for approval before being finalized and released in October 2012.

### ➤ **BRIDGE Training**

IFES, UNDP and NEC collectively organized a series of six Building Resources in Democracy Governance and Elections (BRIDGE) trainings during the second half of 2012. The first three BRIDGE trainings were conducted in July, August and September 2012. The first two trainings were financed by UNDP, while the third was financed by IFES, but both provided technical inputs and support to all trainings.

Specifically, the trainings were aimed at achieving the following objectives:

- To enhance the professionalism and capacity of participants to support the delivery of elections;
- To explore main electoral rights, principles of free and fair elections;
- To increase the access to, and availability of internationally recognized training materials for electoral administrators, thereby providing EMBs with a proven and effective capacity-building tool; and
- To introduce participants to the methodology and content of BRIDGE project.

The first BRIDGE event was held in July, 2012; the training focused on the "Introduction to Elections Administration" module and brought together 25 participants from NEC (including Magistrates, Assistant Magistrates, and middle level headquarter staff). The training was co-facilitated by staff from NEC Training Department, IFES, and UNDP. The participants were taken through series of educational activities and presentations that enhanced their knowledge on several electoral topics including: Guiding Principles of Elections Management, EMB Structures, Planning, Code of Conduct for EMBs, and Access to Electoral Processes among

others. At the end of the 4-day training, participants were provided with questionnaires to provide their feedback on the training received as part of a general evaluation process to inform the facilitators and organizers of areas of improvement for future events to come. The feedback received was positive as the participants believed they were better equipped through this training to do their jobs. They also called for more of such capacity building initiatives.

In late August, 2012, a second 4-day BRIDGE Training was held, this time with a focus on Post-Election and Legal Framework modules. In attendance were selected senior officials of NEC comprising heads of departments and the NEC Hearing officer. The objective of this training event was to enhance the understanding of the participants on Post-Election and Legal Framework processes that the NEC embarked upon following the recommendations emanating from the Lessons Learned conference and national and international observer missions report on the conduct of 2011 General and Presidential Elections. Participants also acquired knowledge on the various guiding principles and procedures that ensure that an EMB upholds its legal framework and operates within its limits. Participants learned about the importance of a comprehensive legal framework, which provided the foundation on which institutions/EMBs are built.

In late September, 2012, a third BRIDGE training was conducted by IFES in collaboration with the NEC and UNDP, focusing on Electoral Contestants. The event brought together 25 participants with representation from political parties, youth political organizations, NEC and civil society organizations. The Electoral Contestants module sought to enhance the electoral knowledge of the participants and equip them with the skills and professionalism in order to enhance cooperation and collaboration among electoral stakeholders. Activities were conducted to engage participants on several electoral issues on topics such as electoral systems, electoral cycle and legal framework, among others.

## 4. FY2013

### A. CIVIC AND VOTER EDUCATION

#### ***Support to NEC CVE Implementation Plan and Process***

IFES and NEC held two meetings to launch its implementation plan for civic and voter education and agreed to subsequently organize four regional consultations in December 2012. The purpose of the regional consultations was receive input on civic and voter's education strategies in order to develop a general implementation framework for the next six years. Among the recommendations were:

- Ensure CVE continuity before, during, and after elections;
- Recruit civic educators from the communities and counties in which they will operate;
- Increase funding for CVE for consistent nationwide coverage;
- Prioritize the use of videos, cultural troupes, and dramas during CVE activities;
- Encourage partnership with GSM companies to SMS voter education messages.

Between January and March 2013 IFES supported the NEC's organization of three additional regional consultations to collect citizen input that ultimately fed into the six-year CVE Implementation Strategic Plan. Events were held in Buchanan City, Grand Bassa County; Zwedru, Grand Gedeh County and Gbarnga, Bong County under the theme "Increasing Citizens Participation in the Democratic Process." The workshops' objectives were to gather citizen inputs for the CVE plan being developed by the NEC, collect information from a CVE survey conducted by the department, and work with participants to brainstorm on a final implementation action plan.

The NEC CVE section resumed regular task force meetings in February 2013, discussing and agreeing that it would undertake the following activities in advance of the By-Election: conduct a CVE assessment in Grand Bassa County, recruit civic educators from the five electoral districts and train them for employment, hire two cultural troupes, produce CVE materials (flyers, posters, banners and t-shirts) to coincide with the deployment of the civic educators, arrange public information talk shows and other interviews, and produce jingles for radio audience.

To help undertake these activities, IFES awarded subawards to three CSOs for a period of six weeks. The recipient CSOs were Women in Development (WOID), Youben Town Community Youth Development (YTCYD) and Buchanan Youth Caucus (BYC). After the selection process, IFES and the NEC provided a one-day training covering: legal framework & by-election timeline, the role of civic educators in the by-election, interaction and collaboration with NEC zonal teams, IFES reporting mechanism: work plan and activity forms, and CVE platform for the Grand Bassa senatorial by-election.

Furthermore, IFES supported the launch of the NEC's CVE activities in three different locations: Buchanan City, Gorblee in District # 3 and Compound # 2 in March, 2013. IFES provided funds to support the printing of banners, hall rental, cultural troupe and marching band and also participated in the launching ceremony.

### **Candidate Debate**

To promote close interactions between the citizens of Grand Bassa County and the four candidates contesting the Senatorial By-election, IFES and NEC on Wednesday, May 1, 2013, sponsored a candidates' debate in May, 2013 on Radio Gbezhohn. The event was held under the theme "*Listen, Ask Question and Let your Voice be Heard*" in front of a live audience of over 200 that included local county authorities, political party representatives, and youth and women groups. The debate created a platform for citizens to directly interact with the contestants by asking questions on issues affecting them.

### **"Elections and You" Radio Program**

IFES and the NEC partnered with the Liberia Broadcasting System to embark on a nation-wide public information radio program in August 2013 called "Elections and You". The live phone-in radio program was broadcast weekly (Wednesday) and repeated on Sunday during the course of each week to support the NEC's Public Information section. The objectives of the radio program were to:

- Provide an opportunity for the public to engage NEC to better understand the electoral process;
- Inform stakeholders about events unfolding at the NEC;

- Inform the public about NEC's roles and responsibilities;
- Provide information about the constitution, the electoral law of Liberia, and electoral guidelines.

The 45-minute show was hosted by personnel of the Public Information Section of the Commission, who also determined the contents/materials of each edition. Guests were selected from the relevant departments and sections of the NEC on the basis of priority programs and projects being undertaken by the NEC. Individuals of partner institutions were hosted as the need arose.

Among the initial topics discussed were:

- "Implementing the Voters' Roll Update / Key Dates for 2014"
- "Recruitment, Training and Deployment of Temporary and Permanent NEC Staff for the VRU process"
- "The Role of Magistrates in the Implementation of the VRU Process in Liberia"
- "International Partners: NEC Collaborations, Mandates and Funding"
- "The NEC Gender Section: The 2014 Special Election, a Comprehensive Look of Activities"
- "The role of CVE in the 2014 VR Update and the Special Election"

## **B. SUPPORT TO VOTER REGISTRATION**

IFES' Technical Information Consultant completed the operational plan for the selection of Voter Registration Centers (VRCs). This plan highlighted the potential for reduction in the VRCs configuration based on the anticipated harmonization of the proliferation of amalgamated areas. He also captured GPS coordinates for all VRCs and assessed the adequacy of the distances of VRCs to populated places. This exercise provided the NEC with a realistic picture of the number of VRCs that should be created to accommodate the number of potential registrants for future voter registration exercises which will also inform future VR processes.

In preparation for the 2014 Special Senatorial Elections, an IFES Voter Registration Advisor arrived in country and began work with the NEC Information Technology and Data Center Department to review on going initiatives taken in preparation for voter registration. After a comprehensive review of the VR audit report, discussions with NEC Board of Commissioners, staff and technicians and international experts from the UNDP, the consultant advanced the following recommendations to the NEC Board of Commissioners:

- Due to the fact that the 2014 special senatorial elections were county-wide elections and not representative or local elections, no fresh voter registration should be undertaken by the NEC;
- A mobile voter registration system be put in place to carry out updates to the voter registry using the current Optical Mark Recognition (OMR) technology that was used for the 2011 voter registration exercise;
- At least, 200 voter registration centers of the 1,780 that currently exist should be open at specific times and intervals to allow for an update or new registration of eligible voters and that the NEC Civic and Voter Education and Public Information sections create the necessary awareness to ensure the public gets adequate information of the process;
- November 2013 be earmarked for the commencement of the VR update exercise and that IFES provides technical and financial support to ensure the success of the exercise;

- A detailed operations and logistics plan to ensure the success of the exercise be drafted by the VR Advisor and submitted to NEC at the soonest time to ensure its full implementation.

Simultaneously, the IFES Geo Information System/Boundary Harmonization consultant collaborated with the Liberia Institute for Statistics and Geo Information Service (LISGIS) to determine the population of Liberians that had attained the legal age of 18 since the voter registration exercise of 2011, which aided the planning process for the 2014 voter registration update.

IFES deployed to Liberia a Senior Voter Registration Advisor to assist NEC with the planning of the voter registration process. The Advisor worked with the NEC to revise the budget, develop a timeline and an operational plan for conducting a mobile registration. The primary objective of the operational plan was to prepare and manage a credible and transparent voter registration update process that meets international standards for democratic elections so that every interested eligible Liberian was included in the voter register in preparation for the 2014 elections.

#### **Voters' Roll Update Steering Committee**

In preparation for the October 14, 2014 mid-term senatorial election, the NEC released an activities timetable. According to this timeline, the voters' roll update was to begin on January 13, 2014 and end March 5, 2014. To provide access to all who would be eligible to participate in the electoral process, the NEC determined it was necessary to conduct a nationwide Voters' Roll Update (VRU) to be used as the basis for eligibility to vote in the October 2014 Special Senatorial Election. Newly eligible individuals who were able to participate in the VRU included Liberians who had attained the voting age of 18 and above at the time of registration, Liberians who returned to the country after the 2011 Voters' Registration exercise, and Liberians who had relocated to areas other than their previous areas of registration.

Following the NEC's decision to use mobile teams to conduct the VRU, a Steering Committee was formed. Meetings of the steering committee were convened weekly, with the following task forces reporting: Logistics, Security, Procurement, Civic and Voter Education, Communication, Gender, Training and Procedures, Human Resource, Finance, Legal, Information Technology, Geo Information Service, Electronic Communication, External Relations, Audit, Field Coordination and Monitoring and Evaluation. IFES and UNDP were also members of the steering committee and provided technical guidance and advice in these meetings.

## **C. PUBLIC OUTREACH**

#### **NCSCS Capacity Strengthening**

IFES continued to work closely with the NCSCS in implementing its institutional and financial strengthening grant. Several meetings were held with the Council to fast track the implementation of its programmatic activities and make plans for future activities.

A draft outline of a strategic plan was developed by the Executive Committee of the NCSCCL capturing the aim/goal, objectives, content, process, organization and term of reference of the executive committee, and was circulated to members of NCSCCL. A strategic planning workshop was conducted over three days in December, 2012.

Other NCSCCL issues jointly agreed upon with IFES were for the Council's leadership to organize a one-day pre "Vision 2030" conference so as to inform the participation of civil society in a thorough review of the draft conference documents and to elaborate a position statement. IFES supported 10 delegates from the Council to attend the three-day Vision 2030 conference.

In accordance with the work plan of the grant agreement, the NCSCCL planned and organized a one-day civil society engagement workshop in December 2012. The event attracted representatives from over 95 civil society organizations as well as representatives from the Governance Commission (GC) and IFES. The workshop's objective was to review the draft "Vision 2030", document and come up with a communiqué on the position of civil society on the National Vision 2030.

The three-day National "Vision 2030" was held in Gbarnga, Bong County between December 10-13, 2012 to gather the views of citizens and stakeholders on this vision and to finalize a strategic concept for Liberia for the next 18 years. The Vision 2030 concept seeks to make Liberia a middle income country, forge a common language, currency, cultural identity and foster genuine reconciliation and healing in the country by 2030 among other targets. IFES Liberia supported ten delegates from the NCSCCL and two of its staff to attend the program.

## **D. OTHER TECHNICAL AND OPERATIONAL SUPPORT**

### **Support for By-Elections and Local Elections**

IFES' Technical Information Management Consultant developed reporting formats for the National Locality Directory's validated administrative units and localities maps and listings to set parameters and criteria for the reconfiguration of the voter registration center/voting precinct arrangements for the preparation of possible Chieftaincy Elections. He further integrated the Liberia Institute of Statistics and Geo Information Service's (LISGIS) locality census population dataset into the NEC Constituency and GIS databases. In addition, he reviewed and revised the work plan and budget for the mapping of traditional and customary boundaries of Liberia which informed the harmonization of the administrative boundaries and resolved the proliferation and overlap issues.

Finally, the Technical Information Management Consultant made a presentation on Boundary Harmonization Process to the Governance Commission (the statutory government agency that led the decentralization process) to inform the drafters of the proposed Local Government Act on the technical and legal issues confronting the process with respect to setting standards and criteria for the existence and/or creation of cities, township, districts, etc.

Following the death of Grand Bassa Senator John Francis Whitfield, in January, 2013, the NEC initiated preliminary meetings with key departments of the NEC to prepare for the conduct of the by-elections, and issued a writ of elections to the Elections Magistrate of Grand Bassa County to conduct a senatorial by-election.

➤ **Training of Party's Polling Agents**

In early May 2013, IFES supported the NEC in conducting a one-day training of trainers (ToT) for the poll agents in the Grand Bassa County by election. The training held under the theme: *“Political Parties Building Partnership with the NEC to Strengthen Democracy through Credible Elections in Liberia”* was organized to enhance the understanding of the party agents on the polling and counting procedures of the by-election. The training brought together 75 participants, including IFES and NEC staff. It was anticipated that after the training, the 60 Poll Agents who attended the briefing would replicate similar trainings to their fellow poll agents who were to be deployed to observe the by-election.

➤ **Grand Bassa Senatorial By Election Lessons Learned Workshop**

In an effort to reflect on the May, 2013, by-election in Grand Bassa County, the NEC conducted a two day lessons learned workshop in June, 2013 with technical and financial support from IFES. The event was held under the theme *“Building on the Past for a Better Future”*. The workshop brought together eighty seven (87) participants. Participants who attended the workshop included representatives of NEC, IFES, USAID, UNDP, and journalists from various media institutions within Monrovia. Presentations were made by the Deputy Executive Director for Administration, Operations and External Relations covering key areas such as recruitment and training, finance, audit, legal, field operations and IT/Data Center, civic education, candidate nomination and public information.

### **Strengthening of Legal Framework**

IFES' Legal Advisor returned to Liberia in November, 2012, and continued to provide technical support to the electoral legal reform process through a collaborative approach that involved the NEC Legal Section and the UNDP Electoral Division. The Legal Advisor wrote two papers for presentation at the NEC International Conference on Elections Law Reform. One paper was an introductory paper with a general overview on areas for electoral law reform and the other was on political campaign finance.

In order to ensure the timely passage of the NEC-drafted electoral reform bill, coordination meetings with NEC, UNDP Electoral Division and NDI were held with a view to strategizing on the presentation of the 2013 electoral legal amendments. Specifically, the group discussed the best strategies for how the amendments should be forwarded to the Legislative Committees of both the House of Senate and House of Representative on Judiciary and Elections. The IFES Legal Advisor also collaborated with NDI and the UNDP Electoral Division, as well as the NEC contracted lawyer, to finalize the draft bill for presentation to the Legislature through the Executive.

In February, 2013, IFES' Legal Advisor collaborated with NDI and UNDP on two legislative committee workshops on electoral law reform. Workshop participants were from IFES, NDI, the NEC Board of Commissioners, and the NEC Legislative Committee.

---

IFES Legal Advisor highlighted the following outcomes in his technical support to the electoral law reform process:

- Most amendments were accepted as presented and some were improved;
- Cooperation and collaboration with NDI and UNDP in the organization and facilitation of the consultations were very good;
- Virtually all technical inputs on the electoral reform bill were from IFES;

➤ ***International Legal Conference on Elections Law Reform***

IFES supported NEC in organizing a two-day international conference on electoral law reform. The conference, themed “Electoral Law Reform: A key to improving the Democratic Process in Liberia” was convened in late November, 2012. The keynote speaker, former Chairman of the Independent Electoral Commission of South Africa, Judge Johann Kriegler, advised the participants that any reform of the Liberian electoral laws must be done in a way that suited the needs of the Liberian people and not a privilege few, such as lawyers and government officials, and urged the attendees to not change for the sake of change but to look at comparative best practices at a higher level.

The conference brought together 45 participants that included members of the Board of Commissioners and senior staff of the NEC, executives of the Liberia National Bar Association (LNBA), the Governance and Law Review Commissions, international partners including the US Government, IFES, the European Union, the United Nations Development Program (UNDP) and United National Mission in Liberia (UNMIL), leaders of political parties, the media amongst others.

As part of the continued efforts to strengthen the electoral legal framework, IFES supported two public consultations on the NEC-proposed electoral reform bill in collaboration with partners, the NEC and the Liberian Legislature.

➤ **Senate Public Hearing on Electoral Reform Bill**

In July 2012 the Senate Standing Committee on Autonomous Agencies and Commissions and the Statutory Committee on Judiciary conducted a one-day public hearing on the Electoral Reform Bill that was under consideration by the Liberian Legislature. The hearing, which was jointly supported by IFES, the UNDP, and the National Democratic Institute, was held in Gbarnga, Bong County to afford the people of the county the opportunity to participate and make an impact on this public policy decision-making process. The consultation brought together civil society groups that provided expert opinions on the various provisions and articles of the draft legislation. The Center for Transparency and Accountability in Liberia (CENTAL) and the Electoral Coordinating Committee (ECC) took the lead in the public hearing along with other civil society organizations and political parties. The hearing also provided the two legislative committees an opportunity to listen to and interact with relevant stakeholders to obtain varied perspectives that would help them make the right decision on the electoral reform bill.

Following a request from the Chairman of the House Committee on Elections and Inaugurations, IFES organized a one-day public hearing in August on the proposed revised electoral law reform. During the public hearing, twelve presentations were made by various stakeholders with responses and/or clarifications from the NEC legal team. The event was held in Grand Bassa County and brought together ten members of the House of Representatives, 59 participants from CSOs, political parties, youth and students groups, three NEC officials including the Chairman and three IFES-Liberia staff. The workshop was organized to solicit varied perspectives on the electoral law reform bill from citizens with diverse socioeconomic and political persuasions.

### **Support to the NEC Gender Section**

#### ➤ **Gender Review Conference**

With support from IFES and the UNDP, the NEC hosted a one-day Gender Review Conference in November 2012 under the theme, “Gender Mainstreaming in Elections through Legislative Enactment.” A cross section of 84 participants (37 males and 47 females) from international partner-organizations, government officials, the media, political parties, as well as Civil Society Organizations attended the conference. The conference sought to review gender issues in the entire electoral law reform process being undertaken by the NEC and came up with appropriate recommendations for consideration by the NEC Legal Department.

#### ➤ **Support to NEC Gender Section in the By-Election**

In preparation for the pending senatorial by-election in Grand Bassa County, the NEC Gender Unit drew up a plan of action for gender mainstreaming in this election. In an effort to put the plan in action the Gender Unit with technical and financial support from IFES, conducted a gender parity survey in the five electoral districts of Grand Bassa County from February 21-24, 2013 with teams comprising of staff from IFES and NEC. The teams conducted interviews and recorded answers to questionnaires administered to citizens in Grand Bassa County. Data collected from the parity assessment was analyzed, interpreted and compiled, and findings were shared and discussed at a later conference as reported in the activity below... Overall, the survey was rewarding and served as an eye-opener for the Gender Unit to become aware of the conditions on the ground as pertains to gender and elections in Grand Bassa County, and to accordingly devise strategies and programs to increase women’s participation in the electoral process at all levels of society.

#### ➤ **Gender Parity Conference**

With support from IFES, the NEC’s Gender Unit convened a two-day Gender Parity Conference in Buchanan City in late March, 2013. The theme for the conference was “Employing Gender Mainstreaming to Attain Gender Parity in Elections.” The conference brought together over 70 participants including representatives from the local government, the offices of Senators Jewel Howard Taylor and Clarice Jah, as well as USAID, UNMIL Gender Affairs, and CSOs. The goal of the conference was to discuss the findings of the gender parity assessment undertaken in Grand Bassa County, with the goal of identifying issues surrounding the low level of female participation in the 2011 electoral process and concrete actions to ensure more women participation in all aspect of elections, especially the Grand Bassa senatorial by-election.

➤ **Gender Workshop for Assistant Magistrates**

In early September, 2013, IFES and the NEC collaborated to conduct a two-day gender workshop for Assistant Magistrates and Regional Coordinators. The two-day event brought together 43 participants from the 19 magisterial areas, NEC headquarters, and IFES. The workshop's objectives were to increase the participants' understanding of the importance and strategies of integrating gender into the 2014 VRU activities, and to enhance their understanding of how institutions' structures and processes could perpetuate unequal gender relations in the electoral process.

The training approach was based on adult education methods with a combination of lectures, PowerPoint presentations, small working groups, interactive practical exercises, simulation and role play. The training enhanced the Commission's institutional capacity to manage elections as county level staff acquired new skills that helped them manage electoral activities by integrating gender into all aspects of the process, especially in the 2014 VRU exercise.

## Study Tours

➤ **Sierra Leone**

As part of the capacity building support to NEC, IFES organized a study tour to Sierra Leone in mid-November 2012 to observe Presidential, Parliamentary, and City Mayoral Elections. Twelve individuals from the NEC, led by the NEC's oversight Commissioner for political affairs, Hon. David S. Menyongai, participated in the electoral study tour along with three IFES staff who accompanied the delegation to provide the logistical support needed. The team highlighted the following as lessons learned from this study tour:

- Security vehicles or trucks were used for the deployment of election materials without objection from the citizens or political actors. This was a complicating factor in Liberia as political parties objected to such proposal during the 2011 elections;
- Adequate time was allotted for the recruitment and training of poll workers;
- Political parties, civil society organizations and the media were proactive in their role-playing as manifested by the peaceful outcome of the results;
- The adequate timeframe provided for events of the elections gave citizens enough time to better understand the process. This helped to ensure the participation of almost every registered voter;

➤ **United States**

IFES supported two NEC officials – the Acting Chair, Elizabeth Nelson and the Deputy Director of External Relations, Nathan Garbie – to participate in an IFES-organized United States Election Program (USEP) in November, 2012. The NEC delegation was accompanied by an IFES/Liberia Program Officer.

The program included plenary sessions on election administration topics, election observation on polling day, and other electoral events in the Washington, D.C. area. The participants interacted with leading election professionals, researchers, government, and judicial leaders who provided them with insight into the American electoral system. Workshops were organized to explore in greater depth issues affecting electoral

administration in the United States and around the world. Some of the issues discussed were technology and out-of-country voting, campaign finance, women's political participation, and elections access for persons with disabilities.

To supplement the US Election Program, the IFES Africa Regional Program collaborated with the State Department to organize a forum of EMB participants from Africa at the State Department. The forum which was chaired by Ambassador Johnnie Carson provided the EMBs the opportunity to reflect on the lessons learned from observing the U.S elections and provide their impressions about what worked, did not work, and what new ideas they could take with them to apply in their home countries.

### ➤ **Ghana**

In December, 2012, IFES organized a study tour to Ghana for NEC officials to observe the Presidential and Parliamentary Elections. Twelve officials from NEC, including the oversight Commissioner for Security and Logistics, Hon. Alhaji Ansumanah Kromah and assistant elections magistrate officers from the various counties participated in the electoral study tour, with two IFES staff accompanying them to provide logistical support. While in Ghana, the team met with the Chairman of the Ghana Electoral Commission Prof. Kwadwo Afari-Gyan and the Director of Information Technology, and was thoroughly briefed and drilled through the Biometric Validation process which was the first of its kind in Ghana. The delegation also attended two press conferences of the domestic observation group Coalition of Domestic Elections Observer (CODEO), a consortium of CSOs, religious and professional institutions working to ensure transparency and fairness in the electoral process of Ghana.

### ➤ **Lessons Learned Workshop**

In February 2013 IFES supported a two-day Elections Study Tours Lessons Learned Workshop under the theme, *“Improving Elections in Liberia through Comparative Experience Sharing.”* The workshop brought together 83 participants (16 females and 67 males) among which were NEC's Election Magistrates, Directors and Commissioners, who served as observers during study tours sponsored by IFES in Sierra Leone, Ghana, and the United States of America. Other participants were those who formed part of an observer mission to South Africa and Bosnia-Herzegovina sponsored by UNDP. The objective of the workshop was to enable participants to share comparative experiences from various countries visited in order to provide an analysis of best practices that can be incorporated into the NEC electoral processes. Among the key lessons learned were:

- Only technicians (e.g., election magistrates or regional coordinators) should be selected for future study tours because they were directly involved with electoral activities.
- Capacity building should be a continuous process for electoral staff.
- The South Africa Election Commission practice of staff capacity building should be taken seriously by the NEC;
- Magistrates who were not able to travel on previous trips should be considered for future election study tour in order to gain outside experience;
- The Board of Commissioners should decide on possibly increasing the number of polling places in the country in order to reduce long distant walking for voters;

### ➤ **IFES Supports NEC staff on electoral study tour to Kenya**

Between last February and early March, 2013 IFES organized a study tour for the NEC to observe the 2013 elections in Kenya. The delegation, which included two NEC Commissioners and two NEC secretariat staff, was accompanied by the IFES Chief of Party. The purpose of the study tour was to offer the delegation the opportunity to learn from the particular electoral processes in Kenya that could be harnessed to improve the electoral processes in Liberia. During the study tour, the Liberian delegation was briefed by IFES staff in Nairobi on the status of the electoral environment and the outlook of the election. Among other things accomplished while in Kenya, the delegation observed the opening of the poll on Election Day, the counting of votes and observed the results transmission and publishing at the media center

## **IPCC Activities**

### ➤ **Financial Management Training**

In December, 2012, IFES conducted a two-day IPCC Political Parties Financial Management Training Workshop. The aim of the training was to build the capacity of political parties in fund raising and how the funds can be used to sustain themselves as political parties and improve their operations through planned programs as political institutions in the country. This event was different from previous IPCC events, as financial directors and secretary generals – party members who had the ability to make decisions and change policy – were in attendance.

At the close of the workshop, Acting Chairperson of the NEC Dr. Elizabeth Nelson said, *“Since the conduct of the 2011 elections, relations between the NEC and political parties have improved tremendously. This is due to the frequent IPCC meetings and frank discussions that characterize such meetings. It is only befitting that political parties as key stakeholders, be appropriately informed and involved every step of the way.”*

### ➤ **Political Party Sustainability Workshop**

With support from IFES, the NEC held a two-day Inter-Political Party Consultative Committee forum in Buchanan, Grand Bassa County in mid-June 2013. The workshop sought to address the issue of ideological changes in political parties and build their capacities to become effective actors in the political environment. The rationale behind the workshop was consistent with NEC’s current Strategic Plan that sought to enhance collaboration with political parties and building their capacity to effectively participate in the electoral processes of the country. Specifically, the forum sought to:

- Assist political parties to begin to think along ideological lines;
- Help political parties become more institutionalized and unshackled from the grasp of few individuals and issues;
- Provide some concepts and strategies to enhance sustainability in political parties.

In addition to 10 NEC staff, more than 40 representatives from registered political parties attended. The lead facilitator of the workshop, Mohamed Boakai who was extensively experienced in political party work, took the participants through several key topics such as Political Parties-Key Pillars to Democracy, Drafting a Party

Mission Statement, Case Studies of Various Political Ideologies, How to Conduct a SWOT Analysis, Political Parties Within an Electoral Cycle, and Elements of Political Party Development.

➤ **Voter Roll Update (VRU) Workshop**

In late August, 2013, IFES supported the NEC in conducting a two-day IPCC workshop in Margibi County for 75 participants from 31 registered Liberian political parties, coalitions and alliances. Also in attendance were members of the NEC's Board of Commissioners, including the Chairman Cllr. Jerome George Korkoya, Co-Chair Cllr. Sarah G. Toe, and Commissioner Ansumanah Kromah. The workshop aimed at creating awareness among political parties and alliances on activities of the 2014 VRU, which was conducted from January 13, 2014 through March 5, 2014.

Major topics discussed during the workshop included:

- Overview of the 2014 VR Update process
- Legal Basis for the VR update process
- Data collection and processing
- VRU staff recruitment and training
- Civic/Voter Education (CVE)
- Stakeholders participation

<b>Trainings</b>
------------------

➤ **IT Training in India for NEC Staff**

Four staff from the NEC's IT and Data Center were sponsored to participate in an intensive training program in Microsoft data development and IT administration in early June 2013 at the Koenig Institute in New Delhi, India. The participants included the Director of IT James Dogbey, the Coordinator of the Data Center Floyd Saylor, the Senior Data Developer David Colliee and IT Officer Veronica Snoh. Two participants pursued Microsoft training courses in IT administration and networking, while the other two took Microsoft courses in website design and administration, and data base development. To ensure that the participants would provide a minimum of two years' service to the NEC upon completion of their training courses, a memorandum of understanding was signed between the trainees and the NEC to validate this agreement. This arrangement was essential to ensure that the knowledge and skills acquired by the participants stays with the NEC long enough to impact its operations thereby improving the institution's capacity to handle its IT and IT related challenges in-house and also ensuring a good return on the investment made in the participants.

➤ **BRIDGE: Gender and Elections**

In collaboration with the NEC, IFES organized a BRIDGE training on Gender and Elections in late June, 2013. The workshop aimed at strengthening the NEC's capacity to mainstream gender perspectives in its work. A total of twenty-two participants attended the event and were drawn from various departments of NEC including the Gender Unit, women's rights organizations, civil society groups, USAID Liberia, the Liberian Legislature,

Ministry of Gender and Development, and IFES. Among the issues discussed were the many forms of socio-economic barriers women face in participating in the electoral process, as well as strategies to empower women to overcome these barriers. The training also helped to establish NEC's critical role to play in reducing the barriers confronting women and thereby help to increase access for women candidates, who were severely underrepresented and challenged in the Liberia.

➤ **BRIDGE: Media Personnel and NEC Communication Section**

In July 2013 IFES organized a BRIDGE training on media and elections with the objective of educating and strengthening the capacity of journalists in the electoral process. Twenty-one Liberian journalists and NEC officials attended the workshop where they shared ideas and explored strategies that would ensure the free flow of information throughout the electoral processes and ensure a healthy and vibrant democratic system. Because the media plays an important role presenting the public face of the NEC and the democratic dispensation in the country, it was critical that the two maintain a good relationship so they would be better able to address any negative misperceptions or misinformation among the general public.

➤ **Program and Financial Reporting**

IFES supported a week-long training on programmatic and financial reporting for 45 NEC staff and Magisterial officials conducted by the Liberia Institute of Public Administration (LIPA) in late July and early August 2013. The training was designed to equip participants with basic report writing and financial reporting skills that would enable them to accurately provide feedback on tasks assigned during the course of elections and normal operations. Specifically, the training sought to enable participants to plan, format, outline, and write effective formal reports that were clear, concise, correct and complete, as well as to prepare financial reports in an organized and standard form, manage election materials and institutional assets properly, appreciate the need for financial accountability and responsibility, and understand the benefits of sound financial reporting. Participants gained a deeper appreciation of these tools provide an aggregate picture of an electoral process that needs to be clear and devoid of any ambiguities.

## 5. FY2014

### A. CIVIC AND VOTER EDUCATION

#### **Civic/Voter Education Youth Program**

The NEC in collaboration with IFES and UNDP hosted a two-day training for CSOs involved in the Youth Awareness Project in December, 2013. The workshop was held under the theme, "*Fostering Civic Participation by Young People*" and sought to prepare the CSOs with adequate information and knowledge of the VRU exercise to encourage young people to see the importance of the voter roll update and get adequate information on when, where, and how they can be involved in the exercise.

## **Baseline Survey Report**

In collaboration with the Electoral Assistance Division of the United Nations and IFES, the NEC launched a Baseline Study Report on Civic and Voter Education in June 2014. The study was conducted by the Liberia Media Center with funding from UNDP.

The study provided recommendations to enhance civic education and improve communications for inclusive voter registration and other processes associated with elections in Liberia. Findings of the report stated that 70% of youth in the country appear more knowledgeable and aware of the electoral process as compared to other target groups.

The report further noted that women, Community Based Organizations, and persons with disabilities also demonstrate high levels of awareness with 53%, 63%, and 56% respectively. Literacy concern was prominent during the survey, with many participants calling for messages to be presented in the popular vernacular of residents of communities in which the messages were being broadcast. The survey also showed that women felt the NEC was more accessible than the media, with 33% claiming access to the NEC and 16.7% to the media. The report noted that despite the enthusiasm among interviewees to participate in the upcoming election, over half of the respondents (51%) said they did not receive information on how to register or take part in voter roll update.

The findings of the study were used to develop a long-term civic voter education strategy for the Commission. The survey utilized both quantitative and qualitative research techniques that incorporated field study, focus group discussions, desk reviews, and key informant interviews. The survey was conducted in Montserrado, Nimba, Grand Cape Mount, Lofa, Bong, Grand Bassa, Grand Kru and Grand Gedeh Counties.

## **CVE Materials for 2014 Exhibition and Replacement of Lost and Damaged Cards**

In continuation of its support to the NEC for the 2014 Special Senatorial Elections, IFES-Liberia printed and delivered to the Commission CVE more than 65,000 posters and 20,000 stickers for the 2014 Exhibition of the Provisional Voter Roll (PVR). These materials were used by both NEC Civic Educators and IFES contracted CSO/DPOs field educators to create awareness on the various steps and activities of the 2014 Exhibition of the Provisional Voter Roll (PVR).

## **Journalist Workshops**

IFES supported the NEC in conducting four regional workshops in October and November 2013 to inform and educate journalists about the processes of the 2014 Voter Roll Update. The workshops were held in Grand Gedeh, Bong, Grand Cape Mount, and Grand Bassa counties. The objective of all of the workshops was to assist the media representatives to understand the procedures and regulations regarding the VRU exercise and thereby utilize their local community radio stations to disseminate key VRU messages to the residents of those communities and enable them register timely to be able to exercise their right to vote in future elections. Over

160 persons from media institutions in ten counties attended the workshops. The participants included personnel from the NEC, IFES, local government authorities and UNMIL, as well as the journalists.

Some of the topics covered during the consultations were:

- Legal Basis for Voter Roll Update;
- Overview of the Voter Roll Update;
- Role of Media in the Voter Roll Update Exercise and Special Senatorial Elections;
- Important civic/voter messages for young voters;
- The role of stakeholders in the VRU exercise; and
- Democratic Governance and eligibility criteria for VRU exercise.

### **CVE Consultant**

Between February and April 2014 an IFES CVE Consultant worked on developing CVE material requirements and detailed operational timeline for the Exhibition Exercise in collaboration with the NEC CVE Director; the updated plan was submitted to NEC for approval in late February, 2014. The CVE consultant worked with NEC counterparts on Exhibition designs and in developing the concept and artworks for various print materials.

The consultant also drafted a comprehensive operational plan for CVE to cover the period immediately following the VRU through to certification of final election results (originally scheduled for October 2014). The operational plan addressed major CVE shortfalls from previous operations and was informed from lessons learned sessions, various assessment reports, intensive discussions with key NEC staff and a UNDP sponsored baseline survey. The draft plan consisted of a narrative, detailed timeline, procurement and monitoring plan as well as implementation Log Frame and Risk Mitigation matrix. These tools allowed the NEC to better coordinate activities involving national and international partners for a more effective and inclusive CVE campaign in 2014. The final Operations plan could not be submitted during within the planned timeframe because the UNDP survey was not yet complete and because the consultant had to be evacuated due to a serious medical emergency.

### **CVE for the 2014 Special Senatorial Election**

As part of its efforts to ensure equitable and increased participation of eligible voters and the general populace in Special Senatorial Elections originally planned for October 2014, the NEC launched a nation-wide Civic and Voter Education (CVE) campaign on November 17, 2014. At the main launching ceremony in Monrovia, there was an array of cultural and drama performances, special statement by the Chairman Cllr. Jerome G. Korkoya and remarks from international partners and members of the diplomatic corps, political parties, civil society groups, and the media amongst others. The launch was given wide media coverage through live radio broadcasts, television recording, news stories, insertions and center spread pictorials.

Launching the CVE campaign, NEC Chairman, Jerome Korkoya, publicly acknowledged the Commission's collaboration with the UNDP and USAID / IFES to develop the appropriate CVE strategies. As a result of this collaboration, 400 civic educators and 7 civil society organizations were recruited for deployment throughout Liberia's 73 electoral districts to conduct community outreach including door-to-door activities.

## **Regional CVE and Gender Consultations**

As preparation for the conduct of the delayed 2014 Special Senatorial Elections progressed, the NEC's CVE and Gender Sections collaborated to develop four nation-wide regional consultations in November and December, 2014 under the theme "*Enhancing Equitable and Increased Participation in the Special Senatorial Election*". These consultations were held in Bomi, Grand Gedeh, Grand Bassa and Bong counties and brought together stakeholders from all levels of the Liberian society with the overriding objective of educating and informing them about the pending electoral process. The BSEM program fully funded these consultations, which brought together 478 participants including local and traditional leaders, women and youth groups, marketing associations and trade union organizations, religious and civil society organizations, political parties, the media and local government authorities.

The working session approach was based on adult learning theory with combination of lectures, PowerPoint presentations, interactive discussion, practical scenarios, questions and answers as well as energizers. Facilitators of the four CVE and Gender Regional consultations included staff from the CVE, Gender, Communications, Training and Procedures and Field Coordination sections of the Commission. Topics discussed by the facilitators during the nation-wide CVE & Gender Regional Consultations were: Elections steps & procedures; Field Coordination mechanism for the Election; engendering equitable & increased participation in the Electoral process; best practices, lessons learned, challenges & strategies for increasing women's participation; CVE strategies; Monitoring & Evaluation framework for the Electoral process; and the role of the media in the electoral process.

## **CVE Road Show**

In late November, 2014, IFES and the Liberia Media for Democratic Initiatives (LMDI) entered into a contract based on a proposal submitted to IFES by the NEC CVE unit. LMDI was contracted to provide media community outreach blended services to IFES' program. During this period LMDI planned, conducted, produced and broadcast three interactive DIALOGUE fora on the procedures of Liberia's 2014 Special Senatorial Elections.

The first event / broadcast was on December 15, 2014 from Grand Bassa County with the NEC's CVE Director, Josiah Joekai Director discussing Ebola's impact on polling day. The second event / broadcast was conducted three days later, in Montserrado County with the NEC's Director of Training and Procedures, James Wallace, on the topic polling days measures and procedures. The third event / broadcast was held on December 27, 2014 in Central Monrovia with the NEC's Chief Dispute Hearing Officer, Atty. Muana Ville, on the topic of post elections disputes procedures.

For fear of the Supreme Court stopping the elections, the contract for this activity was not signed on time. By extension, its timely start and implementation were hampered, which led to the failure to conduct and broadcast the last and fourth episode of the outdoor interactive DIALOGUE. As a result, only 3 of the 4 planned activities were accomplished.

### **Gender-specific CVE outreach for 2014 Special Senatorial Elections**

As the conduct of the 2014 Special Senatorial Elections approached, the NEC Gender section approached IFES Liberia to provide support to recruit, train and deployed women CSOs to devise specific activities to mobilize, sensitize and create awareness on the process to increase their participation. The specific objectives of the program were to:

- 1) Engage women's groups/CSOs in the 15 counties for the mobilization, sensitization and encouragement of women to participate in the election;
- 2) Disseminate motivational gender materials to increase their participation and to monitor, and;
- 3) Report on the women specific awareness activities as well as the gender perspective in the election.

To achieve these objectives, the NEC Gender section in collaboration with IFES and UNDP held a two-day training for CSOs including women groups and DPOs in Monrovia. The training which was facilitated by IFES, NEC and UNDP staff brought together 70 participants.

In addition, as part of the activities identified by the NEC Gender and CVE units to increase citizens', and especially women's, participation in election activities of the Special Senatorial Elections, IFES provided funding to implement a one week outreach exercise using mobile Public Address System throughout Montserrado County. Eight mobile PA systems were contracted for the Gender section and four for the CVE sections. The mobile PA systems were mounted on vehicles and over a period of six days between December 15-20, 2014. Civic educators and gender monitors assigned in Montserrado County went from one community to another daily to create awareness about the election and specifically highlighting the Ebola preventive measures put in place by the NEC for Election Day. Communities visited included Todee, Careysburg, Fendell, Mount Barclay, Paynesville, ELWA, Congo Town, Sinkor, Central Monrovia, West Point, Clara Town, Bushrod Island, Somalia Drive, St. Paul Bridge, Brewerville, Virginia, Johnsonville, Gardnesville and Barnesville.

## **B. SUPPORT TO VOTER REGISTRATION**

### **Voters' Registration Centers Accessibility Assessment**

In October 2013, IFES provided technical support to the NEC in implementing a weeklong exercise to assess the accessibility of Voters' Registration Centers (VRCs) within the 19 magisterial areas of the country. The exercise was jointly funded by IFES and NEC; among the general findings were:

- In some places, road conditions were improved and thus VRCs that were thought to be inaccessible later became accessible;
- Some VRCs that were accessible could become inaccessible when heavy rains occur. This did not pose any obstacles for the VRU as it was held in the dry season, but if roads are not improved problems may be encountered during future elections which are to be held in the rainy season;
- As some of the roads were not passable, it became necessary for the NEC to use canoes in some riverside communities. In addition, some roads were only be accessible by motor bikes;

- Roads that were not captured previously on the map were identified and put in place and those VRCs that were wrongly placed on the map were placed in their proper locations;

### **Material Procurement Support for the VRU**

IFES also directly procured the following on behalf of NEC to support the preparations towards the voter registration update exercise:

- Training materials, including forms and manuals that were used to train both electoral staff and temporary staff for the VRU
- 5,250 Optical Recognition (OMR) Forms for use in training VRU staff
- 440,000 OMR VR I Voter Registration Forms
- 33,000 Amendment Forms
- 4,400 Batch Control Forms
- 220,000 Transfer Forms
- 220 laptops computers
- 4,000 AI-posters, 3,000 fliers and 1,500 brochures for use in the CVE Youth Project
- Computer supplies and equipment including computer mice, cables, adapters and external hard drives for the Data Center
- Materials and equipment including desktop computers, monitors, printers and a digital camera for the Monitoring and Evaluation Section of NEC
- Logistical supplies for the 19 NEC Magistrate Offices for the period of the voter roll update and special senatorial elections in 2014
- Internet subscription for the 19 NEC Magistrate Offices for a nine-month period of the voter roll update and special senatorial elections in 2014
- 70,000 posters, 41,000 stickers and 150 banners in various sizes of effective CVE messages

### **IT Technical Assistance during VRU**

IFES IT Advisor, Mr. Ben Chege Ngumi was deployed to Liberia in November of 2013 to work with the NEC IT/Data Center Section in carrying out configuration of the Optical Mark Recognition (OMR) scanner and forms, post-processor application, which involves saving the scanned data to a centralized database, as well as handling transfer cases and other general changes to the voter registration application. At the end of the first phase of the work in Liberia, he provided the following recommendations for IFES and NEC's consideration:

- The Voter Roll Update Form (VR1 OMR forms) could collect up to 28 characters for the first name and last name of the voter while all other forms such as Voter Roll Update Amendment Forms (VR2 OMR form) and Voter Roll Update Transfer Form (VRT1 OMR form) had 25 characters. While NEC had assurances on the length of Liberian names being under 25 characters, it was agreed that future forms would have a standardized length of expected names and the number of characters allowed on the form should be same through all form kinds.

- Future forms used in VR activities should be used to collect static information. The existing process collects information such as age which is a fleeting field that is correct at the time information is collected in the field, but is rendered incorrect over time. However the collection of data such as date of birth is a much better way of computing the age of voters. This makes the register future proof especially during updates and corrections;
- It was recommended that a form of version control and configuration management be implemented on “soft” assets in the data center. These assets include all soft copies of manuals, designs of the OMR forms, software source code to all applications used by the data center, OMR decode, definition and batches. It was also recommended that an explicit line be added to TORs of future IT consultants who work on these IT assets to handover source code for all applications they have developed.

Following the recommendations of the IT Advisor, IFES continued to work with the NEC Data Center to take steps to address the problems with the system. As the VRU exercise got underway in early 2014, the IT Advisor redeployed to Liberia to provide continued technical support to the NEC Data Center, ensuring that the above recommendations were implemented while providing mentoring and onsite support to credible data collection and processing system that produced the final updated voter roll.

### **Commodity Support to the VRU Exercise**

IFES provided support to the NEC Data Center by hiring 40 staff for a period of three months to work on the sorting, processing, scanning, packaging and archiving of OMR forms coming from the VRU centers in order to develop the provisional voter roll that were made available in time for the Exhibition process.

In addition, IFES began the process to procure materials as follows to support the Exhibition exercise:

- 5,050 Exhibition manuals (training and actual)
- 45,000 CVE posters
- 15,000 CVE stickers
- 26,900 Exhibition Forms (training and actual)
- Stationary supplies

### **Lessons Learned Forum on the VRU Exercise**

The NEC held a two-day Lessons Learned conference to discuss the 2014 Voter Roll Update Exercise. The conference convened in late May 2014 with 70 NEC executives, senior and mid-level staff, and the Commission’s international partners. Participants reflected and evaluated details of the operational planning, procurement, CVE, training and major policy and administrative decisions were highlighted and participants outlined a number of critical lessons learned.

Because the conference was an internal forum intended to technically critique the VRU and Exhibition processes and provide direction for future electoral exercises, the conference provided for sectional presentations, each of which was followed by interactive discussions among participants. IFES and UNDP were also given time to give their feedback as well. Among the achievements identified, participants noted that the entire VRU exercise was generally peaceful and that VRU staffers demonstrated a good understanding of the procedures; while at

the same time civic educators remained committed to mobilizing and educating Liberians throughout the entire exercise. Conversely, the inadequacy and untimeliness of financial resources and delays in the procurement process stood out among the list of challenges. These challenges resulted in the postponement of the VRU exercise which also had a domino effect on CVE planning and execution. Based on the success stories and challenges outlined, participants proffered twenty recommendations which stressed, including the need for the NEC to be cautious in the future when planning electoral activities, especially considering the financial implications and procurement bureaucracies, in order to avoid changing key electoral dates.

## C. PUBLIC OUTREACH

### **“Elections and You” Radio Program**

Between October and December 2013, the “Elections and You” radio program was mainly dedicated to the Commission's work on Civic and Voter Education following the announcement of the key dates for the conduct of the VRU exercise and the 2014 Special Senatorial Elections. Nearly all of the topics discussed on the program were intended to promote the VRU and the 2014 Special Senatorial Elections by providing accurate messages to the public. The guests spoke about their role, the effort needed for a country-wide dissemination of information, as well as the need for the government to provide adequate funding to conduct the VRU and the Senatorial Elections. The program saw an increase in public participation through the call-in component of the live talk show. Specific topics included:

- Recruitment and MOU for Temporary Employees
- VR Update roll out processes and official launching
- Regional Rural Workshops for VR Update
- Inspection of Political Party Headquarters
- The Role of M&E and Data Center in the VR Update
- Role of the GIS Section and the Data Center; setting up VRU Polling Centers

### **Small Grants to CSOs and DPOs**

In an effort to reinforce the outreach efforts of the NEC CVE activities in support of the VRU exercise, IFES issued a public solicitation for expressions of interest from CSOs and DPOs to submit applications and proposals to conduct outreach activities in support of the VRU exercise. After a two week submission period, nearly 100 expressions of interest were received and vetted by a joint review panel comprised of IFES and NEC CVE staff. At the end of the process 28 CSOs and 15 DPOs were selected for training and deployment.

Following the selection, a two-day training was conducted in January, 2014 for the selected institutions on CVE strategies for the VRU exercise, the VRU teams movement plan, community entry and facilitation techniques, required forms, and preparation of narrative and financial reports. The trainings brought together over 185 participants from the NEC, IFES, CSOs, DPOs and the media.

### **Civic Educators Engaged During VRU**

IFES assisted the NEC with contracting 219 civic educators to work in all 73 electoral districts to disseminate information about the VRU. The civic educators were supervised directly by NEC through its nineteen magisterial offices. Their principal mandate was to conduct civic and voter education specifically communicating messages on the 2014 VRU exercise throughout various areas of assignment across the country; distribute the civic and voter education materials provided by the NEC with promotional information on the VRU in 2014; and submit to the NEC through its designated representatives all reports relative to the VRU activities.

### **Field Monitoring Phase I**

As part of its support to the NEC's ongoing VRU Process, IFES deployed four program and support teams in February, 2014 to monitor the work of the 43 organizations carrying out the civic and voter education. The monitoring teams' objectives were to ensure that the CSOs and DPOs were properly coordinating and collaborating with NEC Magisterial staff, local county authorities, community leaders and working in accordance with approved workplans of their agreements. The monitoring also sought to ensure that the CSOs and DPOs field educators were effectively disseminating key civic education messages on the 2014 VRU to the citizens accurately and to identify challenges and constraints encountered by the organizations.

Based on field visits, interviews and feedback from CSOs and DPOs in the field, and from discussions with the NEC Magisterial staff based in the counties, the following observations were made:

- Most sessions were conducted both in English and one or more local languages such as *Bandi, Dan, Kpelle, Bassa, Gbii, Loma* and others;
- There was concern as to the lack of VRU posters with revised dates of the VRU centers which meant voters who wanted to register or update their voting records may have missed the opportunity at their VRU center;
- Due to the ongoing farming season in rural parts of the country, CSO and DPO field educators were mostly using house-to-house methodology to sensitize and create awareness as they found it difficult to gather participants for larger sessions;
- In some instances, citizens mistook civic educators for political party agents also canvassing in the field for their supporters to go and register or update their voting records and therefore became reluctant to participate in CVE organized sessions;
- Due to what residents called "false promises" made by the elected officials or lawmakers during previous elections, many were reluctant to listen or participate in sessions organized by our field educators;
- In many instances posters were torn down by unknown persons and at other places residents demanded civic educators to give them money before posters could be put on their private premises;
- Posters supplied by NEC were too large thereby making it difficult to carry or to paste on walls in their various areas of assignments.

## NCSCCL

### ➤ **Capacity Building**

In January 2014, IFES contracted the West African Civil Society Institute (WASCI) to deliver a six-day workshop on Facilitation Skills, Policy Advocacy, Networking and Alliance Building for the leadership and regional officers of the NCSCCL. The overarching goal of this course was to introduce these CSOs to the concept of policy advocacy and engagement by providing information on public policy making and techniques on influencing the policy making process.

The training was interactive, participatory and well received by the leadership of the NCSCCL and participants in general. A majority of participants expressed their desire for more advance training in the areas of policy advocacy and networking and alliance building to ensure more coordination and cohesion in tackling the challenges and issues affecting the general well-being of civil society organizations in Liberia.

### ➤ **National Policy Analyst**

IFES supported the NCSCCL by hiring a local National Policy Analyst to assist the NCSCCL in compiling a consolidated framework that ensures healthy and rational outcomes for CSOs operating in Liberia. As per the scope of work, the consultant reviewed the existing policies, program strategies, and institutional arrangements to address NCSCCL challenges in the area of coordination among organizations and stakeholders. He consulted with the various government ministries and agencies regarding the content and relevance of policy documents and embarked on drafting a consolidated policy framework.

## IPCC Meetings

With support from IFES and the UNDP, the NEC conducted a two-day workshop for Political Parties on Candidate Nomination Awareness. The workshop brought together 43 participants from 7 registered political parties including: the All Liberia Coalition Party, Alternative National Congress, Grassroots Democratic Party of Liberia, the Movement for Progressive Change, National Patriotic Party, Union of Liberian Democrats and Victory for Change Party; the Congress for Democratic Change, Unity Party, and Liberty Party chose not to attend.

The Objective of the workshop was to inform political parties about the Candidate Nomination process, the status of the Revised Electoral Laws passage, the Code of Conduct for political parties, and the proposed work plan of the IPCC. At the close of the two day deliberation the participants proffered the following recommendations:

1. Political Parties should observe conflict sensitive election messages;
2. The NEC should conduct more training for women to increase their participation in upcoming elections;
3. The NEC Board of Commissioners should revisit the guidelines requiring independent candidates to pay the same amount as political party candidates;
4. The NEC should consider reducing the fees and minimum bank balances for party registration and insurance bond payment as stipulated in its regulation for the registration and operation of political parties (Chapter IV: Obligations of registered and accredited political parties, sections 4.2 and 4.3).

### **IPCC Forum on Deriving a New Date for 2014 Elections**

Amidst the Ebola Virus Disease outbreak in Liberia, and electoral complications, such as the suspension of the original election date, the establishment of a new date, and a Stay Order imposed on the entire electoral process by Liberia's Supreme Court, the NEC, in collaboration with IFES, conducted two Inter-Party Consultative Committee meetings. The aim of these meetings was to discuss constraints that the NEC was facing as well as gather feedback from the stakeholders regarding the prevailing situation. Key stakeholders including political parties and independents candidates; Civil Society Organizations-ECC, religious groups, traditional leaders, local county officials were involved, as well as representatives from IFES and UNDP.

At these two IPCC meetings, a total of 108 stakeholders brought forth recommendations that helped the NEC in finding amicable solutions to conduct the 2014 Special Senatorial Elections. The meetings also served as a means of getting all stakeholders' views on issues that could jeopardize the country's emerging democracy.

## **D. OTHER TECHNICAL AND OPERATIONAL SUPPORT**

### **NEC Gender Unit**

In November 2013, IFES contracted a Gender Advisor, Nyambura Ngugi, to work closely with the NEC's Gender Unit. During her six-week assignment, the Gender Advisor carried out several programmatic activities aimed at supporting gender mainstreaming at the Commission. She further provided technical assistance to NEC that helped promote gender sensitive legal reforms, and engaged NEC in capacity development activities to enhance the integration of issues related to persons with disabilities.

Moreover, the Advisor met with NEC Commissioner for Gender, staff of the NEC Gender Unit, several international and national women support and advocacy groups, and assisted with the planning and organizing of two workshops with NEC and women stakeholders on legal reform and gender mainstreaming. Among the Advisor's recommendations both to the NEC and to IFES for future capacity building support were:

1. The implementation of the Gender Policy and Action Plan was heavily reliant on the existence of technical capacity within the Gender Section. However, as they were not gender specialists and have had little or no training in this area, the NEC must as a matter of priority, invest in capacity building for all the team members.
2. The Gender Section must do more to build strong partnerships with and consult the other Units. There were certain competencies that staff must therefore develop to achieve this including having strong communication skills, negotiation abilities and the ability to anticipate and respond diplomatically yet firmly to possible resistance to gender integration.
3. Embedding a National Gender Consultant to support the Section to support particular guidance to the team would be beneficial. The Consultant would be a person with experience of providing strategic guidance, implementing gender programs and the ability to build capacity through mentoring and training.

### **NEC CVE / Gender Regional Consultations**

In preparation for the 2014 VRU exercise, the NEC CVE and Gender Sections, with support from IFES, jointly conducted four regional consultations with local county authorities, traditional leaders, women and youth groups, political parties and civil society organizations under the theme “*Enhancing Increased and Equitable Participation in the Voter Roll Update Exercise*”. The first phase of the consultations was conducted in January, 2014 in Grand Gedeh and, Grand Cape Mount counties, while the second phase was held later in that same month in Grand Bassa and Bong counties. The objective of the consultations were to educate and inform eligible Liberians about the VRU, instill positive values in Liberians for the peaceful conduct of the VRU, mobilize eligible Liberians to turn out to update their voter information in the register, increase the participation of men and women, and promote massive VRU mobilization campaigns for women, especially in rural areas, and particularly for indigenous women. The topics presented and discussed during the consultations included the Legal Basis for the VRU, the VRU Steps and VRC team allocations, the CVE Strategy for the VRU, Gender and the VRU, Role of the Media, and the M&E Framework.

### **NEC Gender Section’s VRU Awareness Workshop**

Due to the low participation of women in previous electoral activities in Liberia, and drawing upon feedback from recent field activities, the NEC Gender Section devised a Quick Impact Project to redress the inadequate awareness / sensitization among women and their reluctance to participate in the VRU. A strategic and targeted intervention in the areas remaining in the VRU was subsequently designed and implemented to enhance women’s participation. With support from IFES, a Public Announcement System Awareness pilot activity was undertaken in Montserrado County (Upper and Lower).

The purpose of the Public Announcement System was to create maximum awareness and sensitization among the female population to increase their participation in the VRU exercise. In order to maximize the effect in a short time frame, two vehicles and Public Announcement System sets were deployed between March 25–29, 2014. Considering the large population of Montserrado County, the region was divided in two: Upper and Lower, with one Public Announcement System going to each region. The teams were accompanied by NEC staff for supervisory purposes. This intervention helped to ensure an appreciable response from women registrants.

### **Monitoring of Gender CSOs on the SSE**

IFES contracted 16 CSOs and DPOs in eight counties<sup>1</sup> in an effort to intensify awareness and ensure that gender-sensitive messages on the Special Senatorial Elections reached the majority of the population, especially women. The organizations were jointly monitored in two phases between late November and early December 2014 by IFES and the NEC Gender and M & E units. IFES Liberia program department embarked on two phases of field monitoring after a process of a two day training on effective CVE delivery, proper dissemination of CVE/Gender messages with a particular focus on women’s participation in the Special Senatorial Election.

<sup>1</sup> Maryland, Rivergee, Grand Gedeh, Nimba, Bong, Lofa, Montserrado and Gbarpolu

The objectives of the monitoring were to: ensure that the CSOs and DPOs field educators were disseminating key civic education messages on the 2014 Special Senatorial Elections to the Liberian public in order to motivate eligible voters, especially women within the various counties to participate; to help IFES Program Team identify challenges and constraints that were associated with the field educators CVE outreach activities in their assigned counties; and ensure that the proposed activities being carried out in accordance with their original or approved work plan; to ensure that there's proper collaboration between CSOs/DPOs and the NEC local magisterial offices, measure the impact of CVE/Gender messages delivered by field educators in regards to progress made; and the effectiveness of their outreach activities in the field.

Challenges observed during the monitoring exercise included difficulty in gathering participants during the daytime for sessions due to the ongoing farming season, and due to apathy resulting from alleged false promises made by elected officials or lawmakers during the 2011 elections campaign.

### **Strengthening of Legal Framework**

IFES Liberia initiated a series of meetings with members of the Legislature to ensure timely passage of the Electoral Reform Bill. IFES Country Director and Program Manager met with the Chairman of the House's Committee on Elections and Inauguration, Hon. Gabriel B. Smiths and Hons. Richmond Anderson, Munah Pelham Youngblood, and Numinene Bartekuah. In this meeting IFES briefed the legislators on the progress made on the bill since its submission to the National Legislature and encouraged them to work with their colleagues on the Committee on Elections and Inaugurations to ensure that the bill was put on the floor for discussion and passage into law. The legislators informed IFES that there were certain provisions of the bill that needed further discourse, particularly the composition and membership of the Board of Commissioners, the fees for various elected positions, and the need to strengthen the secretariat and provide financial autonomy to the NEC. They committed to lobbying their colleagues with the leadership of the House, so that those issues can be discussed in a timely manner to allow a vote to be taken.

In collaboration with the UNDP, IFES supported a legislative Conference Committee meeting of members of the House of Representatives and Senate in June, 2014. The meeting was convened to allow members of the joint legislative committees to iron out key differences on the Electoral Reform Law after its passage by both houses. Members of the Committees included the Chairpersons for the House and Senate committees on Elections and Judiciary among others. At the end of the deliberation it was agreed that:

- The clause calling for 30% representation by women in the leadership of political parties and listing of candidates submitted for any electoral event would be maintained as passed by the House of Senate;
- The fees as currently spelled out in the New Elections Law would be maintained and not changed as requested by the House of Senate;
- The NEC would submit legal opinions and legal language on its financial autonomy, procurement issues, and deregistration of political parties to committee heads for insertion into the Electoral Reform Law;

A subsequent Conference Committee meeting was attended by four senators, six representatives, and three members of the NEC that included its Chairman Cllr. Jerome Korkoyah, as well as IFES and UNDP. As a result, in late June, 2014 the Senate adopted the Committee's specialized report, following the House of Representatives' endorsement of the Elections Law Amendments. This was a landmark achievement after two

years of extensive consultations with Liberians across the country, civil society and professional groups including the Liberian Bar Association, international experts, and members of the Liberian Legislature. This amended electoral reform law was the result of serious collaboration and fortitude exhibited by the NEC and the Legislature to ensure that elections in Liberia were credible and more responsive to the political realities.

### **Regional Media Training**

As part of its efforts to harness the involvement of media personnel in conducting a successful public awareness about the Special Senatorial Election exercise, the NEC's Communication Section (formerly the Public Information Section), submitted to IFES Liberia a proposal to fund four regional consultations Community and National Radio personnel from each of the fifteen counties as a means of educating them about the pending elections. This series of regional workshops was important for media personnel - especially community radio personnel - because of the media's role in effectively informing the public about the elections.

Specifically, the workshops' objectives were to: train local and national journalists on the expected role of the media as regards their conformity to the media code of conduct for the elections; to explain to media practitioners the voting, counting and complaints procedures; to provide participants with the polling place layout and how they should deport themselves inside the polling place; and to highlight the key preventive measures that had been taken by the NEC against the spread of the EVD.

A total of 205 participants attended the four regional trainings; topics discussed included: general ethical issues in the media; role of the media in the 2014 election; polling staff and their respective functions; media code of conduct for the 2014 elections; monitoring campaign platforms and candidate's adherence to the NEC's code of conduct; and polling and counting procedures. At the end of the presentations participants met in small groups per counties to work on an integration plan to incorporate the key points highlighted during the two days as part of their general work for the purpose of the Special Senatorial Election.

### **Commodity Support**

In order to ensure adequate and improved capacity of the NEC to effectively and efficiently manage the VRU and subsequent electoral activities planned for the year, IFES competitively selected Cellcom to provide internet subscription to all Magistrate Offices of the National Election Commission. The contract provided for a nine-month subscription of internet services as well as monthly on-site services and emergency response for all 19 offices. The internet subscription was deemed essential to ensuring timely communication and information processing between the Headquarters and the Magistrate Offices and also among the various Magistrate Offices.

Additionally, IFES procured equipment and materials for the Monitoring and Evaluation Section of the NEC. These included but not limited to desktop computers, monitors, printers and a digital camera. These items enhanced the capacity of the newly established Section to undertake its primary objective of monitoring key activities and events of the VRU exercise.

### **M & E Training for NEC Staff**

IFES Research Manager Rola Latif traveled to Liberia in May 2014 to work with NEC's Monitoring and Evaluation section in rolling out training for NEC senior and field staff. The training brought together 42 NEC staff. Participants were exposed to key M&E concepts, terminology, logic models, results frameworks, criteria for good quality indicators, and information on creating a Performance Monitoring Plan (PMP). The objective of the workshop was to enable the Commission staff to understand relevant methods of data collection and to plan and manage the collection of performance data pertinent to their operational units.

### **Commodity Procurement for Special Senatorial Elections**

At the NEC's request, IFES procured the following in support of the Special Senatorial Elections:

- 450 printing of voter precincts list booklets
- 3,987 printing of observer tags/badges
- 50,000 additional CVE posters A3 (with Ebola prevention messages)
- 2,500 20-liter bucket with facet installed (for polling stations)
- 1,550 stamp pads
- 5,550 stamp inkpads
- 25,550 cotton bud swabs packs
- 19 LAN cabinets (for satellite modem & router/switch)
- 2 Projectors with display screen
- 15,000 Gender posters (A2, A3, A4 sizes)
- 3,000 Gender stickers (4" x 8")
- 13,000 Polling & Counting Manuals & Trainer's Guides
- 450 Complied Documents for Observers
- 225 Document bags/folders for observers

### **IFES Ballot Designer**

IFES contracted a consultant to assist the NEC with ballot design for the October 2014 Special Senatorial Elections. However, as the consultant's planned deployment coincide with the escalation of the Ebola outbreak, it was agreed that he would work remotely based on exchanges with the IT Department. The final drawings and designs were completed and submitted to the NEC in early November, 2014; specifications and artwork were subsequently submitted to the selected printing house.

### **NEC Hearing Officers Training**

In an effort to ensure that all election related complaints or disputes were adjudicated in a timely and efficient manner in line with the requisite electoral laws and statutes the NEC, in collaboration with IFES-Liberia, held a two-day training workshop for Hearing Officers hired by the Commission. The purpose of the training was to enhance their understanding on the various steps and types of electoral complaints or disputes, polling and counting procedures of the 2014 SSE as well as informing them of their role to assist the 19 magisterial areas or offices in the timely adjudication of any election related cases. The training which was held at the Corina Hotel in Monrovia brought together 32 participants (28 males and 4 females) including three facilitators and staff from IFES and NEC.

Topics Covered at the training were as follows: Introduction to NEC Structure; Polling and Counting Procedures; Election Law and Constitution; Overview of the Hearing Procedures at the NEC; Ethics and Oath; Electoral Offenses; Sorting Complaints, Transparencies, Forms and Checklists; Reporting to Chief Dispute Hearing Officer; Recount of Ballots and filing of Complaints and Simulation on Hearing Procedures.

### III. CONTRACT ADMINISTRATION

#### I. Award Modifications

During the course of the award, seven modifications were issued, summarized as follows:

**Modification 01**, dated 26 November 2009, increased the obligation from \$1,000,000 to \$4,951,000

**Modification 02**, dated 14 January 2011, increased the obligation from \$4,951,000 to \$9,267,000, increased the total estimated cost from \$17,500,000 to \$18,500,000, named new Key Personnel, added two additional objectives and three new activities.

**Modification 03**, dated 15 September 2011, increased the obligation from \$9,267,000 to \$13,686,000.

**Modification 04**, dated 30 September 2011, increased the obligation from \$13,686,000 to \$15,186,000.

**Modification 05**, dated 10 July 2012, increased the total estimated cost to \$18,799,373, increased the obligation to \$15,485,373, realigned the budget and modified the program description

**Modification 06**, dated 13 December 2013, increased the obligation to \$18,799,373.

**Modification 07**, dated 3 September 2014, provided a no-cost extension from September 12, 2014 through December 31, 2014.

#### 2. Staffing

IFES' Regional Director for Africa, Almami Cyllah, served as the initial (interim) Chief of Party and Kathy Vittum served as the original Deputy Chief of Party; both arrived in October 2009. Frank Vasallo, the original full time Chief of Party, arrived in early November 2009.

In January 2011, USAID approved Shalva Kipshidze as the new Chief of Party, as well as Muhammed Rizwan Ali (Senior Advisor for Voter Registration) and Dr. Lisa Handley (Senior Advisor on Constituency and District Delimitation) as additional Key Personnel.

In March 2012, Shalva Kipshidze resigned and was replaced by Florim Purova, who held the Chief of Party position until 25 December 2014.

In September 2010, USAID approved the addition of an Operations Officer position, which was subsequently filled by Johnathan Zalkind. In December 2012, Mr. Zalkind resigned and USAID approved Elizabeth Baggett as his replacement; she deployed in February 2013. Ms. Baggett resigned her position as Operations Manager in July 2014 and was not replaced.

#### IV. CHALLENGES AND LESSONS LEARNED

Although the program faced changes in NEC senior leadership in 2011, pre-election logistical challenges in 2011 and 2014, as well as during the conduct of the 2011 referendum, the single most challenging aspect of this program occurred in its final three – six months, when the Ebola virus was spreading rapidly through the country and region.

Due to the unprecedented spread of Ebola and the proclamation of a State of Emergency by the President of Liberia, the Special Senatorial Elections had to be postponed from October 2014 to a later date thereby causing a delay in the implementation of crucial programs in support of the election. As a consequence of the pronouncement, the Liberian Legislature passed a Joint Resolution on October 10, 2014 mandating the NEC to hold nation-wide public consultations so as to draw up a national consensus on a new date with a caveat that election should be held no later than December 20, 2014. Four regional consultations were conducted and at the end of those consultations, the NEC recommended to the Liberian Legislature 16 December 2014 as the new date for the election. However, immediately after the NEC declared the opening of political campaign, the Supreme Court of Liberia issued a Stay Order on all actions related to the 2014 election based on a complaint filed by the eminent citizens, political parties and civil society organizations. This legal debate lasted for almost three weeks thereby leading to major setback in the NEC's preparation for the election as well as to senatorial aspirants.

As a key partner, IFES was also affected by the Stay Order in the execution of commodity and program support to the NEC. For example, IFES had just deployed 16 CSOs with a contract until 16 December 2014 and was on the verge of concluding other related service agreements as well the funding of four regional media training and CVE/Gender consultations for the election; all of those events had to be shortened to the detriment of their objectives and expected outreach.

The NEC was widely praised for its composure and actions during the months of debate surrounding the conduct of the 2014 Special Senatorial elections, which were eventually set for (and held on) 20 December 2014. By actively organizing and engaging in open dialogue with a broad variety of stakeholders, including international and local health experts, and by exhibiting a calm and neutral demeanor during the politically-charged discussions, the NEC managed a complex election without being accused of being partisan. Encouraging future election Commissioners to widely seek public opinion during intense national debates on matters directly related to the electoral cycle will increase the Commission's integrity and bolster public confidence.

---

## V. ANNEXES

---

- Annex 1 2011 Presidential Run-Off: How to Mark the Ballot Graphic
- Annex 2 2011 Presidential Run-Off: Vote Peacefully Graphic
- Annex 3 2014 Voter Roll Update Exercise Education Graphics
- Annex 4 2014 Special Senatorial Election Graphic
- Annex 5 2014 Voter Card Replacement Exercise Posters (4)
- Annex 6 2014 Exhibition of Provisional Voter Roll Graphic
- Annex 7 2014 Ebola Awareness Graphic
- Annex 8 2014 Ebola Awareness Graphics (2)
- Annex 9 Monitoring and Evaluation Indicators (2009 – 2014)

## Annex I

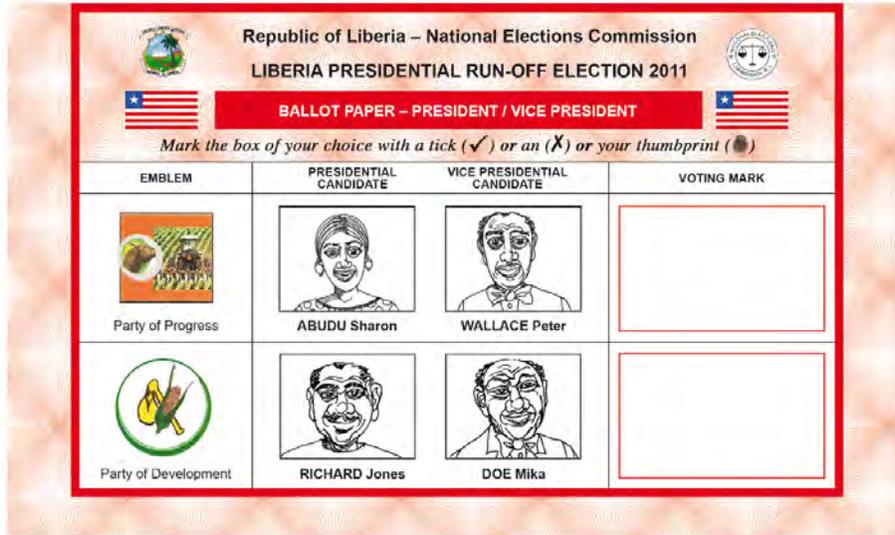
### 2011 Presidential Run-Off: How to Mark the Ballot Graphic

Republic of Liberia  
National Elections Commission (NEC)



# PRESIDENTIAL RUN-OFF ELECTION 2011

## How to mark the ballot



Mark the ballot **only once** in the box next to the photo of the candidate of your choice

**One ballot = 1 mark = 1 vote**



Presidential  
Run-Off  
Elections  
2011



**PUT LIBERIA FIRST:  
Vote Wisely!**

## Annex 2

### 2011 Presidential Run-Off: Vote Peacefully Graphic



Republic of Liberia  
National Elections Commission (NEC)



# PRESIDENTIAL RUN-OFF ELECTION 2011

Run-off is for all  
registered voters



# Vote peacefully



Presidential  
Run-Off  
Elections  
2011



**PUT LIBERIA FIRST:  
Vote Wisely!**

## Annex 3

### 2014 Voter Roll Update Exercise Education Graphics



Republic of Liberia  
National Elections Commission



# 2014 Voter Roll Update

JAN. 13 - MARCH 5, 2014



**REGISTER OR UPDATE YOUR VOTER RECORDS NOW  
IN ORDER TO BE ABLE TO VOTE ON ELECTION DAY**



**Voter Roll Update Be a Part**



## Annex 4

### 2014 Special Senatorial Election Graphic



Republic of Liberia  
National Elections Commission



# SPECIAL SENATORIAL ELECTION

## OCTOBER 14, 2014



**We will vote for the Senator of our choice  
on Election Day,**

**October 14, 2014  
from 8:00 AM - 6:00 PM**



**Your Vote, Your Voice!**



## Annex 5

### 2014 Voter Card Replacement Exercise Posters (4)



Republic of Liberia  
National Elections Commission



# 2014 VOTER ID CARD REPLACEMENT EXERCISE

## July 7 - 12, 2014



**GO TO THE NEC REPLACEMENT CENTER IN YOUR ELECTORAL DISTRICT FROM July 7-12, 2014 TO REPLACE YOUR LOST OR DAMAGED VOTER ID CARD.**



**Your Voter ID Card, Your Power**



## Annex 6

### 2014 Exhibition of Provisional Voter Roll Graphic



Republic of Liberia  
National Elections Commission



# EXHIBITION OF PROVISIONAL VOTER ROLL

## APRIL 28 - MAY 2, 2014

# CHECK YOUR INFORMATION AND MAKE SURE IT IS CORRECT

ID NUMBER

PHOTO

CENTER CODE

AGE

SEX

NAME

NATIONAL ELECTIONS COMMISSION

*Voter's Card*



County

Registration Center Code

LOFA

0 0 2 9 9

Age 2 1



Voter ID Number

Sex F

0 0 9 7 1 3 2 8 0



Name: Zayzay, Kórpó



### Accurate Voter Roll = Credible Election



## Annex 7

### 2014 Ebola Awareness Graphic



Republic of Liberia  
National Elections Commission



# SPECIAL SENATORIAL ELECTION

**DECEMBER 16, 2014**



**WOMEN VOTE YOUR CHOICE.  
THE MORE WOMEN PARTICIPATE,  
THE BETTER THE DECISION**



**Your Vote, Your Voice!**



## Annex 8

### 2014 Ebola Awareness Graphics (2)



Republic of Liberia  
National Elections Commission



**2014**  
**SPECIAL SENATORIAL ELECTION**



**ON ELECTION DAY, ALL VOTERS WILL STAND 3 FEET  
FROM EACH OTHER ON THE LINE**

**DECEMBER 16, 2014**

**Your Vote, Your Voice!**





Republic of Liberia  
National Elections Commission



# 2014 SPECIAL SENATORIAL ELECTION



**VOTERS WILL WASH THEIR HANDS WITH  
SOAP AND CLEAN WATER  
BEFORE ENTERING THE VOTING CENTER**



**Your Vote, Your Voice!**



## Annex 9

### Monitoring and Evaluation Indicators (2009 – 2014)

IFES / Liberia / BSEM Final Report

International Foundation for Electoral Systems (IFES)  
 Liberia - Building Sustainable Elections Management (BSEM)  
 USAID Cooperative Agreement No.: 669-A-00-09-00147-00  
 Period of Performance: September 11, 2009 - December 31, 2014

**USAID Development Objective (DO):** Democratic Governance Enhanced  
**USAID Intermediate Result (IR):** Political Processes Strengthened  
**USAID Sub-Intermediate Result:** To Institutionalized sustained, efficient, sound non-political elections management by an all-Liberian Commission

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>IFES Objective 1:</b> Support the NEC to effectively carry out electoral processes														
<b>Intermediate Result IR 1.1:</b> Increased capacity of the NEC to complete drawing of electoral boundaries														
<b>Indicator 1.1.1</b> Methodology on conducting boundary drawing developed	Custom	<b>Definition:</b> Methodology for how to properly conduct boundary drawing. <b>Unit of Measurement:</b> Addition or Number of methodology developed. <b>Disgregation:</b> N / A	Boundary delimitation & program reports	N / A	Completed by May 2011 ( 1 )	Completed in May 2011 (achieved 1)	N / A	N / A	N / A	N / A	N / A	N / A	1	
<b>Indicator 1.1.2:</b> Number of town hall meetings with key stakeholders held on drawing electoral districts	Custom	<b>Definition:</b> Town hall meeting referred to workshops, consultations and conferences held on drawing electoral districts with key stakeholders held. <b>Unit of Measurement:</b> Addition or Number of town hall. <b>Disgregation:</b> N / A	Program & meetings reports	N / A	15	15	N / A	N / A	N / A	N / A	N / A	N / A	15	
<b>Indicator 1.1.3:</b> Percent of key stakeholders who feel informed about the process of drawing electoral districts	Custom	<b>Definition:</b> Key stakeholders comprised of influential community leaders informed: determined from combination of responses to survey questionnaire. <b>Unit of Measurement:</b> Percentage of stakeholders feel informed. <b>Disgregation:</b> N / A	Survey questionnaires & Program reports	N / A	90%	100% repondents felt informed & very well informed	N / A	N / A	N / A	N / A	N / A	N / A	100%	
<b>Indicator 1.1.4:</b> Percent of key stakeholders who are satisfied with the process of drawing electoral districts	Custom	<b>Definition:</b> Key stakeholders comprised of influential community leaders. Satisfied: determined from combination of responses to survey questionnaire. <b>Unit of Measurement:</b> Percentage. <b>Disgregation:</b> N / A	Survey questionnaires & Program reports	N / A	Majority of stakeholders feel satisfied with boundary drawing process	Post consultation cumulative: 100% of respondents were satisfied, of those 45% were very satisfied	N / A	N / A	N / A	N / A	N / A	N / A	100%	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Indicator 1.1.5:</b> Boundaries drawn	Custom	<b>Definition:</b> All electoral districts have defined boundaries. <b>Unit of Measurement:</b> Addition or number of boundaries drawn. <b>Disaggregation:</b> N / A	Consultants & Program reports	N / A	Completed by June 16 2011	Cumulative total: 73, but process was delayed due to supreme court stay order. Process was completed in July 2011	N / A	N / A	N / A	N / A	N / A	N / A	73	
<b>Indicator 1.1.6:</b> Liberian led election commission with international assistance effectively carries out key electoral processes	Custom Qualitative	<b>Definition:</b> Based on detailed observer reports it will be assessed effectively (credibly/transparently) electoral processes have been conducted. Processes may include Voter Registration, Boundary Drawing, Elections and Referendum <b>Unit of Measurement:</b> N / A. <b>Disaggregation:</b> N / A	Observers report	N / A	Observer consensus is that each process was carried out effectively	2011 Voter Registration, 2011 legislative boundary drawing, 2011 National Referendum and 2011 General Elections were conducted effectively	N / A	N / A	N / A	N / A	N / A	N / A	2011 Voter Registration, 2011 legislative boundary drawing, 2011 National Referendum and 2011 General Elections were conducted effectively.	Indicator was more focus on international observers and other stakeholders feedbacks about the three electoral processes. Also, we have not had in place a proper M&E mechanism for results tracking and managing for results.
<b>Indicator 1.1.7:</b> Number of policy or planning documents that NEC with IFES support contributes to inter-agency task forces for local elections / Decentralizations	Custom Quantity	<b>Definition:</b> These are concept documents, assessments and proposals, submitted to inter-agency task forces working on local elections. <b>Unit of Measurement:</b> Addition or number of policy documents. <b>Disaggregation:</b> N / A	Consultants & Program reports	N / A	1	1	N / A	N / A	N / A	N / A	N / A	N / A	1	
<b>Indicator 1.1.8:</b> Number of consultation with key stakeholders (political parties, CSOs, traditional council ) held on the Voter Roll Update (VRU)	Custom Quantity	<b>Definition:</b> Consultation refers to Town hall or conferences held where information specifically on the Voter Roll Update. <b>Unit of Measurement:</b> Addition or number of consultation. <b>Disaggregation:</b> N / A	Consultation reports	N / A	N / A	N / A	N / A	N / A	N / A	N / A	6	15	15	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Intermediate Result 1.2:</b> A credible, accurate and transparent voter registration system implemented through all 19 election offices that provides access to the registration process for all eligible Liberians														
<b>Indicator 1.2.1:</b> Appropriate technology for voter registration process acquired (acquisition, software development, and installation of VR equipment)	Custom Qualitative	<b>Definition:</b> Procurement of technology, equipment and supplies needed for NEC headquarters. <b>Unit of Measurement:</b> N / A. <b>Disaggregation:</b> N / A	Operations report	N / A	Software development by January 2011 Installation of equipment by January 2011	All required software and equipment configured prior to scheduled start date of Data Center activities January 2011.	N / A	N / A	N / A	N / A	N / A	N / A	All required software and equipment configured prior to scheduled start date of Data Center activities January 2011.	Indicator more focus on meeting deadline ( <i>Reported as indicator 2.5 in FY11Q2 report based on previous PMP</i> )
<b>Indicator 1.2.2:</b> Number of voters processed during voter registration data processing	Custom Quantity	<b>Definition:</b> Refer to number of registered voters appearing on the voter's list. <b>Unit of Measurement:</b> Addition or number of voters processed. <b>Disaggregation:</b> Gender	Data Center report	N / A	Between 1.7 and 1.85million (85% to 90% of estimated eligible citizens)	1.79 million registrants process	N / A	N / A	N / A	N / A	400,000	148,365	1,946,624 (960,365 females & 986,259 males)	2011 Voter registration (VR) and 2014 Voter Roll Update (VRU)
<b>Indicator 1.2.3:</b> Percent of verified voter records containing errors	Custom Quantity	<b>Definition:</b> "Errors" defined as missing or substantive errors with voter information on voter's list. <b>Unit of Measurement:</b> Percentage. <b>Disaggregation:</b> N / A	Data center exhibition analysis report	N / A	Errors found by less than 5% of registrants who attend VR Exhibition	221 inclusions, 4383 corrections, total of 4604 errors, out of Exhibition attendance of 392,744, an error rate of 1.17%	N / A	N / A	N / A	N / A	N / A	N / A	1.17%	
<b>Indicator 1.2.4:</b> Final voter's list compiled	Custom Qualitative	<b>Definition:</b> Voter's list completed with necessary voter information. <b>Unit of Measurement:</b> N / A. <b>Disaggregation:</b> N / A	Data Center report	N / A	Completed by July 2011	Completed in June 2011	N / A	N / A	N / A	N / A	N / A	N / A	Completed in June 2011	Indicator more focus on meeting deadline
<b>Indicator 1.2.5:</b> Number of voter audits conducted	Custom Quantity	<b>Definition:</b> The process of conducting survey through interview across the country on the voter's list. <b>Unit of Measurement:</b> Addition or number of audit. <b>Disaggregation:</b> N / A	Consultants & Program reports	N / A	1	1	N / A	N / A	N / A	N / A	N / A	N / A	1	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Indicator 1.2.6:</b> Number of medium through which updated voter roll is accessible to external stakeholders / public	Custom Quantity	<b>Definition:</b> Medium through which Voter roll data was distributed or made available, which could include targeted distribution or display of dvds, hard copies, or access through internet, by phone and sms. <b>Unit of Measurement:</b> Addition or number of medium. <b>Disaggregation:</b> N / A	Data Center, IT & program report	N / A	N / A	N / A	1	1	2	2	N / A	N / A	3	
<b>IFES Objective 2:</b> Commission's institutional capacity and capability to manage elections strengthened														
<b>IR 2.1:</b> Increased capacity of the NEC to manage its affairs through more capable staff and well functioning county level magistrate offices														
<b>Indicator 2.0.0:</b> Number of divisions in which the NEC's capacity is rated as satisfactory or higher	Custom Quantity	<b>Definition:</b> Through an expert analysis, an assessment of each division (Administration, Operations, and External Relations) will be conducted to assign an overall rating for each the capacity of each division. The criteria will be based upon best practices. <b>Unit of Measurement:</b> N / A. <b>Disaggregation:</b> N / A	Consultant or experts analysis report	N / A	2 out of 3 receive satisfactory or higher scores	0 of 3 receive satisfactory ratings: The External Relations Department: 0.9; Operations:1.6; and Administration: 0.5	N / A	N / A	N / A	N / A	N / A	N / A	0 of 3 receive satisfactory ratings	Based on 2012 assessment of three NEC departments of NEC conducted by S. Darnolf
<b>Indicator 2.1.1:</b> Number of advisors deployed to assist the NEC	Custom Quantity	<b>Definition:</b> Senior advisors deployed to work with the NEC. <b>Unit of Measurement:</b> Addition or number of advisors. <b>Disaggregation:</b> N / A	Consultation and Program reports	N / A	9	9					6	5	14	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Indicator 2.1.2:</b> Number of Election Officials trained through USG assistance	"F" and Quantity	<b>Definition:</b> NEC's staff are those with full employment status attending IFES supported trainings for capacity building. USG assistance refers to financial and technical supports given to the NEC through IFES. <b>Unit of Measurement:</b> Addition or number of official. <b>Disaggregation:</b> Gender	Attendance log, evaluation form & training report	N / A	38	60			30	58	100	159	277 (58 females & 219 males)	
<b>Indicator 2.1.3:</b> Total number of temporary NEC staff trained through USG assistance	Custom Quantity	<b>Definition:</b> Temporary officials are individuals hired by the NEC on short term to assist the commission in the conduct of VRU activities across the country. <b>Unit of Measurement:</b> addition or number of temporary staff. <b>Disaggregation:</b> Gender	Attendance logs, Activities / briefing reports	N / A	N / A	N / A	8,000	8,170			175	5,477	13,647 (4,055 females and 9592 males)	Prior to 2011 elections and 2014 Special Senatorial election
<b>Indicator 2.1.4:</b> Appropriate technology, equipment, and supplies needed for NEC procured	Custom Qualitative	<b>Definition:</b> Procurement of VSAT Internet for all Magistrate offices and NEC HQ. <b>Unit of Measurement:</b> N / A. <b>Disaggregation:</b> N / A	Operations report	N / A	N / A	N / A	19 Magistrate offices and NEC HQ provided with Internet by March 2011	Procured and installed 19 VSATs internet in all magistrate areas including NEC HQ to enhance communication and information sharing, completed by March 1. (Reported in part as indicator 3.1 in FY11Q2 report based on previous PMP).	N / A	N / A	N / A	N / A	N / A	Support to the 19 magisterial areas across Liberia

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Indicator 2.1.5:</b> Total Number of NEC electoral stakeholders trained through USG assistance	Custom Quantity	<b>Definition:</b> Electoral Stakeholders refers to political parties, journalists and CSOs representatives who are trained with IFES support; USG assistance is the financial and technical support provided to electoral stakeholder's trainings through the NEC by IFES. <i>(adjusted slightly to match USAID indicator (ID# 2.3.2-11)).</i> <b>Unit of Measurement:</b> Addition or number of stakeholders. <b>Disaggregation:</b> Gender	Workshop attendance log and trainings reports	N / A	N / A	N / A	N / A	N / A	30	184	200	541	725 (176 females & 549 males)	Trainings included by-election Candidate/party agents, party officials Bridge electoral contestants, local media personnel and other CSOs representatives on election related trainings
<b>Indicator 2.1.6:</b> Percent of training participants who report or demonstrate increased knowledge from training.	Custom Quantity	<b>Definition:</b> County level staff refers to magistrates, assistant magistrates and county coordinators that participate in IFES' supported trainings and display increased knowledge of electoral issues, based on answers to survey taken before and after trainings. Increased knowledge refers to anyone who scores above his/her pre-test during the post test. <b>Unit of Measurement:</b> Percentage. <b>Disaggregation:</b> N / A	Analysis of survey or test data report.	N / A	N / A	N / A	N / A	75%	93% (139 of 150)	65%	58.3% (42 of 72)	82% (181 of 222)	The result (82%) constitute the total of five different level trainings held for electoral officials in 2012, 2013 & 2014.	
<b>Indicator 2.1.7:</b> Number of temporary data center staff hire and trained to process registration forms	Custom Quantity	<b>Definition:</b> Data center staff are individuals temporary hired and technically trained with financial support and inputs from IFES to effectively process all VR update data. <b>Unit of Measurement:</b> Addition or number of temporary data center staff. <b>Disaggregation:</b> Gender	Attendance log, Contracts and payment slips	N / A	N / A	N / A	N / A	N / A	N / A	30	107	107 (38 females & 69 males)	These temporary staff were hired at different stages or level of the electoral process in FY5 of BSEM project.	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>IFES Objective 3:</b> Liberian public better informed about electoral processes														
<b>Intermediate Result 3.1:</b> Increased the ability of NEC to hold information sharing through information sharing sessions in partnership with political parties and CSOs, and conduct program of civic and voter education that addresses the major electoral challenges facing Liberia during program period														
<b>Indicator 3.1.1:</b> Number of workshops held with CSOs, the media, or the NEC	Custom Quantity	<b>Definition:</b> Workshops are meetings, trainings or conferences held where information on civic and voter education programs of the NEC are disseminated. <b>Unit of Measurement:</b> Addition or number of workshops. <b>Disaggregation:</b> N / A	Program reports, Attendance log, and media coverage	N / A	N / A	N / A	10	11	3	3	15	32	46	
<b>Indicator 3.1.2:</b> Number of Individuals receiving Voter and Civic Education through USG Assisted Programs (USAID F indicator[ID# 2.3.2-12])	"F" and Quantity	<b>Definition:</b> Individual refers to citizens or those who will interact with civic educators through Civic and Voter Education (CVE) efforts (town hall meetings, town criers and house-to-house interactions; mobile cinema, theater, market day/sporting events etc) conducted by IFES sponsored CSOs. <b>Unit of Measurement:</b> Addition or number of individuals. <b>Disaggregation:</b> Gender	CVE outreach Activity and Monitoring forms, and CSOs narrative / program reports	N / A	N / A	N / A	200,000	1,008,008	5,000	26,545	1,000,000	856,503	1,891,056 (849,245 females & 1,041,811 males)	The CVE outreach activities included voter education on Voter Registration (VR), National Referendum (NR), General Elections (GE), Run-off and By-election in District#11, Montserrado County. However, the cumulative total include some individuals that were count double in that some attended CVE sessions at all stages of the electoral process under the BSEM project.
<b>Indicator 3.1.3:</b> Percent of voters exposed to voter education initiatives	Custom Quantity	<b>Definition:</b> Voter education messages seen in posters, heard on radio, and through other means. <b>Unit of Measurement:</b> Percentage. <b>Disaggregation:</b> N / A	Survey questionnaires & Program reports	N / A	65%	<b>National:</b> 73% of Liberians believe they saw / heard information on the voter registration process: 29% feel they had a lot of information and 44% feel they had some information.	N / A	N / A	N / A	N / A	N / A	N / A	73%	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Indicator 3.1.4:</b> Percent of voters exposed to voter education messages whose knowledge of the elections increases after exposure to voter education messages	Custom Quantity	<b>Definition:</b> Voters exposed to voter education messages who say their knowledge on the elections increased after exposure to these messages. <b>Unit of Measurement:</b> Percentage. <b>Disaggregation:</b> N / A	Survey questionnaires & Program reports	N / A	N / A	N / A	65%	<b>National:</b> 91% of Liberians exposed to voter registration messages believe the information they saw increased their knowledge a lot (43%) or a little (48%).	N / A	N / A	N / A	N / A	91%	
<b>Indicator 3.1.5:</b> Number of Inter Party Consultative Committee meetings on election related topics.	Custom Quantity	<b>Definition:</b> Inter Party Consultative Committee refers to forum organized by the NEC through which political parties meet to discuss issues of electoral and political concerns. <b>Unit of Measurement:</b> Percentage. <b>Disaggregation:</b> N / A	Attendance log, IPCC and Program reports	N / A	N / A	N / A	3	9	3	1	3	3	13	The cumulative total included IPCC meeting the VRU, Referendum, Issues of premature campaign, update on campaign finance regulation, candidate nomination and the election processes of 2011 & 2014.
<b>Indicator 3.1.6:</b> Number of candidates processed by NEC through the nomination procedures	Custom Quantity	<b>Definition:</b> Candidates refers to individuals who will plan to contest the upcoming special senatorial election and have met all the necessary criteria set up by the NEC. <b>Unit of Measurement:</b> Addition or number of candidates. <b>Disaggregation:</b> Gender	Publish final candidate nomination list, Candidates attendance log and nomination process report	N / A	N / A	N / A	N / A	N / A	N / A	N / A	95	139	139 (20 females & 119 males)	These are candidates who participated in the 2014 Special Senatorial Election (SSE).

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks
					Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>Indicator 3.1.7:</b> Total number of CSOs/CBOs hired or received sub-grant to buttress the Commission's CVE outreach efforts on VRU and Special Senatorial Elections.	Custom Quantity	<b>Definition:</b> CSOs/CBOs refers to organizations that are actively participating in the electoral and reform processes of the country through the practice of good governance. <b>Unit of Measurement:</b> Addition or number of CSO/CBOs. <b>Disaggregation:</b> N / A	Contract or Proposals received	N / A	N / A	N / A	15	19	N / A	N / A	35	92	111	Cumulative total include CSOs hired for referendum, 2011 & 2014 Special Senatorial Election
<b>Indicator: 3.1.8:</b> Number of trainings conducted to increase the advocacy skill of NCSCL to effectively and efficiently advocate on policy issues	Custom Quantity	<b>Definition:</b> Trainings are forums, meetings, or conferences held where information on advocacy strategies or methodology are disseminated. <b>Unit of Measurement:</b> Addition or number of NCSCL trainings. <b>Disaggregation:</b> N / A	Attendance log and Training reports	N / A	N / A	N / A	N / A	N / A	N / A	N / A	1	1	1	
<b>Indicator 3.1.9:</b> Number of policy documents that NCSCL with IFES support developed to assist NCSCL Secretariat in developing a national policy on civil society	Custom Quantity	<b>Definition:</b> Policy documents refers to official positions on issues that promote better coordination and strengthen engagement in the reform process. <b>Unit of Measurement:</b> Addition or number of policy documents. <b>Disaggregation:</b> N / A	National Secretariat report on crafting of document	N / A	N / A	N / A	N / A	N / A	N / A	N / A	1	1	1	

IFES / Liberia / BSEM Final Report

Indicator	Indicator Type	Definition, Unit of Measurement & Disaggregation	Data Source	Baseline	FY2 FY 2010 - 2011		FY3 FY2011 - 2012		FY4 FY2012 - 2013		FY5 FY2013 - 2014		Total Actual	Comment / Remarks	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual			
<b>IFES Objective 4:</b> Electoral Legal and regulatory framework improved															
<b>Intermediate Result 4.1:</b> NEC assisted in process of legal and regulatory reform for conduct of credible electoral processes															
<b>Indicator 4.1.1</b> (USAID ID# 2.1.1-5): Number of laws, regulations or amendments that protect fundamental freedoms and are consistent with international human rights standards adopted with USG support	"F" and Quantity	<b>Definition:</b> This refers to any law, regulation, statutes or procedures that strengthen fundamental freedoms and rights through effective legal framework for elections. <b>Unit of Measurement:</b> Addition or number of laws. <b>Disaggregation:</b> N / A	Program reports, Attendance log, and media coverage	N / A	N / A	N / A	N / A	N / A	N / A	N / A	N / A	1	1	1	Electoral Reform Law
<b>Indicator 4.1.2:</b> # of issues within electoral legal framework identified	Custom Quantity	<b>Definition:</b> Issues to be identified include inconsistencies, ambiguities, omissions, contradictions, as well as impractical or unnecessarily burdensome aspects of legal framework including and between applicable regulations, laws and constitution. <b>Unit of Measurement:</b> Addition or number of issues. <b>Disaggregation:</b> N / A	Consultant, Consultation and Program reports	N / A	N / A	N / A	20	46	N / A	N / A	N / A	N / A	N / A	46	
<b>Indicator 4.1.3:</b> # of consultative sessions held regarding proposed changes to the legal framework	Custom Quantity	<b>Definition:</b> Consultative sessions refers to meetings , workshops or conferences organized by NEC with external stakeholders (political parties, international partners, Civil Society organizations and governmental authorities) on reform to the legal framework. <b>Unit of Measurement:</b> Addition or number of consultations. <b>Disaggregation:</b> N / A	Attendance logs and Program reports	N / A	N / A	N / A	N / A	N / A	N / A	N / A	N / A	1	5	5	consultative meeting was held in five of the fifteen (15) counties of Liberia