



Empowered lives.  
Resilient nations.



# Support to the 2015-2018 Liberia Elections cycle

## Annual Results Report 1 January-31 December 2016

Context and Major Development Changes .....	1
Key Achievements .....	2
Lessons Learnt .....	3
Risk and Mitigation.....	3
The Way Forward .....	3
Output Indicator Progress .....	5
Resource Utilisation .....	10

### Context and Major Development Changes

With a reduction of the international presence in Liberia with a planned full withdrawal of the United Nations Peacekeeping Mission in 2018 the country needs to continue to strengthen its national institutions and processes to conduct future elections in a credible and sustainable manner. In 2017 Liberia will be conducting its third general elections since the signing of the 2003 Accra comprehensive peace agreement that ended 14 years of conflict. The forthcoming elections in 2017 mark a key milestone in Liberia’s consolidation of its nascent democracy.

While progress was witnessed in the three years since the 2011 elections in strengthening some of the National Elections Commission’s (NEC) capabilities there continues to be a need to consolidate these achievements. Institutional capacity building, strengthening permanent and temporary staff capacity for core and ancillary agencies including security agencies are crucial to the conduct of future elections. As importantly ensuring inclusive elections with the participation of all individuals eligible to vote or be elected is a key challenge for the NEC. Conflict resolution mechanism platforms to resolve disputes in an inclusive and transparent manner supporting the acceptance of results in an environment of political party mistrust is also crucial. 2017 will be a key year in consolidating the reputation of the NEC and by extension deepening trust in the electoral system and democratic consolidation.

## Key Achievements

- A contract was awarded to a company to install a NEC wide enterprise resource planning business solution providing administrative support to NEC headquarters (financial management, human resources management, supply chain management (procurement and outsourcing, inventory management, product information management and warehousing) project management and accounting and reporting).
- In advance of the new voter registration exercise scheduled for 1 February to 7 March 2017 the project purchased 1,350 voter registration kits including cameras and printers and peripherals. The first stage of procurement was completed in December 2016. Knowledge products including training tools, voter registration manuals and guides have been produced in advance of the exercise. Solar panels were also installed in all magisterial offices of the NEC providing stable electricity sources.
- A training plan supporting the timely delivery of the voter registration following delays in procurement was drafted with project support. 92 trainers, 416 electoral supervisors, 8,415 voter registration staff, and 39 logisticians also have improved resources to manage voter registration following the drafting of a training manual.
- The NEC gender mainstreaming policy is drafted and awaiting approval of the NEC Board of Commissioners. Legal analysis was drafted providing increased legal certainty on the 30 percent gender requirement in electoral legislation. A gender analysis of the NEC and electoral process is completed analysing policies and practices to identify root causes of gender gaps. And a report on women in political parties is drafted and awaiting political party verification in 2017.
- Political parties increased commitment to peaceful elections in developing and signing a resolution on peaceful elections that was supported by the project, which acted as a key broker and facilitator. Financial training for political parties resulted in all registered political parties submitting financial reports in line with legislation.
- Security coordination for the 2017 elections was strengthened with a group of UNDP supported security coordinators that were key in the establishment of a security coordination mechanism and operational election security plans.
- Legal certainty was increased by the production of four legal analyses on boundary demarcation, voting rights of prisoners, candidate nomination and residency requirements with the NEC better positioned to respond to legal challenges. Electoral dispute mechanisms were strengthened following training for 19 electoral magistrates responsible for handling county level complaints and four information sessions for key stakeholders in the area of electoral dispute resolution.
- A total of eight regulations were passed by the NEC with project support further providing legal certainty and public accountability. This included key regulations on voter registration, districting, candidates' nominations, campaign rules, complaints and hearings, referendum and political party registration.
- Small grants were issued to seven civil society organisations in advance of voter registration to increase public awareness. Visibility and awareness material was produced for the use of NEC and these civil society organisations to increase public awareness of the voter registration exercise. Civic education materials printed including 62,125 information sheets, 6,000 t-shirts, 47, 500 posters highlighting gender and disability issues and a corporate election song produced.

## **Lessons Learnt**

- There were delays in procurement of essential material for the voter registration exercise. This included training forms, kits and printing of manuals that were delayed by the NEC, which resulted in rescheduling of the cascade training programme for the voter registration. Assistance to planning was put in place to militate against the impact of these delays with a training plan supported and the voter register has not been impacted by these delays.
- The project was unable to fully implement its support to the NEC's election resource centre due to delays in the staffing because of the restructuring process and therefore it was temporarily suspended. It was agreed to resume support in the post-election period subject to an election project board decision.
- The security coordination mechanism between NEC and Liberian police requires continued support to ensure it is more inclusive before the 2017 elections. The NEC needs to recruit a security coordinator (the position has been vacant since August 2016) and current capacity of the NEC security section is insufficient to carry out active coordination between the actors.
- Increasing efficiency of the partners in the small grants scheme and limiting the number of low impact initiatives the country was divided into six geographical areas and applicants were invited to target and compete for one or several lots. Selected organisations will act as umbrella groups and recruit smaller community organisations to deliver results in local areas. The selected partners will start the awareness campaign on the first week of January 2017.
- The project needs to enhance its results based management framework to ensure its indicators are SMART and reflect results at output and outcome levels. A first response is to recruit a results based management expert to review project outputs, results framework and corporate tools. This position will be filled in February 2017.
- In order to progress a better gender mainstreaming culture across the institution and political spectrum the NEC needs to adopt the gender mainstreaming strategy, which is pending approval by the board of commissioners. This would provide authoritative commitment and guidance to all NEC staff in their actions, mechanisms to increase the representation and role of women in public life and participation of women in political life. To pursue this a gender advisor is being recruited by the project.

## **Risk and Mitigation**

A revised risk and mitigation log is being developed during 2017. Once finalised it will be monitored by the project management on an ongoing basis to update the risk categories and inform management decisions related to election preparations and the activities of the project to ensure fiduciary, reputational and operational risks are managed adequately.

## **The Way Forward**

The 2017 general elections will be a major test for the NEC. Presidential and House of Representative elections are scheduled for 10 October 2017. The project will undertake major procurement of equipment in 2017 in advance of the voter registration process starting in February 2017. Training manuals and support to information technology and logistics for the voter registration will also be provided by the project. A training and logistics plan will support the voter registration exercise. A civic education campaign will be delivered through

NEC and small grants issued to civil society organisations promoting increased awareness of the voter registration amongst the public down to community level. The procurement will be finalised for the voter registration kits and equipment. The target is to enrol a total of 2.1 million voters 50 percent of which are women.

Support to election preparations will also be provided throughout 2017 including in the areas of voter registration, civic and voter education, gender increasing the presence of women in elections, stakeholders and political party liaison, security training, and legal assistance. An asset management and administrative system will also be installed across the NEC headquarters and rolled out in field offices. This will provide an enterprise resource planning business solution providing administrative support to NEC headquarters (financial management, human resources management, supply chain management (procurement and outsourcing, inventory management, product information management and warehousing) project management and accounting and reporting).

## Output Indicator Progress

Output 1	Project indicators	Target (Year-2016) Planned result	Progress towards targets	Evidence and means of verification
Output 1: Strengthened capacity within NEC for efficient implementation of its mandate.  Activities: 1.1, 1.2,1.3,1.4.	1.1 Percentage of NEC administrative staff at headquarters using the resource planning system in their work. Baseline: 0%: Target 100%.	1.1 Percentage of NEC administrative staff at headquarters using the resource planning system in their work. Baseline: 0%: Target 100%.	Contract awarded to company by competitive tender with installation scheduled to commence February 2017. Solar panels installed in all magisterial offices of the NEC providing stable electricity source.	UNDP procurement records.
	1.2 Percentage of electoral material catalogued securely at headquarters level. Baseline: 0%: Target 100%.	1.2 Percentage of electoral material catalogued securely at headquarters level. Baseline: 0%: Target 100%.	Standard operating procedures completed and NEC administrative manual drafted.	National Elections Commission and UNDP records.
	1.3 Number of NEC polling staff with access to high quality, gender sensitive, updated procedures and guidelines to conduct their work. Baseline: 0: Target 25,000.	1.3 Number of NEC polling staff with access to high quality, gender sensitive, updated procedures and guidelines to conduct their work. Baseline: 0: Target 25,000.	92 trainers, 416 electoral supervisors, 8,415 voter registration staff, and 39 logisticians with improved skills to manage voter registration.  105 (28 women and 77 men) attended BRIDGE workshops increasing their capacity in operations and logistics and media's role in elections.	National Elections Commission and UNDP records.
	1.4 Number of gender mainstreaming regulations and guidelines issued by NEC. Baseline: 0:Target TBC.	1.4 Number of gender mainstreaming regulations and guidelines issued by NEC. Baseline: 0: Target TBC.	Gender mainstreaming policy is drafted and awaiting approval of the NEC Board of Commissioners.  18 youths (women) from six counties have increased awareness and networking capacities after attending the Annual Youth Education and Empowerment summit.	National Elections Commission minutes.
Output 2	Project indicators	Target (Year-2016) Planned result	Progress towards targets	Evidence and means of verification
Output 2: Voter registration is updated and voter registration process is improved.  Activities: 2.1, 2.2, 2.3, 2.4, 2.5.	2.1 NEC has adequate equipment to conduct an inclusive voter register. Baseline: No: Target: Yes.	2.1 NEC has adequate equipment to conduct an inclusive voter register. Baseline: No: Target: Yes.	Voter registration OMR forms updated and reviewed in line with international standards. 1,350 cameras and solar panel kits, printers, photo papers and media packs procured for voter registration.	Election observer reports. UNDP procurement records.
	2.2 Number of voter registration forms processed within the electoral calendar deadline. Baseline: 0. Target 100%	2.2 Number of voter registration forms processed within the electoral calendar deadline. Baseline: 0. Target 100%	Will be reported in 2017.	National Elections Commission data centre.
	2.3 Number of voter registration staff that have adequate training resources (gender	2.3 Number of voter registration staff that have adequate training resources (gender sensitive)	Draft logistics manual produced to ensure timely operational planning and delivery.	Election observer reports. UNDP procurement records.

	sensitive) manuals and guidelines in line with legal provisions. Baseline 0: Target 8,400.	manuals and guidelines in line with legal provisions. Baseline 0: Target 8,400.	Content for voter registration manuals drafted.	
	2.4 Number of double registrations. Baseline 0.0042%: Target 0.0022% (4,000).	2.4 Number of double registrations. Baseline 0.0042%: Target 0.0022% (4,000).	Will be reported in 2017.	National Elections Commission data centre.
<b>Output 3</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 3:</b> Women's political participation and leadership is enhanced.  Activities: 3.1,3.2,3.3, 3.4, 3.5, 3.6.	3.1 NEC has access to evidence based (gender sensitive) research to engage political parties on policy level. Baseline: No: Target Yes.	3.1 NEC has access to evidence based (gender sensitive) research to engage political parties on policy level. Baseline: No: Target Yes.	Gender analysis of the NEC and electoral process is completed identifying policies and practices to identify root causes of gender gaps. Report on women in political parties is drafted and awaiting political party verification in 2017.	National Elections Commission and UNDP records.
	3.2 Political parties commit to targets of 30% gender representation for candidates. Baseline No: Target Yes.	3.2 Political parties commit to targets of 30% gender representation for candidates. Baseline No: Target Yes.	Legal analysis drafted providing increased legal certainty on 30% gender requirement in electoral legislation.	Political party nominations forms. National Elections Commission candidate listings.
	3.3 Number of coordination platforms convened. Baseline 0: Target 15.	3.3 Number of coordination platforms convened. Baseline 0: Target 15.	1 strategic planning workshop completed in cooperation with the ministry for gender and civil society.	National Elections Commission.
	3.4 Number and range of civic education products distributed in advance of the voter register. Baseline 0: Target 120,000 total. 65,000 printed; 6,000 t-shirts; 50,000 information products.	3.4 Number and range of civic education products distributed in advance of the voter register. Baseline 0: Target 120,000 total. 65,000 printed; 6,000 t-shirts; 50,000 information products.	Products have been procured.	UNDP aggregated data on civic and voter education campaign.  UNDP procurement records.
<b>Output 4</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 4:</b> Political parties' capacity is enhanced, political parties are coordinated and conflict prevention measures are in place.  Activities: 4.1, 4.2, 4.3, 4.4, 4.5.	4.1 NEC has increased capacity to audit accounts of all political parties. Baseline: No: Target Yes	4.1 NEC has increased capacity to audit accounts of all political parties. Baseline: No: Target Yes	Financial training for political parties resulted in all registered political parties submitting financial reports in line with legislation.	Not applicable.
	4.2 Percentage of political parties actively participating in IPCC meeting. Baseline: 40%: Target 70%.	4.2 Percentage of political parties actively participating in IPCC meeting. Baseline: 40%: Target 70%	95% of political parties attended IPCC meeting in 2016.	IPCC official attendance sheet.
	4.3 Percentage of women representatives of political parties participating in IPCC meetings. Baseline 23% (2016): Target 30%.	4.3 Percentage of women representatives of political parties participating in IPCC meetings. Baseline 23% (2016): Target 30%.	Official attendance sheet now includes disaggregated data (sex).	IPCC official attendance sheet.

	4.4 Political parties commit to a memorandum of understanding and peace resolution promoting peaceful elections. Baseline No: Target Yes.	4.4 Political parties commit to a memorandum of understanding and peace resolution promoting peaceful elections. Baseline No: Target Yes.	Political parties increased commitment to peaceful elections in developing and signing a resolution on peaceful elections.	Parties signed the resolution on 19 February 2016.  National Elections Commission press statement. Newspaper reports.
	4.5 Number of political parties that conclude the IPCC successfully resolves conflict. Baseline 0: Target 22.	4.5 Number of political parties that conclude the IPCC successfully resolves conflict. Baseline TBD: Target 22.	Survey will be conducted final quarter 2017.	Not applicable.
	4.6 Number of radio spots aired increasing awareness of IPCC. Baseline 0: Target 10.	4.6 Number of radio spots aired increasing awareness of IPCC. Baseline 0: Target 10.	Activity to commence in third quarter 2017.	Broadcasting records.
<b>Output 5</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 5:</b> Elections security forces act in line with international standards.  Activities: 5.1, 5.2, 5.3.	5.1 Number of security officers with enhanced skills to police electoral related issues. Baseline: 0: Target 5,500.	5.1 Number of security officers with enhanced skills to police electoral related issues. Baseline: 0: Target 5,500 security officers.	Activity to commence in third quarter 2017.	Liberian National Police training files. National Elections Commission training files.
	5.2 Number of coordination forums convened. Baseline 0: Target 30.	5.2 Number of coordination forums convened. Baseline 0: Target 30.	Security coordination for the 2017 elections was strengthened with establishment of the security coordination mechanism and operational election security plans.	NEC official security unit records.
<b>Output 6</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 6:</b> Civic and voter education strengthened.  Activities: 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8.	6.1 Percentage of population reached by NEC's civic education information campaign. Baseline: 0: Target: 90% nationwide.	6.1 Percentage of population reached by NEC's civic education information campaign. Baseline: 0: Target: 90% nationwide.	Small grants were issued to seven civil society organisations in advance of voter registration to increase public awareness.  3 regional workshops organised to raise awareness of civic and voter education (89 women and 216 men)	UNDP aggregated data on civic and voter education campaign.  UNDP procurement records.
	6.2 Number and range of civic education products distributed in advance of the general elections. Baseline 0: Target 120,000 total. 75,000 printed; 6,000 t-shirts; 50,000 information products.	6.2 Number and range of civic education products distributed in advance of the general elections. Baseline 0: Target 120,000 total. 75,000 printed; 6,000 t-shirts; 50,000 information products.	Civic education materials printed including 62,125 information sheets, 6,000 t-shirts, 47, 500 posters highlighting gender and disability issues and a corporate election song produced.	UNDP procurement records.
	6.3 Civil society scheme improving electoral accountability. Baseline No: Target Yes.	6.3 Civil society scheme improving electoral accountability. Baseline No: Target Yes.	Activity to commence in second quarter 2017.	To be determined.

<b>Output 7</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 7:</b> Electoral legal framework and the constitutional review process.  Activities: 7.1, 7.2, 7.3, 7.4, 7.5.	7.1 Number of pieces of electoral legislation reformed and passed by legislators into law. Baseline 0: Target 1.	No target for 2016.	Law is codified and 1,000 copies of the electoral law printed for distribution.  5 workshops organised to increase understanding of the new electoral law (115 women and 352 men).	National Elections Commission records.
	7.2 Number and percentage of electoral complaints concluded in a timely fashion. Baseline 0: Target 100%.	7.2 Number and percentage of electoral complaints concluded in a timely fashion. Baseline 0: Target 100%.	4 information sessions increased skills and awareness of key stakeholders of electoral dispute resolution.  19 electoral magistrates have increased understanding and skills in dealing with electoral complaints following training participation.	National Elections Commission records.
	7.3 Number of regulations approved by NEC prior to the 2017 elections. Baseline 0: Target 8.	7.3 No annual target for 2017.	The NEC passed 8 regulations with project support further providing legal certainty and public accountability. This included key regulations on voter registration, districting, candidates' nominations, campaign rules, complaints and hearings, referendum and political party registration.	National Elections Commission records.
	7.4 Number of legal opinions drafted providing clearer legal certainty. Baseline 0: Target 5.	7.4 No annual target fro 2017.	Legal certainty increased by production of four legal analyses on boundary demarcation, voting rights of prisoners, candidate nomination and residency requirements.	National Elections Commission records.
<b>Output 8</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 8:</b> Support contributing to the successful conduct of national elections.  Activities: 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, 8.8.	8.1 Percentage of population reached by civic education information campaign. Baseline: 0: Target: 90% (50% women) nationwide.	8.1 Percentage of population reached by civic education information campaign. Baseline: 0: Target: 90% (50% women) nationwide.	Activity to commence third quarter 2017.	UNDP aggregated data on civic and voter education campaign.
	8.2 Number and range of civic education products distributed in advance of the general elections. Baseline 0: Target 120,000 total. 75,000 printed; 6,000 t-shirts; 50,000 information products.	8.2 Number and range of civic education products distributed in advance of the general elections. Baseline 0: Target 120,000 total. 75,000 printed; 6,000 t-shirts; 50,000 information products.	Activity to commence third quarter 2017.	UNDP procurement records.
	8.3 NEC budget and procurement plan adopted for the 2017 elections. Baseline: No: Target Yes.	8.3 NEC budget and procurement plan adopted for the 2017 elections. Baseline: No: Target Yes.	The NEC budget is adopted and reviewed by partners for elections. Procurement plan was adopted for voter registration. The delivery of	National Elections Commission budget records.



			the 10 October 2017 will have a separate budget to be finalised.	
	8.4 Number of polling staff that have manuals and guidelines in line with legal provisions. Baseline 0: Target 25,500.	8.4 Number of polling staff that have manuals and guidelines in line with legal provisions. Baseline 0: Target 25,500.	Activity to commence in second or third quarter 2017.	National Elections Commission. National and international observer assessments.
<b>Output 9</b>	<b>Project indicators</b>	<b>Target (Year-2016) Planned result</b>	<b>Progress towards targets</b>	<b>Evidence and means of verification</b>
<b>Output 9:</b> Assistance and project management in support of the NEC and the management of programme.	Nothing to report on results level.	Nothing to report on results level.	Nothing to report on results level.	Not applicable.

## Resource Utilisation

1 January 2016-31 December 2016 financial delivery

Chart 1: Outputs related to disbursement USD

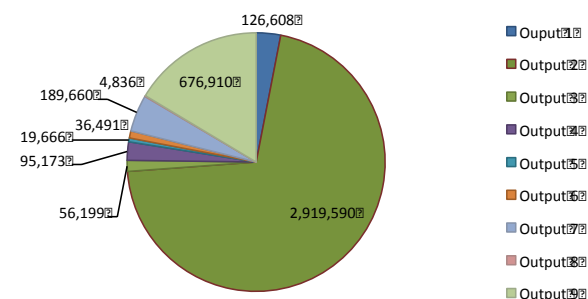
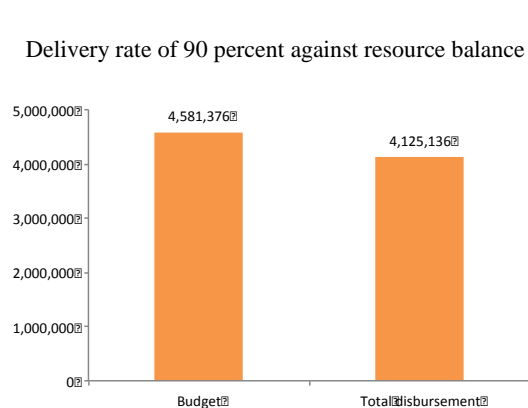


Chart 2: Annual disbursement against opening resources balance for 2016



Total disbursements/ per partner USD in 2016

Output	EU	Sweden	UNDP	Total
1	126,608.05	0	0	126,608.05
2	61,999.42	0	2,857,590.69	2,919,590.11
3	56,199.02	0	0	56,199.02
4	95,173.22	0	0	95,173.22
5	19,666.24	0	0	19,666.24
6	36,491.57	0	0	36,491.57
7	189,660.61	0	0	189,660.61
8	4,836.67	0	0	4,836.67
9	385,993.26	0	290,917.43	676,910.69
<b>Total</b>	<b>976,628.06</b>	<b>0</b>	<b>3,148,508.12</b>	<b>4,125,136.18</b>

Activity/output	Un-depreciated fixed assets USD	Commitments USD
Output 1	82,994.09	264,598.85
Output 2	0	28,266.96
Output 3	0	5,300.41
Output 6	0	124,284.24
Output 8	0	66,562.16
Output 9	16,661.45	1,008.00
<b>Total</b>	<b>99,655.54</b>	<b>395,191.50</b>

- Output 1: Strengthened capacity within NEC for efficient implementation of its mandate.
- Output 2: Voter registration is updated and voter registration process is improved.
- Output 3: Women's political participation and leadership is enhanced.
- Output 4: Political parties' capacity is enhanced, political parties are coordinated and conflict prevention measures are in place.
- Output 5: Elections security forces act is in line with international standards.
- Output 6: Civic and voter education strengthened.
- Output 7: Electoral legal framework and the constitutional review process.
- Output 8: Support contributing to the successful conduct of national elections.
- Output 9: Assistance and project management in support of the NEC and the management of programme.