

National Electoral Commission
Sierra Leone - NEC-SL

ANNUAL REPORT

2019





**NATIONAL ELECTORAL
COMMISSION SIERRA LEONE**

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FOREWORD

The National Electoral Commission of Sierra Leone (NEC-SL) Annual Report, 2019, is written pursuant to Section 32 (12) of the Constitution of Sierra Leone, 1991 (Act No 6 of 1991) which is quoted below for ease of reference:

“The Chief Electoral Commissioner shall submit a report on the programme and work of the Electoral Commission at least once a year to the President and a copy of such report shall be laid before Parliament.”

During the year under review (2019), the Commission carried out its core function of successfully conducting Public Elections and related activities: The Commission conducted Parliamentary and Local council bye elections.

The Commission, during the year under review concluded the 2015 – 2019 electoral cycle and plans are under way to commence the **2020- 2024 STRATEGIC PLAN** with funds from the both the Government of Sierra Leone and the European union . It is important to note that a key strategic pillar, as contained in the Strategic Plan (2015 to 2019) that was a priority of the Commission, was the staff capacity building. To achieve this objective, the commission in collaboration with the UNDP, conducted nineteen (19) professional trainings and workshops for staff at all levels in key thematic areas viz: gender mainstreaming, operational planning skills, result management, electoral budget building, electoral budget processes and legal framework for referendum among others. This I believe has helped staff of the Commission to deliver electoral services professionally and efficiently, develop their leadership skills in management, manage contemporary IT System, prudently manage allocated financial resources and develop Human Resource Management System. The effects of the implementation of this pillar were clearly seen in the staff delivery of the Commission throughout 2019. The Commission will not only commence its Strategic Plan 2020 – 2024, but will also endeavour to review the 2025 –

2019 Strategic Plans with a view of identifying the gaps and proposed milestones that were not achieved.

It was on the whole a fruitful year in the areas of staff capacity development and international networking for Commissioners and Staff. The Commission continued to attract international attention by receiving numerous invitations for experience sharing, study tours and networking through participation in conferences, training workshops and election observations.

Of significance in 2019 was the commencement of the Support to the Governance Sector Project in Sierra Leone Project, funded by the European Union in partnership with the government of Sierra Leone and implemented by a Consortium led by Hulla and Co. Human Dynamics and CO KG. It is hoped that this support will help in critical areas, as the commission prepares for the 2020- 2024, Electoral cycle viz: sustainable improvement of the National Electoral Commission's long term capacity to carry out its mandate through increased institutional, staff and infrastructure capacity, enhanced gender equality, legislative/ regulatory framework and capacity to extract voter registry from civil registry .

In the area of collaborating with other Ministries, Departments and Agencies (MDAs), the Commission collaborated with the Ministry of Finance for the provision of relevant resources for the successful conduct of the Presidential , Parliamentary and Local Council elections. Of significance is the funding of the two capital projects for the construction of regional offices and ware houses in Bo and Kenema respectively by the Government of Sierra Leone.

The Commission also continued its collaboration with the National Civil Registration Authority (NCRA), on the development of a National Civil Register, which will lead to the issuing of a multi-purpose National Identity card for citizens of Sierra Leone and non-citizens alike. A paradigm shift in this collaboration is that the Final Voters Register (FVR) will no longer be extracted from the National Civil Register for the 2023 polls. To further facilitate effective collaboration, plans are underway for the signing of an MOU between the two institutions.

While reflecting on the Commission's achievements during the year, I would like to express profound gratitude and appreciation to the Government of Sierra Leone, the International Partners, the UNDP and entire UN System, the EU, ECOWAS, Civil Society, the Office of National Security (ONS), Sierra Leone Police (SLP) other Security Agencies and other stakeholders i.e. Political Parties Registration Commission (PPRC), Political Parties, other Democratic Institutions like the Anti-Corruption Commission (ACC), the Human Rights Commission (HRC-SL), other Ministries, Departments and Agencies (MDAs) e.g. Parliament, the Attorney General's Office, the Law Officers Department, the Law Reform Commission (LRC), the Ministry of Finance and Economic Development (MoFED), the Ministry of Local Government and Rural Development (MLGRD), the Government Printing Department and the entire Media houses for their support during the year under review. I will be remiss if I don't especially thank the European Union and the British High Commission for sending observers in all the bye elections conducted in 2019.

On behalf of the Commission I therefore recommend to all Stakeholders and researchers alike to read this report for, amongst others, a better understanding of the workings and programmes of the Commission and the electoral process in general.

NEC wishes you all a Prosperous New Year and is confident that together, we can continue to strive to conduct free, fair and credible electoral processes, as we prepare for the next electoral cycle.

Signed: 

Mohamed N. J. Conteh
Chief Electoral Commissioner/Chairman
National Returning Officer
National Electoral Commission

Executive Summary

The Year 2019 marked the end of the five-year electoral cycle, 2015 – 2019 in Sierra Leone. It was the year in which the Commission reflected on its performance over the said five-year electoral cycle. It was also the year in which the Commission began to develop a new five-year strategic plan for the incoming electoral cycle, 2020 – 2024.

The Government of Sierra Leone continued to sustain the funding requirements of the Commission in 2019 by providing budgetary support for salaries and allowances, recurrent costs and electoral programmes.

This report highlights the mandate and structure of the Commission within the legal framework and also provides details about the key electoral programmes implemented in 2019.

In 2019, the Commission conducted the following elections:

1. Parliamentary bye election – Constituency 043
2. Parliamentary re-run elections – Constituency 040 and Constituency 110
3. Paramount Chief Member of Parliament bye election – Karene District
4. Local Council, District Chairperson bye election – Falaba District
5. Local Council, Ward bye elections – Ward 196, Ward 257, Ward 204, Ward 099, Ward 034, Ward 242, Ward 146, and Ward 210
6. Paramount Chieftaincy elections – chiefdoms: Nongowa, Nomo, Peje West, Gbanti, Soro Gbeima, Galliness, Jahn, Jaiama, Kabonde, and Kamaranka
7. Village Head bye elections – villages: Waterloo, Cole Town, and Malambay.

This report also highlights the role the Commission played in setting up a National Task Force to monitor progress on the implementation of over one hundred recommendations submitted by national and international Election Observation Missions regarding the 2018 elections.

In 2019, the European Union (EU) provided support to the electoral cycle through the project titled “Support to the Governance Sector in Sierra Leone”. This project supported the Commission to commence the implementation of key electoral programmes including;

- Review of electoral cycle, 2015 – 2019
- Development of strategic plan for the incoming electoral cycle, 2020 -2024
- Capacity building and stakeholder engagement in improving on access to the electoral process by women

- Capacity building and stakeholder engagement in improving access to the electoral process by persons with disability
- Capacity building and facilitation of electoral legal reforms.

The Commission continued to invest in capacity building programmes for Commissioners and staff members both at the national and international levels. In 2019, the Commission maintained a work force comprising five (5) Electoral Commissioners and one hundred and ninety seven (197) staff members.



MISSION STATEMENT

The Mission of the National Electoral Commission of Sierra Leone (NEC-SL) is to conduct all public elections and referenda, register all eligible voters, demarcate electoral boundaries, impartially serve all stakeholders, undertake electoral education and make regulations for the efficient execution of its functions in promoting sustainable democracy and good governance.

VISION STATEMENT

The Vision of the National Electoral Commission Sierra Leone (NEC-SL) is that of an independent, credible and well-resourced institution which promotes democracy and good governance by continually administering credible elections that meet international standards and practices.

GUIDING PRINCIPLES

The Commission shall endeavour to uphold the following overarching principles:

1.0 ACCOUNTABILITY

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

2.0 CREDIBILITY

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

3.0 INDEPENDENCE

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

4.0 INTEGRITY

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

5.0 IMPARTIALITY

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

6.0 PROFESSIONALISM AND DEDICATION

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

7.0 TRANSPARENCY

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

ACRONYMS	
ACC	Anti-Corruption Commission
ADEO	Assistant District Electoral Officer
AEO	Assistant Electoral Officer
ADP	Alliance Democratic Party
APC	All Peoples Congress
APPYA	All Political Parties Youth Association
BD	Boundary Delimitation
BDMC	Boundary Delimitation Monitoring Committee
BDTC	Boundary Delimitation Technical Committee
BOC	Board of Commissioners
BRIDGE	Building Resources in Democracy, Governance and Elections
ASSL	Audit Service Sierra Leone
CEC	Chief Electoral Commissioner
CRC	Constitutional Review Committee
CSOs	Civil Society Organizations
CTA	Chief Technical Adviser
DEO	District Electoral Officer
DISEC	District Security Committee
EBF	Electoral Basket Fund (EBF)
EC	Electoral Commission
ECONEC	ECOWAS Network of Electoral Commissions
ES	Executive Secretary
ERP	Enterprise Resource Planning
EU	European Union
GIS	Geographical Information Systems
GoSL	Government of Sierra Leone
GPS	Geographical Positioning System
HQ	Headquarters
HRMIS	Human Resource Management Information Systems
IFMIS	Integrated Financial Management Information Systems
IMC	Integrity Management Committee
IMF	International Monetary Fund
INEACE	Institute of Electoral Administration and Civic Education

IRN	Independent Radio Network
IT	Information Technology
LAN	Local Area Network
LAR&D	Legal Affairs, Research and Documentation
MDAs	Ministries, Departments and Agencies
MEST	Ministry of Education, Science and Technology
MTF	Material Transfer Form
MoFED	Ministry of Finance and Economic Development
MoU	Memorandum of Understanding
NASSIT	National Social Security and Insurance Trust
NACS	National Anti-Corruption Strategy
NEC	National Electoral Commission
NERC	National Ebola Response Centre
NEW	National Elections Watch
NRS	National Registration Secretariat
NSCCG	National Security Committee Coordinating Group
ONS	Office of National Security
OSIWA	Open Society Initiative for West Africa
PC	Paramount Chief
PCE	Paramount Chief Election
PEA	Public Elections Act
PMDC	Peoples Movement for Democratic Change
PPLC	Political Parties Liaison Committee
PROSEC	Provincial Security Committee
SLP	Sierra Leone Police
SLPP	Sierra Leone Peoples Party
SOB	Standing Orders 'B'
SSL	Statistics Sierra Leone
UDM	United Democratic Movement
UNDP	United Nations Development Program
USL	University of Sierra Leone
UNIMAK	University of Makeni
VETO	Voter Education and Training Officer

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CHAPTER ONE

PROFILE OF THE NATIONAL ELECTORAL COMMISSION

1.0 Introduction

The National Electoral Commission of Sierra Leone (NEC-SL) is an independent body set up by an Act of Parliament to serve as the electoral authority with the constitutional mandate, under Section 33 of the Constitution of Sierra Leone, 1991, (Act No. 6 of 1991); Section 7(1) of the Public Elections Act (PEA), 2012 and Section 28 of the Paramount Chieftaincy Act 2009 to:

- Conduct all public elections and referenda;
- Register all eligible voters for all public elections and referenda i.e. prepare, maintain and regularly revise the Register of Voters;
- Demarcate electoral boundaries i.e. delimit constituency and ward boundaries in accordance with the Constitution and any other enactment;
- Facilitate the observation, monitoring and evaluation of elections;
- Conduct electoral education and promote knowledge of sound democratic election processes;
- Make regulations and codes of conduct for the efficient performance of its functions;
- Regulate the process for nomination of candidates for elections;
- Carry out such other functions as may be provided for by the Constitution or any other enactment.

NEC-SL is charged with the responsibility of conducting all elections including:

a. Public Elections

- Presidential;
- Parliamentary;
- Local Councils:
 - District Council Chairpersons;
 - City / Municipal Council Mayors;

- Local Ward Councillors.

b. Other Elections

- Paramount Chieftaincy;
- Paramount Chief Members of Parliament;
- Village Heads.

c. Referenda

The independence of the Commission in the performance of its functions is guaranteed in Section 32(11) of the Constitution of Sierra Leone, 1991 (Act No. 6 of 1991), which states that:

Section 32(11) of the Constitution of Sierra Leone, 1991 (Act No. 6 of 1991) “In the exercise of any functions vested in it by this Constitution, the Electoral Commission shall not be subject to the direction or control of any person or authority” and also section 3 of the Public Elections Act 2012 as follows:

“Public Elections Act, 2012 (Act No. 4 of 2012) Section 3. By virtue of subsection (11) of section 32 of the Constitution, the Commission is an independent body.”

1.1 Structure of the National Electoral Commission of Sierra Leone

The structure of the Commission includes:

- *The Members of the Electoral Commission*
- *The Secretariat*

1.1.1 The Members of the Electoral Commission

The structure of NEC-SL as outlined in Section 32 of the 1991 Constitution shall comprise: Members of the Commissioners consisting of five members, headed by the Chief Electoral Commissioner who shall be Chairperson and four Electoral Commissioners.

The Commissioners including the Chairman are nominated by His Excellency the President, in consultation with the leaders of all registered political parties and approved by Parliament. They perform oversight responsibilities for respective functions of the ten departments in the Secretariat.

Policies governing the operations of the Commission are set by the Members of Commissioner.

The Commission is a corporate body having perpetual succession and is capable of; suing and being sued in its corporate name and acquiring, holding and disposing of movable and immovable property, performing all such acts as corporate bodies may by law perform. (Part II, subsection 3 (a, b and C, PEA, 2012)

The Chief Electoral Commissioner & Chairman is the head of policy and spokesperson of the Commission. The four other Electoral Commissioners are tasked with oversight responsibilities of certain specific departments and regions (i.e. East, West, North, North-West and South).

The tenure of office of all Commissioners is five years and their terms and conditions of service are prescribed by Parliament.

The Commission is the oversight and policy-making body responsible for the overall supervision and control of the electoral processes. It is responsible for the preparation, organization and adoption of all necessary measures to ensure the conduct of credible and acceptable elections.

Table 1.1: Commissioners and their Oversight Responsibilities

S/N	Name	Designation	Oversight Responsibilities	Regional Responsibilities
1	Mohamed N’fah- Alie Conteh	Chief Electoral Commissioner & Chairperson	Finance, Administration and Internal Audit	National
2	Stephen Aiah Mattia	Electoral Commissioner	Operations, ICT & Voters Roll	Eastern Region
3	Macksood Gibril Sesay	Electoral Commissioner	Legal Affairs, Research, Monitoring and Evaluation	North & North West Regions
4	Edmond Sylvester Alpha	Electoral Commissioner	Training and Electoral Education & Infrastructure	Southern Region
5	Miatta Lilly French	Electoral Commissioner	Media & External Relations, Human Resource, Gender and Disability.	Western Region

The Members of the Commission



Mohamed N'fah-Alie Conteh
Chief Electoral Commissioner /Chairman



Mr. Stephen Aiah Mattia
Electoral Commissioner, Eastern Region



Mr. Macksood Gibril Sesay
Electoral Commissioner, Northern Region



Mr. Edmond Sylvester Alpha
Electoral Commissioner, Southern Region



Ms. Miatta Lily French
Electoral Commissioner, Western Region

1.1.1.1. Appointment of Commissioner for the Southern Region

Mr Edmond Sylvester Alpha was appointed to the position of Commission for the Southern Region by His Excellency the President Dr. Julius Maada Bio on the 9th of January 2019 (subject to the approval by Parliament). He was the former Director of Training and Electoral Education of the NEC-SL. He was approved by Parliament on the 25th March 2019 and subsequently subscribed to the oath of office on the 9th April 2019.



Mr. Edmond Sylvester Alpha taking the Oath of Office as Commissioner for the Southern Region

1.1.2 The Secretariat

The Secretariat constitutes the administrative offices that run the daily affairs of the NEC-SL.

The Secretariat is structured into:

1. The headquarters at Tower Hill, Freetown.
2. The National Warehouse and Data Center at wellington, Freetown.
3. Sixteen district offices, one in each district. and
4. Sub district offices in Bonthe Island and Karene district

The Secretariat is further structured into ten (10) departments listed as follows:

1. Administration
2. Finance
3. Human Resource, Gender and Disability
4. Information Technology
5. Internal Audit
6. Legal Affairs
7. Media and External Relations
8. Operations
9. Research, Monitoring and Evaluation
10. Training and Electoral Education

Section 9 of the Public Elections Act, 2012, makes provision for the appointment of an Executive Secretary, employment of permanent staff members to meet the needs of the various departments and ad hoc staff for the implementation of the various activities of the Commission.

The Executive Secretary shall be responsible to the Commission for the

- a) Day-to-day administration of the affairs of the Commission;
- b) Recording and keeping of minutes of meetings of the Commission; and
- c) Supervision and discipline of the staff of the Commission.

MANAGEMENT OF THE NEC-SL



Mr. William Addo Davies
Executive Secretary



Mrs. Josephine J Koroma
Director of Training and Electoral
Education



Mrs. Agnes Tarawally
Director of Finance



Mrs Gladys N John
Director of Legal Affairs



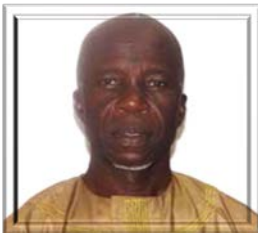
Mr. Abubakarr Koroma
Director of Administration



Mr. Philip Kargbo
Director of Operations



Mr. Raymond A N George
Director of Research, Monitoring
and Evaluation



Mr. Tamba T. Tommy
Director of Human Resource,
Gender and Disability



Mr. Albert Massaquoi
Director of Media and External
Relations



Mr. Abu Turay
Executive Asst. to the
CEC/Chairman



Aiah E. Sam
Director of Internal Audit



Sheku C Johnny
Asst. to Ex Secretary



Mbekay Amara
Director of IT & Voters Roll

The ten departments are headed by Directors. The Directors are supported by Chief(s), Electoral Officers, Assistant Electoral Officers, Administrative Assistants, Drivers and Office Assistants.

The secretariat has a field Coordination Unit in the Department of Operations that directly supervise activities of the district offices in each district.

The Field Coordination unit is located at headquarters and is managed directly by Regional Chiefs for the Eastern, Northern, North-Western, Southern and Western regions in Sierra Leone.

Each district office is headed by a District Electoral Officer and supported by Assistant Electoral Officer, Voter Education and Training Officer, Administrative/Office Assistant and Driver.

CHAPTER TWO

OVERVIEW OF DEPARTMENTAL REPORTS

2.0 Introduction

This chapter deals with the structure, functions and accomplishments of the Ten (10) Departments during the year under review i.e. 2019.

2.1 Department of Administration

The Administration Department is made up of 2 units:

- I. Administration
- II. Procurement & Logistics

2.1.1 Staffing and Key Functions

The Department has a Director, two Unit Chiefs and other support staff. The main functions of the department are:

- Provide administrative support services to all departments including provision of office space, facilities and equipment.
- Manage the national warehouse and ensuring the security and safety of the Commission's assets.
- Procure goods, services and works in line with the Public Procurement Act 2016 and National Public Procurement Authority guidelines.
- Facilitate the Commission's Infrastructural/ Capital Projects.

2.1.2 Key Accomplishments

- I. The Department provided day to day administrative support services to all departments of the Commission.
- II. The Department collaborated with the Ministry of Works and Public Asset and the Ministry of Planning and Economic Development for the implementation of the following capital projects:
 - Construction of a Regional Office in Bo
 - Construction of a Regional Office in Kenema
 - Construction of a Perimeter Fence at the Bombali Regional Office
- III. The Department facilitated the retrieval of electoral materials and ballot boxes from some districts including Bombali, Port Loko and Bo.

- IV. In collaboration with the Ministry of Transport & Aviation and the Government Property and Assets Commission, the Department facilitated the disposal of 20 unserviceable vehicles.
- V. In order to support the conduct of Bye/ Re-run elections and Paramount Chieftaincy elections, the Department procured all sensitive and non-sensitive electoral materials.
- VI. Provided logistics support for the sorting, packing and dispatch of all electoral materials to the districts for the conduct of all bye-elections.

2.2 Department of Finance

2.2.1 Structure and Staffing

The department has one unit and staffed by: a Director, a Chief and other support staffs.

2.2.2 Key Functions

The Department of Finance functions can be summarized as follows:

- Financial Planning
- Budgeting & Financial Controlling
- Financial Reporting

2.2.3 Key Accomplishments

- Requested for Subvention from the Government of Serra Leone (GoSL) and managed the funds.
- Provided periodic reports to the Commission and Management, Ministry of Finance, and other Statutory Regulating Bodies.
- Facilitated and managed the external auditing of the Commission.

2.3 Department of Human Resource Gender and Disability

2.3.1 Structure and staffing:

The Department of Human Resource, Gender and Disability comprises of two Units:

- I. Human Resource Unit
- II. Gender and Disability Unit.

It has a Director, two Chiefs and other support staffs.

2.3.2 Key Functions

a) Human Resource Unit

The Human Resource Unit is responsible for the day to day management of the Commission's Human Resources, in accordance with the Commission's Human Resource Policy, Standing Orders (A&B) and the country's labour laws. This includes Performance Appraisals, adequate control measures to manage staff promotions, rotations, postings, remunerations and recruitment.

2.3.3 Accomplishments:

- Compiled the 2019 Annual Staff Appraisal;
- Completed the following:
- Recruitment of staff:
 - Facilitated the recruitment of two Directors (Director of Finance and Director of Training and Electoral Education) and two Office Assistants for Bo and Waterloo Offices.
- Facilitated staff capacity building programmes in 2019 (see appendix for analysis)
- Prepared monthly salary grants and payroll.
- Facilitated the resignation process for the former Director of Training and Electoral Education.

b) Gender and Disability Unit

The Unit is responsible for the day-to-day management of the Gender and Disability activities and programmes. This includes promoting equal employment opportunities, mainstreaming gender and disability issues in all operations of the Commission.

2.3.4 Key Accomplishments:

- Held consultative meetings with EU to map out strategies to promote and increase Gender and Disability inclusion in the electoral processes.
- The Unit with support from European Union (EU) launched and popularized the Reviewed Gender and Disability Policies (2018) at national and regional levels.

- Supported the various bye- elections by facilitating the training of Visually Impaired Voters and Polling Staff on the use of the Tactile Ballot Guide.
- Provided supervision and technical support for the conduct of Amputee and War Wounded Leadership Election (22nd March, 2019) in Bo.
- Attended trainings/workshops on Gender and Disability at national and external levels on:
 - “Assessment of Gender Mainstreaming” by EMBs in the ECOWAS Region in Ghana (30th April-4th May, 2019).
 - “Advanced Negotiation Skills” by Pathways Institute for Negotiation Education at Radisson Blue, Aberdeen (25th June, 2019).
 - Disability Disaggregation Data Collection-Technical Session at NEC HQ (12th December, 2019).
- Facilitated Consultative Meetings on Gender and Disability Mainstreaming with Experts and some Female and Disability Focused Organizations.

2.4 Department of Internal Audit

2.4.1 Structure and Staffing

The Internal Audit Department is headed by the Director of Internal Audit and consists of a Chief and other support staffs.

2.4.2 Key Functions

The Internal Audit Department is an independent department charged with the responsibility to verify and review the effectiveness of all levels of management with regards the use of the Commission’s resources. The Director of Internal Audit is therefore required to report his findings on the verification and review exercise usually conducted by the Internal Audit team. The Director of Internal Audit and his team also conduct independent appraisals on all of the Commission’s activities at regular intervals for the attention of management and the Board of Commissioners.

2.4.3 Key Accomplishments

- Developed and implemented an Annual Audit Plan for the year 2019.
- Facilitated the effective functioning of the Commission's Audit Committee on a quarterly basis during the year 2019 through the provision of basic logistics and taking of minutes.
- The conduct of audit engagements and the preparation and distribution of Audit Reports for the attention of management and Board of Commissioners.

2.5 Department of Information Communication Technology (ICT) and Voters Roll

2.5.1 Structure and staffing

The Department is headed by a Director, it has two (2) Chiefs, each heading a unit; with eight support staffs.

The two units are the ICT and support unit and data management and Voters' Roll unit:

a) ICT and Support Unit

The ICT & Support Unit is headed by a Chief; the unit maintains the computers and networks of the Commission, providing technical support and ensuring the smooth running of the Commission ICT System. The unit provides the following functions:

- Monitors and maintains the Commission's computer systems.
- Installs and configures hardware and software, and solves technical problems.
- Provided guidance in the deployment and maintenance of computer infrastructure and the diagnosis and resolution of technical problems and issues.
- The Geographic Information System (GIS) database and Global Positioning System (GPS)

Specifically, the Unit is involved in:

- i. determining software and hardware requirements to provide solutions to problems

- ii. responding to inquiries about software and hardware problems
- iii. adapting existing programs to meet users' requirements
- iv. installing and downloading appropriate software
- v. ensuring efficient use of applications and equipment
- vi. implementing computer networks
- vii. designing and maintaining web sites
- viii. developing artworks of ballots posters and other media articles
- ix. spearheads the demarcation of electoral boundaries, boundary documentation and producing the delimitation maps.
- x. repairing and replacing peripheral equipment such as terminals and printers
- x*i. Computer systems technicians assemble, install, maintain and repair computer hardware, software and related equipment.

b) Data Management and Voters Roll Unit

This Unit is also headed by a Chief. It performs the following functions:

- Maintains, manages and administers the Commission's electoral database system,
- Develops and deploys the results management, system.
- Manages the voters' registration system.
- Develops and maintains the Candidates nomination system.
- Collaborates with the Operations department to map out, distribute and align voting centres.

2.5.2 Key Functions

The Department of Information, Communication and Technology and Voters Roll (ICT & VR) is responsible for managing and maintaining the Commission's Information Technology & Communication Systems, as well as providing support to electoral operations relating to data processing analysis, presentations and storage.

The department also manages the NEC Geographic Information System (GIS) lab, Server and database. The GIS-based Electoral Information

Systems has been used to provide electoral officials, candidates, citizens, and the media a powerful new platform on which to visualize and discuss the electoral process. It also affords the Commission an overarching opportunity to disseminate real time electoral information at all levels. The department has also actively been involved in researching the feasibility to process and filter real-time data, thus making it possible to monitor temporal data such as election results.

2.5 3 Key Accomplishments

Key accomplishments include:

- i. Development, testing and deployment of a new Result Management System (RMS), used for the conduct of all bye-elections.
- ii. Review and updating of the nomination software for all levels of elections.
- iii. ICT Support to other departments including repairs, Local Area Network support, mass printing, management and administration of the NEC website.
- iv. Support to the conduct of Paramount Chieftaincy and all Bye-elections from the nomination process to the announcement of the final results.
- v. Collaboration with the Finance department in the setting up and management of the Integrated Financial Management Information System (IFMIS), and the SAGE accounting software.
- vi. Collaboration with the Procurement & Logistics Unit, together with the Audit department in the management of the fixed assets (with specific reference to ICT assets) of the Commission.
- vii. Needs base collaboration with other department for efficient and effective service delivery
- viii. Management and administration of the NEC electoral database, the Geographic Information System (GIS)

2.6 Department of Legal Affairs

2.6.1 Structure and key Functions

The Department is responsible for all legal and related legal issues of the Commission. It is headed by a Director and deputized by a Chief, to whom the Electoral Officer and the Personal Assistant reports directly. The Department also has two (2) Legal Retainers to help in the

discharge of its functions. The duties and responsibilities of the Department amongst others are to advise and represent the Commission on all legal matters.

2.6.2 Key Accomplishments:

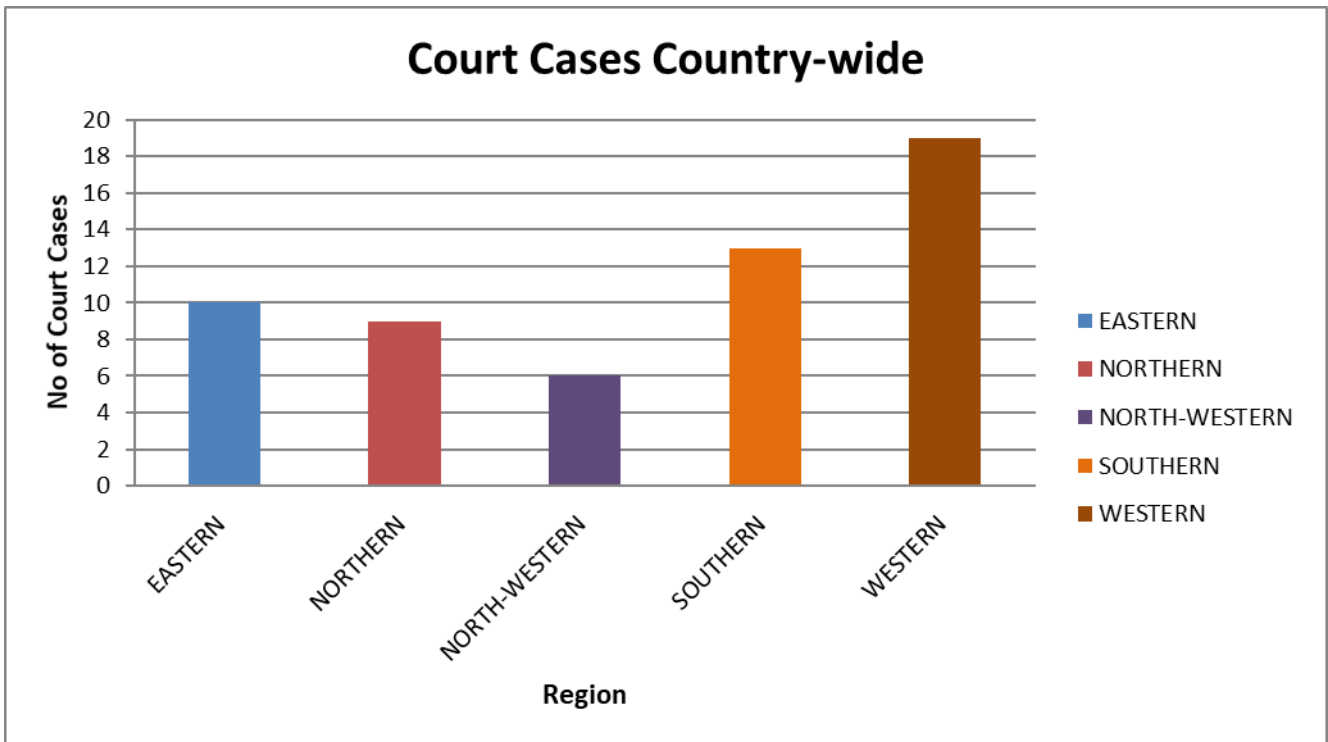
- After the 2018 Presidential, Parliamentary and Local Council Elections, there were many petitions and other electoral offences cases filed in the various courts across the country. However, litigations on these petition cases have been on-going in these courts.

The departmental staff and the Commission’s Legal Retainers made several representations on election petitions and other court matters during the year under review.

Rulings have been delivered on some of these cases, and some of these rulings have been appealed against whilst some of the petitions have up till now not been assigned to any Judge for proceedings to commence.

2.6.2.1 Court Cases Countrywide

No	Region	Number of cases	Constituencies	Case titles	Court
1.	Eastern	10	003, 010, 011, 012, 013, 014, 017, 019, 020, 022	Election Petitions	High Court
2.	Northern	9	031, 039, 040, 041, 042, 044, 045, 048, 056	Election Petitions	High Court
3.	North-Western	6	058, 063, 064, 066, 071	Election Petitions	High Court
4.	Southern	13	071, 079, 080, 081, 084, 086, 087, 088, 089, 090, 093, 094, 095, 101	Election Petitions	High Court
5.	Western	19	108, 109, 110, 111, 112, 113, 116, 118, 119, 120, 121, 122, 126, 127, 128, 129, 130, 131, 132	Election Petitions	High Court
Grand Total		57			



2.6.2.2 Current paramount chieftaincy petition cases in court

No	District	No. of Cases	Chieftdom	Case Titles	Court	Status
1.	Moyamba	1	Timdale	Election Petitions	High Court	Pending Judgement
2.	Moyamba	1	Fakunya	Exclusion from declaration of rights	High Court	Pending Judgement
3.	Bo	1	Jaiama	Election Petitions	High Court	Pending Judgement
4.	Pujehun	1	Kabonde	Election Petitions	High Court	Pending Judgement
		4				

- The Department also took up a research work on all electoral petition cases in all the High Courts nationwide in the year under review. The findings are shown in the following table:

2.6.2.3 Analysis on findings on Election Cases Nationwide.

No	Description of case file	Constituencies Affected
1.	Constituencies in which petitions were upheld	108,111,120,121,122,127,128 and 130.
2.	Constituencies in which petitions were dismissed	113,118,119,126, and 129
3.	Constituencies in which petition were dismissed and election re-run	110 and 040
4.	Constituencies in which petitions were abandoned by the petitioners	033,010,011,012,013,014, 017,019,020, 079 and 080
5.	Constituencies in which cases are on appeal	108,110,111,116,120,121,122,127 and 128
6.	Cases remitted from the regions to Freetown.	022, 031, 041, 042, 044, 045, 048, 056, 058, 064, 066 and 071
7.	Cases that are still on going in the courts.	<ul style="list-style-type: none"> • Constituencies: 022, • Waterloo Village Headman Fraud ID case. • Kerry Town Village Head Petition Case • Constituency 039 • Constituency 093
8.	Paramount chief petition cases	<ul style="list-style-type: none"> • Nongowa PC Election Petition Case. • Timdale PC Election Petition • Jama Chiefdom PC Petition • Kabonde Chiefdom PC Petition • Fakunya Chiefdom PC Petition
9.	Supreme court matters	For the Supreme Court matters - Two Petitions were filed: 1). (Dr. Sylvia Blyden vs CEC, NEC, Maada Bio and SLPP) and 2). Dr. Samura Wilson Kamara et al vs Mohamed N'fah Alie Conteh & Brigadier Julius Maada Bio, petitioning the election of Maada Bio. The Counsel for the 3 rd and 4 th (Maada Bio and SLPP) filed in an application in the Supreme Court to strike out the petition. The Supreme Court has up till now not fixed a date for the hearing of the application.

2.6.2.4 Legal Reform

a) Review of The Public Elections Act, 2012

The Department also did a desk review of the PEA, 2012 to include more recommendations from the experiences of the March 7th 2018 Elections and also from Election Observation Mission Groups and institutions.

Furthermore, the European Union offered to help in the reform of NEC-SL electoral laws by hiring an international consultant, Honourable Justice Dr. Chifundo Kachale, (a Justice of the Malawian Supreme Court,) to help in the reformation of our electoral laws. The inception phase of the work has been completed. The assignment is expected to be concluded in the first quarter of 2020.

b) Gazetting

The Department successfully gazetted the following public notices on elections:

- Constituencies 40 in Falaba District, 43 in Koinadugu District and 110 in the Western Area Rural District.
- Wards 034 in Kenema District, 099 in Kono District, 196 and 204 in Kambia District and 257 in Port Loko District.
- Cole Town and Malambay Village Head elections in the Western Area Rural District.
- Other relevant statutes.

c) Tenancy agreements for district offices

Tenancy Agreements in 15 Electoral Districts Offices (excluding Bombali) were prepared by the Department in collaboration with the Legal Retainers.

2.7 Department of Operations

2.7.1 Structure and staffing

The Operations Department consists of the Field Coordination Unit at the National Headquarters and staff of the 16 NEC Electoral Districts.

a) Field Coordination Unit

Staffs include: 1 Director, 5 Regional Chief Field Coordination Liaison Officers, 2 Electoral Officers; and 1 Assistant Electoral Officer.

c) District Field Staff

Staffs include: 16 District Electoral Officers, 16 Assistant District Electoral Officers, 18 Voter Education & Training Officers, 16 Office Assistants, and 4 Regional Administrative Assistants.

2.7.2 Key Functions

The Operations Department is responsible for developing the general electoral operational plan as well as coordinating and ensuring its implementation. It has the overall responsibility of executing the strategies and activities of the Commission in the districts. The Department also plays a leading role in the delimitation of electoral boundaries.

2.7.3 Key Accomplishments

The department recorded the following accomplishments.

- Coordinated the NEC field/district offices and the national headquarters for the implementation of all NEC activities;
- Conducted bye and re-run elections for Parliamentary, Local Council, Village Head and Paramount Chief elections;
- The department, in collaboration with Ministry of Local Government officials (Provincial Secretaries; Senior/District Officers), undertook the revision of Councillors list, Declaration of Rights and Polling for Paramount Chieftaincy elections;
- Provided updates on all electoral operations for the Commission and stakeholders' meetings such as ONS/NSCCG, PROSEC and DISEC

Collaboration

- The department collaborated with other departments and key stakeholders in the verification of public/civil servant payroll led by National Civil Registration Authority (NCRA);
- Collaborated with Sierra Leone Motor Bike Riders Union in the conduct of their national executive elections;
- Collaborated with the Ministry of Youth Affairs to conduct the District Youth Council (DYC) elections in all sixteen districts.

- The department further collaborated with the authorities of IPAM to conduct Student Union election.
- In addition, the department collaborated with the Amputee and War Wounded Association to elect their national executives.
- Members of the department benefitted from series of trainings on elections and staff capacity building events conducted by UNDP.

2.8 Department of Media and External Relations (MER)

2.8.1 Structure

The Media and External Relations Department has one unit and staff strength of three.

2.8.2 Key Functions

The Department performs two (2) major functions:

Liaise with media institutions to popularise the Commission's electoral activities.

Liaise with national and international electoral partners in ensuring that the Commission's mission and vision are achieved in consonant with its legal framework.

2.8.3 Key Accomplishments

The department accomplished the following:

Media

- Published various NEC press releases on elections;
- Facilitated media coverage of polling in the Ward 196 Local Council Bye-election in Kambia district;
- Liaised with media institutions in popularizing the Commission's press releases in relation to the cancellation of the Local Council Bye-Election in Ward 196;
- Strengthened the Commission's relation with media institutions in giving prominence to NEC related reports;
- Coordinated the live coverage of NEC electoral activities (polling activities, tallying and announcement of election results at district and national levels); and
- Coordinated airing of NEC recorded programmes on different radio stations and clarified key electoral issues on radio.

Stakeholders' interaction

- PPLC meetings were successfully convened and facilitated
- Responded to queries from the public on the Commission's Strategic Plan 2015 - 2019; challenges faced so far and way forward.
- Facilitated the formation of EOM (Elections Observations Mission) Taskforce to look into EOM's recommendations for validation and implementation

Courtesy calls

- Facilitated different courtesy calls to the Minister of Local Government and Rural Development, Attorney General and Minister of Justice, Minister of Political and Internal Affairs and the Diplomatic Corps.

The NEC website

- The department collaborated with the NEC IT Web Designer to popularize the Commission's activities such as press releases, the Local Council Bye-Elections on the NEC website.

2.9 Department of Research, Monitoring and Evaluation

2.9.1 Structure and Staffing:

The Department is staffed with: a Director; a Unit Chief and 3 other support staffs.

2.9.2 Key Functions

The department performs the following functions in the Commission;

- Research, documentation and manning of the NEC Resource Centre
- Monitors and Evaluates all programmes and activities of the NEC
- Develops an operational and administrative M & E framework for the Commission
- Establishes roles and responsibilities for the conduct of M & E exercises
- Develops evaluation policies and plans
- Implements and monitors the effectiveness of M & E Policies
- Conducts quarterly, mid-term and annual reviews
- Prepares evaluation reports of all reviews for the attention of management

- Develops staff capacity for monitoring and evaluation
- Coordinates research on relevant themes and perspectives of election management and administration.
- Serves as Focal Point for the Integrity Management Committee (IMC)

2.9.3 Key Accomplishments

The major accomplishments of the Research, Monitoring and Evaluation Department in the year under review were the following;

Research and Documentation

- Coordinated the development and production of the yearly report 2019;
- Developed and proposed a research framework for certain themes of election management.
- Rendered technical support to Statistics Sierra Leone.

Monitoring and Evaluation

- Conducted Monitoring and Evaluation of key processes concerning certain Bye elections; Paramount Chieftaincy elections and Village Head elections

Resource Centre

- As part of the capacity building exercise of the Commission, the Resource Centre continued to stock in print and non-printed materials in addition to its collection as well as enhancing the reading capacity of researchers.

Integrity Management Committee (IMC)

There is a functioning IMC within the Commission comprising the Executive Secretary and Directors that liaise with the Anti-Corruption Commission on the validation of the National Anti - Corruption Implementation Action Plan (2019 - 2023)

- Reviewed the composition of the IMC within the Commission.
- Participated in the validation of the National Anti-Corruption Strategy Action Plan for 2019-2023.
- Developed the Risk Matrix for possible corruption within the National Electoral Commission.

2.10 Department of Training and Electoral Education

2.10.1 Structure:

The Department of Training and Electoral Education comprises the Director, Chief, 3 Support Staff at the Headquarter office and liaises with 18 Voter Education and Training Officers (VETOs) in the 16 Electoral Districts.

2.10.2 Key Functions:

The Department of Training and Electoral Education is responsible for organizing and coordinating all elections related operational trainings for NEC and adhoc staff. It facilitates trainings for the professional growth of all staff in the various departmental disciplines and does nationwide electoral education. It is also responsible for the development and review of electoral procedures and preparation of user friendly manuals.

2.10.3 Key Accomplishments

The Training Department succeeded in undertaking the following key activities for the year 2019 under the following components:

Procedures

Collaborated with all relevant departments in the development of the following:

- Procedures for the transfer of Registered Voters;
- Review of Training Manual for the Training of Potential Candidates/ Observers for the conduct of Bye Elections;
- Review of Training Manual for the conduct of Village Head elections in the Western Rural District.

Trainings

The following trainings were conducted:

- Training of Polling staff for the conduct of all Ward and Constituency Bye Elections in 2019;
- Training of Polling staff for the conduct of Village Headman elections in the Western Rural District;
- Training of Polling staff for the conduct of Paramount Chieftaincy Elections conducted in the East, North and Southern regions;

- Training of Potential Candidates and Political Parties Candidates Agents/ Observers/SLP for participation in the conduct of all Ward and Constituency Bye Elections in 2019.
- **Voter Education**
- Conducted voter education through the airing of jingles, participated in radio discussion programmes and the dissemination of voter education messages through the distribution of voter education materials such as FAQs, Flyers and Quick Impact Messages pasted on NEC Voter Education bill boards in the conduct of Constituency and Ward Bye Elections.
- The Voter Education and Training Officers (VETOs) undertook effective school sensitization programmes on Basic Electoral Education for “would be” First- time Voters in selected secondary schools in all the sixteen electoral districts;
- Participated in the Education Trade Fair organized by Heal Sa Lone held in the regional headquarter towns of Bo, Makeni, Kenema and Freetown.

Chapter Three

ELECTIONS CONDUCTED IN 2019

By the powers vested in it under sections 33 of the Constitution of Sierra Leone, 1991 (Act No. 6 of 1991, and pursuant to the provisions of sections 39(1) of the said Constitution; sections 69(1) and 70(1) of the Public Elections Act, 2012 (Act No 4 of 2012); Sections 9 and 10(1) of the Local Government Act, 2004 (Act No 1 of 2004), the National Electoral Commission conducted Local Council Ward bye-elections, Constituency bye-elections and Chieftaincy elections in the undermentioned wards, constituencies and Chiefdoms in the year under review.

Table showing elections conducted during the period under review

No	Type Of Election	Electoral Area	District	Date Conducted
1	Local Council	Ward 196 (Re-run)	Kambia	2 nd March 2019
2	Local Council	Ward 257	Port Loko	20 th April 2019
3	Local Council	Ward 204	Kambia	22 nd June 2019
4	Local Council	Ward 099	Kono	22 nd June 2019
5	Parliamentary (To re-do)	Constituency 110	Western Urban (Re-do)	24 th August 2019
6	Village Head bye election	Waterloo	Western Rural	24 th August 2019
7	Village Head bye election	Cole Town	Western Rural	24 th August 2019
8	Village Head bye election	Malambay	Western Rural	24 th August 2019
9	Local Council	Ward 034	Kenema	24 th August 2019
10	Parliamentary	Constituency 040	Falaba	14 th Sept 2019
11	Parliamentary	Constituency 043	Koinadugu	21 st Sept 2019
12	Local Council	Ward 242	Port Loko	28 th Sept 2019
13	PCMP	Karene District	Karene	7 th Oct 2019
14	Local Council	District Council Chairman	Falaba	26 th Oct 2019
15	Local Council	Ward 146	Koinadugu	9 th Nov 2019
16	Local Council	Ward 210	Kambia	23 rd Nov 2019
17	Paramount Chief election	Nongowa	Kenema	12 th Feb 2019
18	Paramount Chief election	Nomo	Kenema	15 th Feb 2019
19	Paramount Chief election	Peje West	Kailahun	27 th Feb 2019
20	Paramount Chief election	Gbanti	Bombali	24 th Feb 2019
21	Paramount Chief election	Soro Gbeima	Pujehun	27 th Feb 2019

No	Type Of Election	Electoral Area	District	Date Conducted
22	Paramount Chief election	Galliness	Pujehun	13 th April 2019
23	Paramount Chief election	Jahn	Kailahun	13 th April 2019
24	Paramount Chief election	Jaiama	Bo	19 th Oct 2019
25	Paramount Chief election	Kabonde	Pujehun	21 st Nov 2019
26	Paramount Chief election	Kamaranka	Bombali	23 rd Nov 2019



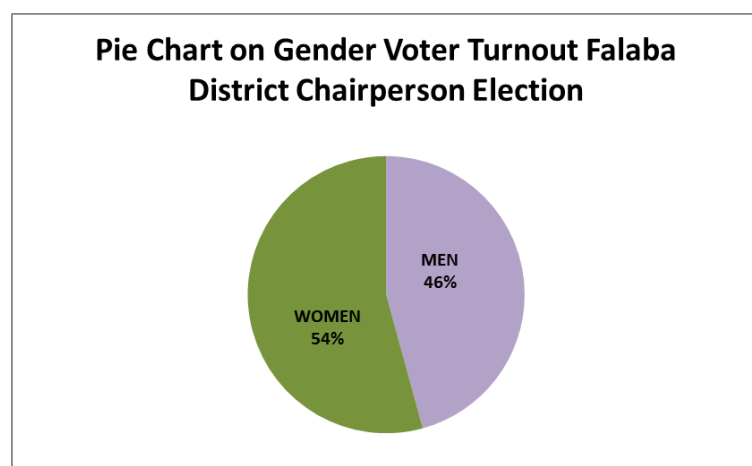
Figure 1 Reconciliation, Sorting and Counting of Ballots at a Bye-election

List of elections conducted in 2019 showing the wining candidates

No	Type of Election	District	Electoral Area	Date Conducted	Winning Candidate & Political Party
1	Parliamentary (To re-do)	Western Urban (Re-do)	Constituency 110	24 th August 2019	Election Cancelled
2	Parliamentary	Falaba	Constituency 040	14 th Sept 2019	Alpha Fode Madie - SLPP
3	Parliamentary	Koinadugu	Constituency 043	21 st Sept 2019	Holla Amidu Mansaray
4	PCMP	Karene	Karene District	7 th Oct 2019	Alhaji Kandeh Paria
5	Local Council	Falaba	District Council Chairman	26 th Oct 2019	Ibrahim Sorie Sesay - SLPP
6	Local Council	Kambia	Ward 196 (Re-run)	2 nd March 2019	Mustapha Kamara - SLPP
7	Local Council	Port Loko	Ward 257	20 th April 2019	Abubakarr Bangura - SLPP

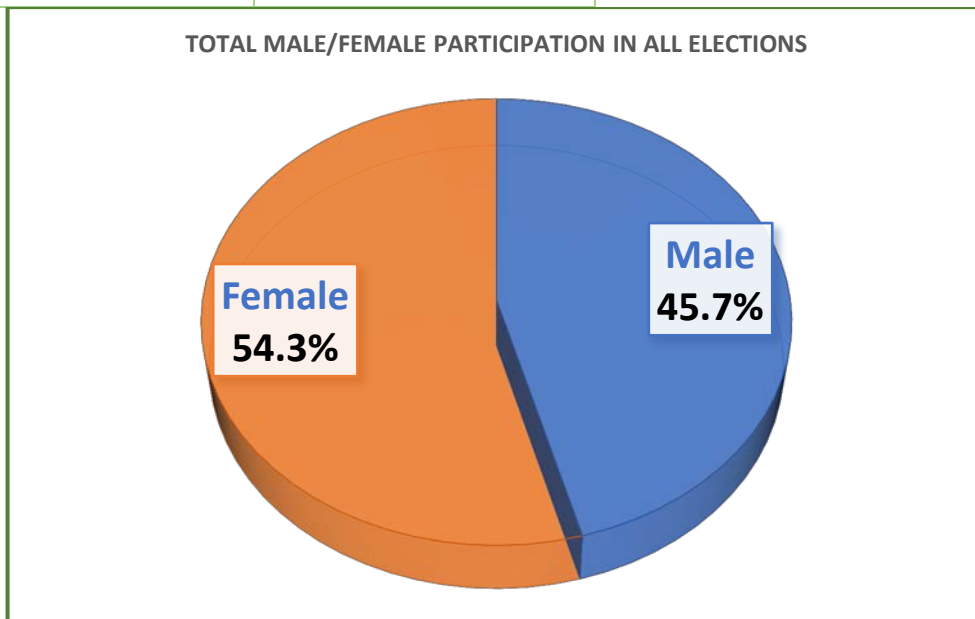
No	Type of Election	District	Electoral Area	Date Conducted	Winning Candidate & Political Party
8	Local Council	Kambia	Ward 204	22 nd June 2019	Alhaji Bilkhari Sankoh - SLPP
9	Local Council	Kono	Ward 099	22 nd June 2019	Edward Tamba Kamanda - C4C
10	Local Council	Kenema	Ward 034	24 th August 2019	Musallia Kanneh - SLPP
11	Local Council	Port Loko	Ward 242	28 th Sept 2019	Sheka Sorie Dumbuya - SLPP
12	Local Council	Koinadugu	Ward 146	9 th Nov 2019	Hassan Mansaray - APC
13	Local Council	Kambia	Ward 210	23 rd Nov 2019	Lamin S. B. Kamara - NGC
14	Paramount Chief election	Kenema	Nongowa	12 th Feb 2019	Sadiq M. Kapuwa
15	Paramount Chief election	Kenema	Nomo	15 th Feb 2019	Patrick Kanneh Kabba
16	Paramount Chief election	Bombali	Gbanti	24 th Feb 2019	Alfred Kanlu Tarawalie
17	Paramount Chief election	Pujehun	Soro Gbeima	27 th Feb 2019	Mustapha Jeange Massaquoi
18	Paramount Chief election	Peje West	Kailahun	27 th Feb 2019	Inconclusive
19	Paramount Chief election	Pujehun	Galliness	13 th April 2019	Wokie Jongo Massaquoi
20	Paramount Chief election	Kailahun	Jahn	13 th April 2019	Foday Musa
21	Paramount Chief election	Bo	Jaiama	19 th Oct 2019	Foday Bassie Karteh
22	Paramount Chief election	Pujehun	Kabonde	21 st Nov 2019	Sulaiman Brima Kamara
23	Paramount Chief election	Bombali	Kamaranka	23 rd Nov 2019	Hassan Patrick Bangura
24	Village Head bye election	Western Rural	Waterloo	24 th August 2019	Oseh Leslie Whezle
25	Village Head bye election	Western Rural	Cole Town	24 th August 2019	Sullay Kamara
26	Village Head bye election	Western Rural	Malambay	24 th August 2019	Ibrahim Kargbo

3.1 Gender in Elections



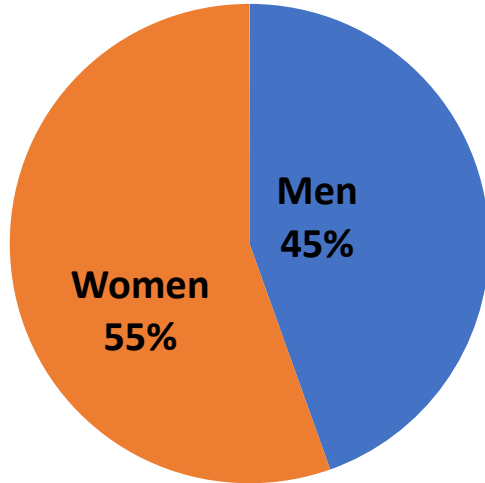
No	Ward	MALE	FEMALE	TOTAL
1	124	610	588	1198
2	125	976	1056	2032
3	126	701	728	1429
4	127	1098	1166	2264
5	128	628	712	1340
6	129	624	643	1267
7	130	551	630	1181
8	131	1162	1557	2719
9	132	700	1029	1729
10	133	1199	1592	2791
11	134	336	380	716
12	135	558	760	1318
13	136	696	781	1477
14	137	569	659	1228
15	138	194	260	454
16	139	513	666	1179
17	140	525	651	1176
18	141	715	800	1515
Grand Total		12355	14658	27013

Grand Total	
Male	12355
Female	14658



Men	Women	Total
2065	2571	4636

**GENDER ANALYSIS FOR WARD 034 BYE-ELECTION IN
CONSTITUENCY 012 IN KENEMA DISTRICT**



Chapter Four

STAKEHOLDERS ENGAGEMENT

4.1 National Task Force on EOM recommendations

With support from the UNDP, the National Electoral Commission organised a 2-day consultative conference for election stakeholders from Democratic Institutions, Government Ministries, the Judiciary, Parliament, Civil Society Organisations, Security, Media, Development Partners and registered Political Parties. The workshop was held on 18th- 19th October 2018, at the International Conference Centre, Aberdeen, Freetown.

4.1.1 Objectives

The following were the workshop objectives:

- Deliberate on the recommendations made by various electoral observation missions that observed in the March 2018 elections;
- Consolidate the various election observation report recommendations into thematic areas;
- Apportion various election observation mission recommendations to institutions that are responsible to implement such recommendations

The workshop participants discussed in total, 111 recommendations from five (5) EOM observation missions that observed the 2018 elections in Sierra Leone, including, National Elections Watch (NEW), Economic Community of West African States (ECOWAS), European Union (EU), Carter Centre and Commonwealth.

Participants were put into groups, and a consensus emerged on the recommendations that were accepted and those that were not suitable for the Sierra Leonean context. Participants also highlighted and categorised some of the recommendations as being of particularly high priority and in all cases, apportioned institutions that should take the lead in the implementation of such recommendations.

4.1.2 Outcomes

After the conference deliberations, the following action points were proffered:

- NEC to convene an inaugural meeting;
- Draft the TOR for the taskforce (see attached);
- set up the task force;

- Task force to implement the recommendations of the electoral observation missions;
- Task force to consider any other reports yet to be published from other electoral observation missions.

4.2 EOM ACTIVITIES- 2019

4.2.1 Inaugural Meeting

An Inaugural meeting was held on 28th February, 2019 at the NEC Conference Hall and the following were the outcomes of the meeting;

- Setting up of the Election Observation Mission (EOM) Task Force.
- The recommendations were divided into six thematic areas which include:
 1. Management of Electoral Processes
 2. Management of Electoral Security
 3. Management of Electoral Legal Reforms
 4. Management of Electoral Offences
 5. Management of the role of the Media in Elections
 6. Management of Electoral Funding

The eighteen institutions invited to this inaugural meeting were considered as leading institutions in the implementation of the EOM recommendations. They include the following:

1. Independent Media Commission
2. Judiciary of Sierra Leone
3. Law Reform Commission
4. National Civil Registration Commission
5. National Commission for Democracy
6. National Elections Watch
7. Parliament of Sierra Leone
8. Political Parties Registration Commission
9. Office of Attorney General
10. Office of Chief Minister
11. Office of National Security
12. Registered Political Parties
13. Sierra Leone Association of Journalists
14. The Sierra Leone Police
15. National Electoral Commission-NEC
16. All Political Parties Association - APPA

17. All Political Parties Women Association (APPWA)
18. All Political Parties Youth Association (APPYA)

4.2.2 EOM Meetings

The EOM held several meetings and key among the action points were:

The development of six thematic working groups (TWG) where stakeholder institutions were represented as follows:

The EOM Special Task Force met at the NEC Conference Room on Thursday 11th April, 2019 at 11:00 a.m. and developed six (6) categories of EOM Thematic Working Groups (TWGs) and stakeholder institutions serving as members were placed into the following:

1. Electoral Legal Reform and Processes, with Law Reform Commission (LRC) and National Electoral Commission-NEC as lead agencies; and PPRC, Parliament NEW/CSO, NGC, NURP, PMDC, C4C as members;
2. Electoral Offenses, with Office of the Chief Justice as lead agency; and Parliament, NEC, SLP, NEW/CSO, SLPP and UNPP as members
3. Electoral and Political Processes, with the National Electoral Commission-NEC and Political Parties Registration Commission-PPRC, as lead agencies; and NCRA, NEW/CSO, PLP, PDP, RUFF, NDA as members
4. Electoral Security, with Office of National Security- ONS as Lead agency; and SLP, NCD, NEW/CSO, UP and APC as members
5. The role of Media in Elections, with Independent Media Commission (IMC), as Lead agency; and SLAJ NEW/CSO and ADP as members
6. Electoral Funding, with National Electoral Commission (NEC) as Lead agency; and PPRC Parliament, NEW/CSO, NPD, ReNIP, CDP and UDM as members

The outcomes of the meetings was a consolidated work plan with the following recommendations (See Chapter six)

4.2.3 PPLC Meetings

The National Electoral Commission in 2019 held regular Political Parties Liaison Committee (PPLC) meetings for stakeholders to engage and discuss relevant electoral issues of common interests that may positively impact the successful conduct of elections in Sierra Leone. The membership of PPLC includes officials of NEC, PPRC (EMBs), and

representatives of Political Parties, Democratic Institutions, Security Sector, Election Observers and Civil Society Organizations.

The PPLC meetings were held fortnightly and to a large extent, created the platform for stakeholders to discuss relevant elections related issues and activities in 2019. There have been challenging moments that created tensions among stakeholders during the conduct of some electoral activities. Key PPLC highlights in 2019 were the conduct of Parliamentary and Local Council bye elections and Court ordered Parliamentary rerun elections in Constituencies 040-Falaba and Western Area Rural Districts

Chapter Five

EU SUPPORT

European Union Post Election Capacity Building Programme Support to the Electoral Cycle

5.1 Overview

The Electoral Cycle 2015-2019 has been considered as a period in which the National Electoral Commission strengthened its professional growth, capacity development and effective election management under the theme “Consolidation for Sustainability.” The Commission has graduated from the stages of reform in 2005, capacity development in 2009 and consolidation for sustainability between the period 2015 to 2019.

Within the period under review, the Commission continued to be an independent, credible and well-resourced institution; promoting democracy, good governance and conducting credible elections in line with international standards and best practices, as evidenced in the recently held 2018 elections.

The Commission’s determination to conduct periodic reviews had warranted an evaluation process within which activities over the past four years leading to 2019 would be reviewed in a bid to plan for the next electoral cycle 2020-2024. During the review process, the Commission will have the opportunity to assess its activities as enshrined in the ten strategic pillars of the 2015-2019 Strategic Plan.

The NEC in a bid to review and develop a new strategic plan and capacity building programme for the next electoral cycle had identified priority areas for funding consideration by the EU’s post elections support project. The post elections support is linked to the Support of the National Electoral Commission (SNEC) which coordinated the development partners’ support to the 2018 elections under the UNDP Basket Fund, including the EU support.

Support to the NEC is an integral part of the financial agreement signed between European Union and the Republic of Sierra Leone in October 2017; to ensure continuation of the partner support to the NEC in the post-election period, build the capacity of the NEC staffs to plan and organize future elections in a professional manner. Funded by the 11th

European Development Fund (EDF), Hulla and Co. Human Dynamics KG was contracted by the European Union to implement the EU Technical Assistance to Sierra Leone in the area of Electoral Cycle programme with the overall objective to strengthen democracy process and governance sector in Sierra Leone. The purpose of the programme is to assist the beneficiary country to deliver specific results in support to the electoral cycle.

During the formulation phase of the electoral support inception report and possible interventions, the EU technical assistance project key expert ensured maximum involvement of the NEC staff in the formulation process, had intensive consultations with the NEC management and other stakeholders, visited districts of Sierra Leone and met with the NEC district office staff to understand their capacity building needs. As a result, the inception report was validated by the NEC Board of Commissioners on 13th June 2019 and later by the technical coordination group on 25th June 2019.

5.2 EU Project Objectives and Results

The project purpose is sustainable improvement of the NEC's long-term capacity to carry out its mandate within the electoral cycle in an impartial and sustainable manner and ensure that electoral reforms and democracy are further consolidated.



Figure 2 His Excellency, the European Union Ambassador Tom Vens delivering the Key Note Address

The project outputs are consistent with the project terms of reference and have the following results to achieve:

Result 1: Priority needs are identified and agreed in consultation with EUD and NEC and reflect 2015-2019 Strategic Plan;

Result 2: Increased institutional, staff and infrastructure capacity, enhanced gender equality, legislative/regulatory framework and capacity to extract voter registry from civil registry:

2.1 Support development of NEC Strategic Plan 2020-2014

2.2 Institutional development

2.3 Strengthen communication with electoral stakeholders

2.4 Capacity building training programme

2.5 Study trips

2.6 Results management and voter registration

Result 3: Reform of the legal framework is carried out including media aspects:

3.1 Reform of electoral legal framework

Result 4: Gender equality in the electoral system is improved, including through increased participation of women as candidates at local and national levels:

Key activities during the year under review include:

- A day's workshop to roll out the activities as enshrined in the EU election support project inception report and work plan so that NEC management and district officers are well informed about the project's activities, implementation modality and operational timelines. The workshop was held on 8th of August, 2019 at the Shangri La Hotel.

The Objectives of the Workshop were:

- To create awareness in the NEC management and district staff about the work plan and timelines of the EU technical assistance project to the NEC. The workshop participants also had opportunity

to review the project timelines and make possible adjustments in light of the upcoming bye-elections.

- Cascade the training on mainstreaming cross cutting issues (Gender, Environment, Climate Change, Disability and HIV/AIDs) to NEC management and district staff, to equip them with knowledge and skills on how to mainstream cross cutting issues in programmes at all levels and in project operations of the EU work plan.



Figure 3 NEC Commissioners and other Dignitaries present at the Ceremony

5.3 Outcomes:

- i. NEC Management and district staff became acquainted with the work plan and timelines of the EU Technical Assistance in Sierra Leone to support the Governance Sector Electoral Cycle component;
- ii. Management support was assured to allow adjustments to the project timelines and processes;
- iii. Reviewed guidelines and processes in place in terms of addressing mainstreaming issues at the following stages of the EU project cycle:
 - Project identification and formulation;
 - Implementation & reporting;
 - Monitoring and evaluation.
- iv. Specific interventions to the issues of mainstreaming gender, environmental and climate change, disability and HIV/AIDS were developed

5.3 Dissemination of the NEC Gender and Disability Policies

The Commission in collaboration with the European Union launched the Gender and Disability Policies at regional level in all five (5) regions in Sierra Leone. The targeted stakeholders for the Dissemination programme were: Leaders of Political Parties, CSOs, PPRC, the Sierra Leone Police, Councillors, and Paramount Chiefs. The EU supported the provision of 300 copies of the Gender and Disability policies and 500 copies of the Gender Assessment Report that was published in 2018. It is hoped that the EU intervention will lead to the establishment of a Gender Coordination Platform to address the low representation of women in the National Legislature and Electoral Process.

5.4 Review of the 2015 – 2019 Strategic Plan and Writing of the 2020 – 2024 Strategic Plan.

A major accomplishment of the EU support during the year under review was the hiring of a Consultant to review the 2015 - 2019 Strategic Plan and the writing of the 2020 - 2024 Strategic Plan. A contract was signed with a Consultant Dr Mahmoud Idriss Tarawallie and significant progress was made in the plans for the review of the 2015 - 2019 Strategic Plan and the commencement of the writing process for the 2020 -2024 Strategic Plan. Key among the activities done for the review of the 2015 - 2019 Strategic plan and writing of the 2020 - 2024 Strategic Plan were:

- Preparation and distribution of self-assessment forms to District Electoral Officers in all the regions in a bid to capture their perceptions and views on the 2015 - 2019 Electoral Cycle on lessons learned during the period.
- The establishment of a Strategic Plan Development Group, which was responsible to coordinate all phases of the development of the 2020 - 2024 Strategic Plan.

5.5 Reform of the Electoral Legal Framework.

In 2018, the NEC-SL in collaboration with governmental institutions, independent Commissions, political parties and CSOs formed the national task force and six thematic groups on Electoral Legal Reform and Processes, Electoral Offences, Electoral and Political Processes, Election Security, Roles of the Media in Elections and Electoral Funding to carry out legal reform processes for addressing recommendations issued by Elections Observer Missions. The EU contracted a Short Term

Legal Expert Justice Chifundo Kachale whose main term of reference was to assist the NEC, the legal Reform Commission, the PPRC and the National Task Force to review all legislative and regulatory provisions related to elections against international standards and recommendations issued by the observer groups. The overarching aim of this intervention was the development of a road map of the legal reform process in the country. The Expert held meetings with key stakeholders including: the judiciary, NEC, PPRC, leaders of political parties, CSOs, the Law Reform Commission. An Inception Report was submitted by the Expert and key among the outcomes of this report was the recommendation for the conduct of training sessions for the NEC legal staff on legal drafting techniques with a view of assisting the NEC in revising regulations, guidelines and other legal documents.

It is also worthy to note that the EU set up a Technical Working Group that is chaired by the NEC ,charged with the responsibility of superintending the entire activities of the project and a Steering Committee at National level that encompass all components of the EU Support which comprise of Civil Service Reform, Parliament and Electoral Cycle programme. The Steering Committee is chaired by the Honourable Minister of Development and the NEC is a member. The Inception Report, submitted by the EU Project’s Key Expert, as had already been mentioned was validated by the Technical Working and the Steering Committee respectively.



Figure 4: Launching and Dissemination of the Gender and Disability Policies in Port Loko City North-Western, Sierra Leone



Figure 5 Launching and Dissemination of the Gender and Disability Policies in Makeni City, Northern Sierra Leone



Figure 6: Launching and Dissemination of the Gender and Disability Policies at National Level, Golden Tulip, Off Bintumani Drive, Aberdeen.



Figure 7: Launching and Dissemination of the Disability Policies in Bo City, Southern Sierra Leone



Figure 8: Launching and Dissemination of the Gender and Disability Policies in Kenema City, Eastern Sierra Leone.



Figure 9: Launching and Dissemination of the Disability Policies in Kenema City, Eastern Sierra Leone.



Figure 10: Launching and Dissemination of the Disability Policies in Port Loko City, North-Western Sierra Leone.

Chapter Six

FINANCE AND AUDITS

6.1 Finance and External Audit

6.1.1.1 Financial Overview

The Government of Sierra Leone demonstrated its commitment in the financial year 2019 to fund the administrative and electoral programmes of the Commission.

In the financial year 2019, the Commission received a total of Le14.9 billion as recurrent and electoral programmes budgetary support against the annual budget allocation of Le18 billion.

The Le14.9 billion budgetary support received in 2019 enabled the Commission to conduct bye election for Parliament and Local Councils, re-run elections relating to 2018 parliamentary elections ordered by the High Court, bye election for District Chairperson in Falaba District, paramount chieftaincy elections, village head bye elections, staff capacity building programmes and day to day administrative activities.

The Commission faced challenges in 2019 in respect of delays in receiving its quarterly budgetary support which was crucial to the critical timing of implementing the above-mentioned electoral programmes. Also, the remaining balance of Le3 billion budgetary support in 2019 was approved but was not disbursed to the Commission in 2019.

The Government of Sierra Leone also provided budgetary support in 2019 totaling Le19.9 billion for salaries and allowances of five (5) Electoral Commissioners and one hundred and ninety seven (197) staff members nationwide.

In the financial year 2019, the Government of Sierra Leone, through the Ministry of Planning and Economic Development, approved budgetary support for the implementation of six (6) capital projects detailed in the table below:

S/N	Description of Capital Project	Project Location	Budgetary Support Approved (Le)
1	Construction of Regional Office	Bo	2,000,000,000.00
2	Construction of Regional Office	Kenema	2,000,000,000.00
3	Construction of Perimeter Fence	Makeni	300,000,000.00
4	Refurbishment of the National Headquarters	Freetown	500,000,000.00
5	Refurbishment of the National Data Centre & National Warehouse	Freetown	500,000,000.00
6	Installation of Solar Power Back up	National	1,000,000,000.00

The European Union Office in Sierra Leone also supported the electoral programmes of the Commission under the project titled “Support to the Electoral Cycle in Sierra Leone”.

In the financial year 2019, the above-mentioned project provided budgetary support for the conduct of the following activities:

1. Recruited an international expert who served as the Project Coordinator and assisted the Commission to adopt the Project Inception Report and to coordinate the project activities.
2. Held a national workshop for the launch of the Project Inception Report adopted by the Commission and the European Union Office in Sierra Leone.
3. Recruited a national expert who served as the Consultant and worked with the Commission for the development of the Commission’s Strategic Plan for the electoral cycle, 2020 - 2024.
4. Recruited an international expert who served as a Consultant in Enhancing Gender Inclusion. The Consultant worked with the Commission and developed an Inception Report which mainly included internal staff trainings and external stakeholder engagements in enhancing inclusion of women in the electoral process in Sierra Leone.
5. Recruited an international expert who served as a Consultant in Enhancing Inclusion of Persons with Disabilities. The Consultant worked with the Commission and developed an Inception Report which mainly included internal staff trainings and external stakeholder engagements in

enhancing inclusion of persons with disability in the electoral process in Sierra Leone.

6. Held a national workshop with stakeholders on the dissemination of the Commission's policies on Gender and Persons with Disability.
7. Held a workshop with critical NEC staff, including the district staff, on internalizing the Commission's policies on Gender and Persons with Disability.
8. Held five (5) regional workshops with electoral stakeholders on the dissemination of the Commission's policies on Gender and Persons with Disability. The two Consultants on Gender and Persons with Disability Inclusion served as resource persons in the regional workshops.
9. Recruited an international expert who served as a Consultant in Electoral Legal Reforms. The Consultant worked with the Commission and developed an Inception Report which mainly included internal staff trainings and external stakeholder engagements on electoral legal reforms in Sierra Leone.

The Commission notes with appreciation that all of the activities listed above were funded directly by the European Union Office in Sierra Leone in 2019.

Table 6.1 Funding Report FY 2019

National Electoral Commission				
Funds Received FY: 2019				
S/N	Income Centers	2019 Income Received (Le)	2019 Budget Allocation Approved (Le)	2019 Variance (Le)
1	Recurrent/Programme, GoSL	14,951,297,751.00	18,000,000,000.00	(3,048,702,249.00)
2	Salaries & Allowances, GoSL	19,997,510,254.00	19,997,510,254.00	Nil
3	Other Income - Sale of Bid document for construction projects in Bo, Kenema and Makeni	9,850,000.00	Not Applicable	Not Applicable
4	Bank Interest Received	18,574.56	Not Applicable	Not Applicable
5	Nomination Fees Received from Candidates	174,100,000.00	Not Applicable	Not Applicable
	Total Income Received	35,132,776,579.56		

Table 6.2 Summary Expenditure Report FY: 2019

National Electoral Commission		
Summary Expenditure Report FY: 2019		
		2019
S/N	Cost Centers	Amount (Le)
1	Capital Expenditure	-
2	Salaries & Allowances	19,736,685,685.06
3	Administrative Costs	8,867,665,716.87
4	Capacity Building	672,984,524.12
5	Bye Elections, Local Council	2,982,991,124.59
6	Bye Elections, Parliamentary	2,757,156,766.00
7	Paramount Chieftaincy Elections	2,120,129,213.00
8	Paramount Chief Member of Parliament, PCMP Elections	1,304,915,746.00
9	Village Head Elections	837,909,600.00
10	Presidential, Parliamentary and Local Council Elections	-
11	Partner Projects	-
12	5.5% Withholding Taxes Deducted	(330,915,518.95)
13	Withholding Taxes Paid to NRA	354,826,262.16
14	Nomination Fees Paid to GoSL	174,850,000.00
	Total	39,479,199,118.85

Table 6.3 Detailed Expenditure Report

National Electoral Commission		
Expenditure Report FY: 2019		
		2019
S/N	Cost Centers	Le
1	Capital Expenditure	-
2	Salaries & Benefits	19,736,685,685.06
3	HQ Imprest	74,909,500.00
4	District Imprest	190,805,000.00
5	Staff Expenses	354,099,002.46
6	Stationery Supplies	494,289,800.00
7	Office Equipment and Maintenance	150,859,500.00
8	Office Maintenance	357,639,547.00
9	Software License /Maintenance	104,223,000.00
10	Office Rent and Relocation Expenses	1,127,700,000.00
11	Office Utilities	963,006,889.59
12	Fuel & Lubricants	790,078,000.00
13	Vehicle Maintenance and Licenses	1,075,838,598.31
14	Generator maintenance	91,100,000.00
15	Local Travel	387,279,500.00
16	Internal Meetings	96,618,000.00
17	Security Meetings	162,587,000.00

National Electoral Commission		
Expenditure Report FY: 2019		
		2019
S/N	Cost Centers	Le
18	PPLC/Stakeholders Meetings	28,411,000.00
19	Periodicals, Newspapers	27,892,000.00
20	Security Expenses	674,986,000.00
21	Provisions & Toiletries	253,844,000.00
22	Hospitality	21,640,000.00
23	Annual & Other Reports	213,150,000.00
24	Internal Audit Expenses	115,060,800.00
25	External Audit Fees and Expenses	139,950,000.00
26	Legal Fees	234,066,139.22
27	Litigations and other Legal Expenses	157,421,500.00
28	External Engagements, Technical Assistance	266,300,703.92
29	Bank Charges	133,090,486.37
30	Monitoring and Evaluation	130,652,250.00
31	Local Capacity Building	93,181,478.00
32	International Capacity Building	629,970,546.12
33	Bye Elections, Local Councils	2,982,991,124.59
34	Bye Elections, Parliamentary Elections	2,757,156,766.00
35	Paramount Chieftaincy Elections	2,120,129,213.00
36	Paramount Chief Member of Parliament, PCMP Elections	1,304,915,746.00

National Electoral Commission		
Expenditure Report FY: 2019		
		2019
S/N	Cost Centers	Le
37	Village Head Elections	837,909,600.00
38	Boundary Delimitation	-
39	Training and Voter Education	-
40	Voter Registration	-
41	Nominations	-
42	Polling	-
43	Results Management	-
44	Statutory Publications	-
45	NCRA Project	-
46	SSL Project	-
47	5.5% Withholding Taxes Deducted	-330,915,518.95
48	Withholding Taxes Paid to NRA	354,826,262.16
49	Nomination Fees Paid to GoSL	174,850,000.00
	Total	39,479,199,118.85

Table 6.4 Analysis of Funds Flow

National Electoral Commission	
Analysis of Funds Flow FY: 2019	
2019	
Description	Le
Opening Cash Book balances:	
SLCB Current	1,170,605,503.86
SLCB Saving	2,476,167.67
RCB Current	7,347,223.50
BSL Current	3,226,133,834.56
	4,406,562,729.59
Add: Total Fund Inflows:	35,132,776,579.56
Total Fund Received	39,539,339,309.15
Less: Total Fund Outflows:	39,479,199,118.85
Total Closing Balances	60,140,190.30
Closing Cash Book Balances	
SLCB Current	1,038,509.59
SLCB Saving	2,491,956.05
RCB Current	-
BSL Current	56,609,724.66
Total Closing Balances	60,140,190.30
SLCB Current	1,038,509.59
SLCB Saving	2,491,956.05
RCB Current	-
BSL Current	56,609,724.66
Total Closing Balances	60,140,190.30

6.1.2 Part Two External Audit Overview

In order to strengthen the stakeholder's confidence and improve credibility, significant preference is given to compliance with all statutory auditing obligations.

Besides the preparation and presentation of the Commission's financial statements in accordance with the International Financial Reporting Standards (IFRS), it is the responsibility of management to ensure that the financial statements are being audited by the external auditors annually.

To update all external auditing activities in 2019, the Commission finalized and signed the 2017 financial statements audit that was outstanding. It also commences the 2018 financial statements audit.

As at the 31st December 2019, the 2018 financial statements audit was at the completion stage, which is to review the initial audit response.

The Commission continues to uphold a very cordial working relationship with the Audit Service Sierra Leone (ASSL) in ensuring we are in compliance with the Public Financial Management Act (PFMA) 2016.

6.1.3 Part Three Internal Audit

6.1.3.1 Introduction

The Internal Audit Department's function within the NEC is statutory as provided for in the Public Financial Management Act, 2016, Section 75 (1). This Act effectively repealed the Government Budgeting and Accountability Act of 2005 (GBAA 2005).

6.1.3.2 Internal Audit Charter

The Commission's Internal Audit Department is guided by its Audit Charter as contained in the Internal Audit Manual. The Charter defines the department's objective, authority, independence, role and scope, reporting line, responsibilities, right of access, standard audit practice and conflict resolution mechanism.

6.1.3.3 Objective

Internal Auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the Commission. It acts as a management tool in assisting the NEC by conducting independent appraisals of all the Commission's activities and to make recommendations for improvements.

6.1.3.4 Authority

The NEC Internal Audit Department got its mandate from the Public Financial Management Act, 2016, Section 75 (1) which states that “The Director of Internal Audit of the Ministry may require the vote controller of a budgetary agency, subverted agency, other entity in the central government, local council, social security fund, or public enterprise to establish or maintain an internal audit department, division, or unit in the budgetary agency or entity.”

6.1.3.5 Independence

To ensure the independence of the Internal Audit Department, the Director of Internal Audit reports administratively to the Chief Electoral Commissioner and Chairman through the Executive Secretary, and professionally to the Chairman of the Audit Committee of the Commission on technical matters.

6.1.3.6 Role and Scope

According to the Institute of Internal Auditors (IIA), the scope of work of Internal Audit covers all aspects of work relating to internal control, risk management and governance environment which in turn relates to the policies and procedures put in place to oversee the day-to-day operations of the Commission. These include:

- (a) Ensuring that internal controls put in place to protect the assets of the Commission are functioning effectively and efficiently;
- (b) Identify, assess and manage the risk to assist the Commission achieve its objectives;
- (c) The existence of risk assessment which will help the Commission to prioritize its activities in such a way that the most economical, effective and efficient use is made of its resources;
- (d) Ensure that systemic weaknesses identified by both internal and external audits are promptly and effectively addressed;
- (e) A monitoring system should be put in place to ensure an orderly and systematic follow-up of such issues and observations raised in past audits;
- (f) Compliance activities with established policies (including behavioural and ethical expectations), procedures, laws and regulations;
- (g) Guarding against fraudulent actions, corruption or irregularity and losses to the Commission’s assets and interest;

- (h) Ensure the integrity and reliability of information, accounts and data, including internal and external reporting and accountability processes and systems.

6.1.3.7 Reporting Line

The Director of Internal Audit shall report functionally to the Audit Committee and administratively to the Chief Electoral Commissioner and Chairman through the Executive Secretary. S/he shall report to the Audit Committee at least quarterly summarizing her/his activities and any issues identified. S/he shall also report her/his audit reports to the Chief Electoral Commissioner and Chairman, Commissioners and Management at the end of each audit activity outlining her/his findings and recommendations.

6.1.3.8 Responsibilities

- (a) Confirm that established policies, procedures and plans are followed in the Commission
- (b) Conduct independent appraisals on all the Commission's activities
- (c) Perform special investigations and reviews as authorized by management and the Chief Electoral Commissioner and Chairman
- (d) Provide quality assurance within the Commission
- (e) Identify and manage of risks within the Commission
- (f) Provide independent objective assurance to the management and Board of Commissioners that risk management, controls and governance processes are operating in an effective manner
- (g) Undertake activities in accordance with the annual audit plan approved by the Audit Committee and the Chief Electoral Commissioner and Chairman

6.1.3.9 Right of Access

The Director of Internal Audit and his/her staff shall have authority to:

- (a) Visit all Departments/Units at Headquarters and all regional and district offices
- (b) Access all records, documents and correspondences which, in his/her view are considered relevant to any matter which may have financial, audit or assurance implication
- (c) Access to any computer system, personal computer, or other devices in the ownership of the Commission, provided such right do

not give them right to alter or interfere with the content of these devices

- (d) Request explanations considered necessary to their work from any employee including senior management staff
- (e) Secrecy cannot be used as an excuse to refuse them right to a document and/or information
- (f) Require any employee or agent of the Commission to produce cash, stores, assets or any other property under their control or to which they have access

6.1.3.10 Standard of Audit Practice

The Internal Audit Department shall perform its responsibilities in accordance with internationally accepted standards.

6.1.3.11 Conflict Resolution

Upon performing its functions, the Internal Audit Department will report any matter that will resort to a limitation of scope, an imposed limitation of scope directly to the Chief Electoral Commissioner and Chairman and the Commission's Audit Committee.

Chapter Seven

RECOMMENDATIONS

7.1 To the Government of Sierra Leone

- Speedily facilitate the review of the candidates nomination fees
- Provide the requisite support for the review of the statutory framework for election management.
- Allocate timely and adequate budgetary support to the National Electoral Commission.
- Establish a trust fund for elections
- Ensure speedy review of the PPRC ACT 2002
- Ensure the institutional independence of the NCRA.
- Enhance the IMC's capacity to enforce the media code of conduct.
- Provide adequate and timely funding for the State Broadcaster
- Provide targeted support for adequate funding , logistics and training for the security sector on elections operations
- Consider the recommendation proffered by the CRC on dual citizenship.
- Enact an Electoral Offences Act

7.2 To Stakeholders and National Institutions.

a) Political Parties Registration Commission

The PPRC must conduct dialogue workshop with political parties, parliament and relevant CSOs to identify; policy, legal and regulatory gaps in the existing PPRC Act 2002.

- Engage in effective and sustained sensitization of political parties on the need for women's inclusivity in the electoral process
- Engage in increased sensitization and dialogue with political parties
- Monitor the adherence to the political parties' code of conduct and ensure that defaulters are punished.
- Strengthen inter party dialogue and intra party democracy.

b) To Parliament

- Speedily enact the reviewed legal framework on citizenship
- Speedily enact the reviewed legislation on Nomination Fees.
- Speedily enact the reviewed legal framework on elections management.

c) To the Judiciary

- Ensure that modalities are put in place for the Electoral Offences Courts to be effective.
- Ensure that elections petition matters are speedily adjudicated.

d) To the Security Sector

- Regularly engage the public on the activities of the security sector with a view to change public perception.
- Provision of adequate capacity building programmes for the security and intelligence agencies
- Effectively enforce the Public Order Act of 1965.
- Conduct refresher trainings for security personnel on election related activities.
- Improve the capacity of the SLP to effectively carry out investigations and prosecute electoral offences.

e) To the Independent Media Commission

- Ensure that Media Practitioners and other stakeholders are adequately trained on media best practices
- Enforce sanctions on defaulters
- Ensure that the Legal framework (IMC Act 2000, as amended in 2006/07) on media code of practice is reviewed.
- Engage in effective and sustained sensitization and monitoring on the use of the social media

f) To the State Broadcaster

- Ensure that equal air time is given to all political parties and independent candidates
- Ensure that it operates on standard operating procedures
- Ensure that staff are adequately trained

g) To the Sierra Leone Association of Journalists

- Ensure that effective and sustained sensitization on the existing code of media practice is provided for media practitioners

- Ensure that media practitioners are adequately trained on professional and ethical reporting on elections

h) To the HRC-SL

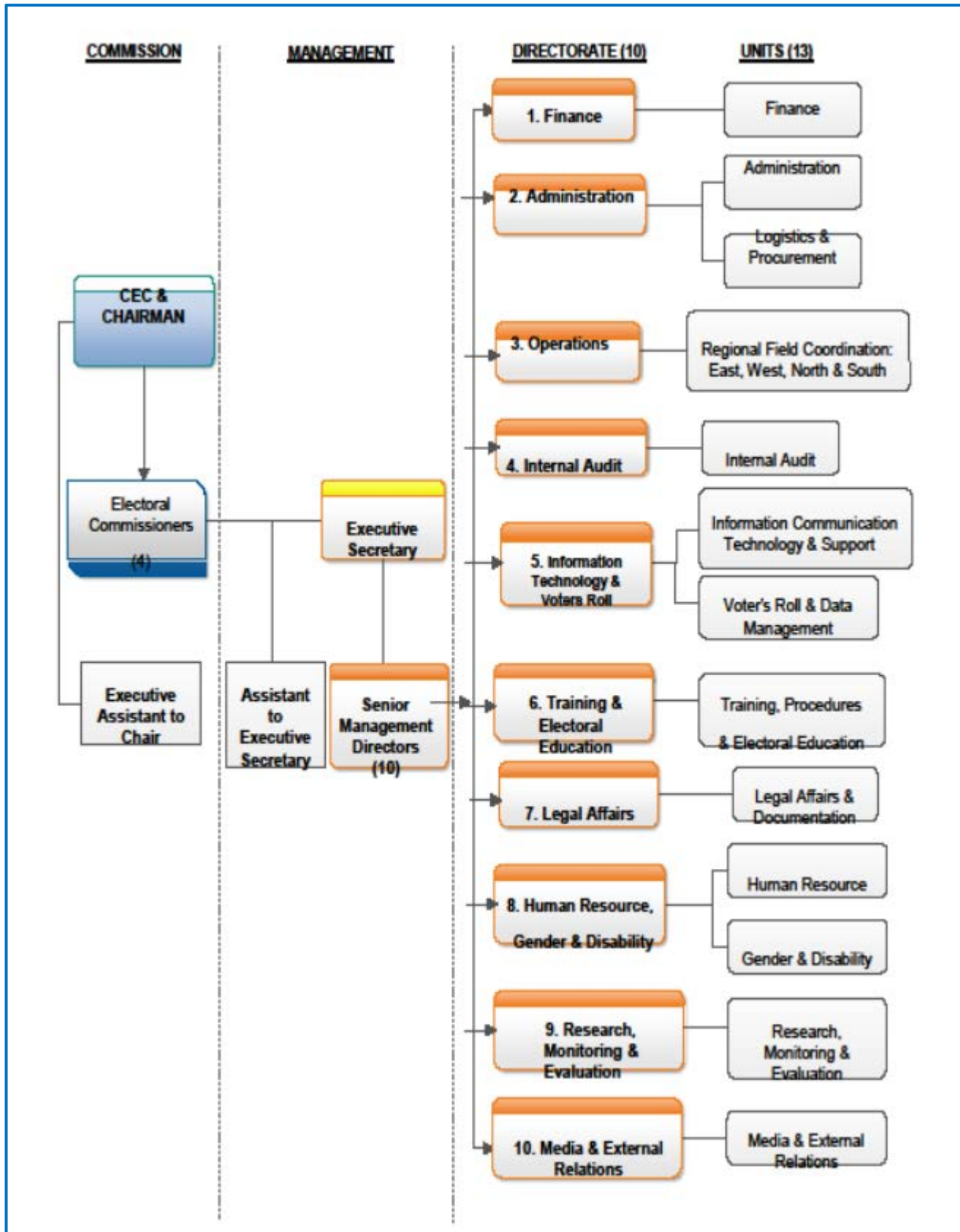
- Ensure that the fundamental Human Rights of Citizens are protected throughout the electoral cycle

7.3. To political parties

- Ensure that there is internal party democracy in their activities
- Ensure the mainstreaming of gender and disability issues in their activities
- Ensure inter and intra party cohesion

Annex

ORGANOGRAM OF THE NEC 2019



Staff List 2019

UPDATED NEC STAFF DIRECTORY 2019

NO	NAME	Title & Location
1.	Mohamed N'fah-Alie Conteh	Chief Electoral Commissioner/Chairman
2.	Stephen Aiah Mattia	Electoral Commissioner-East
3.	Macksood Gibril - Sesay	Electoral Commissioner-North
4.	Edmond Sylvester Alpha	Electoral Commissioner- South
5.	Miatta L. French	Electoral Commissioner-West
6.	William A. Davies	Executive Secretary
7.	Sheku C Johnny	Assistant to Executive Secretary
8.	Abu Turay (on contract)	Executive Assistant to CEC/Chair
9.	Aiah E. Sam	Director of Internal Audit - HQ
10.	Philip F. Kargbo	Director of Operations - HQ
11.	Josephine Jenneh Koroma	Director of Training & Electoral Education- HQ
12.	Tamba T. Tormy	Director of Human Resource, Gender & Disability - HQ
13.	Mbekay S Amara	Director of Information Technology & Voters' Roll - HQ
14.	Gladys N. John	Director of Legal Affairs-HQ
15.	Agnes Tarawally	Director of Finance
16.	Albert Massaquoi	Director of Media & External Relations, HQ
17.	Raymond A. N. George	Director of Research, Monitoring & Evaluation, HQ
18.	Abubakarr Koroma	Director of Admin, Proc. & Logis.
19.	Fatorma Fah-Bundeh	Chief Legal Affairs - HQ
20.	Momoh M. Kanneh	Regional Chief -North, HQ
21.	Aiah Quiwa	Region Chief - West, HQ
22.	Paul M Damba	Regional Chief-East-HQ
23.	Mohamed Turay	Regional Chief-North-west-HQ
24.	Ansumana V. Kanneh	Regional Chief-South-HQ
25.	Solomon Villa	Chief of IC T & Support Staff- HQ
26.	Jusufu Henry Swaray Jr.	Chief - Voter's Roll & Data Base Management, HQ
27.	Wurie Turay	Chief of Proc. & Logis. - HQ
28.	Sheku Ahmed Koroma	Chief Training & Electoral Education, HQ
29.	Isaac Curtis-Hooke	Chief - Human Resource, HQ
30.	Elizabeth M. Bureh	Chief of Administration - HQ
31.	Gibrilla Murray Jusu	Chief-Research, M & E.- HQ
32.	Nyande Fania	Chief of Internal Audit - HQ
33.	Christiana O'Reilly	Chief of Gender & Disability-HQ
34.	Christopher AA Jones	Chief- Media & External Relations,
35.	Hawanatu Razia Latiff Sheriff	Chief of Finance Unit-HQ
36.	Foday Allieu	E O - Human Resource, Gender & Disability, HQ

NO	NAME	Title & Location
37.	Victoria Carpenter	E O- Research, Monitoring & Evaluation HQ
38.	Ali Peter Brima	E O - Operations
39.	Stephen P. Borbor	E O - Admin. - HQ
40.	Mohamed S. Conteh	E O/ Regional IT Officer - East
41.	Arthur Harleston	E O/ Regional IT Officer - South
42.	Saidu Saradugu	E O/ Regional IT Officer - North
43.	Derica Kye Mensah	E.O/Regional I.T. Officer West
44.	Ibrahim Wilson Kanneh	Regional I.T. Officer -North-West
45.	Vangamoh Sesay	E. O. IT
46.	Mohamed Rogers	E. O. IT (on contract)
47.	Alimamy Dumbuya	E O- Pro. & Logis. Ware House
48.	Abubakarr Bangura	E O - Pro. & Logis - HQ
49.	Margaret Butcher	EO - Media & External Relations
50.	Victor Christian Musa	E O - Training & Electoral Education HQ
51.	Clauduel Temple	E O - Internal Audit HQ
52.	Mary Bairoh	E O-Legal Affairs - (On Contract)
53.	Philip S.G. Fatorma	EO-Internal Audit
54.	Tonia M. Salankole	E O - Finance
55.	Khadija Dukuray	E O- Finance
56.	Musa Kangbai	D E O - Kenema
57.	Paul Joseph Bannister	D E O - Kailahun
58.	Alex A Smith	D E O - Kono
59.	John P Simbo	D E O - Bo
60.	Shebora A Kamara	D E O - Bonthe
61.	Larry B. Fangawa	D E O - Moyamba
62.	Mohamed Amara	D E O - Pujehun
63.	Sahr S. Kellie	D E O - Bombali
64.	Solomon Sondai	D E O - Tonkolili
65.	Steven S. Kabba	D E O - Koinadugu
66.	Alex T Paila	D E O - Falaba
67.	Emmanuel Yagbaji	D E O - Karene
68.	Umaru Fomba	D E O - Kambia
69.	Andrew R. Kanu	D E O - Port Loko
70.	Mahoney J. J Ansue	D E O - Western Urban
71.	Rosetta Thomas	D E O -Western Rural
72.	Salamatu V. James	A E O - Finance - HQ
73.	Abess Nasralla	A E O- Research M & E - HQ
74.	Louisa Gbassa	A E O - Training, & Electoral Education HQ
75.	Etta Koroma	A E O- Training & Electoral Education - HQ
76.	Paul T. Dixon	A E O- IT Hard Ware-HQ
77.	Sammy Christo Sama	A E O , IT Software-HQ
78.	Jacob M. Jajua	A E O- Pro. & Log. Ware House

NO	NAME	Title & Location
79.	Musa A Conteh	A E O - Pro. & Log. (W/H) FAGA
80.	Barba Kargbo	A E O - Pro. & Log. - HQ
81.	Christiana G. Deoud	A E O- Admin- HQ
82.	Marilyn Dixon	AEO - Gender & Disability-HQ
83.	Esther I. Kargbo	AEO-Human Resource Unit
84.	Adama Keima Saffa	A E O-Operations
85.	Gassimu M Sillah	A D E O - Kenema
86.	Usman Joe Kamara	ADEO - Kono
87.	Thomas Tamba Taylor	A D E O - Kailahun
88.	Francis B Musa	A D E O - Bo
89.	Mohamed S. Turay	A D E O-Bonthe
90.	Fatmata Jalloh	A D E O - Moyamba
91.	Henry Michael Thompson	A D E O - Pujehun
92.	Sulaiman Amara	AD E O - Bombali
93.	Claude Samura	A D E O- Koinadugu
94.	Desiatu Thomas	ADEO - Tonkolili
95.	Charles Nyakeh Ensah	ADEO- Falaba
96.	Brima H Alie	ADEO - Port Loko
97.	Emmanuel Lavalie	ADEO-Karene
98.	Augustine K. Saffa	A D E O - Kambia
99.	Salma P. Kargbo	A D E O-Western Urban
100.	Augustine A. A. Mohammed	A D E O - Western Rural
101.	Sulaiman Jalloh	VETO - Kenema
102.	Ahmed Keifala Bassie	VETO - Kailahun
103.	Simeon T. Trye	VETO - Kono
104.	Sheku U Bockarie	VETO - Bo
105.	Nathaniel Lamboi	VETO - Bonthe Mainland
106.	Lawrence A. Kenjah	VETO Bonthe Island
107.	Alimu Bah	VETO - Moyamba
108.	Augustine Juma Junisa	VETO - Pujehun
109.	Ansu Bangura	VETO - Port Loko
110.	Patricia F. Sesay	VETO- Karene 1 Kamakwei
111.	Foday Samura	VETO-Karene 2 Gbinti Sub. Office
112.	Atieu Jalloh	VETO-Kambia
113.	Manty Dabo Turay	VETO - Bombali
114.	Kandeh Kanu	VETO - Tonkolili
115.	Mohamed K. Dumbuya	VETO - Falaba
116.	Antoinette J Conteh	VETO - Koinadugu
117.	Zainab Sankoh	VETO - W/Urban
118.	Alimamy Bai Bundu	VETO - W/Rural
119.	Momoh Sesay	Admin Assistant - Logistics W/H
120.	Gibril Kargbo	Admin Assistant Office of Com.

NO	NAME	Title & Location
121.	Yusifu Janneh	Admin Assistant - Finance
122.	Priscilla Leigh	Admin Assistant
123.	Doris Victoria Wilson	Admin Assistant-Legal Affairs
124.	Mohamed O. Kamara	Admin Assist/P.A. -Comm. North
125.	Timothy Musa	Regional Admin Asst. - Kenema
126.	James Davis	Regional Admin Asst. - Bo
127.	David Quiwa	Regional Admin Asst. - Bombali
128.	Sheku V. Sheriff	Regional Admin Asst. Port Loko
129.	Odette Kamara	Personal Assist. - Comm. East
130.	George Hindogbae Tibbie	Personal Assist. - Comm. South
131.	Gemima M. Kamara	Personal Assist. - Comm. West
132.	Mary G. C. Komeh	Admin. Assistant - Admin.
133.	Eric Tucker	Senior Driver - HQ
134.	Mohamed Saboleh	Assistant Senior Driver - HQ
135.	Charles Kamanda	Mechanic/Driver -HQ
136.	Hassan Sesay	Driver -HQ
137.	Mendae Kalokoh	Driver - HQ
138.	Akie Cole	Driver - HQ
139.	Abdulrahman Kamara	Driver - HQ
140.	Donald Coker	Driver - HQ
141.	Mohamed Kamara	Driver - HQ
142.	Samuel Sesay	Driver - HQ
143.	Mark Sesay	Driver - HQ
144.	Sulaiman Tarawalie	Driver -HQ
145.	Abu Kamara	Driver -HQ
146.	Lamrana Barrie	Driver -HQ
147.	Abdul Kargbo	Driver - HQ
148.	Ansumana Bangura	Driver - HQ
149.	Follah Banta Thullah	Driver - HQ
150.	Amadu Bangura	Driver-HQ
151.	Osman Bah	Driver - HQ
152.	Lamin Sesay	Driver- HQ
153.	Emmanuel Conteh	Driver - HQ
154.	Aruna Koroma	Driver - HQ
155.	Joseph Moriba	Driver - HQ
156.	Festus K. Kangasu	Driver - HQ
157.	Theophilus Sesay	Driver - HQ
158.	Fallah Fayia	Driver - HQ
159.	Thaimu Conteh	Driver- HQ
160.	Issa Fofanah	Driver - HQ
161.	Abubakarr Conteh	Driver - HQ
162.	Dauda Kamanda	Driver - HQ
163.	Mohamed Kabba	Driver - HQ

NO	NAME	Title & Location
164.	Aiah C. Lahai	Driver - HQ
165.	Sam Moses	Driver - HQ
166.	Alhaji Bangura	Driver - HQ
167.	Sylvester Moseray	Driver - HQ
168.	Ibrahim Kamara	Driver - HQ
169.	Musa R. Kamara	Driver - HQ
170.	Santigie A. Kamara	Driver -HQ
171.	Moses Felix Conteh	Office Assistant - HQ
172.	Sahr Lavalie	Office Assistant - HQ
173.	Abubakarr Kargbo	Office Assistant HQ
174.	Mamoud Kamara	Office Assistant - HQ
175.	Amie Swaray	Office Assistant - HQ
176.	Unisa Turay	Office Assistant-Wellington, W/H
177.	Ishmail Issa Brima	Office Assistant - Kenema
178.	Ibrahim T Sourie	Office Assistant - Kono
179.	John James	Office Assistant - Kailahun
180.	Benjamin Yorpoi	Office Assistant - Bo
181.	Abdul Karim Kenjah	Office Assistant - Bonthe Island
182.	Dauda Mansaray	Office Assistant - Bonthe Mainland
183.	Lahai Goba	Office Assistant - Moyamba
184.	Mustapha Koroma	Office Assistant - Pujehun
185.	Amed Sidi Kay	Office Assistant - Bombali
186.	Mohamed L Jalloh	Office Assistant - Koinadugu
187.	Raymond Kanu	Office Assistant Tonkolili
188.	Saio Serah Kamara	Office Assistant-Falaba
189.	Issa Kamara	Office Assistant - Port Loko
190.	Alpha A. Sesay	Office Assistant - Kambia
191.	Santigie Samura	Office Assistant- Karene 1
192.	Ibrahim Sara Sesay	Office Assistant- Karene 2
193.	Hassan Kamara	Office Assistant-Western Urban
194.	Abdulai Thoronka	Office Assistant-Western Rural
195.	Aruna Lukulay	Office Assistant - CEC/Chairman
196.	Abu Sam-King	Generator Attendant (Office Assit)
197.	Ibrahim Kandeh	Assistant Mechanic (Office Assit)
198.	Ansumana Yokie	House Help - CEC/Chair (contract)
199.	Surul Conteh	House Help-Comm. North (contract)
200.	Patient Conteh	House Help-Comm. West (contract)
201.	Abibatu Kellie	House Help-Comm. East (contract)
202.	Theresa Monjama Lamin	House Help-Comm. East (contract)

Staff Travels 2019

DATE	NAME	DESIGNATION	COUNTRY	PURPOSE
8 - 22 February	Mohamed N'fah - Alie Conteh	CEC	Nigeria	Nigeria Elections
8 - 22 February	Philip Kargbo	Director of Operations	Nigeria	Nigeria Elections
8 - 22 February	Ansumana Kanneh	Regional Chief	Nigeria	Nigeria Elections
8 - 22 February	Henry Thompson	VETO	Nigeria	Nigeria Elections
30 June - 4 May	Marilyn Dixon	AEO Gender and Disability	Ghana	Gender Training
26 - 30 May	William Addo Davies	Executive Secretary	South Africa	ID4Africa
26 - 30 May	Gladys John	Director of Legal Affairs	South Africa	ID4Africa
26 - 30 May	Ali Peter Brima	Regional Chief	South Africa	ID4Africa
18 June - 20 June	Gladys John	Director of Legal Affairs	Ghana	Visa
18 June - 20 June	Ali Peter Brima	Regional Chief	Ghana	Visa
30 June - 13 July	Christopher Jones	Chief of Media	South Korea	Training on Political Finance by AWEB
30 June - 13 July	Solomon Sondai	District Elections Officer	South Korea	Training on Political Finance by AWEB
30 June - 13 July	Adama Saffa	AEO Operations	South Korea	Training on Political Finance by AWEB
19 - 22 June 2019	Macksood G. Sesay	Commissioner	Ghana	ECOWAS Conference
7 July - 11 July	Andrew Kanu	District Elections Officer	Ghana	Visa
14 July - 10 August	Andrew Kanu	District Elections Officer	South Africa	UNISA

DATE	NAME	DESIGNATION	COUNTRY	PURPOSE
28 July - 2 August	Edmond Alpha	Commissioner	Nigeria	ECOWAS Conference on Electoral Security
3 - 9 August	Mohamed N'fah - Alie Conteh	CEC	Nigeria	ECONEC Conference
3 - 9 August	Abu Turay	Executive Assistant to CEC	Nigeria	ECONEC Conference
2 September	Mbekay Amara	Director IT	Ghana	Visa
9 - 12 September	Mbekay Amara	Director of IT	South Africa	Election Cyber Security
1 - 9 September	Mohamed N'fah - Alie Conteh	CEC	India	AWEB General Assembly
1 - 9 September	Edmond Alpha	Commissioner	India	AWEB General Assembly
9 - 13 September	Stephen A. Mattia	Commissioner	Ghana	Mitigating Violence
9 - 13 September	Manty Dabo	VETO	Ghana	Mitigating Violence
20 September	Ali Peter Brima	Regional Chief	Ghana	Visa
23 - 28 September	Miatta French	Commissioner	South Africa	EISA: Electoral Integrity in Africa
21 Oct - 8Nov	Albert Massaquoi	Director of Media	USA	Study Tour
20 - 26 Nov	Alex Smith	DEO Kono	Guinea Bissau	Election Observation
26 - 30 Nov	Stephen A. Mattia	Commissioner	Kenya	AAEA Conference

Addresses of NEC Offices Nationwide

REGION	DISTRICT	ADDRESS
NATIONAL HEAD QUARTERS	Western Urban	O.A.U. Drive, Tower Hill, Freetown
EASTERN	Kailahun	GEL Compound, Mbelebu Section, Kailahun
	Kenema	59 Wahmann Abu Road, by SLTU Office,
	Kono	8 Gandi Fania Street, Koidu City
NORTHERN	Bombali	Azzolini Highway, Makeni City
	Falaba	Mongo Town
	Koinadugu	158A Main Makeni Road-One Mile, Kabala
	Tonkolili	15 Boys School Road, Magburaka Town
NORTH-WESTERN	Kambia	District Council Area, Kambia 2, Kambia
	Karene	Kamalo Highway, Kamakwie Town
		Port Loko Road, Gbinti (Close to the Round About)
	Port Loko	75 Lungi Road, Port Loko City
SOUTHERN	Bo	79 Tikonko Road, Bo City
	Bonthe	144 Bo Road, Mattru Jong, Bonthe Mainland
		13/13A Claffin Lane, Bonthe Island
	Moyamba	8 Kpangbavie Street, Moyamba Town
Pujehun	8 Sesay Street, Fernandopo, Pujehun Town	
WESTERN	Western	Chukuma Johnson Drive, Waterloo
	Western	39, Jenner Wright Road, Cline Town,