



**Republic of Liberia**



**UNDP Liberia**

## **Project Document**

# **Support to the 2010-2012 Liberian Electoral Cycle**

**FINAL 02-03-2010**

**UNITED NATIONS DEVELOPMENT PROGRAMME:  
PROJECT OF THE GOVERNMENT OF LIBERIA**

**SUPPORT TO THE 2010-2012 ELECTORAL CYCLE IN LIBERIA**

Programme Period:	2010-2012
Programme Component:	Fostering Democratic Governance
Service Area:	Electoral Systems and Processes
Starting Date:	1 <sup>st</sup> of February 2010
Management Arrangement:	Direct Implementation
Geographical Location:	Monrovia, Liberia

Total Project Budget:	U\$ 39,388,288
Allocated resources:	_____
Government:	12,198,791
• UNDP	
○ European Commission	_____
○ Spain	U\$750,000_
○ Germany	_____
○ Ireland	_____
○ Japan	_____
○ ...	_____
UNMIL in-kind contribution	
Budget Deficit:	26,439,497

**Project Brief**

The Republic of Liberia held democratic Presidential and Legislative Elections in 2005 after 14 years of devastating civil war and decades of misrule. The 2005 elections featured extensive support from the international community and from the United Nations Mission in Liberia (UNMIL) in particular. Future electoral processes will not have such broad support, meaning that Liberia must strengthen its national institutions and processes to conduct future electoral events in a credible, competent and sustainable manner. There is an urgent need to work with the National Elections Commission (NEC) to conduct constituency delimitation, registration of voters, voter education; gender sensitization and conflict preventative work with political parties and security forces prior to the potential referendum and the national elections. Successful conduct of the 2011 elections is considered a significant step in the consolidation of democracy in Liberia. In the case of local elections, most of the current Chiefs were either appointed during the war or have served for more than 20 years. Citizens point to the need to have their own elected local representatives as a means to exercise their voice and hold the representatives accountable for political and development decisions affecting their communities. Furthermore, to ensure success in all future elections in Liberia, a series of administrative, capacity and legal challenges must be addressed. This project therefore aims at deepening the democratization process in Liberia, with specific emphasis on improving electoral institutions, processes and laws. More specifically, the project will contribute to strengthening capacity of the electoral management body; enhancing electoral processes; and improving conformity of the legal and administrative framework with international standards. The project will also promote effective donor coordination and seek to mainstream gender and conflict preventative approaches in its activities. Finally, the project will also aim to support the development of an inclusive parliament, build the capacities of the newly elected parliamentarians and the parliamentary administration in an effort to enable the parliament to effectively undertake its constitutional responsibilities. The project is designed within the framework of a "One UN", drawing on the expertise and mandates of various UN actors to deliver assistance throughout the electoral cycle with contributions from regional organizations and donors such as the African Union, ECOWAS, Japan and the European Union. This document also encapsulates all the activities carried out by other key partners such as the International Foundation for Electoral Systems (IFES), an important implementing agency of USAID funded projects. Close coordination will be established to harmonize the activities described in the project.

SIGNATURE PAGE

UNDAF Outcome(s)/Indicator(s) 3: Democratic, accountable and transparent governance is advanced in a participatory and inclusive manner and in accordance with human rights standards

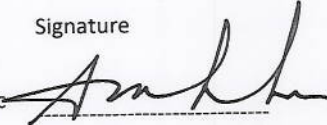


Expected Outcome(s): Strengthened capacity of the NEC; enhanced electoral processes; and improved conformity of the legal and administrative framework with international standards

Indicator (s): Presidential, legislative and local elections and referendum considered free, fair, professionally administered and credible; improved legal and administrative frameworks

Expected Output(s)/Annual Targets: Implementation of the NEC Strategic Plan and greater NEC professionalism; improved electoral processes within purview of the NEC or in which the NEC plays a key role (boundary delimitation, voter registration, civic and voter education, women’s participation, capacity development for political party and political party coordination, conflict prevention, gender mainstreaming, strengthening of NEC/Political party and inter-party consultative process, security training, election-specific support); inclusive parliament and efficient parliamentary administration in relation to the NEC, improved and harmonized legal framework governing elections; donor coordination.

Execution Modality: UNDP Direct Implementation<sup>1</sup>

Implementing Agencies: The Government of Liberia, the National Elections Commission, UNDP, UNMIL, UNIFEM, UNPOL, IFES, Political Parties, CSOs including women’s groups, Media, other key partners

Approved on behalf of	Signature	Date	Name/Title
Ministry of Planning and Economic Affairs		4-14-10	Hon. Amara Konneh Minister for Planning and Economic Affairs
National Elections Commission		04/14/10	Hon. James M. Fromayan Chairman – NEC
UNDP		14/04/10	Moustapha Soumaré Resident Representative

<sup>1</sup> UNDP DEX modality notwithstanding, Government’s own contribution and that of other partners who may not wish to put their resources in the UNDP Basket will be expended directly, though such contribution will be reflected in the project budget.

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## PART I: INTRODUCTION AND SITUATIONAL ANALYSIS

### Introduction

After 14 years of civil war, the parties to the conflict signed the Comprehensive Peace Agreement (CPA) in August 2003, laying out the political and substantive framework for Liberia's post-conflict recovery. Under the Electoral Reform Law (2004), the National Elections Commission (NEC) conducted the 2005 Presidential and Legislative elections with the support and coordination of the United Nations Mission in Liberia (UNMIL) and in partnership with the international community.

The successful holding of the 2005 Liberian elections gave birth to a democratically elected national executive and legislature (President and Vice President, Senate and House of Representatives). As the 2011 national elections approach, with the possibility of a referendum before or after those elections and local elections to follow, there are laws, institutions and processes that require attention to ensure that elections are well administered, credible, and reflective of the will of the people and popularly perceived as such. This will also be the first time that national institutions conduct elections without the significant support and coordination of UNMIL.

The 2005 presidential and legislative elections were conducted with massive international assistance and oversight, including a mediator with broad adjudicatory powers. The elections were carried out under a special legal dispensation that suspended certain elections related provisions of the Liberian Constitution. Since the return to full Constitutional order in January 2006, the NEC has held eight by-elections in the counties to fill seats as they have fallen vacant, with the most recent one on 10 November 2009 and a subsequent runoff on 24 November to fill the Montserrado County senatorial seat<sup>2</sup> being regarded generally as a test of the Commission's capacity to manage the upcoming 2011 elections.

The organization and the conduct of the by-election elicited significant planning, financial and logistical support from Liberia's international partners, including the United Nations Development Programme (UNDP), UNMIL and the International Foundation for Electoral Systems (IFES). The support of its international partners notwithstanding, the NEC was fully in charge of the process. The conduct of the first round of the by-election on 10 November proved to be a significant challenge for the NEC, exposing weaknesses in planning, administration, co-ordination, management and reluctance to optimize the deployment of available national assets through effective collaboration with other national institutions such as the Liberia National Police (LNP).

The elections in general indicated the need to support the operational and planning capacity of the NEC. Further challenges not directly in the remit of the NEC were low voter turnout (of 20 and 22.36 per cent in the first and second round respectively) and the legal environment. This included the contentious issue to allow a candidate on the prosecution list of the Truth and Reconciliation Commission's Report to run in the election and the non-passage of the Threshold Bill by the Legislature before the by-elections (the bill which has since been passed but has been vetoed by the President of the Republic). The conduct of the run-off election on 24 November 2009 was acknowledged by political parties, civil society observer groups, the media and international partners as a marked improvement over the first round of voting.

The NEC requested UN electoral assistance for the October 2011 presidential and legislative elections in a letter dated 10 February 2009. The Under-Secretary-General for Political Affairs in his capacity as Focal Point for Electoral Assistance Activities deployed a Needs Assessment Mission (NAM) to Liberia from 18 to

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<sup>2</sup>The seat left vacant by the death of Senator Hannah G. Brent of the Congress for Democratic Change (CDC) on 3 August 2009

27 May 2009. It was conducted by the Electoral Assistance Division in close liaison with the Bureau Development Policy of UNDP. The mission team was tasked with assessing the technical and political environment for the preparation and conduct of the 2011 general election including the potential for conflict, and recommending areas of UN support. Boundary delimitation and voter registration were two key parts of the assessment that provided detail of the related challenges and recommendations. The security aspects of the election were covered by the DPKO-led Technical Assessment Mission (TAM) that took place from 26 April to 6 May 2009.

The TAM was followed up by a mission from UNDP Bureau of Development Policy from 12 to 15 July. This mission built upon the TAM and provided reports on boundary delimitation, voter registration and logistics assessments to formulate a draft project document. The mission met with civil society organizations, women's groups and focused on integrating the more programmatic elements of the projects within the broad electoral cycle approach to the project.

A mission of UNDP Brussels, within the context of the EC-UNDP Partnership on Electoral Assistance and of the activities of its Joint Task Force, was carried out between 20 January and 5 February 2010. The mission mainly targeted resource mobilization from the European Commission (EC) as well as the finalization of the project document and its budget, taking into consideration the latest developments related to the legal-electoral scenario. The mission worked closely with the NEC, the EC and the IFES that is implementing the USAID-funded project targeting support to: constituency boundary delimitation, voter registration, national referendum, by and local elections, capacity building of the NEC, civic-voter education and publication consultation, and assistance to NEC magistrate offices.

This project proposal: "Support to the Electoral Cycle in Liberia," has been developed in response to the request for United Nations assistance from the Government of Liberia and will be implemented through the NEC with support from other key national and international partners. The project uses the electoral cycle approach, which looks at the electoral process over time and seeks to engage with different actors and entry points throughout the cycle, rather than channel substantial resources and technical support uniquely towards the delivery of a given electoral event. The activities of the project take into account the recommendations of the domestic, regional and international 2005 election observation missions (such as the ones of the African Union, ECOWAS, European Union, Carter Centre, IRI) and the lessons learned of the eight by-elections held by the NEC since 2006. With this approach in mind, the project looks beyond the 2011 elections and will cover the period 2010 through 2012. Substantively, the focus is on improving electoral institutions, processes and laws as well as enhancing women's political participation; the inter-linkages between the electoral management bodies and the key stakeholders and mainstreaming gender and conflict prevention and management.

Finally, the project takes a 'One UN' approach, drawing on the technical expertise and mandates of various UN actors in Liberia to deliver coordinated and effective technical assistance contributions from regional organizations and donors such as the African Union, ECOWAS, Japan, the European Commission and some of the Member States of the European Union. This document also encapsulates all the activities carried out by other key partners such as the IFES that is implementing a USD \$17.5 million project funded by USAID and with which a close coordination will be established within the Project Board and Technical Working Group to harmonize activities.

## Situation Analysis

During the a consultative conference with political parties and civil society convened in 2007 by the NEC to identify relevant legal framework reform needed for successful, free, fair and credible elections, stakeholders indicated a strong need to improve various electoral processes including voter registration, boundary harmonization, constituency demarcation and referendum. Stakeholders also noted the importance of strengthening political parties, engaging more women in politics and building the capacity of the NEC.

Significantly, a number of the electoral processes are dependent on legal reforms that have not yet been passed or enacted. There are five proposals to amend the Constitution:: a) adoption of simple majority for all elections except for that of the President and Vice-President; b) election of city mayors and city councils; c) holding local elections within three years following national elections; 4) increasing to 10,000 signatures in ten counties the requirement for registering a political party, and; 5) impeachment rather than removal of chiefs by the President for cause. All have operational implications for the elections.

These amendments were submitted to the Legislature in June 2008 and have earlier passed the House of Representatives and the Senate has been reopened following the passage of a motion for reconsideration. The Senate resumed further deliberations on the elections related constitutional amendments and the referendum that must be held once the amendments to the constitutional provisions are passed by the Legislature.

If the referendum approves the propositions as amended by the Legislature new regulations will be required to register political parties. The NEC would also be obligated to conduct local elections within three years. If the absolute majority amendment is not passed by the legislature in time, and a referendum is not held on schedule (the Constitution states that there should be a one-year period between the decision of the legislature and the holding of the referendum), the NEC will be placed in an impossible situation of having to possibly conduct more than a hundred rounds of elections within a two-week to one month period. Also pending are boundary harmonization and Fairness Bill that seeks to enhance women participation in political parties and elections and was submitted through the Legislative Gender Caucus, and "Statutory Amendments and Enactment of new Status".

A summary of the main political and technical issues related to the electoral processes and institutions in Liberia follows.

### ***Constituency delimitation***

Liberia has an electoral system dependent on single-member constituencies to elect all members of its House of Representatives. The Constitution (Article 80 [e]) requires the NEC to delimit legislative constituencies "following a national census and before the next election." Constituencies are to have "as close to the same population as possible."

In 2008, Liberia conducted its first census in 23 years; the results reflected a total population of 3,476,608. The NEC is now mandated by law to move forward with delimiting constituencies and, to do so, the House Standing Committee on Elections & Inauguration submitted a proposed Threshold Bill to the national legislature in 2008. Setting the threshold at 40,000, the bill was passed by the House in May 2009, in January 2010 by the Senate but has now been vetoed by the President who had earlier proposed a threshold of 48,000. The ramifications of adopting this particular threshold include an increase in the

number of House members from 64 to approximately 87 members (depending on the rounding technique employed to allocate legislative seats to each county) and a loss of one seat each to Bomi, Gbarpolu, Grand Kru and River Gee Counties if the two seat minimum for each county is not adopted. A number of stakeholders have argued that every county should be assured at least two representatives, though other stakeholders have argued that this is unconstitutional since the threshold should be based strictly on population. In the meantime, a number of Legislators, citing procedural errors on the part of the legislature, have appealed to the Supreme Court to halt the President from signing the bill setting the threshold at 40,000 proposed by the Legislature into law. Accordingly, a court injunction has prohibited any further deliberation on the Threshold bill until the court has pronounced on the case. Should the threshold bill not signed by the President, the NEC will be unable to delimit legislative constituencies as per constitutional requirements.

### ***Boundary harmonization for local elections***

Beginning in 2006 and in preparation for local elections, the NEC, in conjunction with the Special Joint Stakeholders Collaborative Committee (SJSCC), attempted to ascertain the boundaries of local administrative areas. This exercise revealed many conflicting boundaries and other anomalies. This led to the initiation of the Boundary Harmonization Process (BHP). The first phase of the BHP included a series of National Stakeholders Consultative Conferences and Town Hall meetings across all 15 counties during the early months of 2008. Stakeholders at these meetings agreed on the administrative boundaries in each county, including district, chiefdom, clan and zone boundaries. This also led to (1) the formation of the Inter-Agency Task Force for Delimitation of Chiefdoms, Clans, Amalgamated Towns and Constituencies, and (2) a series of proposed bills that would, if passed, provide clear, non-conflicting definitions of the various levels of local administrative units.

Bills clearly defining local administrative units and resolving a number of conflicting boundaries will have to be passed by the legislature before local elections can be held. But the current versions of these bills have been discussed in either chamber of the legislature. Furthermore, it is unlikely that they will make it through the legislature any time in the near future. The bills are quite controversial because they would abolish several statutory districts; a number of chiefdoms, clans and townships; as well as all cities that did not meet the specific criteria set out in the bill.

Many stakeholders (especially opposition political parties and civil society groups) are urging that local elections be held as soon as possible. The last comprehensive local elections were held in the 1987 and since then any replacements to office have been appointed rather than elected, except in Lofa, Margibi and Grand Bassa counties. But there is little understanding among stakeholders, let alone the general public, that local administrative divisions must be clearly defined before elections can occur. This entails not only passage of the bills listed above, but a clear resolution of any remaining boundary conflicts.

### ***Voter registration***

The amendment revising the population threshold for constituencies, and the delimitation of those constituencies, are required for the voter registration process. At the same time, there are many preparatory steps that the NEC can take with respect to voter registration to facilitate the process (such as procurement, training, field testing, etc.). The current voter register (which contains 1.3 million voters) has not been updated since 2005 and its accuracy has likely decreased substantially during this time. The past four years have witnessed a political transformation in Liberia, in part due to migration and repatriation of refugees. Almost all internally displaced Liberians and refugees have returned home, while newly eligible



voters (estimated to be approximately 470,000 by 2011), deceased voters (estimated to be approximately 200,000 by 2011) and migrating voters since 2005 have not yet been accounted for.

The NEC plans to conduct a new registration given the scale of the update and the associated costs and complexity that would be required to use the 2005 register in future elections. If a referendum is required by mid/late-2010, detailed voter registration preparations should begin as soon as possible. If a referendum is not required, there are significant cost, capacity building and timeline advantages to waiting for 2011 to conduct a new registration immediately prior to the general elections. The NEC is also considering how to adapt its current voter registration system and incorporate new technology – some of which is necessary (the cameras once used by Liberia for the registration process have become defunct) and some of which is proposed in order to prevent double registrations. A careful study of voter registration and the use of appropriate technology would be needed in order for the NEC and other stakeholders to make an informed decision on whether, how and to what degree the voter registration system should be modified. This should include a consideration of the cost, sustainability and environmental factors required to implement voter registration in Liberia, as well as an assessment of the real and perceived weaknesses of the current method.

### ***NEC capacity***

Unlike in 2005 when the United Nations provided significant institutional and logistical support to the elections, the NEC will be the lead institution to organize and deliver the national and local elections as well as the referendum. The capacity needs of the NEC are clearly spelt out in its Strategic Plan 2006-2011. The plan states that “currently, all the major divisions and department of the Commission require electoral management skills and competences relevant to their domain of operations.”

During the preparation for the 2005 elections, the NEC was assisted by a significant contingent of election experts from partners, particularly UNMIL, and supported technically and financially by the EC, UNDP and specialized providers such as the IFES. It is unlikely that partners will be as forthcoming with expert assistance for future elections. It is therefore essential to expose the staff of NEC at all levels to continuous election management skills and training as early as possible.

Specific areas requiring concerted and immediate support include the Data Centre (the Data Center provides data processing support to several of the major operations of the electoral process, including voter registration, production of the voter rolls, candidate nominations and vote tabulation); field operations (the NEC Magisterial/County offices will assume much of the local level planning and implementation); and voter education (given the changes in the electoral framework, the eventual local elections and a referendum, the NEC will need to develop and implement a comprehensive voter education strategy, in partnership with the civil society and the government).

Several major opposition parties have expressed reservations about the NEC’s impartiality, even though the NEC has been widely commended for its handling of the various by-elections for the Legislature. In order to facilitate dialogue between the NEC and political parties, the Inter-Party Consultative Committee, which played a key role during the 2005 elections, has been reinvigorated, and additional support will be needed to strengthen the process.

Beyond election-specific needs, however, the NEC would benefit from longer-term professionalization as an institution to ensure that it builds the sustainable all-level internal capacity over time to administer elections in Liberia. Consistent with the needs expressed in the Strategic Plan, and the electoral cycle approach, an intensive long-term capacity development and training programme should be implemented.

### ***Linkages between Electoral Assistance and Parliamentary development***

Parliamentary development is an integral component of UNDP services in democratic governance, with activities aimed at strengthening the representative, legislative and oversight capacity of parliamentary institutions in governance processes. Working together with the parliamentary administration, these exercises focus on developing inclusive parliaments (representing women, minorities and other vulnerable groups). As key symbols and institutions of representative government, parliaments are also important actors in conflict resolution and mediation as they provide a forum that can build trust across society and address issues of conflict.

Credible, transparent and fair elections and functioning democratic parliaments are two pillars of a democratic governance system in any country. It is important to underline that for fledgling democracies and countries recovering from crisis, elections are not an end, but rather a beginning -- a critical albeit preliminary step -- in the transition to democratic governance. Realizing the promise of elections and minimizing the risk of public disillusionment with the democratic process require investments in long-term democratic development, particularly in the consolidation of governing institutions like parliaments. Electoral assistance and parliamentary support can therefore be considered as ideal entry points for strengthening democratic governance in a country. Their primary role in assisting the development of a democratic system explains the fact that the international community support for both areas has increased significantly in recent years.

In Liberia, the results of a Legislative Needs Assessment conducted in 2006 with support from UNDP provided a road-map for the modernization of the Legislature. It highlighted the needs for, namely, (i) a five-year strategic plan to define the parameters of the modernization process; (ii) a donor coordination mechanism to harness external assistance; and (iii) a Joint Legislative Modernization Committee to oversee the modernization process at the Legislature and ensure coordinated external support. All three now exist including a costed five-year strategic plan, currently being finalized. Despite the existence of the above 'platform of engagement', the legislative body remains weak. Specifically, the two committees dealing specifically with elections in both houses; the House of Representative Standing Committee on Elections and Inauguration and the Senate Committee on Autonomous Agencies, have undeveloped protocols and procedures for committee work, as well as limited knowledge of electoral systems of administration that would enable a more effective oversight of the NEC.

In addition, a majority of the legislators elected to the 52<sup>nd</sup> session, in both Houses, have limited experience in legislative work. Furthermore, they are severely challenged in terms of support systems and facilities available for discharging their functions. Under its legislative strengthening programme, UNDP is working with other international partners (UNMIL, USAID, WB, etc.) under a donor coordination framework to provide the much needed emergency capacity building support to address the above challenges.

### ***Gender Mainstreaming***

Women remain underrepresented in all spheres of political life in Liberia. Even with the election of Ellen Johnson-Sirleaf as the first female head of state in Africa, and the election in 2005 of five female senators (out of 30), eight female representatives (out of 64) and the appointment of female superintendents and ministers, women are still marginalized, especially within the ranks of political parties and in local politics.

Attempts to engage more women in politics in Liberia have tended to focus on urban centers such as Monrovia, thereby missing rural populations where gender sensitization needs are arguably the greatest. Promotion of women within political parties, which serve as a training ground for future leaders, is an area deserving more attention and support. Local level elections could also be a platform to engage more women in political sphere and train them for greater participation in national level elections.

Initiatives to date have also tended to focus on women's role in elections per se (as candidates and voters) rather than adopting a holistic approach that looks at the social, economic and political barriers to greater involvement by women in political life in Liberia and seeks to adopt a mixture of hard (e.g., temporary legal measures such as quotas to increase women's representation) and soft (e.g., civic education) measures to address these barriers.

### ***Conflict prevention***

A number of pending legal reforms, as mentioned earlier, are politically contentious because they will affect who can run for office, how many representatives a given region will have and how leaders are elected (by simple versus absolute majority). Such reform always entails political tradeoffs and public institutions can often come under fire for being partial in implementing their mandates. Given that Liberia is a post-conflict country entering a period of heightened elections-related political tensions, while the peace dividend is yet to be felt by some of the more remote areas of the country, there is a need to be mindful of possible flashpoints for conflict and to develop strategies to address these in advance.

Another factor that will affect the political landscape heading into elections is the publication of the Truth and Reconciliation Commission (TRC)<sup>3</sup> report on 30 June 2009. In addition to a list of individuals it recommends to prosecute for war crimes, crimes against humanity and economic crimes, it proposes barring 50 Liberians from holding public office, including prominent personalities in the current government and the Legislature. The Legislature and the President will decide on the future of this report but the pressure on them is likely to be high. Although the initiative proposed by the TRC could be considered as a vetting that helps citizens make an informed choice, it is likely to seriously affect the candidate registration process. The NEC would have no legal basis to prevent the listed candidates from running as long as they are not convicted, but their participation in the election would be controversial. Political parties, civil society and other stakeholders would need to agree on a way forward in this regard. Appropriate mechanism for such engagements needs to be determined.

### ***Role of the United Nations***

As mentioned in the Introduction, two assessment missions were deployed to Liberia in response to the formal request for UN assistance from the NEC: the TAM from 26 April to 6 May 2009, followed by the NAM, from 18 to 27 May. The NAM assessed the technical and political environment for the preparation and conduct of the 2011 general elections and made recommendations for areas of UN support, while the security aspects of the elections were covered by the TAM. This project document draws on the findings and recommendations of both of these missions, as well as project formulation and logistics assessment missions conducted consecutively by UNDP in July 2009.

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<sup>3</sup> The Truth and Reconciliation Commission was a requirement of the Accra Peace Agreement and was established based on the TRC Act of 2005. It was instituted to foster reconciliation and justice in taking actions such as investigating the root causes of the conflict and in putting all human rights abuses that occurred from 1989 to 2003 on record.

The Secretary-General of the United Nations has said that the 2011 general elections will be a crucial test of the progress made in Liberia and recommended that these elections be among the core benchmarks guiding the drawdown of UNMIL. In 2006 UNMIL formally handed over its electoral portfolio to UNDP to lead in implementing electoral assistance in the run up to 2011 and beyond. Apart from this, a number of UN offices with election-relevant mandates will play a role in supporting electoral systems and processes in Liberia through this project, including UNMIL, the Office of the Gender Advisor (OGA), UNIFEM, UNPOL, UNGTG and other UN agencies as relevant.

## **PART II: STRATEGY**

The NEC's Strategic Plan 2006-2011, the UNDP Country Programme Action Plan for 2008-2011 and the 2009 NAM, all emphasize several priority areas, including: the NEC capacity building; boundary harmonization and constituency delimitation; voter registration; civic and voter education; and other preparations for the 2011 elections, referendum and local elections. Women's political participation and conflict prevention – particularly by engaging political actors through mechanisms such as the Inter-Party Consultative Process – are cross-cutting needs. This project will therefore focus on improving electoral institutions, processes and laws with a particular focus on women's participation and leadership and conflict prevention. All project activities are in support of NEC to strengthen its overall work.

### **Component One: Electoral Institutions**

The run-up to the 2005 elections allowed little time for the UN and others to engage in comprehensive capacity development activities with the NEC. The Commission, with support from UNMIL, UNDP, the IFES, the EC and other partners initiated a restructuring and capacity audit exercise which arose from the need to establish a permanent and professionally managed electoral body that has the constitutional legitimacy and capacity to conduct credible elections that are also perceived as such by the electorate and broader population. This exercise was informed in large part by the UNDP-sponsored Report on Election Capacity Building in Liberia (August 2006) which made recommendations on capacity building programmes for the NEC and its Magisterial Offices in the counties, changes to the organizational structure of the NEC, electoral reform, training needs and conditions for holding local elections.

The expected **outputs** of this component of the project will be the longer-term implementation of certain aspects of the Strategic Plan and support to immediate capacity development requirements required to deliver electoral events in the short to medium term.

Indicative **activities** include:

- **BRIDGE and Operational Training Courses:** To be implemented in two parts:-
  - **Part I:** will be implemented prior to the presidential, legislative and local elections on a periodic basis over several months, at various levels (headquarters, magistrate and assistant magistrate, and regional coordinators). This part will focus on what is necessary for the smooth conduct of presidential and legislative elections, as well as by-elections and referenda, at each level (e.g., modules on boundary delimitation; pre-election activities; electoral training; electoral contestants (party and candidate registration); external voting; electoral security; polling, counting and results).
  - **Part II:** will be carried out on a periodic basic following the referendum and presidential and legislative elections and prior to the local elections (expected in 2014), and will also be held at various levels (headquarters, magistrate and assistant magistrate, and regional

coordinators). This part will cover topic areas that can better be addressed in an inter-election period and should focus on weaknesses or needs identified in the conduct of the 2011 elections (some possible topic areas include electoral system design, legal framework, elections and technology, voter registration, gender and elections, and media and elections).

- **Professional development programmes** and exchanges would aim to enhance the professionalism of the NEC and develop networks and linkages with global and regional networks. This activity will include punctuated study tours and election observation missions. The countries and institutions for study tours and election observation missions will be carefully selected in order to provide the most relevant examples from which to learn and apply experiences. These exchanges and study tours would be mostly focused at the staff of the NEC – both at headquarters and in the field. The NEC personnel selected to participate in such exercises will be expected to prepare extensively ahead of time, outline explicit professional development goals they want to pursue and report on the application of the experience to their work over time.
- **Institutional development of the NEC.** The NEC will soon (expected by March/April 2010) move into a new building provided by USAID and this will greatly enhance its operational capacity. However, significant needs will remain, particularly with respect to the Data Center which will require manpower and technological support. Indicative activities include training in IT, support to a Wide Area Network (WAN), Sustainable Satellite Communications to enable communication between the NEC center and its county offices; archiving assistance and installation of a library and cartography unit; and maintenance of the NEC website. Longer-term, the NEC will need to decide if its Data Center sustainability strategy will be to invest in training and retaining the specialized staff required to independently manage the Centre or, alternatively, minimizing its need for specialized IT skills by identifying consultants, firms or commercially available registration systems to serve as complete solutions. The NEC appears to be trending toward the former option of attempting to build its own in-house capacity to manage all aspects of the Data Center. As there is not an obvious superior approach and the NEC should be aware of the challenges associated with each option, the project will seek to provide comparative experiences and cost/sustainability implications for the NEC to make an informed decision.

## **Component Two: Electoral Processes**

In addition to support to the NEC as an institution, this project will support the NEC's role in critical electoral processes that are currently taking place and/or expected to be relevant over the next several years. These include boundary harmonization and delimitation processes, constituency delimitation, voter registration, civic and voter education with a particular emphasis on enhancing women's participation and leadership and that of youth, and the referendum.

The expected **output** of this component will be improved electoral processes that are within the purview of the NEC or in which it plays a key role. The project activities are in support of NEC to strengthen its overall work in fostering dialogue among political parties in the electoral context to establish communication with parliamentary groups in view of the adoption of election related legislation.

Indicative **activities** include:

- **Boundary delimitation.** The NEC has requested urgent assistance in the exercise of delimitating constituency boundaries. Indicative activities in this area include: support to establish an

operational plan and a methodology for conducting delimitation (including delimitation criteria to guide the creation of constituency boundaries); assistance with identifying, collecting, verifying and synthesizing the necessary data; assistance during the drawing phase of delimitation (because GIS technology is likely to be used, technical assistance during the line drawing phase is particularly important); support to plan and conduct public consultations (this is particularly important to promote transparency and confidence in the process); assistance with the production of the final boundaries and the implementation of these boundaries (the boundary descriptions should be in a form that allows accurate assignment of registered voters to the constituencies). The assistance that would be required for delimiting local election boundaries would be substantially the same as that needed for constituency delimitation with the caveat that the process for delimiting local constituencies will be more complex but the capacity of the NEC by this point will be higher. In addition, the drawing phase will take much longer because far more electoral boundaries will have to be created. Overall, delimitation for local elections could take as long as 9 to 12 months.

- **Voter registration.** Prior to the referendum and 2011 elections, activities will focus on supporting the NEC to conduct a new registration exercise to ensure that the register reflects the changes of new, relocated and deceased voters since 2005. Most likely, the NEC will use a similar methodology for the next voter registration exercise that it has used in the past (i.e., a photo register that uses OMR technology to process registration forms), with the only change being a shift from defunct Polaroid cameras to digital cameras with printers to capture voters' photos. Integration of the constituency delimitation output with the voter register would also likely be done via a simple mechanism similar to that used in 2005. For the local elections, the project would support the NEC in conducting an in-depth review of the legal and operational requirements for using the voter register. In particular it will be important to know whether there is a requirement for the voter register to be divisible to the lowest election level and whether it is planned and feasible to have at least one registration and polling center at the lowest level. Longer-term, the project would envisage helping the NEC review the registration process overall, with a view to ensuring that the voter register is nationally owned, comprehensive, up to date, accurate, cost-effective and sustainable. While there is a focus on technology use to support some of these goals, introduction of new (and often costly) technology should be carefully considered and the implications should be thoroughly studied and tested before finalizing their adoption.
- **Civic and voter education and domestic observation.** The NEC will continue to play a key coordination role with civil society organizations implementing the National Civic Education Master Plan for Liberia. In addition, as the elections near, the NEC will need to coordinate its own voter information messages and help ensure accuracy of messages for voter education campaigns organized by civil society organizations and political parties. In all cases, provision of education at the grassroots level and in the local vernacular is essential. With several new features of these elections, compared to those of 2005, specialized messaging on the result of any legal reforms such as the Threshold Bill or the absolute majority requirement will need to be crafted. Promoting the role of women as candidates, voters and leaders of political parties would be one of the key aims of voter education messaging supported by the NEC and conducted through civil society organizations and political parties. Campaigns will also be developed to reduce intimidation, campaign violence and gender-based violence that could be a disincentive for women's political engagement. As in 2005, civil society organizations will likely come together in coalitions to observe the elections. This project will provide support to the conduct of domestic observation by these groups.

- **Women’s political participation.** Beyond the gender mainstreaming activities in other components of the project, this component will include specific activities related to enhancing women’s participation in political sphere. Looking specifically at UN SCR 1325, CEDAW and MDG 3, ‘Gender Equality and Empowerment of Women’, electoral systems and processes together with parliamentary development directly impact the extent of women’s participation in political processes and within the NEC. Key activities include conducting a study on trends and challenges in women’s political participation in Liberia, including an analysis of facilitating factors as well as social, economic, political or other barriers; working with political parties to develop engendered party manifestos and to organize public encounters with citizens (possibly using the District Development Committees as the forum) to explain what they intend to do on gender, human development, MDGs and other issues; working with parties to reform their internal processes and structures to promote women’s leadership roles; engaging media and civil society organizations to encourage women, generate public opinion and influence agenda of political parties; and providing policy advice at the level of the NEC and legislature to discuss the pros and cons of electoral system design and temporary measures to boost women’s representation in quantitative terms. These activities will be implemented in close consultation with the UN Gender Theme Group (GTG) and in collaboration with the Civil Society Organizations (CSO) in particular women’s groups. CSOs and media engagement will be used as a key strategy for the implementation of this component.
- **Capacity Development and coordination of political parties, conflict prevention.** This activity will focus on enhancing the NEC’s role as a key coordination body — of political parties, civil society organizations and international donors. A core component of this activity will be support to the meetings of the Inter-Party Consultative Committee convened by the NEC. The Committee will be a useful forum in which to discuss contentious issues such as demarcation of electoral constituencies, voter registration, a political party code of conduct and the role of party agents, requirements for candidate and party registration, electoral observation; engagement and participation of increased number of women and adjudication of electoral complaints. The Inter-Party Consultative Committee would also be used as a platform to enhance women’s political participation. The Committee would be expected to begin its work in Monrovia, with the support of UNMIL (Political, Policy and Planning Section) and the SRSG in particular, with the possibility to eventually bring meetings to the county level. The project could also consider radio broadcasting of the Committee meetings either live or in excerpted form with call-in programming or discussion among civil society or political actors. This component will follow the best practices and activities developed using the established UNDP neutral scope and criteria set in the UNDP Handbook on Working with Political Parties, which compiles extensive UNDP experience in this area<sup>4</sup>. The project will support:
- **Training and sensitization activities.** Training will focus on enhancing participation in the political process such as training of party poll agents in the basics of electoral administration to afford political parties knowledge on how election events will be conducted. These exercises will be available to all political parties.
- **NEC in their relationship with political parties.** The aim is to promote dialogue and consensus building on critical issues of legal or administrative reform, to better sensitize parties to the mandate and workings of the NEC, and to better sensitize the NEC to the needs and expectations of the political actors. Political parties will be invited to attend the meetings of the NEC on an equal

<sup>4</sup> Available at: <http://www.undp.org/governance/docs/policy-pub-polpartieshandbook.pdf>.

basis (i.e., send a representative). This activity will synergize with the support to the NEC in this area.

The project will follow the key principles of transparency, clear criteria, communication and consultation. The project would publish an international tender to select the appropriate national, regional or international organizations to carry out these activities or consider collaboration with the National Democratic Institute (NDI), the Electoral Institute of Southern Africa (EISA) and International Institute for Democracy and Electoral Assistance (IDEA) that are important partners of UNDP in these activities worldwide.

**Security training:** The TAM conducted a detailed security situation analysis which included potential security concerns in regard to the elections. It is expected that most of the security-related elements of international assistance will be covered through other means; UNPOL, for example, is supporting the LNP operationally and through institutional capacity building. However, based on discussions with UNPOL, there is still a need for specialized training of the LNP, in particular to go through the roles and responsibilities of police forces during the electoral cycle. While the police receive an induction training that briefly touches on the Election Day, a more in-depth training is recommended. This activity would be funded through this project but implemented by UNPOL and linked with the UNDP project on Community Security and Social Cohesion (CSSC). This project seeks to enhance collaboration between the police and communities and could be used as a vehicle through which the communities understand the role of the security forces during electoral processes. All the activities will be closely coordinated with the UN Gender Theme Group to incorporate gender elements into the training for security forces during elections.

**Support to election events.** Activities in this area will provide support specifically aimed at the election events expected during the life span of the project, namely the 2011 national elections (including logistics support to the registration process), the referendum on proposed constitutional amendments and preparation for local elections and the election of Senators (expected in 2014). Support would include punctuated operational support to the NEC, including possible UNMIL logistical and communications support, under the overall coordination of UNDP.

### **Component Three: Electoral Laws**

Electoral law reform is not an activity that should be undertaken in the immediate pre-electoral or electoral timeframe. This component of the project will therefore focus in the post-electoral period on reviewing the laws and procedures in place to improve, rationalize and harmonize the legal framework governing elections in Liberia. The expected **output** of this component will be an improved and harmonized legal framework governing elections in Liberia. Indicative **activities** include:

- **Provision of legal counsel to the NEC.** Deploying a full-time legal advisor as a resource within the NEC is an activity that would have immediate usefulness as well as potential impact into the post electoral period. In the short to medium term, such an expert could help the NEC navigate the various legal and constitutional reforms being proposed/enacted, and interpret their significance for the NEC's operating procedures, including adjudication of electoral complaints. A legal expert could also help the NEC in devising ways to protect its impartiality and independence, particularly in light of the recent Supreme Court ruling that the NEC should refer issues of criminal relevance to the appropriate authority, and the TRC recommendations that propose a qualitative role for the NEC in vetting candidates for elections. Longer-term, a legal counsel to the NEC would be instrumental in helping undertake the following activities within this component.



- **Comprehensive review of election-related legislation.** In an assessment conducted in 2007, a UN expert noted that the case for review and reform of the legislative framework in Liberia is “necessary and compelling.” The post-electoral period would be an opportune time to undertake a comprehensive review of all aspects of the legislative framework for election organisation in Liberia. The review should include all the provisions of the Constitution relating to the planning, preparation and conduct of elections at all levels in Liberia. This would potentially include a review of constitutional provisions relevant to the appointment of the NEC members; a review of the New Elections Law, regulations, directives and instructions related to electoral laws.
- **Workshops for political stakeholders on legislative framework.** Following the legal review noted above, the project would also envisage working with NEC and policy/law making bodies to convene workshops with political stakeholders to explore issues of legal reform. These workshops could convene international, regional and national experts to discuss comparative experiences in electoral system design, electoral management design, electoral dispute resolution and other pertinent issues to improve the conduct of elections in Liberia. The workshops would take a non-prescriptive approach and would explore the global experience and trends; pros and cons of various approaches; and implications for application of different approaches in Liberia.

#### **Component Four: Linkages between NEC and the Parliament**

The project will approach electoral systems and processes within the democratic governance institutions framework, with a particular attention to the parliament, specifically targeting synergies between the NEC and the HSCEI and the Senate Standing Committee on Autonomous Agencies (SSCAA), as well as between this project and the potential upcoming UNDP project in support of the Liberian Parliament. All activities will be undertaken in collaboration with the Joint Legislative Modernization Committee. To address such issues, the project will support:

- The implementation of the parliamentary development plan finalized in 2009 as it relates to strengthening the oversight function of committees with specific focus on the HSCEI and the SSCAA: The project will support the development of a training programme for legislative committees on the roles and responsibilities as an oversight body and methodologies of effective oversight. Specifically working with the two aforementioned committees, the project will support training electoral management and administration to enable the committees gain a greater appreciation of the roles and responsibilities of electoral management bodies and thus enhance their oversight capacity of the NEC.

#### **Component Five: Coordination of Donor Support**

The project will coordinate electoral activities and in so doing attempt to maximize the efficiency of the voluntary contributions of development partners to national electoral institutions and processes, as well as prevent overlap and duplication of such contributions.

Coordination within the project will include regular consultation among project partners to plan and undertake project activities as well as information-sharing mechanisms for partners, UN offices and the wider national and international community supporting the electoral cycle through other means or otherwise interested in the process.

The project will also prepare and share with its partners periodic reports on activities of the project and progress towards results. In addition to the coordination of inputs, the project will strive to ensure constructive and consistent coordination of planning to achieve the results and conduct the activities of the project. Therefore, even where bilaterals or their organizations are not contributors to or partners in the project, every attempt will be made to share information and plan activities together to increase synergies and avoid overlaps.

- **Partnership strategy.** The NEC, as the institution mandated to conduct elections in Liberia, will be in the substantive lead of the electoral process and in matters of overall coordination. The project will target for funding and partnership those donors and organizations that express an interest in the prospective activities of the UNDP project. However, it will also seek collaboration and information sharing with other actors not providing support through the project. For example, it is expected that organizations such as USAID (through its implementers such as the IFES and the NDI), the Open Society Initiative for West Africa (OSIWA) and International IDEA will provide support to the NEC and other stakeholders such as political parties, media and civil society. It will therefore be imperative to build good communication links between these various initiatives, especially with the IFES, in order to minimize duplication and share relevant information that affects progress. It would also be important to provide a means by which non-contributing donors to the UN project could share information through regular participation in Project Board meetings. The EC and UNDP members of the Joint EC UNDP Task Force based in Brussels, New York, Copenhagen, Dakar, Johannesburg and Accra will provide support and follow up throughout the duration of the projects. The Project Management Unit will be embedded in the NEC premises that would also host the electoral experts of the IFES and EU.
- **UNDP role.** Various governments, both programme countries and donors, have entrusted UNDP with the task of facilitating donor coordination and donor support to elections. UNDP has a proven track record in delivering electoral assistance primarily because it has been regarded as a trusted and non-partisan partner. UNDP has been able to implement electoral programmes in the most politically divisive countries, because it is viewed as an impartial organization. UNDP's status as an unbiased development partner will allow for closer management relationships with donors, government, political actors and civil society partners. Expertise<sup>5</sup> and non-partisanship, in addition to an active field presence and country knowledge, make UNDP a suitable choice for the delivery of electoral assistance. In this case, the approach will be to create a UNDP-managed basket fund, which facilitates flexible and coordinated financing, transparency and impartiality, strict and timely reporting as well as an appropriate accountability mechanism for resources received and utilised. Baskets, which are operationalized through cost-sharing agreements or trust fund agreements, allow donors to the project to contribute in a pooled fund manner or to earmark their contributions to a specific area.
- **One UN approach.** Notwithstanding UNDP's role in managing the project, in order to deliver the results described in the above components the project will adopt a 'One UN' approach. This means that all UN offices and agencies that have a mandate and expertise in election-related areas will be called on to provide their support under the umbrella of this project. Relevant UN actors include UNMIL (particularly the Political, Policy and Planning Section, UNIFEM and UNPOL. In this regard, Security Council Resolution 1885 (2009) authorizes UNMIL to assist the Liberian Government with the 2011 general presidential and legislative elections, by providing logistical support, particularly

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<sup>5</sup> UNDP as the UN agency entrusted to manage the United Nations Resident Coordinator system at the country level, adds to its own expertise that of the UN Secretariat, Department of Political Affairs, Electoral Assistance Division.

to facilitate access to remote areas, coordinating international electoral assistance, and supporting Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections.

**PART III: 2010-2012 INTEGRATED RESULTS AND RESOURCES FRAMEWORK**

<p><b>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:</b> Capacity of electoral institutions is developed to deliver their mandated functions, including elections that reflect the will of the people and feature the participation of well-informed voters, particularly those from disadvantaged groups</p> <p><b>Outcome indicators as stated in the Country Programme Document (CPD 2008-2011):</b> A strengthened National Elections Commission and its electoral management mandate executed successfully</p> <p><b>Baseline:</b> Restructured NEC with low capacity; downscaling of UNMIL; need for comprehensive voter registration exercise; low women's participation and representation; lack of systemic legal reform; ongoing constitutional and legislative changes with implications for referendum, national elections in 2011 and local elections; potential for conflict and make the support to the electoral process very important.</p> <p><b>Target:</b> Presidential, legislative and local elections in 2011 considered free, fair, professionally administered and credible, and are free of widespread violence; elections laws reviewed and reforms enacted; enhanced professionalism at all levels of the NEC organization; civic education initiatives effectively coordinated; women's participation increases; coordinated electoral assistance.</p> <p><b>Applicable MYFF Service Area:</b> Electoral Systems and Processes</p> <p><b>Partnership Strategy:</b> The first and foremost partner and recipient of technical assistance will be the National Elections Commission (NEC). However, strong partnership will be developed with a wider range of stakeholders, including the Government of Liberia, civil society organizations (including domestic observer groups), and political parties, in particular with regard to confidence-building and public awareness exercises. The project will also foster a special relationship with UNMIL, UNIFEM, UNPOL and other possible UN actors with a mandate or expertise in electoral assistance. International donors and other partners such as IFES, NDI, International IDEA, OS/IIWA, ECOWAS and African Union may be approached to collaborate on substantive activities.</p> <p><b>Project title and ID:</b> Support to the Electoral Cycle Approach in Liberia</p>				<p><b>RESOURCES US\$</b></p>			
				<b>UNDP BASKET FUND</b>	<b>IFES PROJECT</b>	<b>GOVERNMENT</b>	<b>TOTAL</b>
<b>Intended Outputs</b>	<b>Output Targets</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>	<b>Inputs</b>			
<p><b>Component One: Electoral Institutions</b></p>							
<p>1. NEC capacity requirements identified and needs are addressed</p>	<p>1.1 Enhanced professionalism and strengthened capacity of electoral administrators at all levels</p> <p>1.2 Professional development programme</p> <p>1.3 Improved IT and Data capture and processing</p>	<ul style="list-style-type: none"> <li>• Selection of BRIDGE modules and Operational training to be run at HQ and County level, and design of training (Parts I and II)</li> <li>• Capacity Development for the NEC Magisterial Offices in the counties.</li> <li>• Rollout of BRIDGE and Operational training (I and II);</li> <li>• Selection and implementation of other professional development activities (e.g., HR strategies, IT, media training, public relations, use of a gender perspective, etc.)</li> <li>• Identify and sign contracts with trainers;</li> <li>• Holding of training workshops;</li> <li>• Study/learning tours and election observation missions with at least 30% participants women;</li> <li>• ;</li> <li>• Procurement of IT and Data Center equipments and software;</li> </ul>	<p>UNDP, NEC, IFES, other partners</p>	<p>Lump Sum: BRIDGE materials (copyright costs): 12 BRIDGE facilitators x 25 days x US\$400; 12 tickets x US\$3,000; 4 five-day BRIDGE cycles (Part I) x 85 participants x US\$83; 2 five-day BRIDGE cycles (Part II) x 85 participants x US\$83; 1 study tour x 10 senior staff (ticket US\$3,000 x 10 senior staff); DSA x 10 senior staff (US\$400 x 10 staff); UNDP HQ support in capacity development strategies (US\$232 x 90 days x 2 specialists); 3 Tickets x 2 (US\$6,000 x 2 specialists); Lump Sum: Audio &amp; printing x 12 Quarters; Training programme designed by training specialist in close collaboration with other experts and carried out by these experts; Lump Sum: IT equipment &amp; material; Training to be design and developed by VR database design &amp; security specialist;</p>	<p>544,850</p>	<p>587,000</p>	<p>1,131,850</p>



<p>3. Boundary delimitation process conducted</p>	<p>3.1 Boundary delimitation planning 3.2 Public consultations 3.3 Implementation of boundary delimitation</p>	<ul style="list-style-type: none"> <li>• Short-term technical expertise to help the NEC with the boundary delimitation process</li> <li>• Establish an operational plan and methodology for conducting delimitation;</li> <li>• Identify, collect, verify and synthesize the necessary data;</li> <li>• Support drawing phase of delimitation;</li> <li>• Support public consultations;</li> <li>• Production of the final boundaries and their implementation.</li> </ul>	<p>NEC, UNDP, IFES, MIA</p>	<p>Not budgeted. Activity almost completed (more than 60% delivery) with funds from government and IFES.</p>		<p>0</p>
<p>4. Voter register updated and voter registration process improved</p>	<p>4.1 Voter registration conducted for 2011 elections 4.2 Study on voter registration methods</p>	<ul style="list-style-type: none"> <li>• Periodic technical expertise to support changes to the voter registration for the 2011 exercise</li> <li>• Draft terms of reference for comparative study on voter registration methods</li> <li>• Study tour to comparable country/ies that have implemented cost effective and sustainable systems</li> <li>• Vetting of findings and recommendations</li> <li>• Development of an inclusive strategy on voter registration based on findings and with a gender perspective</li> <li>• Provision of logistics and communication support to the NEC to supplement its operational capacity</li> </ul>	<p>NEC, UNDP, IFES</p>	<p>Lump Sum: Audio &amp; printing costs; 5 Persons x 3 regional tickets x US\$1,500; 5 persons x US\$300 DSA x 15 days; Lump Sum: Audio &amp; printing cost; 1 VR specialist (US\$12,000 x 6 months); 3 Tickets x US\$3,000; VR Operations and logistics costs</p>	<p>4,627,880 2,660,800</p>	<p>7,288,680</p>

<p><b>5. Civic and voter education and domestic observation conducted</b></p>	<p>5.1 Civic and voter education programmes using an inclusive approach</p> <p>5.2 Support to domestic observer groups</p>	<ul style="list-style-type: none"> <li>• Support civic education through primary and secondary schools</li> <li>• Support civic/voter education for women, particularly at community level</li> <li>• Establish a grants scheme for CSOs to tap for civic and voter education initiatives as well as domestic observation</li> <li>• Establish voter information centers throughout the country for eventual use in 2011 national elections</li> </ul>	<p>NEC, UNDP, CSOs, Ministry of Education, District Development Committees, IFES</p>	<p>Civic &amp; VR education expert recruited under PMT; Lump Sum: National Travel &amp; DSA (180 days) x 10 regional facilitators; Lump Sum: Audio &amp; printing material (US\$1,000 x 5 regions x 6 months); Lump Sum: US\$30,000 x 7 CSO x 1 year; Temporary personnel (5 pers x 88 constituencies x US\$250 x 4 months); Lump Sum: Materials for VE &amp; training; Lump Sum: kits for VE officers; Lump Sum: printing material; Lump Sum: Voter Education Materials; Programme Media Public Information; Community outreach; Consultative process with stakeholders</p>	<p>1,381,604</p> <p>1,497,981</p>		<p>2,879,585</p>
<p><b>6. Women's political participation and leadership enhanced</b></p>	<p>6.1 Study on women's participation in Liberia</p> <p>6.2 Work with political parties on gender issues</p> <p>6.3 Engagement of NEC and policy/lawmakers on policy issues</p> <p>6.4 Promoting participation and leadership of women</p> <p>6.5 Engagement of media and CSOs</p>	<ul style="list-style-type: none"> <li>• Terms of reference and implementation of study on trends in women's participation in Liberia;</li> <li>• Work political parties to develop engendered party manifestos and to organize public encounters with citizens;</li> <li>• Work with political parties to reform their internal processes and structures to promote and enhance women's participation and leadership roles;</li> <li>• Policy advice at the level of the NEC and the legislature.</li> <li>• Support leadership training for women</li> <li>• Media campaign to encourage women and generate public awareness to promote women's participation all through the electoral cycle both in counties and at national level</li> </ul>	<p>UNDP, NEC, UNMIL Office of Gender Affairs, PPPS, UNIFEM, Ministry of Gender, District Development Committees, political parties</p>	<p>1 Gender Advisor x 6 months (US\$350 x 6 months); Lump sum: printing costs; 22 political parties x 5 town hall meetings x 50 participants x US\$83; Lump sum: Audiovisual &amp; printing costs; Advice</p>	<p>707,175</p>		<p>707,175</p>

<p><b>7. Political parties capacity enhanced, political parties coordinated and conflict prevented</b></p>	<p>7.1 Inter-Party Consultative Committee functioning and Decentralization of the dissemination of the conclusions of the Committee</p> <p>7.2 Support to general NEC role in conflict prevention</p> <p>7.3 Legislative and other representative political parties benefit from training in the domains of electoral administration and management,</p> <p>7.4 NEC and political parties sensitization and support promote dialogue and consensus building on critical issues of legal or administrative reform</p>	<ul style="list-style-type: none"> <li>• Hosting of first Inter-Party Consultative Committee meeting by the SRSG and NEC;</li> <li>• Future meetings convened by the NEC with UN support;</li> <li>• Committee meetings convened at the country level with local leaders;</li> <li>• Discussions of the Committee disseminated via radio;</li> <li>• NEC public outreach activities that foster public dialogue and debate on leadership, emphasizing on the need to promote women participation in leadership and decision-making processes.</li> <li>• Training for selected political parties in the domains of electoral administration,</li> <li>• Sensitization initiatives targeting NEC and political parties to promote dialogue and consensus building on critical issues of legal or administrative reform</li> </ul>	<p>UNDP, NEC, UNMIL Political Affairs Unit, other key partners</p>	<p>1 County (HQ) x 30 participants x US\$83 x 6 Quarters/1 County (HQ) x 30 participants x US\$83 x 6 Quarters; 18 Counties x 30 participants x US\$83 x 6 Quarters; 6 Radio features x 6 quarters x US\$200 x 7 stations; 2 Intl consit x 10 days x US\$400; 2 tickets x US\$3,000; 2 five-day workshops x 22 participants x US\$83; Lump sum: US\$10,000 x 3 years; Lump Sum: (1 HQ center + 4 regional centers) x US\$30,000</p> <p>546,852 (</p>					546,852
<p><b>8. Securized elections</b></p>	<p>8.1 Liberian National Police trained in their security-related roles and responsibilities during elections with special emphasis on peculiar security needs of women</p>	<ul style="list-style-type: none"> <li>• Development of curriculum for training of Liberia National Police in election-related security;</li> <li>• Delivery of gender responsive training in capital and at county level.</li> </ul>	<p>UNDP, NEC, UNPOL, LNP, Ministry of Justice</p>	<p>1 Intl consit x 60 days x US\$550 DSA+fee/1 ticket US\$ 3,000; 6 Intl/regional consult to facilitate 19 meetings x 25 days x US\$482; 6 tickets x US\$3,000; 19 two-days workshops x 20 participants (US\$83 x 20 x 2 days x 19 workshops); Printing costs &amp; Misc: 2 day training in 19 counties</p> <p>193,180</p>				193,180	
<p><b>9. Election-specific support</b></p>	<p>9.1 Logistics and operational support to the conduct of national elections and referendum</p>	<ul style="list-style-type: none"> <li>• Support to planning and budgeting exercises</li> <li>• Provision of logistics and communication support to the NEC to supplement its operational capacity</li> </ul>	<p>UNMIL, UNDP, NEC, IFES, other key partners</p>	<p>131,000</p>				131,000	13,317,659.7
									9.7



Component Three: Electoral Laws							
10. Electoral reform undertaken	10.1	Legal counsel provided	<ul style="list-style-type: none"> <li>● Conduct legal research on existing electoral laws;</li> <li>● Convening of stakeholder meetings to review potential legal reforms;</li> <li>● Workshops with international, regional and national experts who provide comparative experiences;</li> <li>● Preparing of policy recommendations and amendments to the electoral Acts;</li> <li>● Drafting legislation;</li> <li>● Enactment of the proposed amendments into law.</li> </ul>	<p>NEC, UNDP, IFES, Legislature; PPS, Ministry of Justice</p>	<p>1 Electoral Legal framework specialist (US\$400 x 60 days); Printing costs (Lump sum: 100 x 2 months); Printing costs &amp; Misc: 19 meetings; 19 Stakeholders meetings; 19 two-day workshops x 40 participants x 1 year; 6 intl/ regional consult to facilitate 19 meetings x 25 days x US\$482; 6 tickets (US\$1,500 x 6 tickets); 19 two-days workshops x 40 participants (US\$83 x 40 x 2 days x 19 workshops); Printing costs &amp; Misc: 3 workshops; Printing costs (Lump sum: US\$ 250 x 2 sets of documents); Printing costs (Lump sum: US\$ 250 x 2 sets of documents)</p>	362,620	362,620
	10.2	Election related laws reviewed					
	10.3	Stakeholder forums held to discuss potential reform					
Component Four: Linkages between electoral assistance and parliamentary development							
11. Linkages between NEC and the parliament	11.1	Development of an induction course on oversight function of legislative committees and specific training for election administration and management for 2 committees	<ul style="list-style-type: none"> <li>● Development of tailored training programme (and provision of training booklets)</li> <li>● Organization of training</li> </ul>	<p>UNDP, PPS, Parliamentary administration</p>	<p>1 facilitator x 15 days x DSA + fees US\$432/1 ticket US\$3,000; 50 manuals x US\$5; 1 intl consult x 1 month x US\$350/1 intl consult x DSA US\$232 x 30 days/1 ticket US\$3,000; 1 intl consult x 1 month x US\$200/1 intl consult x DSA US\$232 x 30 days/1 ticket US\$3,000; 1 intl consult x 2 month x US\$350/1 intl consult x DSA US\$232 x 60 days/1 ticket US\$3,000; 1 intl consult x 1 month x DSA/fees (US\$432)/ 1 ticket US\$3,000</p>	81,153.5	81,153.5

<p><b>12. Project set up and management</b></p>	<p><b>Component Five: Coordination and Management of Donor Support</b></p>	<p>12.1 Resources mobilized and partnerships developed</p> <p>12.2 Retention of project management personnel</p>	<ul style="list-style-type: none"> <li>● Finalize project document</li> <li>● Mobilize resources and build partnerships</li> <li>● Finalize work plan and management arrangements</li> <li>● Project personnel recruited</li> <li>● Office space rented</li> </ul>	<p>UNDP, NEC</p>	<p>Printing costs &amp; Misc: 36 Project board meetings x 3 years; 6 Stakeholders forums: 2 one day workshops x 40 participants x 3 years; Printing costs x 12 quarters; Service Contract Co (Website) x 3 years; Design &amp; printing costs x 6 quarters; PMT: 1 CTA (US\$16,000 x 24 months)/ 1 Adm/fin advisor (US\$14,000 x 12 months)/ 1 Logistics expert (US\$14,000 x 14 months)/ 1 Operations Expert (US\$14,000 x 12 months)/ 1 Civic &amp; VR Expert (US\$14,000 x 16 months)/ 1 training expert (US\$14,000 x 16 months)/ 1 Procurement Expert (US\$14,000 x 16 months)/ 1 Voters registration Expert (US\$14,000 x 24 months)/ 20 UNV (US\$5,000 x 12 months)/ 20 tickets x US\$3,000/1 Project Adm assistance (US\$1,000 x 36 months)/ 1 Driver (US\$500 x 24 months)/ 1 vehicle (US\$42,000)/ Fuel (US\$2,650 x 24 months)/ Internet access (US\$700 x 24 months)/ Stationary &amp; equipment (US\$5,000 x 3 years)/ Communications (US\$1,000 x 24 months)</p>	<p>3,452,400</p>
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13. Coordination	13.1 Donor assistance coordinated 13.2 Project reporting, monitoring and evaluation	<ul style="list-style-type: none"> <li>● Organize meetings of the Project Board and stakeholder forums</li> <li>● Provide Secretariat support to NEC to conduct meetings</li> <li>● Produce and distribute project updates (website and newsletters)</li> <li>● Produce monthly status reports</li> <li>● Produce quarterly progress and financial reports</li> <li>● Arrange for project archiving and institutional memory</li> <li>● Field monitoring mission (UNDP HQ)</li> <li>● Contract Firm</li> <li>● Final project or outcome evaluation</li> </ul>	UNDP, NEC	Printing costs & Misc: 36 Project board meetings x 3 years; 6 Stakeholders forums; 2 one day workshops x 40 participants x 3 years; Printing costs x 12 quarters; Service Contract Co (Website) x 3 years; Design & printing costs x 6 quarters; Printing costs (Lump sum) x 3 years; Stationary & Equipment (Lump sum) x 3 years; DSA:2 intl consult x 10 days x 3 years; Travel: 2 intl consult x 2 tickets x 3 years; Service Contract Co: US\$40,000 x 3 years; 2 days workshop x 80 participants (3x80xUS\$83)	250,820	250,820	30,287,526
<b>GRAND TOTAL COMPONENTS</b>				<b>25,410,745</b>			
<b>GMS for UNDP managed funds</b>				<b>1,778,752</b>			
<b>GRAND TOTAL PROJECT</b>				<b>27,189,497</b>			

**NB<sub>1</sub>:** UNDP GMS will be charged over UNDP managed basket fund expenditure. At 7% this totals US\$ 1,778,752.

**NB<sub>2</sub>:** IFES total committed funds for the period September 2009-August 2012 are of US\$4,951,781, including the support to boundary delimitation that was not accounted in this framework.

**NB<sub>3</sub>:** IFES committed resources (without the boundary delimitation) are of US\$4,876,781. In that case, UNDP managed basket fund has an outstanding amount of US\$25,410,745 to be mobilized.

**PART IV: INDICATIVE BUDGET SHEET**

(See Annex I)