



**GOVERNMENT OF SIERRA LEONE**

## **FINAL REPORT**



# **INDEPENDENT MANAGEMENT AND FUNCTIONAL REVIEW OF THE ELECTORAL COMMISSION FOR SIERRA LEONE (ECSL)**

**Produced and Submitted by:**

Public Sector Reform Unit (PSRU)

&

International Foundation for Electoral Systems (IFES)

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## Forward

“The Cross-Party Committee on Electoral Systems and Management Bodies Review Report will strengthen our efforts to build a more just, inclusive, and equitable democracy. I urge all parties to approach this task with sincerity, commitment, and urgency”, as stated by His Excellency, President Julius Maada Bio on the Occasion of the State Opening of the Second Session of the Sixth Parliament of the Second Republic of Sierra Leone, 6<sup>th</sup> August 2024.

As the institution entrusted with conducting and supervising this critical function, the Electoral Commission for Sierra Leone (ECSL) plays a pivotal role in ensuring free, fair, and credible elections. This independent management and functional review seeks to provide a comprehensive assessment of the ECSL’s operations, structures, and processes, aiming to identify strengths, address challenges, and recommend actionable improvements.

The integrity and effectiveness of a country’s electoral process are foundational to its democracy. In an era of evolving political landscapes, technological advancements, and heightened public scrutiny, electoral management bodies must continually adapt to meet the expectations of stakeholders, including voters, political parties, civil society, and international observers. This review is not only a diagnostic exercise but also an opportunity to reinforce the ECSL’s capacity to deliver transparent and inclusive elections that uphold the democratic principles of representation and accountability.

As President Bio Stated during his National Address on the Update on the Agreement for National Unity,” Since the signing of the Agreement for National Unity, my administration has ensured the establishment of the Tripartite Committee on Electoral Systems Review, operationalization of the Inter-Party Dialogue, and the invitation of institutions to form a team of Moral Guarantors. We are also developing a framework to review legal cases. My administration will continue working on outstanding issues”.

The findings and recommendations presented in this report are the result of an impartial and evidence-based analysis, drawn from interviews, document reviews, and comparative studies of best practices in electoral management. We hope that this review will catalyze meaningful reforms, fostering greater public trust in the electoral process and strengthening ECSL’s ability to fulfil its mandate with integrity and efficiency. We extend our gratitude to the ECSL leadership, staff, and stakeholders for their cooperation and openness throughout this process. Their commitment to improvement reflects a shared dedication to the advancement of democracy.

It is now our collective responsibility to ensure that the insights from this review are translated into tangible actions that enhance the credibility and effectiveness of the electoral system. Together, let us build a stronger, more resilient electoral framework that safeguards the voice of every citizen and upholds the democratic ideals we hold dear. Because it is only when we do so, will we deliver for Sierra Leone.

**Long live Sierra Leone!!**

Dr. David Moinina Sengh



Chief Minister, Sierra Leone and Chairman of the Tripartite Committee

## Preface

This Functional Review was commissioned by the Chief Minister, Dr. David Moinina Sengeh, in his capacity as Chair of the Steering Committee for the Implementation of the Tripartite Recommendations. The report was developed by a core technical team led by Mr. Sulaiman Phoray-Musa, Director of the Public Sector Reform Unit, with technical support from the International Foundation for Electoral Systems (IFES). A full list of the core technical team members is provided in Annex 1.

The team extends its sincere gratitude to all government officials who contributed to this effort, in particular the Chairman, Commissioners, and staff of the Electoral Commission for Sierra Leone, whose cooperation was vital to the successful completion of the Independent Management and Functional Review (IMFR).

We express our deepest appreciation to His Excellency, President (Ret.) Brigadier Julius Maada Bio, for his demonstrated political will in supporting this important initiative. We are also especially grateful to the Chief Minister, Dr. David Moinina Sengeh, for his strategic leadership throughout the process. Further thanks are due to the Minister of Public Administration and Political Affairs, Hon. Amara Kallon, for his committed leadership in advancing the “Revamp of the Public Service Architecture.”

Finally, we acknowledge with thanks the financial support provided by the Ministry of Finance and the International Institute for Democracy and Electoral Assistance (International IDEA), which made this review possible.

## Abbreviations/Acronyms

<b>ECSL</b>	Electoral Commission for Sierra Leone
<b>PSRU</b>	Public Sector Reform Unit
<b>PPRC</b>	Political Parties Regulation Commission
<b>IFES</b>	International Foundation for Electoral Systems
<b>GoSL</b>	Government of Sierra Leone
<b>IMFR</b>	Independent Management and Functional Review
<b>SLPP</b>	Sierra Leone People’s Party
<b>APC</b>	All People’s Congress
<b>ICPNC</b>	Independent Commission for Peace and National Cohesion
<b>EMB</b>	Elections Management Body
<b>IPCB</b>	Independent Police Complaint Board
<b>IMC</b>	Independent Media Commission
<b>CSO</b>	Civil Society Organisation
<b>NSCCG</b>	National Security Council Coordinating Group
<b>MoF</b>	Ministry of Finance
<b>PPLC</b>	Political Parties Liaison Committee
<b>DEM</b>	District Elections Manager
<b>CEC</b>	Chief Electoral Commissioner
<b>MIA</b>	Ministry of Internal Affairs
<b>SLBC</b>	Sierra Leone Broadcasting Corporation
<b>MoJ</b>	Ministry of Justice
<b>ONS</b>	Office of National Security
<b>NEC</b>	National Electoral Commission
<b>DP</b>	Development Partner
<b>SLP</b>	Sierra Leone Police
<b>RSLAF</b>	Republic of Sierra Leone Armed Forces

## Executive Summary

This report presents the findings of an Independent Management and Functional Review (IMFR) of the Electoral Commission for Sierra Leone (ECSL). Commissioned by the Chief Minister in his role as Chair of the Steering Committee for the Implementation of the Tripartite Recommendations, the review was led by the Public Sector Reform Unit (PSRU) with technical assistance from the International Foundation for Electoral Systems (IFES). Financial support was provided by the Ministry of Finance, with additional contributions from the International Institute for Democracy and Electoral Assistance (International IDEA), particularly for field data collection.

Conducted as an entry-point assessment of ECSL, the review offers a retrospective analysis spanning from 2007 to 2023. Its objective is to identify capacity gaps, systemic inefficiencies, and operational challenges that affect the Commission's performance and service delivery, and to recommend measures to enhance institutional effectiveness.

The IMFR is a strategic reform initiative grounded in Recommendation 6 of the Tripartite Agreement between the Government of Sierra Leone, the All People's Congress (APC), and international partners. The review reflects a collective commitment to electoral integrity, institutional transparency, and democratic strengthening as key pillars for sustained political stability and public trust.

The overarching goal of the IMFR is to improve ECSL's management and operational systems—enhancing productivity, effectiveness, and overall efficiency in executing its constitutional mandate.

The review process commenced with an inception meeting on 6th September 2024, held at the ECSL Headquarters in Tower Hill and chaired by the Chief Electoral Commissioner. Senior ECSL management participated in the meeting, which helped gather a range of internal perspectives. The Executive Secretary was designated as the focal point between the Commission and the review team.

A comprehensive literature review was undertaken, incorporating policy documents, academic publications, and contextual analyses. In addition, key stakeholder interviews were conducted to align institutional

mandates and identify synergies for supporting ECSL’s operational functions.

A mixed-methods approach was adopted, integrating both qualitative and quantitative data collection. This included structured and semi-structured interviews, focus group discussions (FGDs), and the administration of questionnaires across various staff levels within ECSL. These methods were employed to provide an in-depth understanding of the Commission’s human resource and operational challenges.

This review provides a thorough assessment of ECSL’s management structure, institutional functionality, and operational capacity, particularly in the context of recent electoral cycles, including the 2023 general elections. These elections marked a pivotal moment, leading to the Unity Agreement at Bintumani and the eventual Tripartite Agreement.

By identifying structural gaps and recommending reforms to improve accountability and transparency, the IMFR seeks to lay the foundation for a stronger, more credible electoral system—one that supports free, fair, and trusted elections in Sierra Leone.

## Section Five

### Analysis of Critical Findings and Recommendations

#### 5.1 Introduction

This section focuses on analyzing the factors that have influenced the performance of the Electoral Commission for Sierra Leone since 2007 to 2023. This Institutional assessment of ECSL's performance in the previous elections informed the choices of the recommendations proffered in this report.

The analysis considered the review of policies, legal instruments, laws that establish and guide the operations of ECSL. It also considered perspectives of political parties and organizations as key stakeholders in the electoral processes. The processes of voter registration and voter education were also examined. The operational framework of the Commission in terms of logistics, administration, financing and communications were also reviewed.

The analysis provides a better understanding of the factors that affect the performance of ECSL in the previous elections conducted. It also captured the scope and mitigating factors that will help ECSL implement its functions better based on insights of the issues identified during the review process.

#### 5.2 Policy and Legal Reforms at the ECSL

##### **Findings**

From the analysis of findings, the review noted that ECSL has made strides in improving the electoral environment through legal reforms. These legal reforms were informed by previous elections outcomes that questioned the transparency and accountability mechanisms of the Commission. These reforms have resulted in the harmonization and consolidation of key pieces of electoral legislations and the introduction of laws aimed at facilitating effectiveness and efficient management of elections in Sierra Leone.

ECSL's activities are also governed by strong legal framework including the 1991 Constitution (as amended as to 2008); 2012 Public Elections Act (as amended 2022); 2022 Political Parties Regulation Act; 2022 Gender Equality and Women's Empowerment Act; 2022 Local Government Act; and other regulations and procedures. There is also a 2020-2024 Electoral Cycle ECSL Strategic Plan. Essentially, given that its authority has emanated from a multi-partisan Parliament, the ECSL in principle should have strong credibility and legitimacy to conduct national and sub-national elections. However, each election cycle presents its own set of challenges as seen during the recent elections.

However, the ECSL continues to encounter bottlenecks that affected the smooth implementation of its activities. Some of the challenges included: inadequate knowledge and understanding of the electoral laws and processes on the part of the stakeholders thereby leading to increased complaints, disputes against ECSL; slowed down progress on legal reforms because of long and protracted bureaucratic processes; inadequate feedback mechanism from stakeholders to enable ECSL address the concerns as required; fake news spreading through social media where there is tendency to share information without verification; and inadequate financing resulting to unsatisfactory approaches in the implementation of Civic and Voter Education activities by ECSL and Civil Society Organisations.

The review also noted that the law does not set a date for election of the president or Parliament, despite the terms of the presidency and Parliament being fixed at 5 years by the Constitution. In the electoral cycles under review, there has been controversy in the setting of election dates, especially in light of the split constitutional responsibility where the Electoral Commission sets Presidential election dates and the President those for Parliament but with the underlying acceptance that these will be on the same day.

### **Recommendations:**

Given the fact that the Electoral Commission for Sierra Leone is established to deliver justifiable, peaceful, free, fair and credible elections in Sierra Leone, the review strongly believe that the implementation of the following recommendations, based on the analysis of findings will support the actualization of the primary functions for which it was established:

- Though there have been some progressive reforms with the amendments of the Public Elections Act, 2022, it is recommended that the Office of the Attorney General and Minister of Justice undertake a full review of the compendium of electoral laws, including the newly passed Public Elections Act, 2022, to ensure that matters relating to timelines for filing challenges to presidential candidates, guidelines for declaring an election void, among others, establishing a fixed date for the conduct of Presidential and Parliamentary elections are included;
- Promote understanding of the electoral laws among staff, stakeholders and the general public;
- Review and develop regulations and codes of conduct and make necessary recommendations to the Ministry of Justice for promulgation;
- Strengthen implementation of electoral laws in order to bring certainty to the electoral environment;
- Conduct activities free from undue external influence. ECSL shall strive to perform its functions and exercise the powers provided for in the law independent

### **Findings**

Analysis of the current organisational structure shown in **figure.1** above reveals a number of weaknesses which includes a bloated staff strength of the Commission, lack of clearly defined career pathways, making promotion and growth of officers difficult; overlapping functions amongst the many directorates most of which are not aligned with the strategic plan of the Commission, which is also noted to undermining the effective functionality of the Commission. The review observed that a significantly large number of ECSL's staff have been recruited since 2005, with fewer number added to it as replacements of retired staff.

The review also noted that the six Electoral Commissioners participate in the day to day operations of the Commission by overseeing functions and activities related to specific departments, as provided for in the PEA of 2022. The review observed that this arrangement though provided for in the Public Elections Act of 2022, roles and responsibilities should be clearly defined to avoid conflict and duplications;

However, it is the expectation of the review team that the primary function of the appointed six Electoral Commissioners is to develop policies and guidelines that support the implementation of the Public Elections Act of 2022. Given the fact that the appointment of Commissioners are based on regional consideration, it is also expected that each of the Commissioners should be domiciled in their respective regions.

The review noted that the Electoral Commissioners are all seated at the Headquarters in Freetown, leaving their regional oversight responsibilities to be carried out by the Assistant Directors, who are also noted to have been relocated to Freetown, leaving their duties to the District Election Managers (DEMs). The effect of this arrangement negatively impact the implementation of the Commission's activities, resulting to poor service delivery at regional and district level.

### **Recommendations:**

- The review therefore, recommends that the Commission streamlines its organic structure and adopt the proposed structure, to enhance staff performance;

- The review recommends for the development of scheme of service for ECSL’s staff that serves as a guide for career growth and progression;
- As a step further to address structural and operational weaknesses of the Commission, as a result of the current over-subscribed staff strength of the Commission, the review team has developed a proposed organisational structure for the Commission for consideration and adoption. The implementation of the organizational structure as proposed will require the Commission to develop a staff rationalization strategy that seeks to assess competencies and qualifications for proper placement and redeployment of staff;
- The review recommends for the amendment of the functions of the Commissioners to be limited to general oversight and broader policy development;
- The review further recommends for the construction of conducive regional office facilities to accommodate regional Commissioners together with their staff complement.

#### 5.4 Analysis of Staff Strength

### Findings

According to the Staff List given to the Review Team, the total number of employees, including those at regional offices, is 206. The breakdown of job categories is detailed in the table below.

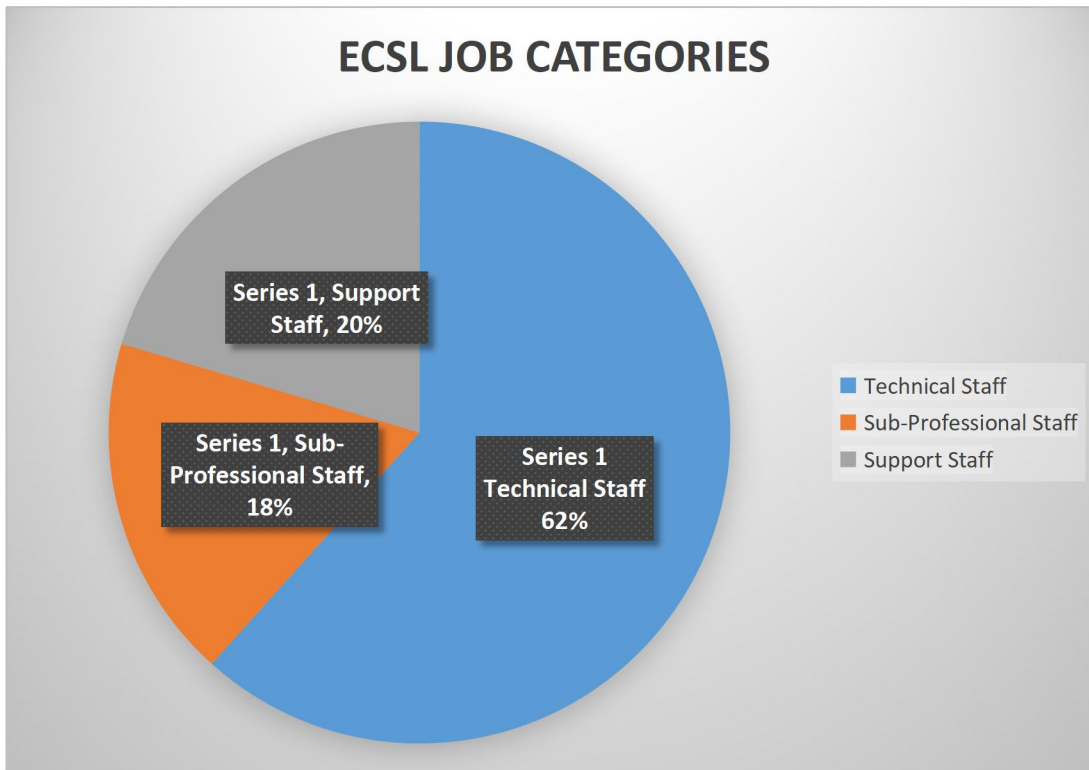
*Table 1: Current Staff List*

Job Category	No. of Staff in Post
<b>Professional/Technical Staff</b>	127
<b>Sub-Professional Staff</b>	37
<b>Support Staff</b>	42
Total No. of Staff	<b>206</b>

**Source: Current Staff List, 2025**

In the table above, the Professional/Technical staff includes roles such as the Executive Secretary (ES), Assistant Executive Secretary (AES), Directors, Assistant Directors, District Elections Managers (DEM), Assistant District Election Managers (ADEM), and Voter Education and Training Officers (VETO). Meanwhile, the Sub-Professional and Support Staff categories consist of Administrative Assistants, Office Assistants, Drivers, and House Help.

Figure 3: ECSL Job Categories



**Source: Current Staff List, 2025**

The analysis of the staff job categories, as illustrated in the pie chart, revealed that the Commission is significantly overstaffed across all categories. This overstaffing has resulted in overcrowding, with many staff members lacking specific roles and responsibilities. One identified cause of this issue is that contract staff rarely leave at the end of their contracts, which contradicts sound HR management principles. Despite the large number of staff, the review also uncovered several human resource gaps, particularly in specialized skills and qualifications related to election management and election risk reduction.

**Recommendations:**

- **Conduct a Workforce Audit:** Perform a comprehensive audit to assess the current staffing levels and identify areas for rationalization. This will help in understanding the extent of overstaffing and inform decisions on restructuring;
- **Implement Role Clarification:** Clearly define roles and responsibilities for each position to ensure that all staff members have specific duties and contribute effectively to the Commission's objectives;

- **Review Contract Policy:** Re-evaluate the policies regarding contract staff to ensure that contracts are adhered to and that there is a clear process for contract termination or renewal based on performance and organizational needs;
- **Focus on Skill Development:** Invest in training programs to address the identified gaps in specialized skills, particularly in election management and risk reduction. This could involve workshops, certifications, and partnerships with relevant institutions;
- **Strategic Recruitment:** Develop a strategic recruitment plan to attract candidates with the necessary specialized skills and qualifications, ensuring that new hires align with the Commission's long-term goals;
- **Enhance HR Management Practices:** Strengthen HR management practices to align with best practices, including performance evaluations, career development opportunities, and succession planning;
- **Optimize Staff Utilization:** Explore ways to optimize the utilization of existing staff by reallocating resources to areas with higher demand or need for specialized skills.

By implementing these recommendations, the Commission could be able to address the issues of overstaffing and skill gaps, leading to more efficient and effective operations.

## 5.5 [Anomalies with the Current Organisational Structure](#)

### **Findings**

The current organizational structure of the Electoral Commission for Sierra Leone (ECSL) is characterized by a directorate system. The Commission is an Independent Commission with five Commissioners and a Chairman, who play crucial role in providing guidance, direction and overseeing the overall conduct and supervision of elections in Sierra Leone.

The current organizational structure of the Electoral Commission for Sierra Leone (ECSL) outlined in figure 1 shows a hierarchical setup with inadequate and unclear reporting lines.

The Chairman serves at the top with oversight powers, overseeing the overall functioning of the Commission. The Executive Secretary serves as the Administrative Head of the Commission, assisted by two Assistant Executive

Secretaries, providing administrative and operational support. The structure establishes a system for the participation of the Commissioners in the day to day operations of the Commission, as provided for in the Public Elections Act of 2022.

However, the review has further identified some key areas of concern with the current structure.

- **Lack of clearly defined reporting lines:** The organizational structure of ECSL does not have a well-defined hierarchy and reporting lines, which may lead to confusion, lack of accountability, and inefficiencies in decision-making processes;
- **Absence of clear career pathways:** The current structure does not provide clear career progression paths for employees within the Commission. The absence of a clearly established career pathways may lead to demotivation among staff and hinder talent retention and succession planning. Without clear pathways for advancement, employees may feel uncertain about their future within the organization, leading to decreased morale and productivity;
- **Inadequate communication channels:** There is a weak communication channel within the organizational structure, which is believed to impede information-sharing and collaboration among different departments or units;
- **Overlapping roles and responsibilities:** The review team observed instances of overlapping roles and responsibilities within the ECSL structure, leading to duplication of efforts, confusion, and inefficiencies in operations;
- **Insufficient capacity building Opportunities:** The structure does not adequately prioritize capacity building opportunities for staff, which is crucial for enhancing skills, knowledge, and performance within the organization.
- **Inadequate level of diversity and inclusivity:** The organizational structure does not adequately reflect diversity and inclusivity in terms of gender representation and inclusion of marginalized groups. This could impact decision-making processes and the Commission's ability to address the needs of all stakeholders;
- The review team also notes that the current structure of the Electoral Commission for Sierra Leone is clogged and needs to be restructured to create space for career progression. This suggests that there may be inefficiencies in how the Commission is organized, which can impact its ability to effectively carry out its mandate.

- Comparative analysis with other Commissions across Africa indicates that ECSL has a large organic structure for a country with a population size of seven (7+) million plus.

**Recommendations:**

- In order to address these concerns, the Commission may consider re-organising its organizational structure and adopt the proposed structure presented in figure 1 to ensure that it is aligned with its objectives and provides clear career paths for employees. This may involve revising job titles, redefining roles and responsibilities, and implementing mechanisms for professional development and advancement within the organisation.
- Overall, the review team has done comprehensive analysis and restructuring of the organisational structure of the Electoral Commission for Sierra Leone which is necessary to address the identified issues and enhance the Commission's effectiveness and efficiency in the implementation of its mandate.

In view of the recommendation proffered, the review has proposed an organizational structure, which is strongly believed can address the challenges that have affected performance and service delivery.

**Below is the proposed structure:**

Figure 4: Proposed Organizational Structure of the Electoral Commission for Sierra Leone

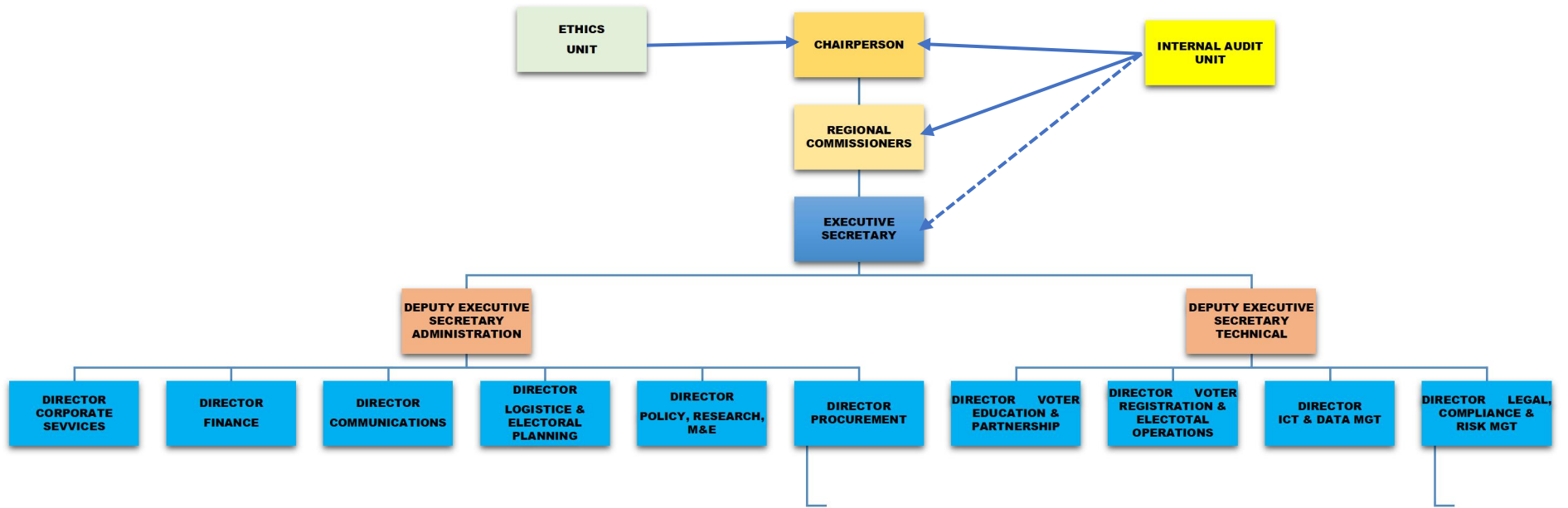


Figure 5: Proposed Organizational Structure for the Technical Wing of ECSL

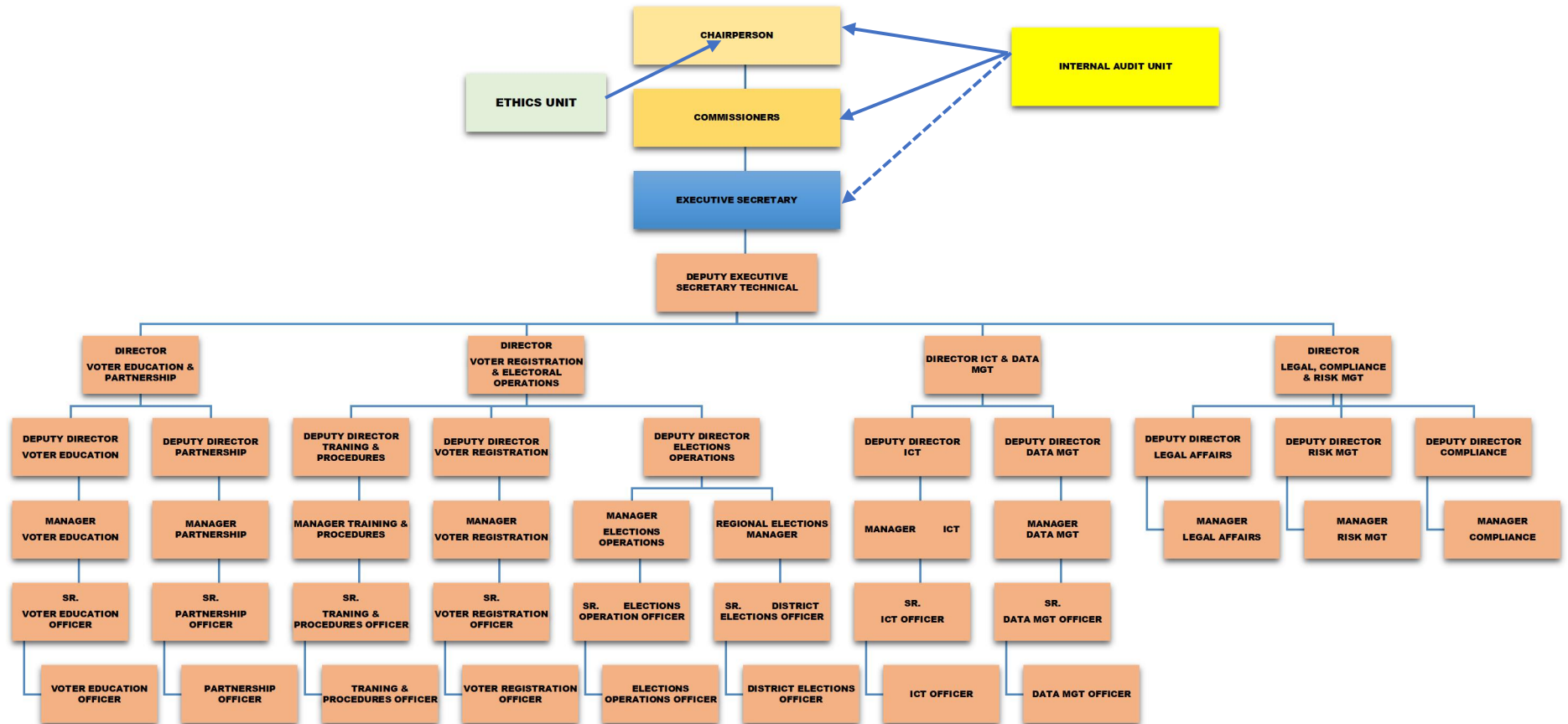
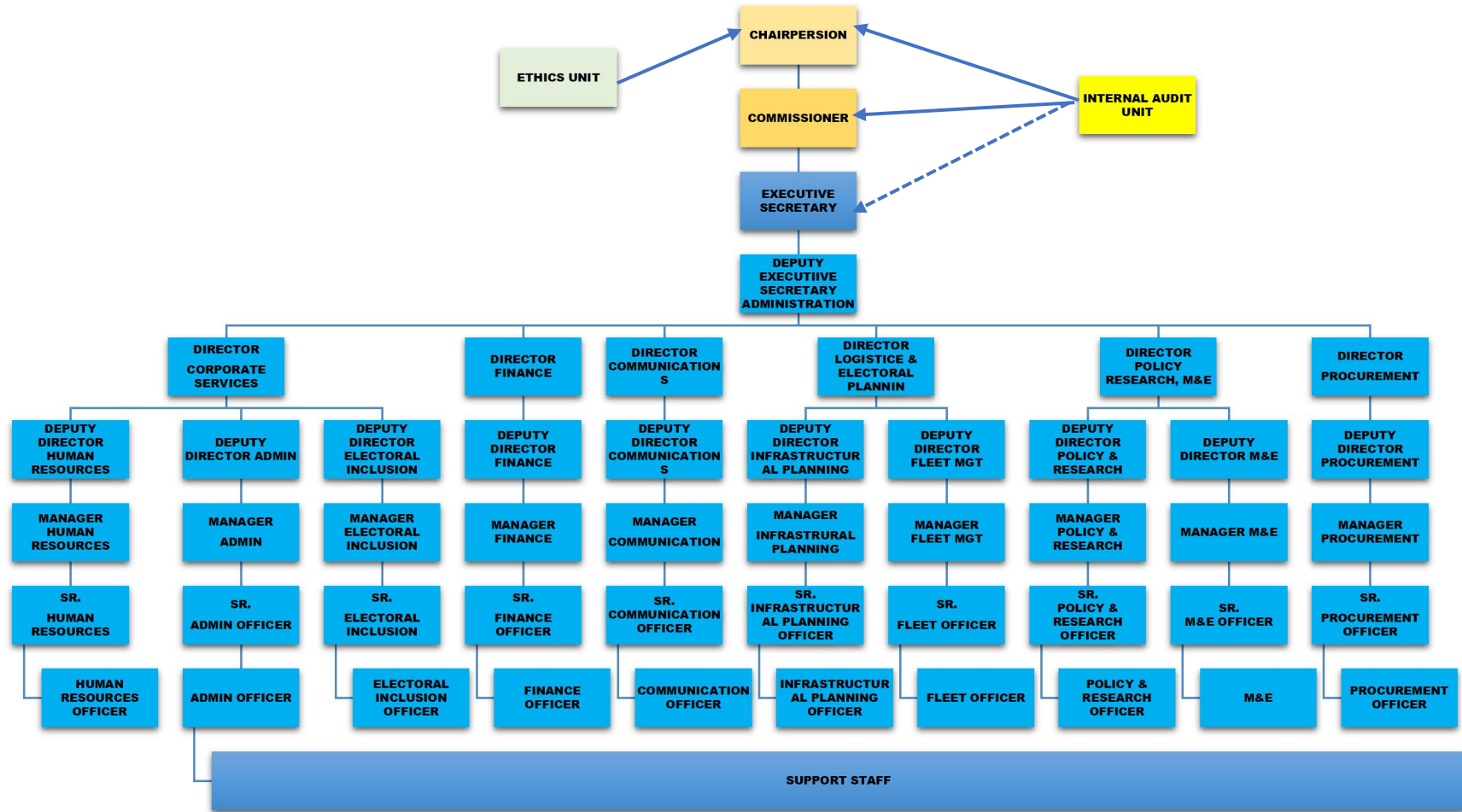


Figure 6: Proposed Organizational Structure for the Administrative Wing of the ECSL

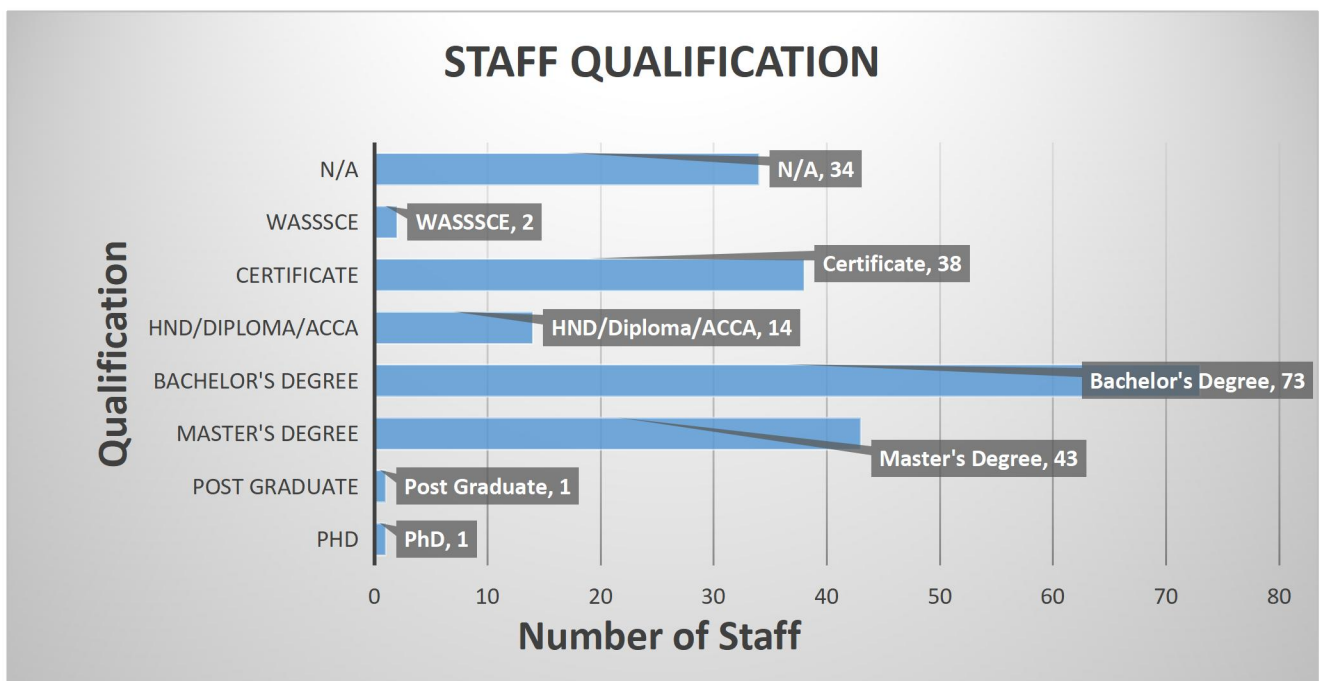


## 5.6 Staff Qualifications

### Findings

The functional review revealed that the Commission boasts a highly qualified workforce in terms of academic credentials. Out of the total 206 employees, 73 hold a bachelor's degree, 43 possess a master's degree, and 1 staff member has achieved a PhD. The distribution of these qualifications among the Commission's staff is illustrated in the horizontal bar chart below.

Figure 7: Academic Qualifications of Staff of the ECSL



**Source: Current Staff List, 2025**

Thus, from the above chart, the review highlighted that every technical staff member at the Commission holds at least a bachelor's degree, with one individual having a PhD and another holding a postgraduate diploma. Additionally, all but three of the Commission's Directors possess a master's degree. It was also observed that these degrees are generally not specialized in their respective fields, with the exception of the Director of Procurement, who holds a master's degree relevant to procurement. However, the review team was unable to verify these qualifications against the staff records in the HR Department.

### Recommendation (s)

Based on the review findings, **we therefore recommend**

- **Role-Specific Training Programs:** Develop and implement training programs that are specifically tailored to the roles and responsibilities of each staff member. This will ensure that employees gain skills and knowledge directly applicable to their job functions.
- **Field-Specific Development:** Since many staff members' academic qualifications are not directly related to their current roles, prioritize training that bridges this gap by focusing on industry-specific skills and competencies.
- **Procurement Training:** Given that the Director of Procurement has a relevant degree, consider using this expertise to develop specialized procurement training modules that can benefit other staff members involved in procurement activities.
- **Continuous Professional Development:** Encourage ongoing professional development by offering workshops, seminars, and courses that align with the latest trends and requirements in their respective fields.
- **Verification and Alignment:** Ensure that training initiatives are aligned with verified staff qualifications and roles by improving the process of cross-checking academic credentials with HR records.
- **Customized Learning Paths:** Create individualized learning paths that consider each employee's current qualifications and career aspirations, allowing for more targeted and effective skill development.

By focusing on these recommendations, the Commission can enhance the effectiveness of its workforce and ensure that staff members are well-equipped to meet the demands of their specific roles.

## 5.7 Systematized Capacity Development for ECSL Staff

### Findings

On the average, the review noted that ECSL has very experienced staff, many of who have participated on several capacity building programmes at national and international level. Some were even noted to have participated in elections observation missions in other countries, giving them added experiences on the conduct and management of elections across Africa.

Nonetheless, the review noted serious challenges in relation to the use of technology by ECSL to promote electoral transparency and fostering accountability. Like every other Elections Management Body across Africa that has leveraged on technology to promote electoral transparency, ECSL is

expected to explore opportunities for a robust ICT infrastructure that does not only seek to promote electoral transparency, but equally shorten the turn-around time from voting to final announcement of results. This requires the Commission's staff to stay up-to-date considering the complexities of the electoral environment, which requires them to acquire skills and competencies needed for effective elections management.

Analysis indicates that ECSL does not have a systematic staff capacity building plan to providing specialized trainings to optimize staff performance in both administrative and technical areas leveraging on technology as an effective tool to drive service delivery. Staff at both HQ and field level noted that though few capacity-building opportunities exist, most of which are either generic or not specific to their functions.

### **Recommendations:**

Given the findings highlighted above, the review recommends that ECSL establishes a systematic staff capacity building plan through a dedicated department, as proposed, charged with the responsible to promote capacity building for staff of ECSL.

ECSL also has to devote appropriate and adequate resources to capacity-development programmes to ensure its mandate is fully implemented.

This will require the ECSL, over the short, medium and long term to:

- Develop and implement a comprehensive capacity-building strategy tailored to ECSL's operational and strategic priorities. This strategy should address training and development programmes, including pre and post-elections capacity-building initiatives;
- Develop training operational plan for each phase of elections including training materials and delivery plan;
- A second immediate step would be for the proposed department responsible for technical elections capacity-building programmes to conduct training needs assessment across the Commission to identify, prioritize and develop specific training programmes;
- Partner with local and international organizations to provide specialized trainings on emerging elections technologies and best practices;
- Institutionalize mentorship and knowledge-sharing programmes to build internal capacity and ensure knowledge retention;

- Allocate a dedicated budget for continuous professional development to ensure staff are equipped with the necessary skills to handle evolving technology to support the conduct of credible and transparent elections in addressing future challenges.

## 5.8 Strengthening External Communications and Outreach

### **Findings**

ECSL has diverse set of communications platforms to communicate with the public and electoral stakeholders, through its web page, Facebook page, and an account on X. The ECSL has also established a Unit to counter misinformation, aimed at maximizing information integrity during elections.

However, while the review team acknowledges the efforts of the Commission in terms of establishing the external communications and outreach infrastructure, much has not been done to effectively utilize the infrastructure created to educate the public and build public confidence. For example, the last Facebook post was on November 27, 2024, and the last News and Events update on the webpage was on July 29, 2024.

### **Recommendations**

Given the infrastructure and staffing already in place at ECSL, the institution can take steps to improve its external communications. This should include:

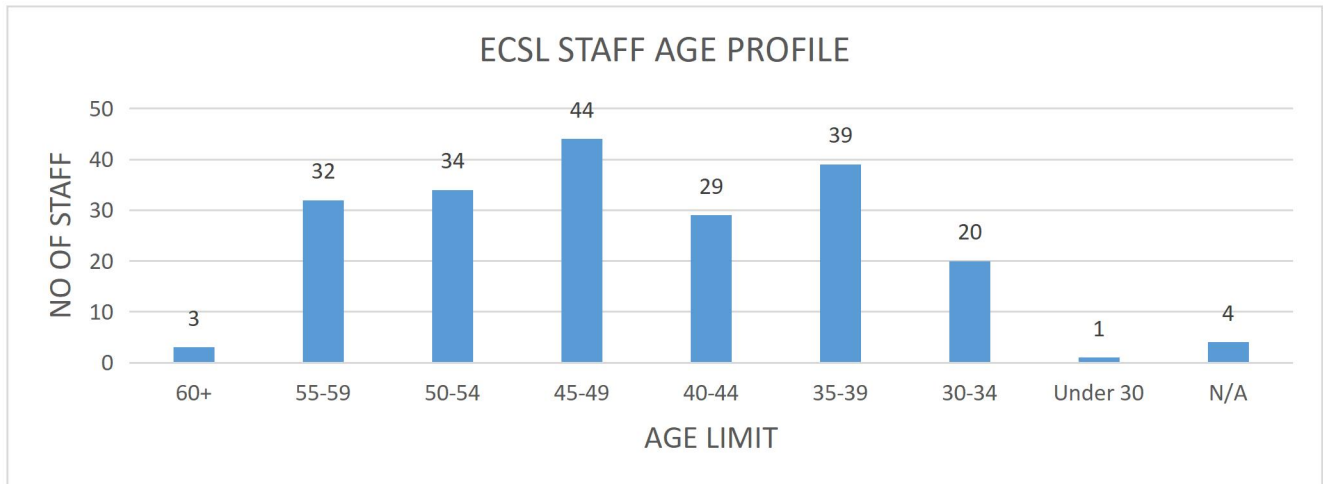
- Timely posts on its online communications platforms so that the public and electoral stakeholders are aware of issues that the ECSL is addressing at any point in time;
- The ECSL should review its communications strategy that seeks to provide effective voter education to the public;
- The ECSL should also identify specific capacity-building initiatives that may be necessary for its staff to effectively leverage current communications platforms;
- The ECSL should adopt a culture that emphasizes transparency and public communications as a key approach to building public trust;
- Review and develop effective methods and approaches to improve the delivery of Civic and Voter Education to stakeholders, particularly women, youth, and marginalised members of society. Continuous, inclusive and responsive civic and voter education is also critical in the delivery of free, fair, transparent and credible elections.

## 5.9 Age Profile

### Findings:

According to the age profile submitted to the review team, the age limits for the various age groups are shown in the graph below:

Figure 8: ECSL Staff Age Profile



### Source: Current Staff List, 2025

The chart above indicates that out of a total staff of 206, sixty-nine (69) employees are aged fifty (50) or older. This suggests that 33.4% of the staff will be eligible for retirement within the next ten years, including three (3) individuals who have either already retired or are set to retire by the end of 2025. Conversely, one hundred and thirty-seven employees are aged forty-five or younger, indicating that 66.6% will not retire for at least another fifteen years. Additionally, the data highlights that a significant portion of the directors, assistant directors, and drivers are projected to retire in less than five years. This situation necessitates the development of a comprehensive and effective succession plan by the Commission to ensure smooth leadership transitions and effective knowledge transfer.

### Recommendation(s)

Based on the review findings, **the review therefore recommends that the commission:**

- **Develop a Succession Plan:** Create a detailed succession plan to address the impending retirements, particularly focusing on key positions such as directors, assistant directors, and drivers. This plan

should identify potential internal candidates for these roles and outline a clear path for their development and transition;

- **Implement Training and Development Programs:** Establish training programs to upskill younger staff members, ensuring they are prepared to take on more senior roles in the future. This could include leadership training, mentorship programs, and opportunities for cross-departmental experience;
- **Knowledge Transfer Initiatives:** Facilitate knowledge transfer from retiring employees to younger staff. This could involve job shadowing, documentation of key processes, and the creation of knowledge repositories to preserve institutional memory;
- **Recruitment Strategy:** Consider recruiting new talent to fill anticipated gaps, especially in specialized roles that may not have immediate internal successors. This strategy should focus on attracting individuals with the skills and potential to grow within the organization;
- **Retirement Planning Support:** Offer retirement planning support to employees nearing retirement age. This could include financial planning workshops and counseling services to help them transition smoothly;
- **Regular Workforce Analysis:** Conduct regular analyses of the workforce demographics to anticipate future retirement trends and adjust plans accordingly. This will help the Commission remain proactive in its workforce planning efforts;
- **Engage with Stakeholders:** Involve key stakeholders in the planning process to ensure that the succession plan aligns with the overall strategic goals of the Commission and addresses any specific needs or concerns.

By implementing these recommendations, the Commission can ensure a seamless transition during the upcoming retirements and maintain strategic and operational continuity.

#### 5.10 Stakeholders' Collaboration and Coordination

##### **Findings:**

Stakeholders' engagements revealed that ECSL has several coordination and collaboration instruments in place with well-coordinated platforms to interact with its stakeholders. The last 2023 elections, had several coordination platforms some of which include the Elections Steering Committee, chaired by the Chief Minister and Co-chaired by the UN

Resident Coordinator, the National and District Political Parties Liaison Committees, Civil Society Liaison Committee, National Security Council Coordinating Group, all of which provided significant support, which to a large extent helped to minimize the percentage of void vote (bringing the void vote to less than 1%). Some of these mechanisms including those in Freetown or sub-national levels are operating well, while others are underperforming.

However, several other challenges were identified that affected effective stakeholders' collaboration and coordination. There was no clearly defined stakeholder engagement strategy that provides well defined guidelines on engagements. The absence of an Engagement Policy with partners on the clarity of engagement on how decisions are made, late accreditation of local and international election observer groups, frequency of meetings, ways to address membership issues, and leadership of the committees established affected collaboration and coordination. The latter is particularly critical, as the entity whose mandate is being supported is normally in the driving seat as a co-lead or leading agency.

Inadequate coordination mechanism between the ECSL and key stakeholders, such as Civil Society Organizations, political parties, and international partners, was largely responsible for the mistrust in election planning and execution. Overlapping roles and lack of synergy between ECSL and Civil Society Organizations also resulted to duplication of efforts. The absence of structured stakeholder engagement mechanisms undermines public trust and weakens collaboration.

### **Recommendations:**

- By clarifying the mandates of current election-related coordination mechanisms at the national, regional, and districts levels, the ECSL will be in a better position to identify overlapping and missing objectives;
- Amend the Public Elections Act to mandate that Electoral Commission convene a Political Parties Liaison Committee (PPLC) to meet at least monthly, and to make public all PPLC documents including the agenda and formal minutes;
- It is also recommended that the PPLC be chaired by the Chair of ECSL or his/her representative and consist of all registered political parties,

HRC, NCD, NCRA, ONS, Peace Commission, PPRC, RSLAF, SL Police and CSOs accredited to ECSL;

- Clarity regarding mandate, membership, and leadership, time of operation, and governance and transparency issues for the respective coordination mechanism would improve its contributions to election integrity, risk mitigations and support to ECSL's ability to deliver credible elections;
- Establish a formal coordination framework with clear roles and responsibilities for all stakeholders involved in the electoral process.
- Conduct regular stakeholder consultations to ensure alignment of priorities and build trust;
- Set up an inter-commission task force to strengthen collaboration between ECSL and other institutions for seamless election management;
- Develop a Stakeholder Engagement Strategy to improve relationships with political parties, CSOs, and donor partners.
- There is need for strong collaboration with Security Agencies to enhance security of staff, operations and office facilities;
- Timely accreditation of local and international elections observers, media, political parties' and candidate representatives is critical to the successful engagement of stakeholders in electoral activities. ECSL should ensure that accreditation timelines are publicised ahead of due dates in order to enforce them and manage last minute applications during voter registration, campaign monitoring, polling and result management at tally centres

#### 5.11 Conditions of Service

##### ***Findings:***

From the payroll analysis presented to the review, ECSL appears to be one of the least remunerated Institutions in terms of staff salaries in sharp contrast with its mandate and critical job functions. Comparative analysis of staff salaries at ECSL with other Commissions, places ECSL at the lower bottom of staff remuneration. The current conditions of service do not adequately attract or retain qualified personnel, resulting in a high turnover rate. Given the nature of ECSL's functions, which requires Commissioners and staff to demonstrate the highest level of electoral integrity, their conditions of service should be reflective of their roles and responsibilities.

### **Recommendations:**

- Conduct a review of the ECSL's remuneration structure to ensure alignment with the broader public service pay scale while offering competitive benefits.
- Provide clear policies on allowances, medical benefits, and pension schemes to motivate staff.
- Introduce recognition and performance reward systems to boost morale and performance.

#### 5.12 Inventory Control and Management

### **Findings**

Poor inventory management systems have resulted to wastage and loss of materials such as election kits, stationery, and equipment. While the review recognized the existence of critical assets management software, the neglect in the utilization of the assets management tracking systems questions ECSL's efforts for strategic repositioning. The neglect to utilize the system even when it exists has led to unnecessary delays in retrieving or reallocating equipment for electoral purposes. This has further undermined accountability mechanism, leading to wastages and incurring additional cost on the part of government.

### **Recommendations:**

- Implement an electronic inventory management system to track, allocate, and monitor all ECSL assets and materials in real time.
- Train staff on proper inventory management practices to reduce wastage and losses.
- Develop a policy on the disposal and reuse of obsolete or excess materials to optimize resource utilization.
- Conduct regular audits of inventory to ensure accountability and identify areas for improvement.

#### 5.13 Financial Sustainability of ECSL

### **Findings:**

The review noted significant improvement from government in terms of providing funds to conduct elections in Sierra Leone. Rather than relying on development partners, Government of Sierra Leone has since 2018

shown more commitment to provide funds to the Electoral Commission of Sierra Leone and strengthen the funding regime for electoral processes. The Public Elections Act, 2022 provides for the establishment of a National Elections Sustainability and Trust Fund (NEST), which shall be managed by the Electoral Commission of Sierra Leone. The objective is to ensure that the Government takes the lead in funding electoral processes and ensures that the Electoral Commission fully implements its annual electoral calendar.

Though, previous elections before 2023 were noted to have been supported by donor partners, the review also noted that 100% disbursement of budget allocations by the Ministry of Finance during the 2022/2023 election cycle. However, this support should not be seen as a one-off that comes every other five years, as it has been always been.

The review also noted that significant support to ECSL's post elections programmes and activities have most times come from donor partners. Budget allocations from the government are often delayed, affecting the timely execution of activities, especially during post-election period. Insufficient funding for operational and maintenance costs hinder the ECSL's ability to sustain core functions outside elections period. The over-reliance on budgetary support from the Ministry of Finance, which is often reduced and not always forthcoming continues to affect ECSL's operational independence. While donor support is always appreciated, most time, they are tied to specific conditions, which are inconsistent with ECSL's operational plan.

***Recommendations:***

- Advocate for increased government funding with a focus on ensuring timely disbursements to reduce dependency on donors;
- Develop a long-term financial sustainability plan, including the sustenance of the National Elections Sustainability Trust Fund (NESTF), which will help ECSL conduct elections without having to depend on donor support;
- Establish robust financial management and reporting systems to ensure accountability and transparency in the management of public funds;
- Explore opportunities and establish partnership with technological companies and sister institutions across the continent to adapt the

use of technology in the conduct of elections to promote transparency and enhance elections credibility.

#### 5.14 Accommodation

##### **Findings:**

ECSL offices, especially at district levels, are either inadequate or poorly maintained, creating an unprofessional work environment. Insufficient staff accommodation during election periods impacts the ability to deploy personnel effectively in remote areas.

##### **Recommendations:**

- Upgrade and maintain ECSL offices across the country to provide a conducive work environment;
- Construct secured storage facilities for sensitive election materials, ensuring their integrity;
- Develop a housing allowance policy or provide temporary accommodations for staff deployed in remote areas during election operations.

#### 5.15 Staff Promotion

##### **Findings**

Promotion is a vital component of every Institution that support staff growth and progress. Interviews conducted and desk review indicate that most of the staff at the Commission have not been benefited from promotion for the last six years. The ECSL does not have a well-defined Scheme of Service, leading to inconsistencies in staff career progression and motivation. Absence of a scheme of service affects employee motivation and retention.

##### **Recommendations:**

- Develop a clear Scheme and review the Promotion Policy: ECSL should develop a scheme of service that guides career growth and development. It is recommended for the existing promotion policy be reviewed and adopted for effective implementation;
- Create Career Progression Paths: Define structured career pathways for different job categories within the commission;

- Institutionalize a Performance-Based System: Promotion should be tied to key performance indicators (KPIs) and annual performance appraisals;
- Ensure Transparency in Promotion Processes: Implement clear guidelines and communication mechanisms to prevent favoritism and enhance fairness.

## 5.16 Equipment and Logistics

### ***Findings***

From information provided, the review noted that the Electoral Commission has now taken full responsibility for the procurement and purchase of electoral materials. While this is considered a laudable venture, the lack of a legal framework for safeguards and confidentiality could lead to forgery and manipulation without legal penalties.

Interview and desk reviews also revealed that poor operational planning has negatively affected the conduct of elections in Sierra Leone. It was reported that, logistical challenges have been associated with the late delivery of polling materials causing delays in voting at polling stations across the country.

Considering the recent experience recorded in the 2023 elections, for which ECSL confirmed to the review team that 100% of the budget allocation was disbursed to conduct the election, it was difficult for the review team to ascertain the primary factor responsible for delay in the deployment of staff and electoral materials across polling centres. Limited secure storage for sensitive electoral materials increases risks of damage or tampering.

### ***Recommendations***

- Amend the Public Elections Act, 2022 to make the procurement and printing of electoral materials, including ballot papers, more transparent and open to registered political parties;
- Improve Logistics and Transportation: Acquire additional vehicles and develop a fleet management system for efficient deployment;
- Develop logistics, materials parking and field communications plan for each phase of electoral operations such as voter's registration on elections day;

- Enhance Storage Facilities: Construct or upgrade secured storage units at district and regional levels to safeguard electoral materials.

#### 5.17 Use of Technology to Enhance Electoral Transparency

##### **Findings:**

Over the electoral cycles under review, the voter registration process has evolved significantly from a paper-based process to one that now benefits from modern biometric technology. The introduction of the national civil register after 2016 has also provided opportunities for Sierra Leone to streamline its registration of the population for a variety of purposes, including elections.

In the two elections since the establishment of the National Civil Registration Authority (NCRA) – 2018 and 2023 – there have been concerns over clarity on the tasks attributed respectively to the NCRA and to the Electoral Commission, where responsibility and resources should be, and what are the processes to be undertaken. The role of NCRA is discussed in the Public Institutions section below. The Committee anticipates a voter registration process where responsibility for the accuracy and completeness of the voter register remains the responsibility of the Electoral Commission, and the NCRA civil registry database is only one data source into the voters' register.

##### **Recommendations:**

- To run elections there is need for timely and adequate engagement of stakeholders whenever need arises to introduce and utilise technologies for management of electoral processes. ECSL will therefore have to plan its activities in a manner that allows for adequate and timely engagement of stakeholders. This will ensure transparency and lead to sustenance of trust and confidence in the system;
- Electoral Commission to receive a voting age population database from NCRA for the purpose of updating a voter register;
- Electoral Commission to conduct a national voter registration fieldwork exercise following receipt of the data from NCRA. This will also allow voters to verify their names on the provisional list of voters;
- Electoral Commission to conduct a deduplication process in Sierra Leone in a transparent manner following their field work process;

- Electoral Commission review the proposed locations of registration centres every cycle, taking into account both distance from the population and the number of expected voters, with full engagement of stakeholders in the review process;
- The Government should consider further subsidising the acquisition of national ID cards so that the Electoral Commission does not need resources to issue separate voter identification documents.

#### 5.18 Role of Elections Observation Groups

The presence of electoral observers, both national ('domestic') and international is a well-established feature of Sierra Leonean elections, and the contribution of electoral observers is well appreciated. Electoral observation reports have always been considered as one of the source documents used to strengthen electoral processes and improve transparency in elections. The review also noted the threat associated with the work of elections observation groups, which requires them to have access to legal protection as human rights defenders in line with international best practices.

From stakeholders' analysis, the review also noted an increase in the number and type of electoral observers being accredited, especially during the 2023 elections. As it is the best for electoral observers to produce report within three months of an election. The review equally noted that many of the electoral observation group did not end up producing and submitting reports, even when the Public Elections Act requires the submission of a report from accredited observers within three months of an election. Given the fact that there are penalties associated with the non-submission of report by elections observers, after three months of election, as provided for the in the Public Elections Act, 2022, there is the need to strengthen and enforce the legislation, accompanied by strong ethical Code and accreditation procedures.

#### **Recommendations:**

- Amend section 167 of the Public Elections Act to make explicit the obligation that observers submit reports and to provide that those observers who do not submit reports will not be eligible for accreditation in the future;
- The Government of Sierra Leone to publish written responses to all submitted reports;

- The Electoral Commission to use the 2012 Declaration of Global Principles and Code of Conduct for Non-Partisan Citizen Election Observers and Monitors and the 2005 Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers as the basis for a new Sierra Leone code;
- The need to consult upon the development of a code and develop Regulation on the conduct of elections observation Groups;
- Elections Observation Groups should be provided with legal and security protection to guaranty their protection and safety during elections;
- The Electoral Commission should send all observer reports received to the Parliamentary oversight committee.

## Annex 1. Summary of Recommendations and Implementation Matrix

No	Recommendations	Implementation Timeline			Responsible Institution/Person	Action required including monitoring of progress
		Short term	Medium term	Long term		
	<b>Policy and Legal Reforms at the ECSL</b>					
1	Justice sector undertake a full review of the compendium of electoral laws,	X			MOJ	Identify obsolete policies and laws for review. Review Policies and laws
2	Promote understanding of the electoral laws among staff, stakeholders and the general public	X			ECSL/MOJ	Validation workshop for reviewed policies and Laws. Rollout and Popularize reviewed policies and laws
3	Review and develop regulations and codes of conduct	X			ECSL/MOJ	Identify regulations and guidelines for review. Review regulations and codes of conduct

4	Strengthen implementation of electoral laws Conduct activities free from undue external influence	X			ECSL/MOJ	Validation, rollout and popularization of electoral laws among various stakeholders
	<b>Organizational Structure and Staff Strength of ECSL</b>					
5	The Commission streamlines its organic structure and adopt the proposed structure,	X			ECSL/PSRU	Develop Job descriptions for various post, appraise staff and issue new employment contracts to staff retained
6	Development of scheme of service for ECSL's staff that serves as a guide for career growth and progression;	X			ECSL/PSRU	Develop a scheme of service for ECSL staff
7	Develop a staff rationalization strategy that seeks to assess competencies and qualifications for proper placement and redeployment of staff;	X			ECSL/PSRU	Develop a staff rationalization strategy

8	Amendment of the functions of the Commissioners to be limited to general oversight and broader policy development;		X		ECSL/PSRU	Review of the ECSL Act
9	Construction of conducive regional office facilities to accommodate regional Commissioners.		X		ECSL	Request for quotation, tender bids and award contracts
	<b>Analysis of Staff Strength</b>					
10	Perform a comprehensive audit to assess the current staffing levels and identify areas for rationalization.	X			ECSL/PSRU	Conduct staff audit and rationalise job roles and responsibilities
11	Clearly define roles and responsibilities for each position	X			ECSL/PSRU	Develop Job descriptions for each position
12	Re-evaluate the policies regarding contract staff to ensure that contracts are adhered to and that there is a clear process for contract termination or renewal	X			ECSL	Develop new policies for hiring contract staff, validate and popularize the policy
13	Invest in training programs to address the identified gaps in specialized skills,		X		ECSL	Staff capacity assesment, Identify institutions

						offering specialize skills, organise training programs for staff
14	Develop a strategic recruitment plan to attract candidates with the necessary specialized skills and qualifications,	X			ECSL	Develop a strategic recruitment plan to target candidates with the requisite skills and qualifications
15	Strengthen HR management practices to align with best practices,	X			ECSL	Develop and rollout staff manuals and share with all staff
16	Explore ways to optimize the utilization of existing staff by reallocating resources to areas with higher demand		X		ECSL	Develop strategies to optimize the utilization of existing staff
	<b>Anomalies with the Current Organisational Structure</b>					
17	The Commission may consider re-organising its organizational structure and adopt the proposed structure.	X			ECSL	Re-organise staff to fit into the proposed structure

	<b>Staff Qualifications</b>					
18	Develop and implement training programs that are specifically tailored to the roles and responsibilities of each staff member.		X		ECSL	staff capacity assesement, specialized training workshop for each staff and regular appraisals
19	Prioritize training that focuses on industry-specific skills and competencies.		X		ECSL	Identify industry specific training needs and organise training workshops for staff
20	Develop specialized procurement training modules that can benefit other staff members involved in procurement activities.		X		ECSL/NPPA	Develop a procurement training manual and train staff
21	Encourage ongoing professional development by offering workshops, seminars, and courses that align with the latest trends and requirements in their respective fields.		X		ECSL	Organise workshops, seminars, and courses that align with the latest trends and requirements in their respective fields.

22	Ensure that training initiatives are aligned with verified staff qualifications and roles by improving the process of cross-checking academic credentials with HR records.	X			ECSL	Organize certificate audits and conduct staff capacity building assessments
23	Create individualized learning paths that consider each employee's current qualifications and career aspirations, allowing for more targeted and effective skill development.	X			ECSL	Organise workshops, seminars, and courses that align with staff training needs.
	<b>Systematized Capacity Development for ECSL Staff</b>					
24	ECSL establishes a systematic staff capacity building plan through a dedicated department, as proposed, charged with the responsible to promote capacity building for staff of ECSL.	X			ECSL	Develop a systematic staff capacity building plan

25	Develop and implement a comprehensive capacity-building strategy tailored to ECSL's operational and strategic priorities. Develop training operational plan for each phase of elections including training materials and delivery plan;	X			ECSL	Develop a capacity building strategy, Develop traing plan, training manual and a delivery plan
26	To conduct training needs assessment across the Commission to identify, prioritize and develop specific training programmes;.	X			ECSL	Conduct training needs assessment to identify, prioritize and develop specific training programmes;.
27	To provide specialized trainings on emerging elections technologies and best practices;		X		ECSL	Rollout training on emerging election technologies and best practice, Organise studies tours for operational staff
28	Institutionalize mentorship and knowledge-sharing programmes to build internal capacity and ensure knowledge		X		ECSL	Conduct regular performance appraisals, identify gaps and traing needs and

	retention;					organise internal mentorship programs
29	Allocate a dedicated budget for continuous professional development to ensure staff are equipped with the necessary skills		X		ECSL/MOF	Allocate 10% of annual budget to staff training
	<b>Strengthening External Communications and Outreach</b>					
30	ECSL to timely post on its online communications platforms so that the public and electoral stakeholders are aware of issues that they are addressing at any point in time;	X			ECSL	Regularly update social media platforms(Website , X, Facebook, Instagrametc) on ECSL operations
31	The ECSL should review its communications strategy that seeks to provide effective voter education to the public;		X		ECSL	Review and update ECSL communication strategy
32	The ECSL should also identify specific capacity-building initiatives that may be necessary for its staff to effectively leverage		X		ECSL	Assess communication staff capacity to use current communication

	current communications platforms;					platforms and organise trainings for them
33	The ECSL should adopt a culture that emphasizes transparency and public communications as a key approach to building public trust;			X	ECSL	Regular engagement with wider public on ECSL operations
34	Review and develop effective methods and approaches to improve the delivery of Civic and Voter Education to stakeholders,		X		ECSL, MICE, NCD	Review and update ECSL civic and voter education strategy
	<b>Age Profile</b>					
35	Create a detailed succession plan to address the impending retirements, particularly focusing on key positions such as directors, assistant directors, and drivers.		X		ECSL, PSRU	Develop a succession plan for impending retirements
36	Establish training programs to upskill younger staff members, ensuring they are prepared to take on more senior roles in the future..		X		ECSL	Develop a training program for Junior and intermediate staff.

37	Facilitate knowledge transfer from retiring employees to younger staff.		X		ECSL	Enlist a compendium of Retirees and organise a quarterly training of knowledge transfer to younger staff.
38	Recruiting new talent to fill anticipated gaps, especially in specialized roles that may not have immediate internal successors.		X		ECSL/PSC	Organise trainings on specialised roles/skills to prevent any organisational vaccum.
39	Offer retirement planning support to employees nearing retirement age.		X		ECSL /NASSIT	To engage Employees nearing retirement age on a quarterly basis inorder to decide on planing support packages.
40	Conduct regular analyses of the workforce demographics to anticipate future retirement trends and adjust plans accordingly.		X		ECSL, PSRU	To tabulate or record future Retirees and organise future packages as per levels.

41	Involve key stakeholders in the planning process to ensure that the succession plan aligns with the overall strategic goals of the Commission and addresses any specific needs or concerns.		X		ECSL	To conduct Stakeholders Engagement meetings on succession plans keeping in view the strategic goals of ECSL.
	<b>Stakeholders' Collaboration and Coordination</b>					
42	By clarifying the mandates of current election-related coordination mechanisms at the national, regional, and districts levels,		X		ECSL	To develop a robust PR Strategy that would clarify the mandates and Coordination mechanisms at various levels
43	Amend the Public Elections Act to mandate that Electoral Commission convene a Political Parties Liaison Committee (PPLC) to meet at least monthly, and to make public all PPLC documents including the agenda and formal minutes;	X			ECSL	To engage Justice Sector /Law Reforms to Amend the Public Elections Act and to make public all PPLC documents.

44	The PPLC be chaired by the Chair of ECSL or his/her representative and consist of all registered political parties, HRC, NCD, NCRA, ONS, Peace Commission, PPRC, RSLAF, SL Police and CSOs accredited to ECSL;	X			ECSL	To conduct Quarterly Meetings with all Political Parties; NCRA; PPRC; NCD; ONS; Peace Commission; RSLAF; SLP and RSLAF.
45	Clarity regarding mandate, membership, and leadership, time of operation, and governance and transparency issues	X			ECSL	ECSL to organise regular team meetings to discuss mandates; leadership and governance issues.
46	Establish a formal coordination framework with clear roles and responsibilities for all stakeholders involved in the electoral process.	X			ECSL, MOJ	The Communications Outreach Team to develop a Coordination Framework for all Election Stakeholders in the electioneering.

47	Conduct regular stakeholder consultations to ensure alignment of priorities and build trust;	X			ECSL	To conduct Stakeholder Meetings on a monthly basis to ensure alignment of priorities and build trust.
48	Set up an inter-commission task force to strengthen collaboration between ECSL and other institutions for seamless election management;	X			ECSL	The External Relations Outreach Team to set up an Inter-Commission Task Force to strengthen collaboration between ECSL and other Stakeholders.
49	Develop a Stakeholder Engagement Strategy to improve relationships with political parties, CSOs, and donor partners.	X			ECSL, PPRC	The Communications Team to develop a Stakeholder Engagement Strategy to improve relationships.

50	There is need for strong collaboration with Security Agencies to enhance security of staff, operations and office facilities;		X		ECSL, SLP, RSLAF, ONS	The External Relations to do a Memorandum of Understanding with Security Agencies to enhance security of Staff and operations.
51	ECSL should ensure that accreditation timelines are publicised ahead of due dates in order to enforce them and manage last minute applications during voter registration, campaign monitoring, polling and result management at tally centres		X		ECSL	The Communications Team to develop an MOU on Election Observers Accreditation Dates and Timelines soonest possible.
	<b>Conditions of Service</b>					
52	Conduct a review of the ECSL's remuneration structure to ensure alignment with the broader public service pay scale while offering competitive benefits.	X			MOF, PSC, PSRU, WCC	To conduct a review of the ECSL's remuneration package to ensure alignment with the broader Public Service Pay Scale.

53	Provide clear policies on allowances, medical benefits, and pension schemes to motivate staff.	X			AGD, WCC	The ECSL HR to provide clear Policies on allowances, medical benefits and pension schemes to motivate Staff.
54	Introduce recognition and reward systems to boost morale and performance.		X		MOF, PSC, PSRU, WCC	To organise Recognition and Rewarding Systems Ceremony to boost Staff morale.
	<b>Inventory Control and Management</b>					
55	Implement an electronic inventory management system to track, allocate, and monitor all ECSL assets and materials in real time.	X			ECSL	Procure and operate an electronic inventory management system to track and monitor ECSL assets
56	Train staff on proper inventory management practices to reduce wastage and losses.	X			ECSL	Develop training manual and train staff

57	Develop a policy on the disposal and reuse of obsolete or excess materials to optimize resource utilization.	X			ECSL	Develop a policy on the disposal and reuse of obsolete items
58	Conduct regular audits of inventory to ensure accountability and identify areas for improvement.		X		ECSL	Conduct regular audits of inventory
	<b>Financial Sustainability of ECSL</b>					
59	Advocate for increased government funding with a focus on ensuring timely disbursements to reduce dependency on donors;	X			ECSL,MOF	Lobby GOSL and partners for increased financial support
60	Develop a long-term financial sustainability plan, including the sustenance of the National Elections Sustainability Trust Fund (NESTF),			X	ECSL,MOF	Develop a longterm financial sustainability plan
61	Establish robust financial management and reporting systems to ensure accountability and transparency in the management of public funds;		X		ECSL,MOF, Audit SL	Develop and share financial report and engage Audit SL on an annual basis

62	Explore opportunities and establish partnership with technological companies and sister institutions across the continent to adapt the use of technology in the conduct of elections to promote transparency and enhance elections credibility.		X		ECSL, MOCTI	Establish partnership and develop MOU with technology companies across Africa to adapt the use of technology in Election
	<b>Accommodation</b>					
63	Upgrade and maintain ECSL offices across the country to provide a conducive work environment;			X	ECSL, MOF, MPWA	Rehabilitate existing ECSL offices across the country
64	Construct secured storage facilities for sensitive election materials, ensuring their integrity;		X		ECSL, MOW, MPWA	Construct secured storage facilities for sensitive election materials
65	Develop a housing allowance policy or provide temporary accommodations for staff deployed in remote areas during election operations.	X			ECSL	Develop a housing allowance policy for staff deployed in remote areas
	<b>Staff Promotion</b>					

66	ECSL should establish a formal promotion policy based on performance, experience, and qualifications;	X			ECSL	Develop a promoting policy based on performance, experience and qualification
67	Define structured career pathways for different job categories within the commission;	X			ECSL	Rollout of the new organogram to orientate staff on career pathways within the commission
68	Promotion should be tied to key performance indicators (KPIs) and annual performance appraisals;	X			ECSL	Develop key performance indicator and conduct regular staff appraisals
69	Implement clear guidelines and communication mechanisms to prevent favoritism and enhance fairness.	X			ECSL	Develop staff guidelines to prevent favoritism
	<b>Equipment and Logistics</b>					
70	Amend the Public Elections Act, 2022 to make the procurement and printing of electoral materials, including ballot papers,	X			ECSL, MOJ, NPPA	Engage MOJ to amend the Public Elections Act, 2022 to include the procurement of electoral

						materials
71	Acquire additional vehicles and develop a fleet management system for efficient deployment;		X		ECSL/Mins. of Transport	Procure vehicles and develop a fleet management systems
72	Develop logistics, materials parking and field communications plan for each phase of electoral operations such as voter's registration on elections day;		X		ECSL / RSLAF/SLP	Develop and rollout a logistics, materials parking and field communications plan
73	Construct or upgrade secured storage units at district and regional levels to safeguard electoral materials.		X		ECSL/MPWA	Construct or upgrade secured storage units at district and regional levels
	<b>Use of Technology to Enhance Electoral Transparency</b>					
74	ECSL to plan its activities in a manner that allows for adequate and timely engagement of stakeholders.	X			ECSL	ECSL to plan activities with stakeholders and communicate intime

75	Electoral Commission to receive a voting age population database from NCRA for the purpose of updating a voter register;		X		ECSL/NCRA	ECSL to request voting age population database from NCRA
76	Electoral Commission to conduct a national voter registration fieldwork exercise following receipt of the data from NCRA.		X		ECSL/NCRA	ECSL to conduct a national voter registration fieldwork exercise upon receipt of the data from NCRA.
77	Electoral Commission to conduct a duplication process in Sierra Leone in a transparent manner following their field work process;		X		ECSL/NCRA	ECSL to conduct a duplication process following their field work
78	Electoral Commission review the proposed locations of registration centres, taking into account both distance from the population and the number of expected voters,		X		ECSL	Review proposed locations of registration centres of every election cycle

79	The Government should consider further subsidising the acquisition of national ID cards so that the Electoral Commission does not need resources to issue separate voter identification documents.		X		ECSL/NCRA/MOF	Request government subsidy for the acquisition of national ID card to be used for voting
	<b>Role of Elections Observation Groups</b>					
80	Amend section 167 of the Public Elections Act to make explicit the obligation that observers submit reports and to provide that those observers who do not submit reports will not be eligible for accreditation in the future;	X			ECSL/MOJ	Engage MOJ to amend section 167 of the public elections act to sanction observer that do not submit reports
81	The Government of Sierra Leone to publish written responses to all submitted reports;		X		ECSL/MOJ	ECSL to publish written response to all submitted observer reports

82	The Electoral Commission to use the 2012 Declaration of Global Principles and Code of Conduct for Non-Partisan Citizen Election Observers and Monitors and the 2005 Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers as the basis for a new Sierra Leone code;		X		ECSL/MOJ	ECSL to develop a new code of conduct for International Observers
83	The need to consult upon the development of a code and develop Regulation on the conduct of elections observation Groups;		X		ECSL/MOJ	Rollout and validate the new code of conduct for international observers
84	Elections Observation Groups should be provided with legal and security protection to guaranty their protection and safety during elections;		X		ECSL/RSLAF/SLP/ONS	Provide security for Election Observation groups
85	The Electoral Commission should send all observer reports received to the Parliamentary oversight committee.		X		ECSL	Electoral Commission to send all observer reports received to the Parliamentary

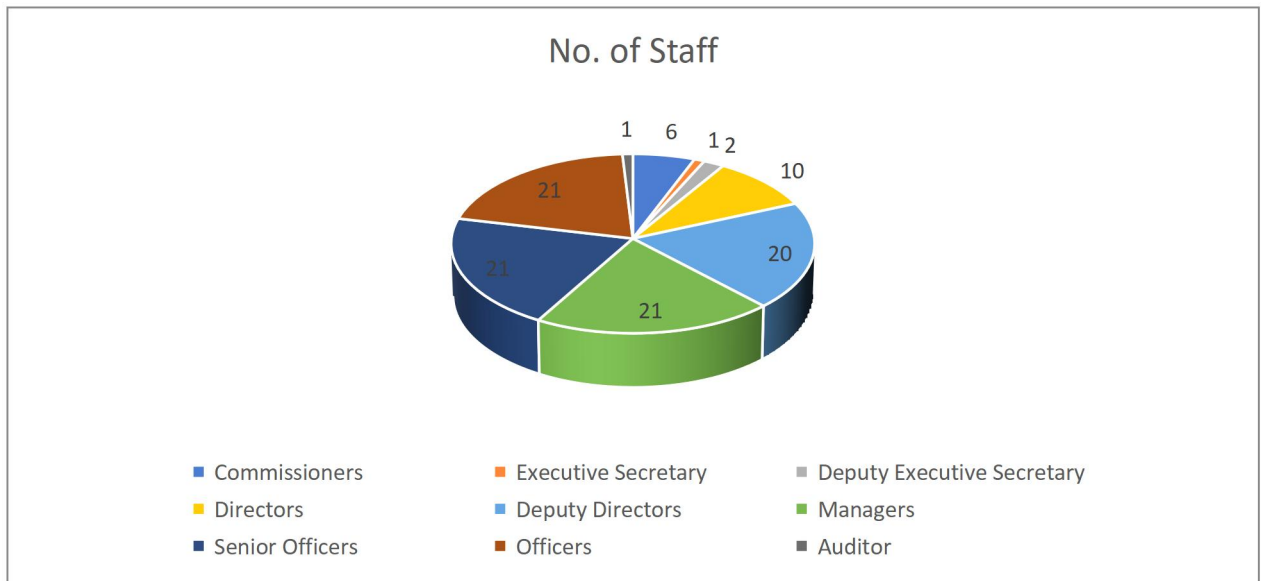
						oversight committee.
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## Annex 2

### Required Staff Composition for ECSL as Proposed in the Organogram

Position	No. of Staff
<b>Commissioners</b>	6
<b>Executive Secretary</b>	1
<b>Deputy Executive Secretary</b>	2
<b>Directors</b>	10
<b>Deputy Directors</b>	20
<b>Managers</b>	21
<b>Senior Officers</b>	21
<b>Officers</b>	21
<b>Auditor</b>	1
Total	<b>103</b>

Division	No. of Staff
<b>Commission (Commissioners, ES &amp; DES)</b>	9
<b>Administrative Staff</b>	46
<b>Technical Staff</b>	47
<b>Auditor</b>	1
Total	<b>103</b>



<b>Division</b>	<b>No. of Staff</b>
Commission (Commissioners, ES & DES)	9
Administrative Staff	47
Technical Staff	89
<b>Total</b>	<b>145</b>
Drivers	No. of Vehicles
Commissioners	6
Executive Secretary	1
Deputy Executive Secretary	2
Directors	10
Pool Vehicle	10
District vehicles	16
<b>Total</b>	<b>45</b>

## Annex 3

### Names of Core PSRU Technical Review Team

<b>Name</b>	<b>Position</b>
Sulaiman Phoray-Musa	Director
Albert R.C.E Williams	Chief of Programmes
Idrissa Koroma	Head of Institutional Reform
Lamin Tarawally	Head of Policy, Research & M&E
Renisa Amy Beckley	Head of Corporate Services
Siaka Wusa-Conteh	Head of Communications
Morrison Arouna	Ag. Head of Resource Mobilisation
Haakawa B. G. Moseray	Principal Analyst Institutional Reform
Thomas Johnny	Principal Analyst Research and Policy

### Names of Core IFES Technical Team

<b>Name</b>
Shalva Kipshidze
Staffan Darnolf
Rakesh Sharma

## Annex 4

### Names of Stakeholder Interviewed

No	Category/Institution	Names	Designation	Contact/telephone
<b>1. ECSL OFFICES</b>				
	ECSL Kenema	Thomas Tamba Taylor	District Elections Manager	
		Ismail Issa Brima	Assistant DEM	
		Timothy Musa	Voter education and Training	
	ECSL Kono	Usman Joe Kamara	District Election Manager	
		Ibrahim Tamba Sourie	Office Assistance	
		Augustine Juma Junisa	Assistant DEM	076918365
		David s Quiwa	Voter education and Training	
	ECSL Kailahun	Mohamed Amara	District Election Manager	
		Ahmed Keifala Bassie	Assitant DEM	
		Ibrahim Saidu	Voter education and Training	
		John James	Office Assistant	
		Sylvester Moseray	Driver	
	ECSL, Pujehun	Brima H. Allie	District Election Manager	
		Alimu Bah	Assistant DEM	079478498
		Sheku Robert	Voter Education and Training officer	078250036
	ECSL, Bo	Fatmata L.B. Jalloh	District Election Manager	
		Anthony Aiah Senesie	Assistant DEM	
	ECSL, Moyamba	Lahai Goba	Office Assistant	
		Sulaiman Amara	District Election Manager	
		Dusu Kamara	Assistant DEM	
		Mohamed Kamara	Driver	
	PPRC Kenema	Tarawally		078290598
	Western Urban	Simeon Trye	Ag. Western Urban Manager	
		Francesc Marian Davide	Voter Education Officer	
<b>2. POLITICAL PARTIES</b>				
	Political parties Kenema	Moriba	Chairman SLPP	076639628
		Maya A S Bockarie	District Secretary SLPP	
		Sheck Uman Koroma	District Imam SLPP	
		Prince Kamara	Chairman APC	076751266
	Political Parties, Kailahun	Ibrahim Bavayah Foday	District Secretary and Acting Chairman	076826432/03052
		Morie Feika	Constituency chairman	079530959
<b>3. CIVIL SOCIETY</b>				
	Civil Society Organisations, kenema	Mr. Adu	Regional Coordinator National Elections Watch (New)	076643396
		Haja Fatmata Dassama	Women in Governance	076660065
	Civil Society Organisations,	Mohamed Barateh Kabba	National Election Watch	076700100

	Kenema	Tamba Murray	Secretary General, Head of New	076651446
	Civil Society Organisations, Bo	Joseph Blackie	CSO Chairman, Bo	076879871
	Civil Society Organisation, Moyamba	Abdul Joe Kamanda	Forum for Child welfare and Former Chairman, Civil society Coalition	078597838
No.	NAME	ORGANISATION	DESIGNATION	CONTACT No.
1.	Kandeh Kanu	ES-SL- Port Loko	EO/ADEM	
2.	Gassama Sillah	EC-SL- Kambia	SEO/DEM	
3	Manty Turay	EC-SL-Kambia	ADEM	
4.	Foday Samura	EC-SL- Karene	AEO/VETO	
5.	Steven Kabba	EC-SL- Karene	SEO/DEM	
6	Emanuel Lavalie	EC-SL- Karene	ADEM	
7.	Adama K. Saffa	EC-SL- Magburaka	EO/ADEM	
8.	Antoinette J. Conteh	EC-SL- Magburaka	SEO/DEM	
9.	Claude Samura	EC-SL- Bombali	SEO/DEM	
10	Patricia Samura	EC-SL- Bombali	ADEM	
11.	Augustine A.A Mohamed	EC-SL- Koinadugu	SEO/DEM	
12.	Sulaiman Jalloh	EC-SL- Koinadugu	ADEM	
13.	Mohamed L. Jalloh	EC- SL- Koinadugu	Office Assistant	
		APC - Kambia		
		SLPP- Kambia		
		SLPP - Magburaka		
		APC- Magburaka		
		Bombali (Political Parties)		
	Mr. Lawrence Tetteh Kargbo	Koinadugu District Council	Chairman	
	Mr. Foday Kuraisy	SLPP	District Chairman	076-788427
	Mr. Lamin Sheriff	APC	District Sec Gen	079-128612
	Kalilu Bah	Civil Society - Koinadugu	Chairman	
	Magrette Mansaray	Civil Society- Koinadugu	Member/Journalist	
	Nabieu Turay	Civil Society	District Secretary	
		Civil Society - Bombali		
	Aminata Turay	Civil Society- Kambia		