

1.0 FOREWARD

On 11 October 2005, Presidential and Legislative Elections were held in Liberia as an exit from war to peace. Those elections were followed by a Run-Off Presidential election on 8 November 2005 in keeping with Article 83(B) of the constitution that calls for a Run-Off election in the event no candidate obtained an absolute majority of valid votes cast in the first round.

The elections which were conducted by the National Elections Commission of Liberia (NEC) consistent with Article 10, section 2 of the Accra Comprehensive Peace Agreement (CPA) witnessed a high level of cooperation between the Commission and the international partners led by the United Nations Mission in Liberia (UNMIL).

There obviously was no doubt that the Commission that conducted the 2005 Elections was new in the field. Technical and Logistical support from the Commission's international partners such as: UNMIL, USAID, EC, AU, ECOWAS, UNDP, IFES, IRI, and NDI were all crucial to the resounding success of the 2005 Elections. The various capacity building exercises via training facilitated by the above institutions were useful for the staff of the Commission. Continuous technical and logistical support to the Commission is still necessary.

The 2005 Elections have long been history. There are many challenges ahead of the Elections Commission. For instance, the Chieftaincy and Municipal Elections are still to be held to complete the formation of the government. The need to address certain constitutional provisions that are impediments to the electoral process in Liberia can not be over-emphasized.

It is against this backdrop that the National Elections commission extends profound thanks and appreciation to IFES for sponsoring a Strategic Planning Seminar. The timing of the seminar which commenced at a time when there was a nomination of new commissioners to head the Commission was perfect. The Commission also thanks the Subah-Belleh Associates (SBA) for facilitating the seminar. Thanks go to all participants of the seminar especially to the Commission personnel for whom it was intended. We also want to extend our profound thanks and appreciation to our international partners - UNMIL, USAID, EC, AU, ECOWAS, UNDP, IFES, IRI and NDI. It is the fervent hope of the Commission that this Strategic Plan will be pursued consistent with the time line contained therein. The new Board of Commissioners has something to begin with for which it is grateful.

James Fromayan
CHAIRMAN

Formerly called International Foundation for Election Systems

2.0 EXECUTIVE SUMMARY

The National Elections Commission (NEC) worked tirelessly and meticulously in collaboration and coordination with its partners until January 16, 2006 when the newly elected government was inaugurated and the CPA came to an end.

Before December 19, 2005, the date for the certification of the winner of the November 8, 2005 run-off election, and January 16, 2006, the Inauguration Day, the Commission undertook a series of post-elections evaluation exercises (workshop). The first round of evaluation workshops was conducted between November 30, and December 3, 2005, in all 18 magisterial areas in the 15 counties of the country. These county-wide workshops were followed by an in-house workshop at the Commission between December 9-10, 2005. These two separate workshops identified the strengths and weaknesses of the electoral process, discussed lessons learnt and proposed a way forward, i.e., for the Commission to prepare a Strategic Plan.

Consequently, a Strategic Planning workshop was conducted for 5 days, which has produced this Strategic Plan. The workshop was attended by 115 participants from the Commission and its partners.

The workshop which was held at the Media Center at the Commission from February 6-10, 2006, formally opened with remarks from the Chairman of the Commission, Cllr. Frances Johnson-Morris, the Officer-in-Charge of UNMIL Electoral Division, Mr. Carlos Del Castillo, the UNDP Deputy Resident Representative/Programme, Madam Elizabeth Oduor-Noah, Deputy USAID Mission Director, Madam Sharon Pauling, and the Country Director of IFES, Mr. Almani I. Cyllah. All of the speakers gave their support and encouragement to the participants to deliberate freely and frankly and at the end to present a document that will guide the Commission through the next 6 years. The formal opening ceremony was closed with a Vote of Thanks by the Co-Chairman of the Commission, Hon. James M. Fromayan.

The 10 topics presented at the workshop were:

1. Legal Framework/Overview of Existing Electoral Laws Reform
2. Operations/Logistics
3. Civic/Voter Education
4. Staff Development/Capacity Building
5. Political Party and Candidate Relations
6. Voter Registration & Constituency Re-demarcation
7. Preparations for By-election, Municipal and Chieftaincy Elections
8. Public Information/Media & Information Technology
9. Budgeting and Donors Coordination/Networking & Resource Mobilization
10. Institutional/Structural Arrangement

At the close of the workshop, four (4) key programs were identified and therefore formed the major part of this Strategic Plan. They include:

Civic/Voter Education

Institutional Development

Electoral Law Reform

Elections

program has its Strategic Objectives, Key Activities, Duration, Department/Section responsible for such activities, the Expected Outcome/output, and Estimated Costs as stated in the attached charts to the Strategic Plan for easy reference.

program areas enumerated above are preceded in the report by two other programs/chapters titled: Introduction (Section/Chapter One) and Enabling Framework (Chapter Two), each of which justifies the need for support to maintain the billity, Transparency and Independence of the Commission.

3.0 Introduction

3.1 National Elections Commission

The importance of an independent commission for elections management was recognized in the year 1912 by President Daniel E. Howard. In an effort to transform this vision into reality, the then President submitted to the legislature an Act creating the office of Commission of Elections. Before this period, elections were managed by judges of courts.

Electoral ills were possible for over 100 years because Liberia was then a one-party state where everyone was implicitly a party member and the whims and caprices of the party leadership were what prevailed. The situation was so appalling that Liberia made the Guinness Book of World Records in 1927 as having conducted the most rigged elections in the world. The result of the 1927 presidential election of Charles Dunbar Burgess King of the True Whig Party was marked with horrendous fraud: it is alleged that President King received a total of 235,000 votes although the number of registered voters in the country then was less than 16,000.

In Article 89, under the revised (1986) Constitution of the Republic of Liberia, the Elections Commission was established as an Autonomous Public Institution. Laws were enacted by the legislature in 1986 for the governance of the commission.

Despite the enactment of election laws for governance of elections in Liberia, the institution has been weak and lacked integrity as it was not independent. In most instances, the commission was deprived of its constitutional duties through political interference. With the suspension of the constitution as a result of the 1980 coup, the allocation of legislative seats in the 1985 elections did not consider population. Also, a fifty-man committee was non-statutorily named to count the ballots for that election.

Although there were isolated cases of complaints, the 2005 Presidential and Legislative Elections were judged by both Liberians and the international community as being free and fair. The opportunity now exists to build on the achievements of those special elections and address challenges for future elections. Cardinal to this effort is the development of a strategic plan that the Commission will use to engage the government and its partners for long-term support in restructuring, capacitating and empowering the Commission.

3.2 National Governance Context

Liberia's developmental context is characterized by conflict, transition and a challenge for national renewal. Despite abundant natural resources, bad governance has contributed immensely to the lack of national development. Civil conflicts have exacerbated the situation: the country is engulfed with mass displacement of the population; disruption of agricultural production; destruction of limited social and economic infrastructures; flight of capital; brain-drain of skilled manpower; and erosion of confidence by the people in the government as well as in the political system of the country.

Liberia is faced with a post-conflict *compound-complex* development situation. Following two high intensity conflicts (1989-1997/1999-2003) that destroyed her physical and human capital, Liberia's reconstruction and recovery needs are many and each enormous. Regrettably, there is a stark lack of national capacity: public finances at approximately only 20% of the levels of the 1970s; the public

vice is bloated, ineffective and inefficient; social and economic infrastructures are inadequate in a general state of disrepair; natural resource management is inappropriate; and the socioeconomic policy-making and management environment is weak. Accordingly, rebuilding is a task of order. The greatest challenge will be attending the psyche of the population, especially of the young population of youths and former combatants who lack life skills, but believe in "acquiring life" through means other than the dignity of work.

Peace and reconciliation are primary and foremost in moving the country forward. To advance human development in Liberia, peace must be consolidated and the people reconciled. This is a prerequisite to build social capital (trust, solidarity, unity). There remain too many vexing social and political issues to be addressed. Social justice, human rights, and the rule of law are also wanting. External assistance in national capacity-building to restore national productive capacities is necessary.

Addressing the tripartite and interlinking issues of illiteracy, unemployment and poverty, within the *hour of good governance*, is the entry point. Illiteracy hinders effective production; employment denies income generation and makes it difficult to meet basic needs; and poverty, a state of human deprivation, is the product of the two. Illiteracy, unemployment, and poverty are breeding grounds for conflicts in Liberia. Without attending to these, Liberia runs the risk of being a "zero-sum game" in which poverty will continuously breed conflicts; conflicts will in turn occasion destruction and underdevelopment; and underdevelopment will engender another vicious cycle that mimics with more poverty.

3 Strategic Plan Development Process

The development of this strategic plan followed a participatory process. Initially, a post-election evaluation workshop was held at county level in late November and early December 2005 with various stakeholders and a follow-up evaluation workshop in December 2005 by NEC staff at headquarters level. A five-day Strategic Planning Workshop that brought together various stakeholders was then organized and conducted by the National Elections Commission. The workshop was facilitated by *Subah-Belleh Associates*, (SBA) a Liberian owned and operated management Consulting Firm. During the workshop, the strengths and weaknesses of the National Election Commission were determined; threats and opportunities in its operating environment identified and assessed; the Commission's roles and functions examined in the context of contemporary Liberia; the mission and vision statements reviewed and revised; core values or guiding principles evolved; and the framework of six-year, strategic plan developed during the workshop.

Following the workshop, SBA was given the responsibility to elaborate and transform the framework into a full Strategic Plan (2006-2011). The elaboration exercise ensured periodic follow-up consultations with the various thematic working groups of the strategic planning workshop, as well as with the technical assistance team of the National Election Commission.

Both the workshop and derivative plan development undertakings were sponsored by IFES with funding from USAID. The technical experts at IFES, UNMIL, UNDP, IRI, NDI, EC and the National Elections Commission also made valuable inputs to the process, structure and content of the strategic plan. The strategic plan provides identified challenges: areas of needs and demands; times expected outputs; fixes responsibility; and establishes timeframes for and costing of major activities.

4.0 Enabling Framework

4.1 Mission

Sustainable democracy which engenders human development is one of the components of Liberia's national goal. The Commission wishes to contribute to this national goal. Therefore, the mission of the Commission is to "contribute to the building and strengthening of a democratic society in Liberia through the conduct of free, fair and credible elections".

4.2 Vision

In pursuit of the above mission, the Commission is motivated and directed by a clear vision of independence, integrity and professionalism; hence, the Commission's vision is "an independent electoral authority with the integrity and capacity for managing free, fair and credible elections in Liberia."

4.3 Strategic Objectives

To achieve its vision and fulfill its mission as defined and articulated above, the following strategic objectives will be pursued by the Commission:

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

4.4 Core Values

The core values that guide the Commission in its efforts to fulfill both the mission and vision are as follows:

- *Independence*, requiring the Commission to be autonomous in its thinking, decisions, and actions; free from social, religious, economic and political interference;
- *Credibility*, requiring the Commission to ensure that all of its work is professional, impartial, and above dispute;
- *Transparency*, requiring the Commission to be fair and open, at all levels of operations and for every decision and action as well as in its relations with stakeholders;
- *Accountability*, requiring the Commission to be answerable at all times and take full responsibility for its actions

5.0 Challenges: Needs and Demands

5.1 Civic Voters Education

Public participation in national decision-making is an essential ingredient in a democracy; without this, a democracy is bound to fail. The electoral arena is one area where popular participation in national decision-making is required. There are two objectives to be achieved by a vibrant civic/voters' education program: first, it seeks to increase public participation in elections. In our society of voter's apathy, it is the Commission's real challenge to continue to motivate people to exercise their right to vote.

The second objective is to empower voters to make informed and rational electoral decisions. With the national illiteracy index at an alarming rate of 67% many voters do not have the capacity to understand electoral issues.

This is one of the reasons why the Commission needs to continue to conduct broad civic/voters education providing special assistance and messages to the illiterate population. It also needs to liaise with different Ministries, Civil Society Organizations, political parties and disabled groups to ensure that an overall civic education strategy on elections and democratic values is implemented at all levels of the society.

5.2 Institutional Development

The 2005 Presidential and Legislative elections were successful with assistance from the international community, particularly from the United Nations, USAID, the European Commission, African Union and the Economic Community of West African States. The period was however too short to ensure a sustained capacity building program for the Commission. The Commission therefore requires an institutional and capacity building program for the conduct of future elections.

Currently, all the major divisions and departments of the Commission require electoral management skills and competencies relevant to their domain of operations. It is therefore essential to expose the Commission staff to continuous elections management skills and training.

To build on the standard set in the 2005 Elections the capacity and institutional building program remains a priority of the Commission

Information technology plays a significant role in the electoral process. The Commission's IT Department completed the initial networking and deployment of computers in the headquarters during 2005. Continued computer training and document management for headquarter staff will be important tasks in the coming years to ensure

that IT equipment is properly leveraged. The Commission will also need to work on expansion of communication system to the county offices.

With assistance from international partners, the Commission implemented a sophisticated data processing center and computerization of electoral data in 2005. The information management systems and the data itself will require significant updates in the future. The Commission must invest in a long-term training and capacity building plan for its Data Center staff. They must learn the difficult technical skills required to ensure the sustainability of the Commission's data and make preparations for future elections.

Resource Mobilization

External resource mobilization will be an essential activity. On account of fourteen years of a devastating war, there is a stark lack of national financial capacity: public finances are limited, the 2005/2006 national budget is less than 20% of the annual budgets of the 1980s; the national debt is approximately US \$3.5 billion, above the sustainability threshold. On account of the current low levels of government revenues, the lion share of funding to the Commission for the 2005 Presidential and Legislative Elections were sourced from the international community.

The prospects for the future for public finances are bright; however, investors may adopt a "wait and see" attitude. With low investments of private capital, revenues inflow to the government will be low; this will negatively impact resource availability to government agencies, including the Commission.

Within the context of the above judgment and scenario, and Liberia's massive and demanding reconstruction agenda, coupled with the competing needs of social and economic agencies of government, the Commission will have to minimize cost and strengthen its relationship with partners.

5.3 Electoral Systems Reforms

The 2005 Presidential and Legislative Elections were special transitional elections as Liberia was transitioning from continued conflicts to sustainable peace. For those elections, a number of electoral reforms were introduced; for example, a number of constitutional provisions were suspended because they were found to be impractical to implement, given the then unique circumstances obtaining in Liberia. As a result, some provisions of the electoral laws were amended.

Since the elections and on account of lessons learned from these elections, various national stakeholders and international partners are calling for comprehensive review and reform of the electoral system. The Commission agrees that there is a need for constitutional reform in general and electoral reform in particular. The need for such

reform with respect of the electoral provision of the Constitution is imperative. The procedure for affecting constitutional amendment is governed by articles 91 and 92. The post general election years now provide an opportunity for the Commission to embark on a wholistic review and reforms of the electoral system.

5.4 Elections - Municipal, Chieftaincy, By-Elections

As a sequel to the recently held 2005 Presidential and Legislative elections, the Commission is required by law to plan, organize and conduct chieftaincy, municipal, and by-elections. Local government authorities, city mayors, political parties and other stakeholders are anxiously looking forward to these elections. With insufficient budgetary allocations, the administration of these elections remains a major challenge to a commission that is undergoing restructuring and consolidating the gains of the 2005 elections.

The Commission is also responsible to conduct national referenda. Apart from debates on the tenure of the presidency, legislature and chieftaincy, there are other debates being advanced. One such debate is the call for the election of county superintendents; another is moving the date of elections from October to the dry season as well as the provision that "All elections of public officers shall be determined by an absolute majority of the votes cast" (Art. 83b).

The elections of superintendents will make them responsive to the will of the people; the change in the elections date will shift campaigning from the rainy season, when the roads are deplorable, to the dry season when they are manageable; and the change from an absolute majority electoral system (except for the presidency) will contribute to simplification of the electoral process and also reduce costs.

Voters Registration

Prior to elections, time must be provided to allow for new registration of voters: for those who have moved to change their location of registration; for the issuance of new cards for eligible voters, and; for the removal of the deceased from the voters' roll.

6.0 Implementation Notes

This plan, like all plans, is subject to periodic reviews. The purpose of the reviews is to ascertain that events are on course in light of what might be new circumstances created by changes in the operating environment. As such, plan implementation should be flexible, adapting rational changes as may be occasioned by dynamics of the environment.

Although the generic approach or certain activities may change during the course of implementation, as may be motivated by changes in the operating environment, it is important to remain committed and focused on the strategic objectives as well as remain guided by the principles of the core values.

7.0 Action Plan (2006-2011)

The Action Plan is formulated from the perspective of the Commission's Mission and Vision statements with the guidance of its Core values. It embodies programs, strategic objectives, key activities, expected outputs, estimated cost with timeframe leading to the success of its mandate. It is outlined in the form of a logical framework (logframe) to ensure easy reference as indicated below.

Action Plan, 2006 - 2011

Program	Strategic Objectives		Duration	Responsible	Expected Output	Estimated Cost in US\$
Civic/Voter Education/Public Information	Increase public participation in the democratic process through elections	1. Liaising with Ministries and Civil Society Organizations (CSOs) for a coordinated civic education strategy	On-going	External Relations (Liaison, Civic/Voter Education, PI)	Curriculum for schools and an overall civic/voters education strategy for all levels of the society	To be determined as per programs 400,000.00
		2. Develop and print civic and voter education materials	On-going	Civic/Voter Education	Bill boards, posters, flyers, civic education manuals	500,000.00
		3. Conduct voters' education prior to registration, elections, referenda and by-elections	In accordance with electoral time-frame	Civic/voter Education	Jingles, Dramas, face-to-face activities by educators and town criers	10,200.00/6-month period
		4. Prepare and produce Election Commission newsletter	Quarterly	Public Information	Quarterly newsletter prepared, printed and distributed	1,500/quarter 24,000.00
		5. Media Liaison/Outreach	On-going	Public Information	PSAs, Press conferences Ads, Photographing, Daily supply of newspapers, Talk shows, Features, Media relations Spots	13,737.00/Annually

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Civic/Voter Education/Public Information		6. Organize and conduct County civic/voter education forums	1 per year x 15 counties x 2 days	Civic/Voter Education	Participation of local community leaders, including women, youth and disabled organizations in the electoral process	150,000.00
		7. Monitor nation-wide civic education activities	On-going	Civic/Voter Education	Well-coordinated civic education	40,000.00

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Civic/Voter Education/Public Information	Enhance voters' capacity to make informed choices during elections	1. Coordinate CSOs to disseminate election related messages.	In accordance with electoral time-frame	Civic/Voter education	CSOs capacitated and disseminate elections messages	20,000.00
		2. Organize media forum and disseminate electoral information through various media houses	On-going	Public Information	Well-coordinated and objective media coverage	24,000.00
		3. Conduct training workshops with CSOs and disabled in all aspects of the electoral process	3 Workshops / 6 months x 2 weeks	Civic/Voter Education & Training	CSOs and disabled trained	96,000.00

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Political Parties, Alliances & Coalitions/Liaison	Increase participation and awareness in the electoral process	1. Develop strategic agenda for Inter-Party Consultative Committee (IPCC) meeting	On-going	Liaison	Cooperation obtained and copies of minutes of IPCC meeting made available	4,800.00
		2. Organize and conduct IPCC meetings	Once a month	Liaison	Meetings and activities held	12 x 400 = 4,800.00
		3. Organize and conduct workshop and symposia for IPCC members	Quarterly	Liaison	IPCC members educated on electoral matters	4 x 4,000 = 16,000.00
		4. Organize and conduct workshop and symposia for IPCC members	3 times a year	Liaison	IPCC members educated and electoral on policy matters	3 x 6,000 = 18,000.00
		5. Inspection of Parties, Alliances & Coalitions' offices nationwide	2 months	Liaison	Offices inspected and relevant information obtained	4,000.00

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost
Institutional Development	Strengthen the Commission's institutional capacity and capability to manage elections	1. Preparing proposals for funding	On-going	Administration	Proposals for funding prepared for marketing	10,000.00
		2. Conducting in service training workshops for permanent staff in basic election administration and Management	On-going	Training	Permanent staff professionally equipped to conduct elections	140,000.00
		3. Conducting technical training in information technology.	On-going	Training/IT/data center	Technical skills acquired	100,000.00
		4. Recruitment of staff (professionals, temporary, permanent and consultants) to appropriate areas of needs	On-going	Administration	Recruited staff to meet Commission's needs	8,000.00
		5. Organizing and conducting training workshop for non-permanent staff	On-going	Training	None permanent staff equipped to perform specific Tasks	80,000.00

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Institutional Development	Strengthen the Commission's institutional capacity and capability to manage elections	6. Seeking support for the construction/ Purchase of Commission's head quarters	6 months	Administration	Funds/support obtained	40,000.00
		7. Undertaking the construction of the Commission's headquarters	24 months	Administration	Commission's headquarter constructed	4,000,000.00
		8. Purchase of a building for NEC HQ	12 months	Administration	Commission's headquarters purchased	3,500,000.00
		9. Seeking fund/support for the construction of remaining local offices	24 months	Administration	Local offices constructed	40,000.00
		10. Conducting seminars on basic principles of electoral laws	On-going	Training/Legal	Knowledge on electoral laws acquired	60,000.00
		11. Establishing a resource center	12 months	Administration	Functional resource center established	200,000.00

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost
Electoral Law Reform	Undertake electoral reforms to conform with international best practices as well as existing conditions in Liberia	1. Setting a team of legal experts to include short-term contracted lawyers to represent the Commission in litigations	6 months	Commission & Legal Section	Team of legal experts identified and structurally organized	2,000 pm x 6 (US\$12,000) x 4 = 48,000.00
		2. Conducting legal research on existing electoral laws	3 months	Commission & Legal Section	Research result compiled and reported	5,500 pm x 3 (16,500)
		3. Preparing and producing draft amendments to the Electoral Acts reflecting any observation on the electoral and constitutional reform	3 months	Commission & Legal Section	Draft amendments to the Electoral Acts on the electoral and constitutional reform prepared and produced	5,500.00 pm x 3 (16,500)
		4. Drafting new electoral legislations to make the Commission more independent and neutral	12 months	Commission & Legal Section	New electoral legislations drafted and produced	5,500 x 6 (33,000)

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Elections	Conduct all elections and referenda (general, chieftaincy, municipal, by-elections) effectively and timely	1. Preparing time table, work plan, and budget for chieftaincy and municipal elections	3 months	Administration	Budget and activity plan for elections prepared	3,000
		2. Identify funding sources for chieftaincy and municipal registration and elections	6 months	Commission	Funding received for chieftaincy and municipal registration and elections	6,000
		3 Updating constituency and electoral boundaries for local elections	6 months	Inter-Ministerial Technical Committee (MPEA, MLME, MIA, MPW)	Chieftaincy and electoral boundaries updated	100,000 ¹
		4. Identifying and preparing voting centers for local elections	3 months	Field Coordination	Voting Centers identified and prepared	50,000

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Elections		5. Voter registration update of roll (new voters, updating existing, removing deceased) – similar in size to 2005 voter registration	6 months	Magistrates, Data Center, IT,	Voters roll ready for election	3,500,000 ²
		6 Conducting chieftaincy and municipal elections	4 months	Commission, Field Coordination Magistrates Office	Elections (by-elections, chieftaincy) conducted	3,200,000 ³

Direct costs to ECOM; additional costs to be incurred by other government agencies.

Local election registration cost estimated at 70% of 2005 registration assuming larger operation than 2005 but reuse of some materials. Cost estimate does not include potentially substantial costs for international assistance, especially in technical and logistics support.

Local election cost estimated at 70% of 2005 election cost assuming no run-offs, larger operation than 2005 but reuse of some materials. Cost estimate does not include potentially substantial costs for international assistance.

Action Plan, 2006 - 2011

	Strategic Objectives	Program Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Elections		7. Preparing time table, work plan, and budget for general elections	3 months	Administration	Budget and activity plan for general elections prepared	3,000
		8. Identify funding sources for voter registration and general elections	6 months	Commission	Funding received for registration and general elections	6,000
		9. Pending electoral law changes, updating electoral boundaries for general elections	3 months	Commission	Electoral boundaries updated	50,000
		10. Identifying and preparing voting centers for general elections	3 months	Field Coordination	Voting Centers identified and prepared	25,000

Action Plan, 2006 - 2011

Program	Strategic Objectives	Key Activities	Duration	Responsible	Expected Output	Estimated Cost in US\$
Elections		11. Voter registration to build new roll registration	6 months	Magistrates, Data Center, IT,	Voters roll ready for general election	5,000,000 ⁵
		12. Conducting general elections	4 months	Commission, Field Coordination Magistrates Office	General elections conducted	4,500,000 ⁶