



# **POLITICAL PARTIES REGULATION COMMISSION (PPRC)**

## **STRATEGIC PLAN 2024-2028**

*Theme: Consolidating Progress and Strengthening  
Democratic Practices for a United and Prosperous  
Sierra Leone*



Funded by  
the European Union

## TABLE OF CONTENTS

TABLE OF CONTENTS .....	i
ACRONYMS .....	ii-iii
ACKNOWLEDGEMENTS .....	iv
EXECUTIVE SUMMARY .....	v-viii
<b>1. SECTION ONE – INTRODUCTORY BACKGROUND .....</b>	<b>1</b>
1.1 INTRODUCTION.....	1
1.2 STRATEGIC PLAN DEVELOPMENT PROCESS.....	1
1.3 STRATEGIC PLAN ALIGNMENT WITH THE NATIONAL DEVELOPMENT PLAN .....	3-4
<b>2. ORGANIZATIONAL PROFILE AND PERFORMANCE ASSESSMENT .....</b>	<b>4</b>
2.1 PROFILE AND IDENTITY OF THE PPRC.....	4
2.1.1. WHO WE ARE.....	4
2.1.2. WHAT WE DO .....	4-5
2.2. VISION, MISSION AND CORE VALUES .....	5
2.2.1. VISION.....	5
2.2.2 MISSION .....	5
2.2.3. CORE VALUES.....	6
2.3 OUR CONSTITUENTS, PARTNERS, DONOR AND PEERS.....	7
2.4 PERFORMANCE ASSESSMENT OF 2019-2023 STRATEGIC PLAN .....	8-11
<b>3. ENVIROMENTAL SCAN.....</b>	<b>11</b>
3.1. PESTLE ANALYSIS .....	11-16
3.2. SWOT ANALYSIS .....	16-18
<b>4. THEMATIC PILLARS .....</b>	<b>19-22</b>
4.1. OBJECTIVES, STRATEGIC, RESULTS AND EXPECTED OUTCOMES.....	19
4.2 STRATEGIC PLAN RESULTS FRAME WORK.....	20
<b>5. ACTION PLAN-PROPOSED INTERVENTIONS AND TIMELINE .....</b>	<b>23-33</b>
<b>6. BUDGET-COST PROPOSED INTERVENTIONS AND TIMELINE.....</b>	<b>34</b>
<b>7. MONITORING AND EVALUATION FRAMEWORK .....</b>	<b>35-55</b>
<b>8. REFERENCES .....</b>	<b>56</b>

## ACRONYMS

50/50	50/50 Women's Group
APC	All Peoples Congress
APPA	All Political Parties Association
APPYA	All Political Parties Youth Association
APPWA	All Political Parties Women Association
C4C	Coalition for Change
CARL	Centre for Accountability and the Rule of Law
CBOs	Community-Based Organisations
CGG	Campaign for Good Governance
CSO	Civil Society Organisation
ECSL	Electoral Commission for Sierra Leone
EMBs	Election Management Bodies
ICPNC	Independent Commission for Peace and National cohesion
IGR	Institute for Governance Reform
IDEA	Institute for Democracy and Electoral Assistance
IRN	Independent Radio Network
MDAs	Ministries Departments and Agencies
MoF	Ministry of Finance
MoPED	Ministry of Planning and Economic Development
NaCCED	National Council for Civic Education and Development
NCD	National Commission for Democracy
NDI	National Democratic Institute
NGC	National Grand Coalition
OSIWA	Open Society Initiative for West Africa
PEA	Public Election Act
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PPA	Political Parties' Act

PPRC	Political Parties' Regulation Commission
RSLAF	Republic of Sierra Leone Armed Forces
SLP	Sierra Leone Police
SLAJ	Sierra Leone Association of Journalists
SLP	Sierra Leone Police
SLPP	Sierra Leone Peoples Party
SP	Strategic Plan
SWOT	Strengthens, Weaknesses, Opportunities and Threats
UP	Unity Party

## ACKNOWLEDGEMENTS

I want to first and foremost thank God Almighty for His grace over the life of our Chairman, Commissioners and the entire staff of the Commission. In particular, I want to thank the former Chairman and Commissioners for their leadership, dedication and direction. The Commission has been able to deliver on its mandate owing to your astute leadership.

Let me also use this opportunity on behalf of the Commission to express our deepest gratitude to the Government of Sierra Leone through the Ministry of Finance for their continued support towards the consolidation of democracy and good governance in Sierra Leone through the provision of Annual subvention to the PPRC and approval for the recruitment of staff.

The Commission is also thankful to International IDEA with funds from the European Union for their support towards the work of the Commission. The timely implementation of activities including capacity development of the PPRC and Political Parties significantly helped change the political narrative of the country.

As a Commission, we continue to thank our primary stakeholders; the Political Parties for their support and cooperation working with the Commission. Indeed, it has not been easy but your dedication in line with section 35 (1) of the 1991 Constitution of Sierra Leone has proven fruitful.

We similarly acknowledge the support and cooperation from our sister Elections Management Bodies (EMB); the Electoral Commission for Sierra Leone (ECSL) and other key stakeholders not limited to the Sierra Leone Police (SLP), the Republic of Sierra Leone Armed Forces (RSLAF), the Office of National Security (ONS), the Independent Commission for Peace and National Cohesion (ICPNC), the National Council for Civic Education and Development (NaCCED), the Human Rights Commission Sierra Leone (HRCSL), the Sierra Leone Association of Journalists (SLAJ), the Independent Media Commission (IMC), National Democratic Institute and all Civil Society Organizations.

Finally, I thank all the members of the Strategic Plan Committee, the consultant, Tsitsi Muvunzi and team for their dedication and cooperation in putting together the Strategic Plan of the Commission. Your effort is deeply acknowledged.

**Olushogo A. David**  
Executive Secretary – PPRC

## EXECUTIVE SUMMARY

The 2023 Presidential and General elections were the sixth since the re-introduction of democratic governance in Sierra Leone in 1996 and the fifth since the end of Sierra Leone’s civil war in 2002. Since 2002, the Political Parties Regulation Commission <sup>1</sup>(PPRC) has and continues to be a critical and active player in Sierra Leone’s democratic landscape and trajectory. Provided for by sections 34 and 35 of the 1991 Constitution of Sierra Leone (as amended in 2022), the PPRC started its operations in December 2005 following the passage of the Political Parties Act (PPA) of 2002 (as amended in 2022), as part of the overall reorganisation and strengthening of electoral and democratic institutions in Sierra Leone after the civil war. The overall mission of the PPRC is to engender ***‘peaceful and long-term democratic political representation and participation through the effective regulation of political parties’*** – the central actors in the electoral process, through which national and local leaders are recruited. Upon the establishment of the PPRC, the role of political party registration and oversight, which was played by the Electoral Commission was officially separated from the conduct of elections and referenda and transferred to the PPRC as provided for by law; making the PPRC the first of its kind in the West African Sub-region.

*Peaceful and long-term democratic political representation and participation through effective regulation of political parties.*

During the last two decades of its operations, the PPRC has not only registered and supervised the activities of political parties, it has also mediated intra and inter political party disputes, supervised the conducted of elections for party officials (as an when requested for), provided capacity support to political parties and its affiliate groups, coordinate the collaboration between and among political parties and provided overall support to the electoral landscape through strengthening the capacities of the main actors in elections. This task of overseeing the registration and supervision of political parties is by every means and every context, a difficult one. In the conduct of their functions, staff of the Commission have received threats from agitated members of political parties, and the actions and or in actions of the Commission have been analysed and interpreted to suite different political narratives. Apart from the challenges associated with interacting with registered political parties and their plethora of interests, the

---

<sup>1</sup> Previously known as the Political Parties Registration Commission until 2022 when the Political Parties Act of 2002 was Amended

Commission faces infrastructural and staff capacity challenges and limitations in the implementation of its punitive powers on transgressors of the law; until 2022 when the PPA was amended. Despite these challenges, the PPRC has remained impartial and committed to the delivery of its mandates as provided for by the Constitution of Sierra Leone, the PPA of 2002 (as amended in 2022) and other supportive legislations. The Commission has benefitted from state and donor support and collaborated with several actors in the delivery of its mandate, in a manner that is inclusive, independent, balanced and fair.

To achieve this, the Commission has also been guided by the provisions of the relevant legislations, context, international best practice and clearly defined priorities set out in its five yearly strategic plans – which forms the basis of agenda setting for the electoral cycle. The 2024-2028 Strategic Plan of the Commission is its fourth-generation strategy, with the first being in 2010 -2014, the second from 2015-2018, the third from 2019 -2023. This fourth-generation strategic plan represents the Commission’s effort to consciously define its needs and strategic priorities for the next five years, to learn from its past, and to consolidate progress made in the last three strategies. Therefore, the theme of this strategic plan is *‘Consolidating Progress and Strengthening Democratic Practices for a United and Prosperous Sierra Leone’*. The theme has been deliberately designed in acknowledgment and commitment to consolidate progress made in the last two decades and the need to strengthen the country’s growing democracy through professional and credible political parties’ regulation; as the oxygen of Sierra Leone’s democracy. The strategic priorities laid down in this plan provides the framework, motivation and evaluation basis to determine the effectiveness of the Commission’s commitment to political party regulation and democratic strengthening in Sierra Leone .

To deliver on the Commission’s mandate, vision and mission, the overall approach and design of the SP is tied around eight thematic priorities – each with an overarching goal and expected results/outcomes. The eight thematic priorities were carefully selected following a review of the 2019-2023 SP, collaborative priority setting for the next five years, and drawing from feedback from Political Parties, Ministries, Departments and Agencies (MDAs), Civil Society Organisations (CSOs) and International Development partners.

The plan sets out a clear and consistent logic between the priorities set out to be delivered, the resources, human and infrastructural capacity needed to deliver on these priorities, and how progress or otherwise will be measured over time. The objectives of the 2024-2028 PPRC SP are:

- To provide a strategic direction for the Commission to deliver on its mandate (as provided by law) in a manner that is coordinated, consistent and coherent
- To develop and operationalize a sound political party regulatory framework that support and compliment the mandate of the Commission
- To strengthen the capacity of the PPRC, its staff and infrastructure to deliver on its constitutional mandate of registering and regulating political parties
- To enhance the capacity of political parties to operate effectively as major partners in the democratic process, while remaining compliant with the regulations and laws governing the operation of political parties
- To make the work of the Commission predictable, efficient and transparent through alternative and accountable funding mechanisms
- To develop and operationalize a communication and visibility strategy that position the PPRC as a credible Elections Management Body (EMB)
- To promote peaceful and inclusive political dialogue among political actors in manner that supports the democratic consolidation and national cohesion
- To enhance the Commission’s research and learning capacity

To deliver on the SP’s theme and priorities, the 2024 - 2028 SP is informed and shaped by eight thematic priorities:

- ✓ **Thematic Pillar 1 – Legal Framework**
- ✓ **Thematic Pillar 2 – Resource Mobilization and Utilization**
- ✓ **Thematic Pillar 3 – PPRC’s Institutional Capacity Strengthening**
- ✓ **Thematic Pillar 4 – Capacity Development of Political Parties**
- ✓ **Thematic Pillar 5 – Communication and Visibility**
- ✓ **Thematic Pillar 6 – Mediation, Peace, and Cohesion**
- ✓ **Thematic Pillar 7 – Inclusion and Participation**
- ✓ **Thematic Pillar 8 – Research and Learning**

Each of the eight thematic pillars has an implementation strategy, goals and expected outcomes. The activities are spread across the five-year life span of the strategy. To support evaluation and delivery impact, the SP has an action plan with activities and interventions spread across the five years of the SP and a Monitoring and Evaluation framework to guide impact assessment. Additionally, the activities of the SP have been carefully costed to guide resource mobilization,



government and donor support. The total cost of the SP's activity implementation for the five year is Three Hundred and Fifty-Five Million Seven Hundred and Eighty-Three Thousand and Twenty-Five Leones (**NLE355,783,025**) an equivalent of Fourteen Million, Eight Hundred and Twenty Four Thousand, Two Hundred and Ninety Three United States Dollars (**\$14.824,293**) for the five of the SP's implementation, and includes office running cost and five major infrastructural projects, which include the construction of PPRC's National Headquarters, and four Regional Offices.

The entire SP is organized into seven sections including an executive summary, an introduction, brief organisation profile, PESTELE and SWOT analysis, an analysis of the SP thematic priorities and objectives, the SP action plan which describe the detail activities for each thematic priority and their timelines, the SP budget, and the monitoring and evaluation framework. Three major highlights in the 2024 – 2028 SP focuses on capacity strengthening of the Commission, political parties' complimentary resource mobilization, and a sound legal environment for effective political party regulation.

## **1. SECTION ONE – INTRODUCTORY BACKGROUND**

### **1.1. Introduction**

Planning, whether for an Elections Management Body (EMB), a national government, international agency or a political party has become part of humanity's modern way of life. In fact, organisations that seek to live an organized and somehow predictable future, sets planning as a tenet that guides their actions and directions to effectively manage their resources, tackle threats, hedge against uncertainties and reap the benefits of current and future opportunities. Failure to adequately address the long-term strategic position of an organisation culminates in under-performance otherwise called strategic drift or failure (Jeff's, 2008). When an organisation fails to plan, and without a clear strategy, it easily gets overstretched and ineffective and heads for failure.

As an Elections Management Body (EMB) charged with the constitutional responsibility of registering and regulating political parties, and by extension supporting the electoral and democratic process in Sierra Leone, the PPRC considers effective planning as a critical activity for peaceful and credible elections and the promotion of Sierra Leone's democratic pedigree. Considering this complex responsibility, especially the difficult task of regulating political parties, it is important that the Commission has a guiding framework for such a complex mandate. The 2024 - 2028 PPRC Strategic Plan (SP) is therefore both a document to guide and shape the work of the Commission, as well as align the Commission's work with the priorities of Government and our national and international partners.

### **1.2. Strategic Plan Development Process**

The process of developing the strategic plan involved extensive internal and external consultations within the PPRC, Political Parties, other governance and democracy strengthening institutions and development partners. The approach was a combination of review, consultation, and iterative development.

First, the focus was to review the implementation of the 2019 -2023 strategic plan, to take stock of milestones and challenges. The second phase was the development of a new strategic plan for the period 2024 - 2028. To deliver on these two complex responsibilities, PPRC was supported by an external consultant who facilitated the review processes as well

as discussions and consultations leading to the development of the 2024 - 2028 PPRC Strategic Plan. The review of the old SP and development of a new SP was part of a bigger post-elections' institutional capacity and performance assessment of the Commission supported International IDEA – through its *Sierra Leone Democracy Strengthening Programme* funded by the European Union.

To develop the 2024 - 2028 SP, the Commission started with a three-day post-election reflection management and staff retreat in September 2023, in which the Commission reflected on its performance in the June 2023 elections, its role in the wider 2019-2023 electoral cycle and its capacity to deliver on its mandate. During the reflection meeting, the SP consultant made a presentation on the benefits of effective planning and led the PPRC team to carefully review the thematic priorities and activities set out in its 2019 - 2023 SP and assess the status of delivery. A summary of the Commissions' performance in the delivery of the 2019 - 2023 SP is analyzed in section 2.4 below. In that retreat, a seven-man Strategic Plan Development Committee which includes staff at all levels of the Commission was constituted to work with the consultant in the development of the 2024 – 2028 PPRC SP. The post-elections review meeting was followed by five regional consultative meetings with major stakeholders, including Civil Society Organizations (CSOs), Political Parties, the Security Sector, and other democratic governance institutions such as Electoral Commission for Sierra Leone (ECSL), the National Commission for Democracy (NCD) and the National Council for Civic Education and Development (NaCCED). During these regional consultative meetings, the Commission received open and frank feedback from participants on their perception regarding the PPRC's conduct and performance in the 2019 - 2023 electoral cycle, including areas the PPRC did well and areas to improve on, and some suggested priorities for consideration in the Commission's 2024 - 2028 SP.

The feedback from the regional engagement were compiled and analysed by the consultant who later conducted follow up interviews with some of the Commissioners of the PPRC, Management Staff, and selected members of the International and Development Community, especially those who have supported the work of the Commission. The compiled feedback and discussions from the reflection session, the regional consultations and follow up interviews were used to organise a six days SP Development Retreat at the Country Lodge Hotel in Freetown with members of the PPRC SP Development Committee, the Chairman of the Commission, the Executive Secretary and International IDEA. During the

six days' deliberations, the team reviewed the Commissions Mission, Vision and Core Values, set out the main thematic priorities for 2024 - 2028 SP drawing from the lessons learnt from the implementation of the previous SP and stakeholder's feedback. The SP development committee, under the guidance of the SP consultant also developed the objectives and outcomes of each thematic priority, and a set of specific interventions to support each thematic area, developed a budget to guide resource mobilisation and utilization and set out a monitoring framework to track progress.

Following series of reviews on the draft SP developed by the consultant based on feedback from the PPRC and International IDEA, the PPRC organized a one day validation exercise for stakeholders, including political parties, CSOs, democratic governance institution, and development partners to review and validate the draft SP. Following the validation, the recommendations proffered by the stakeholders were taken onboard by the consultant and a post validation final copy was submitted to the board of Commissioners of the PPRC for endorsement.

### **1.3. Strategic Plan Alignment with the National Development Plan**

The Political Parties Regulation Commission in Sierra Leone plays a crucial role in shaping the country's democratic landscape and ensuring that political parties adhere to democratic principles. This Strategic Plan is well aligned with Sierra Leone's Medium Term National Development Plan (2024 to 2030<sup>1</sup>); whose theme is '***A Transformative Acceleration Agenda for Food Security, Human Capital Development and Job Creation***'. The plan is largely consistent with the Government of Sierra Leone's Big Five Game Changers (Feed Salone, Human Capital Development, Youth Employment; Technology and Infrastructure and Transforming the Public Service Architecture) that constitutes the country's overarching agenda for 2030. The plan highlights five special enablers to accelerate the implementation of direct actions needed under the respective Big 5s for the achievement of the national goals. The Regulation of Political Parties aligns well with the second enabler, which is Governance and Accountability. This enabler highlights government's commitment towards political modernisation for consolidating peace and national cohesion which is necessary for consolidating democracy. The plan emphasises democratic participation, free choice and

---

<sup>1</sup> GoSL (2024). Sierra Leone's Medium-Term National Development Plan 2024-2030: A transformative Acceleration Agenda for Food Security, Human Capital Development and Job Creation. <https://1drv.ms/b/s!AnuKPgV-F7DngesVJTlbBvRIQNwe9w?e=mv8no2>

transparency, thus contributing to good governance which is a key enabler in the MTNDP (2024 to 2030). Additionally, the support to political parties through regulation is geared towards mitigating ethnic tensions and foster inclusivity which is vital for national unity and development. Ensuring ethical behaviour and accountability among political parties contributes to a stable political environment, which in turn supports the MTNDP development efforts. The SP also highlights activities to curb corruption and ensure transparent financial practices essential for socio-economic growth and development. Additionally, it highlights efforts to encourage intra and inter party dialogue, strengthening political party structures and contributing to build public confidence in the electoral process. In summary, effective political party regulation contributes to a stable, transparent and inclusive political environment which is essential for achieving Sierra Leone's national development priorities.

## **2. ORGANIZATIONAL PROFILE AND PERFORMANCE ASSESSMENT**

### **2.1. Profile and Identify of the PPRC**

#### **2.1.1. Who we are**

The PPRC is an institution provided for by sections 34 and 35 of the 1991 Constitution of Sierra Leone (as amended in 2022), which gives the Commission the mandate to register and regulate political parties. The PPRC was formally established in 2005 following the Political Parties Act (PPA) of 2002 (as amended in 2022). The Commission is independent in the conduct of its functions and do not take directives from any organ of government, except where the law expressly states so. The Commission registers and regulates political parties as part of the inclusive democratic process in Sierra Leone. The Constitution of Sierra Leone (Amendment) Act No. 22 of 2022<sup>2</sup> renamed the Political Parties Registration Commission as the Political Parties Regulation Commission and replaced the Administrator and Registrar General with an Executive Secretary, who is head of administration and Secretary to the Commission.

#### **2.1.2. What we do**

Act No 25 of the Political Parties Act of 2022 bestowed on the Commission the mandate to:

- Register political parties;

---

<sup>2</sup> GoSL (2022) Constitution of Sierra Leone (Amendment) Act No.22 <https://1drv.ms/b/s!AnuKPgV-F7DngesZy-4zDjBI95tbtA?e=UgEb1s>

- Regulate, supervise and monitor the affairs or conduct of political parties so as to ensure their compliance with the Constitution and the Political Parties Act;
- Monitor compliance of political parties with the terms and conditions of their registration;
- Monitor the accountability of political parties to their membership and to the electorates of Sierra Leone;
- Promote political pluralism and spirit of constitutionalism among political parties;
- Mediate any conflict or disputes within a political party and between or amongst political parties;
- Facilitate dialogue between and among political parties and other state actors to promote a democratic culture of peace, tolerance, participation and cohesion, and
- Do all such things as will contribute to the attainment of the objective stated for the establishment of the Commission

## **2.2. Vision, Mission and Core Values**

### **2.2.1. Vision**

The PPRC's vision is a Sierra Leone with a responsible and resilient political landscape defined by good governance, transparent, peaceful and inclusive party politics.

### **2.2.2. Mission**

The Commission's mission is to engender, among political parties in Sierra Leone, a spirit of accountable political pluralism, as well as strong democratic principles, register, regulate and mediate between and among political parties, and provide platforms for political reconciliation and cohesion between and among political parties.

#### **The Commission does so by:**

- Working with political parties and stakeholders to attain the mandate of the Commission to regulate political parties;
- Championing public political education to ensure sustainable peace and development;
- Strengthening the capacities of political parties to enhance sound internal party policy development and encourage collective participation;
- Facilitate mediation and develop programs for youth, women, and persons with special needs;
- Responding to emerging issues using integrated approaches;
- Building a financially sustainable and highly effective PPRC.

### 2.2.3. Core Values

The work of the Commission is guided by the following core values:

- **Impartiality:** The PPRC takes no sides and favours no one in the conduct of its functions. The Commission commits to constantly demonstrate impartiality while dealing with political parties and their supporters.
- **Tolerance:** Staff of the Commission emboldens political pluralism and tolerates varying shades of opinions without taking sides. The Commission tolerates, as much as possible, all shades of opinions, without showing preference for one over another in the application of the law.
- **Transparency& Accountability:** As a public entity funded by taxpayers, the programmes and activities of the PPRC are open to public scrutiny and unfettered access. The Commission does the same for donor funded resources.
- **Integrity:** The PPRC s conducts its business with honesty, veracity, reliability, and commitment in line with the National Constitution and PPRC Act.
- **Efficiency:** The Commission shall, to the best of its ability, manage its affairs with the available resources, and discharge or respond to all queries and matters brought to its attention regarding the use of state and donor resources.
- **Professionalism:** The Commission is professional in the discharge of its mandate and will seek to ensure its staff and or representatives behave in a professional manner in their dealings with political parties and members of the public.
- **Gender equality/Inclusivity:** The Commission shall ensure adherence to the Political Parties Act (PPA 2022), Public Elections Act (PEA, 2022), and the Gender Equality and Women’s Empowerment Act (GEWE, 2022). To do so, the work of the Commission will be guided by Gender, Diversity and Inclusion Policy.

#### **Other critical guiding principles are:**

In addition to our values, the Commission is also guided by the following principles.

- Diversity, respect and mutual trust
- Productive partnership and national participation
- Confidentiality and privacy
- Social inclusion; irrespective of tribe, region, ethnicity or political affiliation

### 2.3. Our Constituents, Partners, Donor and Peers

The Constitution of Sierra Leone is unambiguous in terms of its clarity regarding the function of the PPRC of registering and regulating political parties. This specific role in the democratic process means that the major stakeholders and players critical to the work of the PPRC are political parties. At the time of developing this Strategic Plan, there are 17 registered political parties, including the two leading and oldest political parties – the Sierra Leone Peoples Party (SLPP) and the All Peoples Congress (APC). However, ahead of the 2023 elections, only 14 of the 17 registered political parties met the minimum criteria<sup>3</sup> to participate in the electoral process.

In addition to political parties, the work of the Commission is funded by the Government of Sierra Leone through the consolidated fund managed by the Ministry of Finance (MoF). Under this arrangement, the PPRC interacts with the MoF and other state agencies, such as the Accountant General’s Office, Audit Service Sierra Leone and Public Sector Reform Unit.

Operationally, the PPRC is independent and is not aligned to any government ministry for supervision and/ or oversight. By law, the PPRC reports directly to the Office of the President on an annual basis. However, in terms of development cooperation and planning, the PPRC sits in the Multi-Stakeholder Governance Forum of Elections coordinated by the directorate of Development Assistance Coordinating Office (DACO) of the Ministry of Planning and Economic Development (MoPED). In terms of its legal mandate and legal processes, the Commission works with Ministry of Justice, the Law Officers Department and the Parliament of Sierra Leone.

The technical and operational work of the PPRC is supported by the government, diverse donors, international development partners and a network of civil society groups. Among the Commission’s main donor partners are the European Union (EU), the United Nations Development Programme (UNDP), Irish Aid, International IDEA and the National Democratic Institute (NDI). The Commission’s major technical development partners include UNDP, International IDEA and NDI. At the national level, the work of the Commission is supported by several civil society groups including Centre for Accountability and Rule of Law (CARL),

---

<sup>3</sup> A list of criteria was set out for political parties to contest the 2023 election. Its includes the conduct of lower level election, election of a national executive, submission of annual reports and audited statements of account, offices in all the Regional Headquarter Town



Institute of Governance Reform (IGR), 50/50, Campaign for Good Governance (CGG), Sierra Leone Association of Journalists (SLAJ), Independent Radio Network (IRN) and other locally based Community Based Organisations (CBOs).

#### 2.4. Performance Assessment of 2019 - 2023 Strategic Plan

The Commission's assessment of the 2019 to 2023 Strategic Plan recorded an overwhelming 78% activity implementation across the four Thematic Pillars. The SP was crafted around four strategic pillars indicated below:

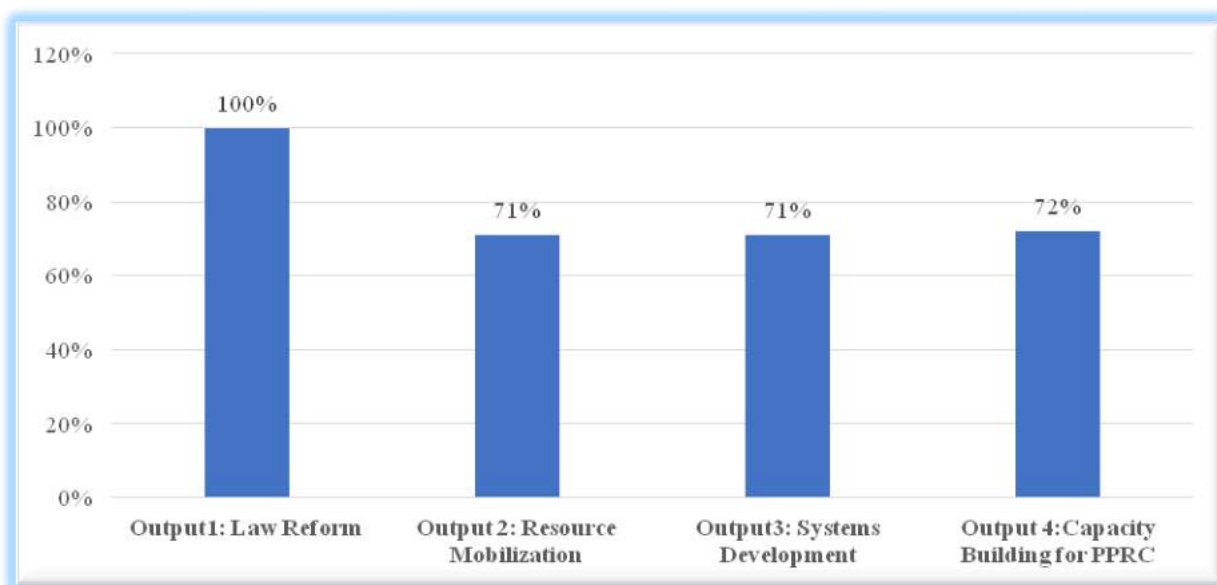
**Output 1:** Law Reform – The revised act is robust and impartial, mediation/judicial powers expanded; provisions for internal and external opportunities for the PPRC and the political parties provided:

**Output 2:** Resource Mobilisation (Sustainability)

**Output 3:** Systems Development for Political Parties

**Output 4:** Capacity building of PPRC

An assessment of activity implementation across the four output areas indicated 100% achievement for output 1, 71% for output 2 and output 3; and 72% for output 4 as summarised in the chart below.



On average therefore, activity implementation across the four output areas was at 78% as summarised in the chart below:



The table below provides an indication of activity implementation per outcome area.

Outcomes	Planned Activities	Implementation Status
<b>Strategic Outcome: The Government, political parties, partners and the public protect and support the development projects of the PPRC staff and organizational capacity building of the PPRC</b>		
<b>Strategic Objective: To galvanise support and commitment from the Government, public and development partners to build new structures and enhance the capacities of Commissioners and Staff in 5 years</b>		
<b>Output 4: Capacity Building for PPRC</b>	Conduct rapid additional internal organizational needs assessment planning to identify supplementary capacity issues and build on coordinating PPRC's strengths and address its weaknesses/gaps	Implemented
	Plan and construct a new, spacious and furnished office space on the same site in Freetown	Not implemented
	Develop a strategic communication plan with specific use of strategic communication channels in the next 5 years	Implemented
	Facilitate 1 overseas training per year for senior strategic staff	Not implemented
	Conduct 2 local trainings for Commissioners and staff per year as identified in the training needs assessment exercise	Not implemented
	Hire and fill current strategic job openings in the PPRC by December 2019- review organogram	Implemented
	Conduct 1 study tour per year to learn and apply best practices from a country or two to enhance PPRC's mandates	Implemented
	Payment of rent for 3 regional and 1 district offices in Bo, Makeni, Kenema and Kono for high performance	Implemented
	Develop and implement key programs for youth and women especially in the regions to reduce political violence	Implemented

	Improve ICT: website content mgt, Local Area Network upgrade and computers for offices for efficient performance and visibility	Implemented
	Purchase and maintain additional operational assets like vehicles to facilitate operations and program works...	Implemented
<b>Strategic Outcome: The organizational capacities of all political parties improved as demonstrated in the development of internal policies and organizational efficiency</b>		
<b>Strategic Objective: To develop the organizational systems and other capacities of all political parties for efficiency, program development, effective governance and democratic pluralism in preparation for 2023</b>		
<b>Output 3: Systems development of Political Parties</b>	Train all political parties on organizational efficiency, program development, data mgt., governance and democratic pluralism	Implemented
	Conduct review meetings with political parties to align their policies and constitutions with the National Constitution and the Political Parties Act etc.	Implemented
	Advise all political parties on policy development, format of party manifestos	Implemented
	Train all political parties on specific provisions of the 1991 constitution and the 2002 Political Parties Act (or new Act) and their obligations	Implemented
	Partner with Political Parties as in the case of APPA, APPYA, APPWA to mobilize support for specific national political issues	Implemented
	Revive and fund District Coordinating Monitoring Committees meetings	Not implemented
	Conduct 12 public political education exercises, per year (1 per month), on mediation, violence, dialogue, and educate the public on provisions in the 2002 Act	Not implemented
<b>Strategic Outcome: The financial and other resources of the PPRC have been improved to sustain the institution for continued growth and professionalism and support to political parties done</b>		
<b>Strategic Objective: To improve the financial and material sustainability of the PPRC through innovative resource mobilization and internal efficient utility of the acquired finite resources</b>		
<b>Outcome 2: Resource Mobilisation (Sustainability)</b>	Work with the Government to comply with the PPRC Act with respect to funding the operations and programs of the PPRC	Implemented
	Review internal control systems to reduce financial and material wastes	Implemented
	Review Political Parties registration fees and keep 50 percent of the registration proceeds; the other 50 percent goes to the consolidated fund	Not implemented
	Renewal of Political Parties registration every year	Not implemented
	Utilize the backgrounds and abilities of the Commissioners and other sources to raise more funds for the Commission and support to Political Parties	Implemented
	Partner with NGOs, UNDP, IFES, human rights and democracy INGOs, private sector and others to reduce costs and increase efficiency and mobilize resources for both	Implemented

	PPRC and Parties	
	Develop proposals, concept notes and other creative resource mobilization strategies to guarantee sustainability	Implemented
<b>Strategic Outcome: The Act No 3 of 2002 of the PPRC has been revised, distributed across the country and political parties and public educated on the new provisions of the Act</b>		
<b>Strategic Objectives: To revise the current 2002 Act of the PPRC with more para judicial (High Court) powers to address the multiple political complains of political parties and communities by 2022</b>		
<b>Outcome 1: Law Reform - The revised act is robust and impartial, mediation/judicial powers expanded; provisions for internal and external opportunities for the PPRC and the political parties provided.</b>	Consult with Law Department	Implemented
	Consult with Political Parties and conduct nationwide consultations	Implemented
	Review and validate the Act	Implemented
	Reviewed Act sent to cabinet and parliament	Implemented
	Presidential assent, printing, distribution, and application	Implemented

### 3. ENVIRONMENTAL SCAN

To understand and fully appreciate the internal strengths and weaknesses of PPRC, the external threats and opportunities that exist, and the Political, Economic, Social, Technological, Legal and Environmental (PESTLE) considerations that supports and/or hinders the work of the PPRC, the Commission carefully conducted a contextual scan of both the macro and micro level environment under which the SP will be implemented, using a SWOT<sup>4</sup> and PESTLE Analysis.

#### 3.1. PESTLE Analysis

**Introduction:** Created by Sections 34 and 35 of the 1991 Constitution of Sierra Leone (as amended), the PPRC is the first of its kind in West Africa, in terms of its core mandate as an elections management body. Its legal powers to register and regulate political parties, monitor internal democracies of political parties and mediating intra and inter party disputes through dialogue, promotes political plurality which has contributed to the overall governance and the growth of democracy in Sierra Leone. Pursuant to Section 34 (5) of the 1991 Constitution of Sierra Leone, the ***“Commission shall not be subject to the direction or***

<sup>4</sup> SWOT = Strengths, Weaknesses, Opportunities and Threats, while PESTLE = Political, Economic, Societal, Technological, Legal and Environmental factors

***control of any person or authority except in the circumstance where political parties are aggrieved with a decision of the Commission”*** and the court might be called in. In such a case, the party concerned may appeal to the Supreme Court of Sierra Leone and the decision of the Court shall be final. The Commission has powers to make such regulations as may be necessary for the discharge of its responsibilities under the 1991 Constitution of Sierra Leone. Despite the provisions of the Constitution, the PPRC’s ability to deliver its mandate in fair and balanced manner is largely contingent on a set of Political, Economic, Social, Technological, Legal and Environmental (PESTLE) considerations analysed below:

**Political:** The work of the PPRC is cut out in a divisive political terrain in which its major players are political parties, whose core business is to gain political power and control the affairs of the state. This competitive nature of political parties, who are the main actors in the PPRC’s mandate, makes the work of the Commission susceptible to political interpretations. However, following the end of Sierra Leone’s civil war in 2002, the country has made tremendous progress in its democratic consolidation, with the successful conduct of five successive (2002, 2007, 2012, 2018 and 2023) democratic elections and two political transitions in 2007 and 2018. The substantial advancement in strengthening the post-conflict peace and security environment is seen in the reconstruction of state and government institutions, including reform of the Police and Armed Forces and other democratic institutions<sup>5</sup>. An overview of the country’s post-war political trajectory demonstrates a clear pathway of progress in peace and democratic consolidation, despite the regional and ethnicised nature of politics. Politically, and like most democracies, Sierra Leone is governed through three independent, but mutually reinforcing organs, consisting of an elected President (the Executive), an Independent Court (Judiciary), and Parliament (the Legislature). While the country itself is a unitary state with a central government, there is a formal local government system consisting of districts, cities, municipal councils, and customary chieftdom administrations that function under semi-regulated national laws (Atuobi, 2009). Political Parties and politicians are essential in all levels of governance, and political parties are registered as national entities that should operate with a national mandate and spread. On record, the PPRC has 17 registered political parties, but the Sierra Leone Peoples’ Party (SLPP) and the All Peoples Congress (APC) are the two dominant ones, and between them, have governed the country interchangeably.

---

<sup>5</sup> Gla, O. (2006) Security Sector Reform under International Tutelage -

The pre 2023 election environment was characterised by political tension and division, ethnicised politics and accusations of a lack of level playing field for all actors. By the time the elections were held in June 2023, the political temperature was already tensed and heated. When the ECSL announced incumbent President as the winner of the Presidential elections, the main opposition; APC party disputed the election results, boycotted governance and effectively threw the country into a political stalemate due to alleged irregularities in the process. The political stand-off was settled following a mediated settlement led by the Independent Commission for Peace and National Cohesion (ICPNC) with support from the Commonwealth, the African Union (AU), and the Economic Community of West African States (ECOWAS), leading to the signing of the Agreement for National Unity on 18<sup>th</sup> October, 2023. Following the agreement, the opposition has since returned to governance while a Tripartite Committee set up to review the conduct of elections. During the stalemate, the PPRC had to put a pause to its major activities with political parties because it was difficult to effectively work in an environment where the main opposition has boycotted.

As the dust settles down, a significant security breach occurred on the 26<sup>th</sup> of November, which the state and security agencies have now described as a failed attempted coup. All these political and contextual challenges put a huge pressure on the work of the Commission in building trust and consensus among political parties. However, the PPRC has benefitted from political commitment from both the state and political parties and its work continued to be supported by all political parties. Apart from the period of boycott between June and October 2023, all political parties have supported the work of the Commission.

**Economic:** Sierra Leone's economy is under dire straits. Although the country's economic growth prospects appeared promising in the early years of the last decade, with the IMF predicting a 50 percent GDP growth rate for 2012 – propelled by iron ore exports.<sup>6</sup> Shocks to the economy soon followed, with the collapse of the country's two iron ore mines in the north, and the impact of the Ebola epidemic of 2014 - 2015. While the pace of economic activity accelerated slightly in recent years, with a 3.5 percent growth in 2018 and 5.1

---

<sup>6</sup> Harris, D and Conteh, F.M .2020. "Government–donor relations in Sierra Leone: who is in the driving seat?", *Journal of Modern African Studies*, 58, 1, pp. 45 – 65; International Monetary Fund. 2011. 'Country report no. 11/361' [http://www.imf.org/external/pubs/ft/scr/2011/cr1\\_1361.pdf](http://www.imf.org/external/pubs/ft/scr/2011/cr1_1361.pdf), accessed 11.2.2021; Thomas, A. n.d. "Will Sierra Leone's economy grow by 50% in 2012?" Freetown: Sierra Leone Telegraph. <<http://www.thesierraleonetelegraph.com/?p=769>>, accessed 11.02.2021

percent in 2019, the Corona virus pandemic has severely impacted the economy with real GDP growth projected to “turn sharply negative in 2020 to about -3.1 percent, down by more than 7 percentage points compared to the pre-COVID estimate”<sup>7</sup>. This was further exacerbated by the war in Ukraine and Syria which has impacted global prices, leading to a cost-of-living crisis in many developing countries including Sierra Leone.

Global commodity and trade shocks and lapses in domestic economic policies have both contributed to an increase in economic vulnerability. Growth in the gross domestic product (GDP) dropped to 3.5% in 2022, down from 4.1% the year before. Over the course of 2022, inflation skyrocketed from 12% in 2021 to over 30% in 2022. The economic situation couple with the divisive nature of politics and the negative use of social media account for the violent protest in October 2022 leading to loss of lives for both civilians and police officer. Under the current circumstance, it is easy for politicians and political parties to manipulate vulnerabilities (especially among unemployed youths) to stoke politically motivated violence and instability, making the work of the Commission even harder.

**Social:** Socially, Sierra Leone is a male-dominated society, even though women constitute over 51% of the country’s population. This male dominance of social and political life means that women’s role in political and public life is limited. With limited legal powers within the Commission to transform the leadership composition of political parties, women’s participation in political life was limited, and there was little the PPRC could do to significantly alter the situation. However, in 2022, Sierra Leone witnessed major milestones in enhancing gender sensitive legislation for increased women representation in elective and non-elective decision-making positions. The Gender Equality and Women’s Empowerment Act (2022), the Public Elections Act (2022) and the Political Parties Act (2022) provide a favorable environment for women’s inclusion. Key provisions of these Acts passed ahead of the 2023 elections and its implications for women’s political participation include:

- 52% of Sierra Leoneans who registered to vote in the 2023 election were women;
- In terms of candidate nomination, for every 3 nomination; one was a woman;
- Only one out of the 13 political parties that contested the presidential elections, nominated a female presidential candidate;

---

<sup>7</sup>International Monetary Fund .2020. “IMF Country Report No. 20/196”, <https://www.imf.org/en/Publications/CR/Issues/2020/04/17/Sierra-Leone-2019-Article-IV-Consultation-Second-Review-Under-the-Extended-Credit-Facility-49345>, accessed 11.02.2021.

- Five female candidates were nominated as vice presidential candidates;
- 32% of all candidates nominated for parliament were women;
- Out of 29 independent candidates who contested for a parliamentary seat, only one was a female candidate;
- 30.37% (i.e. 42 seats) of the elected MP were women - of which was a Paramount Chief Member of Parliament;
- For Local Councils, there are currently 2 Mayors and District Chairpersons (Freetown and Bonthe);
- Of the 493 elected local Councillors, 195 are women.

Considering the tribal and ethnic nature of politics in Sierra Leone, where and how nominated women are placed in the PR list or constituencies determines their electability. Besides, the Public Elections Act says in every three nominations, one must be a woman. It does not say if the woman should be the first or the last. In the 2023 elections, the Commission noticed that almost all of the political parties that contested those elections placed women in the third position on their lists submitted to ECSL. As a result district like Falaba was unable to turn in a female candidate Member of Parliament.

Women politicians also continue to witness violence including cyber-attacks, name calling, body shaming, online bullying, intimidation and harassment. A major role for the PPRC going forward, is to work with political parties to ensure the spirit of the gender empowerment legislation is advanced in the 2024 - 2028 electoral cycle.

Across other social sectors, although there have been some slight improvements, the country continues to face election-related youth violence and drug consumption. These ongoing social challenges have significant impact on the political climate and the work of the PPRC.

**Technological:** The technological landscape in Sierra Leone is rapidly changing with the expansion of internet access and the use of digital platforms. While this is positive for enhancing plural voices in the electoral and democratic process, the new found space of digital media has been used to stir up hate speech and incendiary messages within social media outside the control of the Commission. In recognition of these challenges, a Cyber Security Act was passed in 2020.



**Legal:** The PPRC has a sound legal basis for its operation and continuity. Provided for by Sections 34 and 35 of the 1991 Constitution, the work of the Commission is further supported by other legislations including the Political Parties Act of 2022, the Public Elections Act of 2022 and the Gender Equality and Women’s Empowerment Act of 2022.

Sierra Leone's electoral laws are essential in determining the country's democratic processes. The Constitution of Sierra Leone and the Political Parties Act of 2002 establishes the Commission which started effective operations in 2005. It took twenty years for a significant amendment of the PPA in November 2022 after several attempts. The revised PPA of 2022 guarantee the continued existence of the PPRC with additional powers to regulate political party campaign financing, mediate inter and intra-party disputes and sanction transgression of the law, including deregistration of political parties.

**Environmental:** Sierra Leone as a developing country faces multiple risks from climate change that threaten key economic, social and political sectors, with increased potential for wider environmental degradation. High dependence on agriculture and natural resources, coupled with high rates of poverty, unemployment and environmental degradation, leaves Sierra Leone vulnerable to climate change impacts. Climate projections in Sierra Leone includes increases in temperature, more extreme weather conditions, including more intense precipitation, and rising sea levels. The massive landslide in the Western Area on August 14, 2017, slipped into the Babadorie River Valley and exacerbated existing flooding in the Western Area Rural and Urban (Freetown). This affected about 6,000 people of which 1,141 been declared dead or missing. When it rains in Sierra Leone, movement especially in rural communities becomes difficult. Undoubtedly, the work of the Commission, political party activities and the conduct of elections will be adversely affected by significant adverse weather conditions.

### 3.2. SWOT Analysis

In addition to analyzing the political, economic, social, technological, legal and environmental context under which the PPRC conducts its business, an analysis of the strengths, weaknesses, opportunity and threats that faces the PPRC in the delivery of this strategic plan was also done. We note that while strengths and weakness are internal to the PPRC, opportunities and threats are external. Therefore, the Commission will need to combine a critical internal introspection and wider external considerations to succeed. The

table below presents the PPRC’s strengths, weakness, opportunities and threats, in the implementation of this strategic plan.

**Table One (1) SWOT Analysis of the PPRC**

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• The PPRC is a creation of the Constitution of Sierra Leone and has other supportive legislations for its continued operation as a body responsible for the regulation of political parties;</li> <li>• Political Parties accept and respect the authority of the Commission as the body responsible for their registration and regulation;</li> <li>• In the last two decades, only few political parties took the Commission to the court in relation to discharging its duties;</li> <li>• The PPA provides that the Chair of the Commission shall be someone with legal background with a minimum of 10 year of practice. This has immensely contributed to the success of the legal work of the commission;</li> <li>• The fact that the Chair of the ECSL is a member of the Commission, provides good working relationship and synergy with the Electoral Commission;</li> <li>• There is strong political commitment to continue to support and fund the PPRC;</li> <li>• PPRC has national headquarters and regional offices in all the five regional headquarters in Sierra Leone plus a district office in Kono;</li> <li>• There is limited staff attrition rate within the Commission, which means the cadre of senior staff (especially three of six at the Directorate level) has been with the Commission for more than fourteen (14) years and with a commissioner who has been in the Commission since it started its operations. This provides strong institutional memory;</li> <li>• The PPRC has a strong working relation with other democratic institution such as ECSL, NCD, NaCCED, Human Rights Commission and others.</li> </ul>
<p><b>Weaknesses</b></p>	<ul style="list-style-type: none"> <li>• Election management has gone digital in many jurisdictions across the world. PPRC digital footprint in political party regulation is seriously limited;</li> <li>• Recruitment within the PPRC requires approval from the Ministry of Finance and until an approval is secured, the Commission cannot recruit new staff, regardless of the acute nature of the need;</li> <li>• In late 2021, the Commission had an institutional review which led to the reorganization of the operation and administrative cadres with the recruitment of 30 new staff. Some of these staff are yet to receive full capacity development;</li> <li>• While Government has funded the PPRC in a much more predictable manner in the last five years, competition for resources within the public sector became fierce. PPRC has been dependent on extra donor support from partners such as the EU, International IDEA, UNDP, NDI, and others. The Commission will require a sustainable and predictable funding pathway for the future;</li> </ul>

	<ul style="list-style-type: none"> <li>• The current operation support structure with regional offices requires extensive staff mobility across the districts. The Commission’s fleet of cars is limited, and in rural areas, PPRC will need motor bikes and other forms of appropriate transportation;</li> <li>• The Commission has a Gender Policy which is yet to be fully implemented. The Commission will need to prioritize its implementation to enhance its gender credentials;</li> <li>• PPRC lacks comprehensive research and learning department;</li> <li>• PPRC lacks a legal department.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• The post-election political agreement established NERC to review electoral processes in Sierra Leone. The recommendation of the NERC will be useful in the legal reform process, especially the fact that it was established through an agreement by the two parties in Parliament;</li> <li>• Donor partners have always complimented government funding to the Commission. The donor appetite for electoral legal reform is an opportunity for the Commission to continue strengthening its collaboration and relationship with its partners;</li> <li>• Through support from International IDEA, the PPRC has initiated a relationship with the Office of the Registrar of Political Parties (ORPP) in Kenya and the Independent Electoral Commission (IEC) in South Africa. An excellent opportunity exists for the Commission to build on those relationships to peer learn and strengthen its systems and processes;</li> <li>• There are ongoing conversations for constitutional review – whether this will be part of the work of the NERC or not, is a question of wait and see. However, if a constitutional review process is introduced in this electoral cycle, it provides an opportunity for legal reform of the PPRC at the parent legislation level;</li> <li>• There are opportunities for capacity building from the Association of World Elections Bodies (AWEB) for which the Commission is a member.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• The appointment of the PPRC Chairman has always been a controversial process. Depending which party is in power, the opposition will always describe the presidential appointee as a card-carrying member of the ruling party. This creates tensions and tends to affect the ability to build a good working relationship with the main opposition;</li> <li>• Regulating political parties and ensuring they respect their own democratic processes and institutions is difficult. The Commission’s hands have been burnt in the past in mediating and regulating political parties;</li> <li>• Donor Fatigue – Our development partners have provided counterpart funding to the Government resources for the activities of the PPRC. Considering that donors do not have a bottomless pit of money, fatigue, or new priorities outside that of the PPRC will affect the work of the Commission.</li> </ul>

## 4. THEMATIC PILLARS

### 4.1. Objectives, Strategies, Results and Expected Outcomes

The eight thematic priorities, their goals, strategies and outcomes were agreed following a critical review of the PPRC’s 2019 - 2023 Strategic Plan, engagement with stakeholders, recommendations from the election observation reports and post 2023 elections context in Sierra Leone. The strategic plan considers systems, processes and capacity strengthening for consolidation of progress made in the previous years. This integrated relationship between thematic priorities, objectives, strategies and outcomes is illustrated in a result framework below and a diagrammatic theory of change that sets a comprehensive journey of travel from where PPRC is and where it wants to be in the next five years. It sets out the input and output analysis and how these inputs will contribute to the achieving the desired vision of the Commission. For the next 5 five years covering the electoral cycle 2024–2028, the Commission will focus on the following priority areas:

No	Thematic Priorities	Expected Outcomes
1	<b>Legal Reform</b>	<b>Outcome1:</b> The legal reform recommendation from the NERC and EOMs are fully accounted for in the legal reform processes. <b>Outcome 2:</b> Gaps in existing legal framework filled. <b>Outcome 3:</b> The electoral legal reform processes are supported and coordinated
2	<b>Resource Mobilisation and Utilisation</b>	<b>Outcome 1:</b> A resource mobilisation plan is available to guide business development within the Commission. <b>Outcome2:</b> The Commission is accountable and transparent to government, donors and citizens in its use and management of state and donor funds
3	<b>Institutional Capacity Strengthening of the PPRC</b>	<b>Outcome1:</b> PPRC’s Institutional Systems and Processes Strengthened <b>Outcome 2:</b> The Commission is accountable and transparent to government, donors and citizens in its use and management of state and donor funds
4	<b>Capacity Development of Political Parties</b>	<b>Outcome 1:</b> Internal democratic processes and systems of political parties strengthened. <b>Outcome 2:</b> Coordination and Compliance of political parties strengthened
5	<b>Communication, Visibility, and ICT</b>	<b>Outcome 1:</b> The public is educated and informed of electoral processes – especially with the regulation of political parties. <b>Outcome 2:</b> The public is aware of the mandate and work of the PPRC. <b>Outcome 3:</b> Improved ICT to enhance visibility and interaction with the Commission

6	<b>Inclusion and Participation (Gender, Youths and Person's with Disability)</b>	<p><b>Outcome 1:</b> An Inclusion Policy Exist and Guides the Work of the PPRC</p> <p><b>Outcome 2:</b> Women, Young People and Persons with Disability meaningfully involve and participate in PPRC activities and programmes.</p> <p><b>Outcome 3:</b> Political parties are more inclusive in their programme and are supported by the PPRC</p>
7	<b>Mediation</b>	<p><b>Outcome 1:</b> The inter and intra-party dispute resolution guide meaningfully implemented.</p> <p><b>Outcome 2:</b> Regular inter and intra-party, peace promotion and inclusion dialogues held</p>
8	<b>Research and learning</b>	<p><b>Output 1:</b> A research and learning department established within the Commission.</p> <p><b>Output 2:</b> The research and learning department capacitated with the required tools and protocols and support the work of the Commission.</p>

#### 4.2. Strategic Plan Results Framework

Thematic Priority	Intervention Strategy	Outcomes	Impact
<b>LEGAL REFORM</b>	Develop and operationalise a sound political regulatory framework that supports the mandate of the PPRC, consistent with international best practice and contextual realities.	<b>Outcome 1:</b> The legal reform recommendation from the NERC and EOMs are fully accounted for in the legal reform process.	Political parties effectively regulated and contribute to the democratic consolidation process
		<b>Outcome 2:</b> Gaps in existing legal framework filled.	
		<b>Outcome 3:</b> The electoral legal reform processes are supported and coordinated.	
<b>RESOURCE MOBILISATION AND UTILISATION</b>	Develop and operationalise a resource mobilisation strategy to support access to complimentary funding outside the consolidated fund	<b>Outcome 1:</b> A resource mobilisation plan is available to guide business development within the Commission	The work of the Commission is predictable, efficient, and transparent.
		<b>Outcome 2:</b> The commission is accountable and transparent to government, donors and citizens in its use and management of state and donor funds	

<b>INSTITUTIONAL CAPACITY STENGTHEING OF THE PPRC</b>	Comprehensive institutional capacity assessment and development and implementation plan for the Commission	<b>Outcome1:</b> PPRC's Institutional Systems and Processes Strengthened	A capacitated PPRC, capable of delivering on its mandate and adaptive during emergencies
		<b>Outcome2:</b> PPRC's Staff Capacity is Strengthened	
		<b>Outcome 3:</b> PPRC's Infrastructure is improved	
<b>CAPACITY DEVELOPMENT OF POLITICAL PARTIES</b>	Rapid capacity assessment of political parties – including systems and process - and roll out of a capacity support plan	<b>Outcome 1:</b> Internal Democracy, Processes and Systems of political parties Strengthened	Capacitated and Compliant political parties; meaningfully contribute to the democratic process
		<b>Outcome 2:</b> Coordination and Compliance of political parties strengthened	
<b>COMMUNICATION VISIBILITY &amp; ICT</b>	Effective roll out of the PPRC Communication and Visibility Strategy	<b>Outcome 1:</b> The public is educated and informed of electoral processes – especially with the regulation of political parties	The image of the PPRC is visible and seen as a trusted and credible institution
		<b>Outcome 2:</b> The public is aware of the mandate and work of the PPRC	
		<b>Outcome 3:</b> Improved ICT to enhance visibility and interaction with the Commission	
<b>INCLUSION AND PARTICIPATION (Gender, Youth and Persons With Disability)</b>	Develop and roll out an inclusion policy for the PPRC	<b>Outcome 1:</b> An Inclusion Policy exist and guides the work of the PPRC	All PPRC activities and programmes are meaningfully inclusive and representative
		<b>Outcome:</b> Women, Young People and Persons with Disability meaningfully involve and participate in PPRC activities and programmes	
		<b>Outcome 3:</b> Political parties are more inclusive in their leadership, activities and programme and are supported to do so by the PPRC	
<b>MEDIATION (inclusion and participation)</b>	Promote peaceful and inclusive political dialogue and engagement among and between	<b>Outcome1:</b> The intra and interparty dispute resolution guide meaningfully implemented	Peaceful and inclusive political environment that promote democracy and

	political actors – through inter and intra-party dialogues	<b>Outcome 2:</b> Regular inter and intra party, peace promotion and inclusion dialogues held	national cohesion
<b>RESEARCH AND LEARNING</b>	To establish and operationalise a research and learning department within the Commission	<b>Output1:</b> A research and learning department established within the Commission	The work of the Commission is evidenced-based.
		<b>Output2:</b> The research and learning department capacitated with the required tools and protocols and support the work of the Commission	

## 5. ACTION PLAN – PROPOSED INTERVENTIONS AND TIMELINE

Thematic Objective	Sub - Themes	Activities' Implementation Timeline					Outputs	Comments	
		Granular Activities	2024	2025	2026	2027			2028
<b>Strategic Theme One: Legal Reform</b>									
Develop and operationalise a sound electoral legal framework that supports and compliments the mandate of the PPRC with stakeholder participation	<b>Legal Reform of PPRC - Uptake of EOM and NERC Recommendations into the Legal Reform Process</b>	Internalisation of the NERC legal reform agenda with PPRC						2	One internalisation activity per year
		Recruitment and deployment of consultant to support the review of the PPA 2022 (including ToRs and Advertisement)						1	PPRC will draw from its experience in the 2022 review
		District-level consultations on the review process						16	One consultation in each district
		National Consultations on the legal review recommendations by the NERC						2	Two national consultations - before and after a draft has been developed
		National validation of the draft revised PPA						1	1 national validation
		Engagement with the Law Officers' Department on the revised PPA						2	Two engagements
		Engagement with Parliament and political parties on the revised PPA						2	Two engagements
		Gazetting of the Bill						1	One national Gazette
		Popularisation of the new Act						17	16 district level and 1 national popularisation events
	<b>Support to Legal Reform within Political Parties</b>	Engagement with the Leadership and Legal Team of Political Parties on party constitutional gaps						17	One engagement for each political party
	Regional/ District Consultations with political						6	Regional level	



		parties on legal reform							consultations
		Attend/Monitor National Delegate Conferences						17	For all 17 registered political parties
		Gazette of the Amended Constitutions/Rules and Regulations of political parties						17	For all 17 registered political parties
		Petition Hearings						17	One for each political party
		Gazette of Final Constitution/Rules and Regulations						1	One comprehensive gazette for all parties
	<b>Align the PPA with the GEWE</b>	Engagement with the Leadership of ECSL						2	Two engagements proposed
		Engagement with Political Parties						2	Two Engagements proposed
		Engagement with Women's Groups/APPWA						4	4 Engagements proposed
<b>Strategic Theme Two: Resource Mobilisation and Utilisation</b>									
A resource mobilisation and utilisation strategy is developed to enhance complimentary funding mechanism to state funding in order to makes the work of the Commission	<b>Funding the work of the Commission</b>	Development of annual budgets						5	Annual budgeting process
		Engagement with MoF in the budget development and other development priorities of the commission						5	Annual engagements
		Donor mapping						5	Once a year
		Develop proposals for donor funding						5	Annual proposal development
		Organise annual donor/development partner dialogue forum on PPRC funding						5	Annual meetings
		Consultation with MoF on Party Funding						3	Years 2, 3 and 4
		Consultation with MoF staff recruitment						5	Annually
		Consultation with MoF on infrastructure and technology upgrade of the Commission						5	Annually

predictable, efficient and transparent	<b>Transparent and Accountable use of Public and Donor Resources</b>	Develop internal control systems in accordance with the Public Financial Management 2016/2021 and International Audit Standards						2	Procedures to be developed, tested and implemented in years 1 and 2
		Procure and install a financial management software						2	Procurement and installation - including testing and adaptation
		Train finance staff on the use of the software						5	Annual training
		Train staff on party and campaign finance reporting						5	Annual training
		Training of Staff on audit processes						5	Annual training
		Produce annual audit statements of account						5	Annually
<b>Strategic Theme Three: PPRC Institutional Capacity Strengthening</b>									
To Strengthen the capacity of PPRC, its staff and infrastructure to deliver on its constitutional mandate of registering and regulating political parties	<b>Institutional Systems and Process Strengthening</b>	Development of a human resources policy and manual						1	The development of the policies will happen in years 1 and 2
		Review/develop a competitive staff remuneration and compensation scheme						1	Planned for year 1
		Pay staff a competitive salaries and remunerations (with annual inflationary increment)						5	Will run across the five-year span of the SP
		PPRC Headquarters Operating Cost (Fuels, vehicle maintenance, electricity and consumables etc.)						5	Routine operational cost across 5 years
		Revised and roll out the Gender Policy						1	The revision will be in year 1 and the roll out will happen in the subsequent years
		Review other Organizational policies – Asset Management, Warehouse, and Administration						1	Planned for years 1 and 2

	Provide training for Commissioners - management, mediation, policy and other bespoke needs						5	Across the life span of the SP
	Review the organogram and staff structure of PPRC						1	Years 1 and 2
<b>Staff Capacity Strengthening (including Commissioners)</b>	Draw from the PPRC capacity and performance assessment to develop a staff capacity development plan						1	A product of the capacity assessment
	Implement the staff capacity development plan						5	Across the five years life span of the SP
	Develop and introduce insurance scheme for staff						5	The scheme will be develop in year one, and the implementation in subsequent years
	Training staff on mediation and dispute resolution						5	On-going, across the five years life span of the SP
	Training support officers on office HR, ICT and office management procedures						5	Continuous - across the life span of the SP
	Training of drivers and other non-core staff on driving procedures, office maintenance etc.						5	Continuous - across the life span of the SP
	Support staff to participate in international conferences related to election and observation missions						5	Continuous - across the life span of the SP
	Staff supported to engage in certificate and diploma trainings on electoral administration, media and campaign financing						5	Continuous - across the life span of the SP
	Staff quarterly and annual retreats						20	20 meetings - four each per year
	Procurement of fifteen 4x4 pick up vehicles						8	To be procured across

		for the regional offices and Commissioners							the life span of the SP
		Procurement of 15 motor bikes						15	15 Bikes over a 5 year period
		Annual Staff Awards						5	Five awards - one each year
		Operational support to regional and district officers						5	Continuous - across the life span of the SP
	<b>Infrastructural Development</b>	Construction of the PPRC National Headquarters in Freetown						1	To be constructed with the life span of the SP
		Construction of four regional offices in Port Loko, Makeni, Kenema, Bo						4	To be constructed with the life span of the SP
<b>Strategic Theme Four: Capacity Development for Political Parties</b>									
To enhance the capacity of political parties to operate effectively as major partners in the democratic process, while remaining compliant with the regulations and laws governing the operation of	<b>Internal Democracy, Processes and Systems strengthening of political parties</b>	Support/meetings with political parties to align their procedures and processes with the GEWE Act						10	Two meetings per year
		Provide trainings for political parties on internal democratic procedures						5	1 training session per year
		Support annual leadership conference/conventions for APPA						5	1 Conference per year
		Support leadership conference/Convention for APPWA						5	1 Conference per year
		Support leadership conference/Convention for APPYA						5	1 Conference per year
		Procure office equipment for political parties						1	To be done within the life span of the SP
		Training of political parties on inclusive governance, election and national governance						3	3 Sessions in years 2 4 and 5
		Training of Political Parties on dispute						3	3 sessions in years 1, 3

political parties		resolution							and 5	
		Support study tours for political parties						1	At least one study tour in the life span of the SP	
		Training of political parties on political party administration, transparency and accountability						2	2 Trainings - 1 in year 2 and another in year 5	
	<b>Coordination and Compliance</b>		Quarterly PPRC and political party meetings						16	Four meeting per year commencing in year 2
			Establish effective DMPFs in 16 districts						16	To be done in years 1 and 2. One DMPFs in each district
			Monitor lower level elections of political parties						17	Across the five years life span of the SP for 17 political parties
			Organise annual meetings with political parties						5	Five meetings, 1 each a year
			Train political parties on the campaign finance regulation						5	Five training session, 1 for each year
	Train political parties on the 2022 PPA						4	4 Session starting in year 2		
<b>Strategic Theme Five: Communication, Visibility and ICT</b>										
Effectively operationalise PPRC's communication and visibility strategy	<b>Electoral Education</b>	Organise weekly Radio Discussion Programmes						220	52 programme per week starting April 2024	
		Organise weekly TV Discussion Programmes						220	53 programme per week starting April 2024	
		Monthly/Quarterly Press Briefing						58	12 per year for years 2 -5 and 10 for year 1	
		Publication of quarterly newsletter						19	3 quarters for year 1 and 4 for years 2, 3 and 4	
		Develop and broadcast short video on the electoral process and the work of PPRC						19	4 videos each for year 2-5 and 3 for year 1	

	Training/media engagement with journalists on the work of the PPRC - especially on campaign financing						5	One session per year - 5 for the SP's life span
	Development and airing of jingles						19	3 jingles in year 1 and 4 each in years 2-5
<b>Communication and Visibility</b>	Midterm review of PPRC communications strategy						1	At the mid of the Coms strategy life span
	Populate PPRC's social media pages with all electoral education content						5	Continuous - across the life span of the SP
	Produce regular press statements on major activities of the Commission						5	Continuous - across the life span of the SP
	Organise district level communication and visibility outreach events						80	16 visibility meetings per year for five years
	Organise chiefdom level engagements with traditional leaders on political tolerance and access						10	2 Chiefdom engagements per year over 5 years
<b>Information, Communication and Technology</b>	Procure 30 laptop computers for staff						1	Across the SP life Span
	Procure , install and operationalise a communication server to connect the HQ, Regional and District Officer						1	One serve across the 5 year life span of the SP
	Procure and install anti-virus system for office computers and other accessories						5	Once a year
	Pay annual subscription for internet for HQ, regional and district offices						5	Once a year
	Recruit an IT specialist to manage the Commission's ICT infrastructure						1	To be done between years 1 and 2
	Create official emails for all staff - and emphasize their use						4	First set to be done in year 2 and subsequently for every new staff
<b>Strategic Theme Six: Inclusion and Participation (Gender, Youth and Disability)</b>								

<b>Gender Mainstreaming</b>	Review PPRC's Gender Policy and develop a holistic inclusion policy and strategy						1	To be done in years 1 and 2
	Roll out the revised Gender (now inclusion) strategy						4	Roll out to commence in year 2 through to year 5
	Collaborate with 50/50 to roll out gender mainstream training for political parties						5	Five trainings, one each year
	Organised joint meetings with 50/50 and political parties on the meaningful implementation of the PPA and GEWE Acts						5	Five meetings, 1 each a year
	Collaborate with political parties to appoint a gender champion in of the 17 political parties						1	To be done in years 1 and 2
	Conduct annual gender audits of political parties						4	Four audit, one each from year 2 through to year 5
<b>Youth Inclusion</b>	Develop a policy on youth internships (democracy traineeship)						1	To be done in years 1 and 2
	Continue with Democracy Youth Traineeship programme - implemented with support from International IDEA						5	Five cohorts, one in each year
	Revive /Established ten (10) Youth Peace Clusters across the Country in Drug and violence prevalent Communities						1	To be done in years 1 and 2
	Conduct governance, democracy and electoral participation training for APPYA at the regional level						4	Four annual training sessions
	District/ Constituencies Town Hall Engagements with Political Parties Leaders on the Inclusion provision of the Political Parties Acts(PPA) 2022						4	Four annual engagements
<b>Disability Mainstream</b>	Conduct a disability inclusion assessment across political parties						2	One in year 2 and another in year 5

		Collaborate with National Commission for Persons with Disabilities to provide disability inclusion Training for Political Parties						4	Four annual trainings
		Engage Political Parties on disability accesses across party offices						4	Four annual engagements with political parties
		Collaborate with the National Commission for Persons with Disabilities to conduct district town hall meetings on disability inclusion						4	Four annual district town hall meetings
		Translate key PPRC documents into braille						4	One translation every year
<b>Strategic Theme Seven: Mediation (Peace, Cohesion, Intra and Inter-Party Dialogue)</b>									
To promote peace and inclusive political dialogue and engagement in a manner that supports the democratic process and national cohesion	<b>Implementation of the Intra-party Conflict Resolution Guide</b>	Follow up training of political parties on the intra-party dispute resolution guide						5	One training per year across the 17 political parties
		Support the formation and capacity strengthening of members of the Dispute Resolution Committees (DRCs) across the 17 Political Parties						2	The DRCs to be formed in years 1 and 2
		Quarterly publication of intra-party dispute resolution update						19	4 publications each for years 2-5 and 3 for year 1
		Training of DRC members on mediation and dispute resolution						5	One training per year across the 17 political parties
	<b>Inter-Party Dialogue, Peace promotion and inclusion</b>	Quarterly inter party dialogue session						19	3 in year 2 and 4 each in years 2-5
		Training of political party leadership on mediation and dispute resolution						5	One training per year across the 17 political parties
		Mediate disputes between political parties						5	As and when need - across the life span of



									the SP
		Organise annual national level inter-party dialogue forums						5	Five annual events
		District/ Constituencies Town Hall Engagement with Political Parties Leaders on the Inclusion provision of the Political Parties Acts(PPA) 2022						64	16 town hall meetings per year starting in year 2-5
		Conduct training of Political parties and electorates on electoral systems and processes						5	One training per year
		Conduct trainings on electoral laws, rules and regulations						4	Four trainings, one each year
<b>Strategic Theme Eight: Research and Learning</b>									
To establish and operationalise a research and learning department within the Commission	<b>Development and roll out of M&amp;E Tools and Systems</b>	Establish an M&E Unit at PPRC						1	To be done in years1 of the SP
		Recruit/Redeploy Staff to the new M&E Unit						1	To be done in years 1 and 2
		Develop M&E Protocols and data collection tools						1	To be done in years 1 and 2
		Establish and Early Warning mechanism on Political Violence						1	To be done in years 2 and 3
		Develop tracking tools for activity implementation and progress tracking						1	To be done in years 1 and 2
		Training of staff on data collection and M&E processes						4	To be done in years 2 through to 5 after the setup of the M&E Department
	Procure and install data collection and analysis software						1	To be done in the second and third years of the SP	
<b>Knowledge</b>	Conduct pre and post activity assessments						4	Done annually from year	

<b>products and evidenced-based engagement</b>							2 through 5
	Conduct annual performance and impact assessment					5	Done annually from year 2 through 5
	conduct electoral cycle performance review					1	One at the end of the electoral cycle
	Conduct quarterly field monitoring missions					16	Four each year from year 2
	Conduct citizens' perception surveys					4	Done annually from year 2 through 5
	Produce annual Commission reports					5	5 reports produced annually

## 6. BUDGET – COST PROJECTION OF THE STRATEGIC PLAN

SP Budget Summary (In Million New Leones and US)						
Yearly Spread						
Thematic Priorities	2024	2025	2026	2027	2028	Grand Total (NLE)
Legal Reform	1,095,000	5,215,000	1,515,000	1,045,000	545,000	9,415,000
Resource Mobilisation and Utilisation	650,000	340,000	415,000	840,000	840,000	3,085,000
PPRC Institutional Capacity Strengthening	12,802,268	93,354,768	14,642,268	18,442,268	16,992,268	156,233,840
Capacity Development of Political Parties	280,000	25,107,700	8,484,000	11,907,700	9,234,000	55,013,400
Communication, Visibility and ICT	9,332,757	10,534,757	10,089,757	10,214,757	11,104,757	51,276,785
Inclusion and Participation (Gender, Youth and PWDs)	1,545,000	3,395,000	3,030,000	3,030,000	3,330,000	14,330,000
Mediation (Peace, Mediation and Inter-Party Dialogue )	2,650,000	9,225,000	7,515,000	15,320,000	14,600,000	49,310,000
Research and Learning	1,117,000	4,537,000	4,300,000	2,885,000	4,280,000	17,119,000
<b>SP Grand Total - NLE</b>	<b>29,472,025</b>	<b>151,709,225</b>	<b>49,991,025</b>	<b>63,684,725</b>	<b>60,926,025</b>	<b>355,783,025</b>
<b>SP Grand Total - USD</b>	<b>\$ 1,228,001</b>	<b>\$ 6,321,218</b>	<b>\$2,082,959</b>	<b>\$ 2,653,530</b>	<b>\$ 2,538,584</b>	<b>\$ 14,824,293</b>

## 7. MONITORING AND EVALUATION FRAMEWORK

Thematic Objective	Sub - Themes	Proposed Intervention/Activities	Indicator(s)	Means of verification	Data Sources	Assumptions
<b>Strategic Theme One: Legal Reform</b>						
Develop and operationalise a sound electoral legal framework that supports and compliments the mandate of the PPRC with stakeholder participation	Legal Reform of PPRC - Uptake of EOM and NERC recommendations into the Legal Reform Process	Internalisation of the NERC legal reform agenda with PPRC	# of PPRC actions from the NERC recommendations	Attendance register, Meeting minutes, reports	ES Office	NERC complete its review process on time and Submit Report to the President
		Recruitment and deployment of consultants to support the review of the PPA 2022 (including ToRs and Advertisement)	# of consultants recruited	Advert, Contract	Recruitment report from the HR Department	Availability of resources from MoF and donors
		District-level consultations on the review process	# of political party members reached on the New Act 70% of Political Parties' Executive members reached	Attendance Register, Report, photos of the consultations	Director of Media and External Relations	PPRC provides the enabling environment for effective collaboration with Political Parties and other actors to effectively review and Amend PPA 2022,
		National Consultations on the legal review recommendations by the NERC	# of consultations held with NERC	Attendance Register, Photos of activities, Report	Director of Media and External Relations	
		National validation of the draft revised PPA	# of validation meetings held	Attendance Register, Activities photos, Validation Report	Director of Media and External Relations	

		Engagement with the Law Officers department on the revised PPA	# of engagement meetings with the Law Officers' Department	Attendance Register, Activities photos, Engagement notes, Report	ES Office	
		Engagement with Parliament and political parties on the revised PPA	# of Parliamentarians and Political Parties engaged	Attendance Register, Activities photos, Engagement notes, Report	ES Office	
		Gazetting of the Bill	Bill Gazetted	Gazetted bill, date of gazetting	ES Office	
		Popularisation of the new Act	# of popularisation activities done	Attendance register, Photos, concept note Report	Director of Media and External Relations	
	<b>Support to Legal Reform within Political Parties</b>	Engagement with the Leadership and Legal Team of Political Parties on party constitutional gaps	# of Political Parties leaders and legal teams engaged on gaps of their party constitutions	Attendance register, Photos, concept note Report	ES Office	PPRC and Political Parties are able to collaborate effectively to review and Amend Political Parties Act, the Constitution and relevant regulations
		Regional/ District Consultations with political parties on legal reform	# of political party members reached on legal reforms	Attendance register, Photos, concept note Report	Dir of Mediation and programmes	
		Attend/Monitor National Delegate Conferences	# of Political Party conferences attended	Concept note, Photos, reports	Dir of Mediation and programmes	

		Gazette of the Amended Constitutions/Rules and Regulations of political parties	# of Political parties Amended Constitutions /Rules and regulations gazetted	Gazetted bill and date gazetted	ES Office		
		Petition Hearings	# of Petition Hearings for Political Parties	Attendance, Report or minutes of hearings	Dir of Mediation and programmes		
		Gazette of Final Constitution/Rules and Regulations	# of Finalised Constitution/Rules and Regulations published for political parties	Constitution/Rule s and regulations, Date gazetted	ES Office		
	<b>Align the PPA with the GEWE</b>	Engagement with the Leadership of ECSL	# of engagement meetings held with ECSL	Attendance, action point, reports Photos	ES Office		PPRC is provided with the resources and effectively collaborate with Political Parties to aligned operations with GEWE Bill
		Engagement with Political Parties	# of Political Parties' engagement meetings	Attendance Register, action points, photos, reports/minutes	ES Office		
		Engagement with Women's Groups/APPWA	# of engagement meetings held with Women's Groups/APPWA	Attendance Register, action points, photos, reports/minutes	Dir of Mediation and programmes		
<b>Strategic Theme Two (2): Resource Mobilisation and Utilisation</b>							
A resource mobilisation and utilisation strategy is	<b>Funding the work of the Commission</b>	Development of annual budgets	# of Annual Budgets Developed	Complete Budget circular, budget hearing in parliament,	Director Finance	Capacity exist within PPRC to lead budget development	

developed to enhance complimentary funding mechanism to state funding in order to makes the work of the Commission predictable, efficient and transparent	Engagement with MoF in the budget development and other development priorities of the commission	# of engagement meetings with MoF in Budget Development	Attendance Register, action points, photos, reports/minutes	Director Finance	The leadership at ECSL have the necessary connection and clout within MoF
	Donor mapping	# of Donors Mapped	Database of donors	Director Finance	Capacity exists within PPRC for donor mapping
	Develop proposals for donor funding	# of proposals developed	Proposals submitted to donors or partners	Director Finance	Capacity exists within PPRC for business development
	Organise annual donor/development partner dialogue forum on PPRC funding	# of Donor partner dialogue forums held	Attendance Register, Photos, Action points, reports/minutes	Director Finance	PPRC has strong donor and government relations
	Consultations with MoF on Party Funding	# of Consultations held with MoF	Attendance Register, photos action points/reports minutes	Director Finance	
	Consultations with MoF on staff recruitment	# of staff recruited	Contract, Adverts	Director Finance	
	Consultations with MoF on infrastructure and technology upgrade of the Commission	# of Consultations held with MoF	Attendance Register, photos, action points, reports/minutes	Director Finance	
	<b>Transparent and Accountable use of Public and Donor Resources</b>	Develop internal control systems in accordance with the Public Financial Management	# of Internal Control system	List of internal control systems	Director Finance

		2016/2021 and International Audit Standards				Leadership of the commission is supportive of the directorate of finance
		Procure and install a financial management software	# of Financial Management software procured and installed	Financial software, Goods received note, computers installed with software	Director Finance	
		Train finance staff on the use of the software	% of staff trained on the Finance Software	Pre & Post-test scores, Attendance Register disaggregated by sex, Training materials, action points, reports	Director Finance	
		Train staff on party and campaign finance reporting	% of Staff Trained on the Campaign Finance report		Director Finance	PPRC is capacitated by its donor partners - especially International IDEA
		Training of Staff on audit processes	% of Staff Trained on Audit Processes		Director Audit	Capacity is provided by donors and GoSL to PPRC and the Leadership of the commission is supportive of the directorate of finance
		Produce annual audit statements of account	# of Audit Statements produced	Audit statements	Director Audit	



**Strategic Theme Three (3): PPRC Institutional Capacity Strengthening**

To Strengthen the capacity of PPRC, its staff and infrastructure to deliver on its constitutional mandate of registering and regulating political parties	<b>Institutional Systems and Process Strengthening</b>	Development of a human resources policy and manual	# of Human resources manual developed	Human resource manual	Director Human Resource	Availability of resources
		Review/develop a competitive staff remuneration and compensation scheme	% of staff who received competitive remuneration	correspondences to staff notifying them	Director Human Resource	Availability of resources and technical expertise
		Pay staff a competitive salaries and remunerations (with annual inflationary increment)	% of staff that received increment		Director Human Resource	
		Revise and roll out the Gender Policy	# of Gender Policy reviews done	Gender policy reviewed	Director Human Resource	Willingness and commitment by the PPRC leadership
		Review other Organizational policies – Asset Management, Warehouse, and Administration	# of Reviewed Organisational policies	polices reviewed	Director Human Resource	PPRC is committed to Continuous improvement on it processes, systems and operations
		Provide training for Commissioners - management, mediation, policy and other bespoke needs	% of Commissioners & Management Staff trained	Attendance Register, Photos, training Materials reports, pre & post test scores	Director Human Resource, ES Office	PPRC is committed to continuous improvement on it processes, and aim to enhance operational
		Review the organogram and staff structure of	# of reviews done	Organogram, position	Director Human	

		PPRC		restructured	Resource &ES Office	efficiency, effectiveness, and alignment with organizational goals and can mobilise the required resources
<b>Staff Capacity Strengthening (including Commissioners)</b>	Draw from the PPRC capacity and performance assessment to develop a staff capacity development plan	# of recommendations on the PPRC capacity performance assessment adapted	Action points, reports	Director Human Resource &ES Office		
	Implement the staff capacity development plan	% of Staff that received capacity development disaggregated by sex	Attendance, photos, reports	Director Human Resource &ES Office		
	Develop and introduce insurance scheme for staff	% of staff introduced to insurance scheme	insurance scheme agreements signed	Director Human Resource &ES Office		
	Training staff on mediation and dispute resolution	% of staff that received mediation and dispute resolution training	Attendance Register, photos, pre & Post-test scores, reports	Director Human Resource &ES Office		
	Training support officers on office HR, ICT and office management procedures	% of staff that received training on HR, ICT and Office Management procedures		Director ICT, Director & Human Resource Office		
	Training of drivers and other non-core staff on driving procedures, office maintenance etc.	% of Divers that are trained		Director Human Resource		
	Support staff to participate in	% of Staff that are supported with		Director Human		

		international conferences related to election and observation missions	International training		Resource & ES Office	
		Staff supported to engage in certificate and diploma trainings on electoral administration, media and campaign financing	# of Staff supported to complete certificate courses and diplomas in electoral administration, media and campaign financing	Certificates submitted by Staff to the HR department	Director Human Resources Office	
		Staff quarterly and annual retreats	# of staff quarterly and Annual Retreat	Attendance Register, concept note, action points , reports	Director of Human Resources Office	
		Procurement of eight 4x4 pick up vehicles for the regional offices and Commissioners	# of Pick-up vehicles procured	Pick up cars, GRN,	Director of Procurement	
		Annual Staff Awards	# of Staff Awards	Photos, concept notes, attendance Registers, staff that received awards	Director of Human Resources Office	
		Operational Support to regional and district officers	# Regional Offices supported	Transfers to Regional Offices	Director of Human Resources & Director of Office	

	<b>Infrastructural Development</b>	Construction of the PPRC National Headquarters in Freetown	# of Headquarter Offices constructed	constructed HQ	ES Office	
		Construction of four regional offices in Port Loko, Makeni, Kenema, Bo	# of Regional Offices constructed	Constructed Regional offices	ES Office	
<b>Strategic Theme Four (4): Capacity Development for Political Parties</b>						
To enhance the capacity of political parties to operate effectively as major partners in the democratic process, while remaining compliant with the regulations and laws governing the operation of political parties	<b>Internal Democracy, Processes and Systems strengthening of political parties</b>	Support/meetings with political parties to align their procedures and processes with the GEWE Act	# of meeting held with political parties to align with the GEWE % of Political Parties that align party processes with GEWE	Attendance Register, Photos, Action Points Minutes/reports	Director of Mediation & Gender Manager Office	Political parties are committed to ,meaningful inclusion and gender equality
		Provide trainings for political parties on internal democratic procedures	# of trainings for political parties on democratic procedures		Director of Mediation Office	Availability of resources, willingness and commitment of political parties
		Support annual leadership conferences/conventions for APPA	# of annual Leadership conferences/conventions for APPA		Director Mediation	Availability of resources
		Support leadership conference/Convention for APPWA	# of annual Leadership conference/convention held for APPWA		Director Mediation	

		Procure computers and accessories for political parties	# of computers and office accessories procured	Goods received note,	Director of Procurement	
		Training of political parties on inclusive governance, election and national governance	# of Trainings for political parties on inclusive governance, election and national governance	Attendance Registers, Photos, actions points Reports	Director of Mediation and Programmes	Willingness of political parties and availability of resources - It demonstrates that the party recognizes the importance of inclusive decision-making processes and respects the rights and voices of all citizens.
		Training of Political Parties on dispute resolution	# of Training of Political party Train on Dispute resolution		Director of Mediation and Programmes	Availability of resources
		Support study tours for political parties	# of study tours for political parties	Attendance Registers, Action points, photos reports	Director of Mediation and Programmes	Resource Availability
		Training of political parties on political party administration, transparency and accountability	# of training organized for political parties on administration, transparency and accountability	Attendance Registers, Action points, photos reports	Director of Mediation and Programmes	if this training is conducted Parties acknowledge the importance of upholding

						principles of good governance within their own structures.
<b>Coordination and Compliance</b>	Quarterly PPRC and political party meetings	# of PPRC and PP meetings held	Attendance Registers, Action points, photos, reports	Director of Mediation and Programmes	PPRC and Political Parties are able to collaborate effectively and commit to agreed meeting times	
	Establish effective DMPFs in 16 districts	# of DMPFs set up	Attendance Registers, photos reports, Group members	Director of Mediation and Programmes	Commitment of political parties and support from PPRC	
	Monitor lower level elections of political parties	# of Lower-level elections of political parties monitored	photos, reports,	Director of Mediation and Programmes	Political parties provide a calendar or events to PPRC and respect the agreed calendar	
	Organise annual meetings with political parties	# of annual meetings with political parties organised	Attendance Registers, photo, action points, reports,	Director of Mediation and Programmes	Resource Availability	
	Train political parties on campaign finance regulations	# of political parties trained on campaign finance regulations	Attendance Registers, photo, action points, reports,	Director of Finance & ES Office	Resource Availability and commitment of political parties	

		Train political parties on the 2022 PPA	# of Political parties trained on the 2022 PPA	Attendance Registers, photo, action points report,	Director of Mediation Office	
<b>Strategic Theme Five (5): Communication, Visibility and ICT</b>						
Effectively operationalise PPRC's communication and visibility strategy	<b>Electoral Education</b>	Organise weekly Radio Discussion Programmes	# of weekly Radio discussions held	Attendance registers, themes, photos feedback from the public	Director of Public Relation and External Training Office	PPRC has the resources to fund paid for air time and keeps its good relationship with media houses - radio, TV and digital platforms
		Organise weekly TV Discussion Programmes	# of weekly TV Discussion Programmes		Director of Public Relation and External Training Office	
		Monthly/Quarterly Press Briefing	# of Monthly/Quarterly Press Briefings held	Attendance, photos, press briefing statement	Director of Public Relation and External Training Office	
		Publication of quarterly newsletter	# of quarterly newsletter published	Quarterly newsletter	Director of Public Relation and External Training Office	
		Develop and broadcast short video on the	# short videos developed and	short videos,	Director of Public	

		electoral process and the work of PPRC	broadcasted % of citizens reached		Relation and External Training Office
		Training/media engagement with journalists on the work of the PPRC - especially on campaign financing	# of Training/ media engagements with Journalists on Campaign finance # of journalists report on the work of PPRC and Campaign financing	Attendance register, Training materials, pre& Post Test, media reports	Director of Public Relation and External Training Office
		Development and airing of jingles	# of Jingles developed % of citizens reached	Jingles, scripts	Director of Public Relation and External Training Office
	<b>Communications and Visibility</b>	Mid-term review of PPRC communications strategy	# of PPRC communication strategy reviews done	Attendance register, Photos, Review Strategy,	Director of Public Relation and External Training Office
		Populate PPRC's social media pages with all electoral education content	# of electoral education content published on the social media handles % of citizens reached disaggregated by sex and age	electoral education content, the channel of distributions	Director of Public Relation and External Training Office



		Produce regular press statements on major activities of the commission	# of Regular press Statements on Major activities of PPRC put out	Press statement,	Director of Public Relation and External Training Office	
		Organise district level communication and visibility outreach events	# of district level communication and visibility outreach event organised	Attendance register, photos, reports	Director of Public Relation and External Training Office	
		Organise chieftom level engagements with traditional leaders on political tolerance and access	# of chieftom level engagements with traditional leaders on political tolerance and access. # of traditional leaders reached disaggregated by sex	Attendance register, photos, reports	Director of Public Relation and External Training Office	
	<b>Information, Communication and Technology</b>	Procure 30 laptop computers for staff	# of computers procured	Good Received note, computers	Director of Procurement and Director of IT Office	Resource availability and technical support from donors
		Procure, install and operationalise a communication server to connect the HQ, Regional and District Officer	# of communication server purchased, # of offices connected	Good Received note, Server, device connected to server	Director of Procurement and Director of IT Office	

		Procure and install anti-virus system for office computers and other accessories	# of antivirus procured, % of Computers installed with antivirus	Good Received Note, Antivirus software, devices installed with software	Director of Procurement and Director of IT Office	
		Pay annual subscription for internet for HQ, regional and district offices	# of annual payment for internet paid	receipts, Contract	Director of Procurement and Director of IT Office	
		Recruit an IT specialist to manage the Commission's ICT infrastructure	# of IT Specialist recruited	Contract, Adverts	Director of Procurement and Director of IT Office	
		Create official emails for all staff - and emphasize their use	% of staff with emails	Emails	Director ICT Office	
<b>Strategic Theme Six (6): Inclusion and Participation (Gender, Youth and Disability)</b>						
	<b>Gender Mainstreaming</b>	Review PPRC's Gender policy and develop a holistic inclusion policy and strategy	# of reviews done	Attendance register Gender policy review, report,	Gender Manager's Office	If training on mainstreaming gender and Disabilities issues within political parties, it is possible to create more inclusive and representative political systems that better
		Roll out the revised Gender (now inclusion) strategy	# of roll out activities done	Attendance Register, Photos, Report	Gender Manager's Office	
		Collaborate with civil society organisations to roll out gender mainstreaming trainings for political parties	# of gender trainings conducted	Attendance Register, photos, report	Gender Manager's Office	

		Organised joint meetings with 50/50 and political parties on the meaningful implementation of the PPA and GEWE Acts	# of joint meetings conducted		Gender Manager's Office	reflect the diversity of society and address the needs of all citizens.
		Collaborate with political parties to appoint a gender champion in of the 17 political parties	# of political parties who appoint gender champions		Gender Manager's Office	
		Conduct annual gender audits of political parties	# of gender audit studies conducted		Contract, adverts, gender audit reports	
	<b>Youth Inclusion</b>	Develop a policy on youth internships (democracy traineeship)	# of youth internship policies developed	internship policy	Gender Manager's Office	
	Continue with Democracy Youth Traineeship programme - implemented with support from International IDEA	# of youth Traineeship Programme activities conducted	Attendance register, photo, reports	Gender Manager's Office		
	Revive /Establish ten (10) Youth Peace Clusters across the Country in Drug and violence prevalent Communities	# of youth Peace Clusters established	Attendance registers, photos reports, clusters members	Gender Manager's Office		

		Conduct governance, democracy and electoral participation trainings for APPYA at the regional level	# of trainings conducted for APPYA membership	Attendance Registers, photo, action points reports,	Gender Manager's Office
		District/ Constituencies Town Hall Engagements with Political Parties Leaders on the Inclusion provision of the Political Parties Act (PPA) 2022	# of Town hall Engagements conducted		Gender Manager's Office
	<b>Disability Mainstream</b>	Conduct a disability inclusion assessment across political parties	# of studies conducted on disability inclusion in political parties	Advert, Contract report	Gender Manager's Office
		Collaborate with National Commission for Persons with Disabilities to provide disability inclusion Training for Political Parties	# of trainings conducted for Political Parties on disabilities inclusion	Attendance registers, Photos action points, reports	Gender Manager's Office
		Engage Political Parties on disability accesses across party offices	# of engagements with political parties to make their offices disabled friendly. % of political party who has made their office disable friendly		Gender Manager's Office

		Collaborate with the National Commission for Persons with Disabilities to conduct district town hall meetings on disability inclusion	# of town hall engagements conducted on disability inclusion		Gender Manager's Office	
		Translate key PPRC documents into braille	# of PPRC Public documents put on Braille	documents put on braille	Gender Manager's Office	
<b>Thematic Priority Seven (7): Mediation (Peace, Cohesion, Intra and Inter-Party Dialogue)</b>						
To promote peace and inclusive political dialogue and engagement in a manner that supports the democratic process and national cohesion	<b>Implementation of the Intra-party Conflict Resolution Guide</b>	Follow up training of political parties on the intra-party dispute resolution guide	# of follow-up trainings conducted for Political parties on dispute resolution guide	Attendance registers, photos, action points report,	Director of Mediation Office	If training programs, establishing dedicated dispute resolution mechanisms, and fostering inclusive dialogue forums, political parties can effectively manage internal conflicts, promote democratic decision-making processes, and strengthen party
		Support the formation and capacity strengthening of members of the Dispute Resolution Committees (DRCs) across the 17 Political Parties	# of political party DRCs set up and strengthened	Attendance registers photos, action points DRCs members list, reports	Director of Mediation Office	
		Quarterly publication of intra-party dispute resolution update	# of quarterly intra-party dispute resolutions published	dispute resolutions documented	Director of Mediation Office	
		Training of DRC members on mediation and dispute resolution	# of DRC members trained on mediation and dispute resolution	Attendance registers, photos, reports	Director of Mediation Office	

	<b>Inter-Party Dialogue, Peace promotion and inclusion</b>	Quarterly inter party dialogue session	# of quarterly inter-party dialogue sessions conducted	Attendance registers, photos, reports	Director of Mediation Office	cohesion for the benefit of their members and the wider society.
		Training of political party leadership on mediation and dispute resolution	% of Political party leadership trained on mediation and dispute resolution	Attendance registers, photos, reports	Director of Mediation Office	
		Mediate disputes between political parties	# of disputes mediated between Political parties	Dispute Mediation Reports	Director of Mediation Office	
		Organise annual national level inter-party dialogue forums	# of annual national level inter-party dialogue forums organised	Attendance register, action points, photos, reports	Director of Mediation Office	
		District/ Constituencies Town Hall Engagement with Political Parties Leaders on the Inclusion provision of the Political Parties Acts(PPA) 2022	# of town hall engagements with political parties' leadership on the inclusion provision of PPA 2022	Attendance register, action points photos, reports	Director of Mediation Office	
		Conduct trainings of Political parties and electorates on electoral systems and processes	# of Political parties and electorate trainings on electoral systems and processes	Attendance register, action points, photos, reports	Director of Mediation Office	
		Conduct trainings for political parties on electoral laws, rules and regulations	# of trainings on electoral laws, rules and regulations	Attendance register, action points, photos, reports	Director of Mediation Office	

**Strategic Theme Eight (8): Research and Learning**

To establish and operationalise a research and learning department within the Commission	<b>Development and roll out of M&amp;E Tools and Systems</b>	Establish an M&E Unit at PPRC	# of reviews on the organogram related to M&E	Job description, included in organogram, under a directorate	Director Human Resources Office	Resources are available and the leadership of the Commission support the establishment of an M&E department
		Recruit/Redeploy Staff to the new M&E Unit	# of staff recruited/deployed	Staff deploy, advert, contract	Director Human Resources Office	
		Develop M&E Protocols and data collection tools	# of M&E Protocols and data collection tools developed	approved M&E Protocols and tools	ES Office	
		Establish an Early Warning mechanism on Political Violence	# of Early warning mechanisms on political violence established	Early warning system	ES Office	
		Develop tracking tools for activity implementation and progress tracking	# of tracking tools developed	approved tracking tools	ES Office	
		Training of staff on data collection and M&E processes	# of trainings conducted on the M&E processes	Attendance registers, pre & post cost, training materials, reports	ES Office	
		Procure and install data collection and analysis software	# of software procured	Good Received Note, Software, installed in the M&E staff Computers	ES Office	

<b>Knowledge products and evidenced-based engagement</b>	Conduct pre and post activity assessments	# of pre- and post-activity assessments	Attendance Registers, approved tools, report	ES Office
	Conduct annual performance and impact assessment	# of annual performance and impact assessments done		ES Office
	Conduct electoral cycle performance review	# of electoral cycle performance reviews		ES Office
	Conduct quarterly field monitoring missions	# of quarterly field monitoring missions conducted		ES Office
	Conduct citizens' perception surveys	# of citizens' perception surveys conducted	terms of reference, advert, contract, findings & report	ES Office
	Produce annual Commission reports	# of Annual Commission report produced	Annual report	ES Office



## References

1. Gbla. O (2006) Security Sector Under International Tutelage. International Peacekeeping, Volume 13, Issue 1
2. Harris, D and Conteh, F.M .2020. "Government–donor relations in Sierra Leone: who is in the driving seat?", Journal of Modern African Studies, 58, 1, pp. 45 – 65; International Monetary Fund. 2011. 'Country report no.
3. International Monetary Fund .2020. "IMF Country Report No. 20/196
4. Jeffs, C. (2008). Strategic management. Los Angeles: SAGE.
5. Lake, N. (2012). The strategic planning workbook. London: Kogan Page.
6. McLaughlin, T. A. (2006). Non-profit strategic positioning: Decide where to be, plan what to do. Hoboken, NJ: J. Wiley & Sons.
7. UNDP .2019. UNDP's Engagement with the Media for Governance, Sustainable Development and Peace. Oslo: United Nations Development Programme.