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# **Electoral Cycle Support to the Election Commission of Pakistan**

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## **2012-2014**

Updated: January 11, 2012

**United Nations Development Programme**

**Country: PAKISTAN**

**Programme Document**

<b>Programme Title:</b>	Electoral Cycle Support to the National Election Commission of Pakistan (2012-2014)
<b>UNDAF/CP Outcome(s):</b>	<u>Outcome 3:</u> Governing institutions, systems and processes strengthened for effective, accountable and responsive governance at all levels
<b>Expected Output(s):</b>	<u>Output 1:</u> Increased capacity of the election commission to deliver its Strategic Plan <u>Output 2:</u> Electoral laws and procedures strengthened for increased administrative effectiveness <u>Output 3:</u> Improved engagement of citizens, particularly women and youth, in electoral processes
<b>Implementing Partner:</b>	UNDP Pakistan

**Summary:**

The project's main focus is provision of technical assistance for the needs identified by the Election Commission of Pakistan (ECP) to the Needs Assessment Mission and Project Formulation Mission. The project spans over a period of 3 years. The project is divided into two phases, with Phase I covering the period upto the conduct of elections and Phase II focusing on the post election period. The start up of the project is planned across three key outputs, all of which assist the ECP in timely and effective implementation of its 5 Year Strategic Plan. The project takes an electoral cycle approach rather than an election event approach and that is why Phase-II covers the period after the elections.

The main focus is on strengthening the capacity of the ECP and its field offices, technical assistance in electoral reform areas, civic and voter education with a focus on women and youth. There will be extensive monitoring and evaluation built in the project to ensure quality control and corrective improvements where necessary.

The project will be implemented through a Direct Implementation Arrangement under the guidance of the Project Review Board and with provision of technical advice from the Technical Committee. The project also aims to develop synergies and partnerships with UN Women, which will also be a "Responsible Party" for some components of the project, and other international organizations working with ECP to maximise the impact of the project.

Programme Period:	2012-2014	Total resources required	
Key Result Area (Strategic Plan):	Inclusive Participation- Electoral Systems and Processes	Phase-I .....	\$ 15,504,300
Atlas Award ID:	_____	Phase-II .....	\$ 10,058,000
Start date:	January 2012	Total Phase I+II	\$ 25,562,300
End Date	December 2014	Total allocated resources:	
PAC Meeting Date	_____	o UNDP	\$ 500,000
Management Arrangements	UNDP Implementation	o UN Women	\$ 150,000
		o Other	_____
		o Other	_____
		Unfunded programme budget:	\$ 24,912,300
		In-kind Contributions	_____

Subject to the caveats mentioned below by Secretary EAD,

Agreed by Election Commission of Pakistan:

Signatures: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

*ISHTIAK AHMAD KHAN*  
27/01/2012

**ISHTIAK AHMAD KHAN**

**Secretary ECP**  
Secretary  
Election Commission of Pakistan  
Islamabad

Agreed by United Nations Development Program:

Signatures: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

*Toshiro Tanaka* 18/01/2012

**TOSHIMIRO TANAKA**

**Country Director**

Phase-I of the Project "Electoral Cycle Support to the Election Commission of Pakistan (2012-2014)" at the total cost of US\$ 15.5 million has been approved subject to following caveats:

- (i) UNDP shall provide a comprehensive report to EAD and ECP on quarterly basis including: (a) donor-wise funds raised from donors, (b) activity-wise expenditure, (c) recipients of these funds and (d) goals and targets achieved through this expenditure;
- (ii) UNDP will not purchase any new vehicle under this project;
- (iii) The Project shall not finance foreign visits of the staff of ECP or UNDP or Consultants from the project cost;
- (iv) Project shall have a Project Steering Committee (PSC) / Project Review Board (PRB) headed by the Secretary, ECP and members from the EAD, Finance Division, UNDP and representatives of donors to approve every activity to be undertaken under this project;
- (v) The details of international / national consultancies, workshops, seminars, trainings, IT equipments and other hardware along with the costs needs to be indicated with full justification and shall be undertaken with the approval of the PSC;
- (vi) Federal Ministry of Professional & Technical Training and the Provincial Education Departments may also be included / consulted regarding the Planned Activity 3.1 relating to the curriculum development;
- (vii) Development of Results Management System may be extended up to Election Officers (EOs) level and
- (viii) ECP, being the partner also be made responsible party along with UNDP in all Planned Activities.

Agreed by Economic Affairs Division:

Signatures: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

*Abdul Wajid Rana*  
17/1/2012

**ABDUL WAJID RANA**  
Secretary  
Economic Affairs Division  
Government of Pakistan  
Islamabad

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## SECTION 1: SITUATION ANALYSIS

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### *I. Democracy and Elections in Pakistan*

Pakistan is a federal republic governed by its 1973 Constitution, as amended. Parliament comprises two houses, the National Assembly and Senate. The National Assembly is the lower house that is made up of seats proportionally allocated to each province. The Senate has equal representation from the Federating Units balancing the provincial inequality in the National Assembly, an electoral college comprising the National Assembly and Provincial Assemblies elect the Senators from their respective Provinces. The Senate's role is to promote national cohesion and harmony.

The National Assembly has 342 members; 272 hold seats contested in the general elections under a first-past-the-post (FPTP) system. Sixty seats are reserved for women to be filled under a closed list system; these are allocated to parties based on the percentage of seats won in the general elections. A similar system applies to the 10 seats reserved for religious minorities.

The Senate has 104 members, 23 from each province. Four seats per province are reserved for women and four for technocrats and one seat per province for minorities. Eight Senate members come from the federally administered tribal areas and four from the federal capital; a seat is reserved for a woman and a technocrat in each case, and one seat per province for minorities. There are eighteen women senators while Pakistani Law maintains that at least seventeen seats in total are reserved for women in the Senate.

The President is the head of state and is elected by members of the Senate, National Assembly and provincial assemblies. According to the 18<sup>th</sup> Amendment only the Prime Minister can request the President for dissolution of the Assembly, the President's power for dissolution no longer exists. The Prime Minister is elected from within the National Assembly, while each provincial assembly elects a chief minister of the province. The President appoints provincial governors. After the 18<sup>th</sup> Amendment the Provinces are responsible for enactment of Provincial Local Government Laws. Only Balochistan and Sindh have so far enacted the Laws, the former reverting to the 1979 law and the latter adopting the Local Government Ordinance 2001.

### *II. Analysis of Issues during 2008 National and Provincial Elections*

The EU Electoral Observation Mission which came to Pakistan for the 2008 elections found "The Elections were competitive and the voting process, being not without problems particularly in female polling stations, achieved increased public confidence. Significantly, the election period saw courageous commitment to the democratic process by voters, candidates, election staff, and representatives of media and civil society under challenging security conditions."

The EU EOM Report continued: "However, there were serious problems with the framework and conditions in which the elections were held and a level playing field was not provided during the campaign, primarily as a result of abuse of State resources and bias in State media in favour of former ruling parties. As a result, the overall process fell short of a number of international standards for genuine democratic elections. These include the citizen's right to take part in the government of his or her country directly or through freely chosen representatives, freedom of expression, freedom of association and assembly, the right to an effective remedy, the right to non-discrimination and the right to universal and equal suffrage."

The EU Mission also found that "Some improvements have been made by the Pakistani State authorities, for example with training and the use of translucent ballot boxes. However, other identified problems with the framework and conditions"

The EU Mission also found that technical shortcomings resulted in a “lack of confidence among political parties and civil society in the accuracy and efficacy of the electoral roll...” There were also limitations on women’s ability to exercise their political rights, as they were underrepresented as voters, candidates, and electoral officials. While civil society played a more significant role than it did previously, with over 18,000 domestic observers accredited, there were difficulties of access in some regions.

### *III. The Election Commission*

For elections, Article 218 of the Constitution provides a permanent Election Commission “to organize and conduct the election and to make such arrangements as are necessary to ensure that the election is conducted honestly, justly, fairly and in accordance with law, and the corrupt practices are guarded against.” As a result of the 18<sup>th</sup> amendment, adopted in 2010, the Election Commission of Pakistan (ECP) has become independent in its formulation, with its now full time members appointed through a process of consultation and agreement between the government and the opposition. The Four members have recently been appointed through this process. The Chief Election Commissioner is charged with preparing and annually revising electoral rolls, and with appointing election tribunals, while the Election Commission is responsible for the delimitation of constituencies for the national and provincial assemblies. As per the Constitution, all executive authorities must assist the Chief Election Commissioner and the Election Commission in discharging their functions.

The ECP has a permanent staff of about 1,800 persons, divided among headquarters, provincial secretariats, and numerous field offices around the country. Out of these 1,800 only eight are women. In addition, when an election is called more than 500,000 District Returning Officers, Returning Officers, Assistant Returning Officers and polling officials are required to be appointed and trained.

The next general elections in Pakistan are due in the first half of 2013; there is considerable speculation about the prospect of early elections. Election planning is further complicated by uncertainty of whether and when local elections will be held. Efforts are underway in various quarters to make further significant and much needed changes to the legal framework for elections, but it remains uncertain whether such changes will be enacted before the next elections. A census due to be completed before the end of 2011 has recently been postponed until early 2012 at the earliest; significant delay or cancellation of census can have serious impact on constituency delimitation process and may also impact polling station locations. Pakistan is also in the process of a major drive to provide national identity cards to all citizens 18 years of age or above, and a linked process with the Civil Registry to develop a new computerized electoral roll.

The ECP has prepared and begun to implement an ambitious five-year Strategic Plan; if the plan is fully implemented, it should substantially improve the ECP’s organization and operations, addressing many of the issues identified by the EU Observers in 2008. The Strategic Plan looked at several areas for attention, including the legal domain; the electoral rolls; electoral operations; management of complaints and disputes; the structure and role of ECP management; its infrastructure, human resources and budget; interaction with stakeholders; and voter participation. Fifteen Strategic Goals were identified in these areas for the ECP, accompanied by over 120 clear objectives and a timeline for their achievement. This Project responds to the well-conceived strategic initiative that has ECP’s ownership and aims to assist the ECP to fulfil many of those objectives.

### *IV. Qualifications for voters and candidates*

Every citizen of Pakistan who is 18 years or older is eligible to vote, provided his or her name appears on the electoral roll, and he or she is not declared by a competent court to be of unsound mind. A person is also required to possess a computerized national identity card in order to cast a vote. A person is qualified to be a Member of

Parliament if he or she is a citizen of Pakistan and, in the case of the National Assembly, not less than 25 years of age. In the Senate, he or she should be 30 years of age or more. The candidate has to be of good character and not commonly known as one who violates Islamic injunctions. Election laws prohibit expenses in excess of rupees 1.5 million (approximately US \$25,500) for National Assembly candidates and Rupees 1 million (approximately US \$17, 000) for provincial assembly candidates. All candidates are supposed to submit accounts of their election expenses to the Election Commission.

#### V. Resolving electoral disputes

The resolution of election disputes is governed by The Representation of the Peoples Act, 1976 (Act No. LXXXV). According to it, no election shall be called in question except by an election petition made by a candidate. The petition is presented to the Chief Election Commissioner within 45 days of the publication of the name of the returned candidate in the official gazette. The commissioner appoints as many election tribunals as may be necessary. Each tribunal consists of a person who has been, or is at the time of his retirement, a district and sessions judge who is qualified to be a judge of a high court. A decision is to be rendered in four months. An appeal can be made to the Supreme Court within 30 days of the announcement of the decision.

The Election Commission of Pakistan (ECP) is responsible for administering all complaints related to the electoral process in Pakistan. These complaints relate to alleged violations of the election law and code of conduct. During both the 1997 and 2002 General Elections, approximately 900 complaints were received and managed by the ECP – although many of these complaints were dismissed due to insufficient information. The lack of time limits on the filing of complaints during the electoral calendar and the lack of a standardized form for submitting complaints forced the ECP to respond to submissions received in a variety of formats (letter, fax, telephone, in person), which allowed the record of complaints to vary considerably in quality and completeness of information. There have been long delays in completing consideration of several complaints, often stretching beyond the mandate of the elected official. To address this problem, complaints will now be assigned to retired judges, who will be able to concentrate exclusively on their electoral mandate.

#### VI. Challenges Affecting Holding of Elections

##### i. *Security*

Despite low trust in the efficacy of the electoral process, elections in Pakistan are vigorously contested; with an average eight candidates contesting for each seat of the National Assembly since 1993. The number of registered political parties in the 1993 general elections was 62, out of which 14 parties gained seats in the National Assembly. In the 2008 general elections, there were 112 registered political parties, with 10 represented in the National Assembly. Regularly holding general elections tends to eliminate weaker political parties, and the total number of political parties generally declines. Pakistan has experienced the opposite: Interruptions in the system, such as military takeovers, have been followed by new political parties emerging at subsequent elections. The competition between political parties has resulted in the manipulation of electoral results by political stakeholders in some areas and the prevention of some segments of society from voting at all. To ensure that these practices are minimized and redress mechanisms available for disenfranchised voters, electoral dispute resolution must be easily accessible and understood by all citizens, and the processing of complaints should be efficient.

Although the PPP won the largest percentage of votes in the 2008 National Assembly elections (127 of the 342 seats), it did not win an outright majority, and formed multi-party coalitions at federal and provincial levels. Results in provincial elections were different, with, for example, PML-N winning the most votes in Punjab. The

result has been a multifaceted political landscape involving different and shifting combinations of governing coalitions among the same parties at the national and provincial levels. The political situation in the provinces is increasingly important as a result of the adoption of the 18<sup>th</sup> amendment to the Constitution, under which a broad range of federal powers are being devolved to the provinces.

### *ii. Demographics*

Several factors have influenced demographic changes in Pakistan. A large percentage (63%) of the overall population is under 25 years of age, with hundreds of thousands reaching voting age (18) each year. While over 50% of the population in Pakistan is female, less than 47% of the registered voters in 2008 were women, and they voted in significantly lower numbers in both the general and local elections. The decision to base the new Voters Roll on the Computerised National Identity Card (CNIC) will only be as useful if all of the voting age population is captured by NADRA. In addition, there has been large migration to urban areas, swelling the country's cities and will create electoral imbalance between rural and urban constituencies. The Population Census currently underway is intended to enumerate the entirety of the country's population through door-to-door visits; this has now been postponed until Spring 2012 at the earliest. Only after the written report of the Census is published can the ECP take up its constitutional responsibilities for Delimitation of Constituencies. Here again, the fact that seats are assigned to each province in the Constitution means that there will, perforce, be inequalities in the number of voters per constituency.

Finally, the serious floods which affected large areas of the country in 2010 and again in 2011 have forced millions of people to leave their homes. Over half a million of people are displaced in Sindh alone and living in camps; other provinces have similar challenges. It remains to be seen to what extent they will be able to return to their home areas before the next general elections takes place. Numerous roads remain underwater or require extensive repairs. This situation may have a significant impact on the location and staffing of Polling Stations and the ability of the ECP to deploy election materials in a secure and timely manner.

### *iii. Institutional: Election Administration*

The Secretariat has made significant progress since the last general elections in improving its planning and internal operations. Most notably, the ECP developed an impressive and wide-ranging five-year Strategic Plan for 2010-2014. The Plan touches on all areas of ECP operations and sets out more than 120 objectives, with clear timelines, that would improve every aspect of ECP operations. ECP implementation of the Strategic Plan to date does however appear to be lagging behind schedule.

Personnel practices are an area of ECP operations which need to be strengthened. There are only a handful of women (less than one per cent) among the ECP staff. The ECP has set a goal of having ten per cent women by 2014, in line with broader Pakistani government policy; however, progress is still slow.

While past election observation missions have identified training of poll workers as a shortcoming of the electoral process, much of the ECP senior staff is well versed in election operations. Through past international assistance, over 300 ECP officials have received Building Resources in Democracy, Governance and Elections (BRIDGE) training and some have qualified as BRIDGE facilitators. A newly-revived Federal Election Academy may lead to better in-service training for the ECP. Nonetheless, there is a requirement for continuing career training for ECP officials, which might be met through a combination of BRIDGE and skills-based training. Over 1,200 non-permanent staff of the ECP who will serve as District Returning Officers (DROs), Returning Officers (ROs) and Assistant Returning Officers (AROs) for the next general elections – many of them for the first time – will require training. Additionally, a program of cascade training will need to reach at least 70,000 presiding officers, and preferably also some 500,000 polling personnel.



Transparency in the management of election results, which is a key to creating public confidence, is paramount. The ECP's Strategic Plan calls for regularly scheduled consultations with stakeholders such as political parties and civil society. Moreover a comprehensive strategy for consultations, outreach and public communications is required. This will become particularly important as it faces complex and challenging issues such as constituency delimitation and display and correction of the new voter lists.

#### *iv. Civic / Voter Education and Youth*

Literacy rates in Pakistan vary and will impact the design of civic and voter education programs. In Islamabad 87% of the population are literate, contrasting with 20% literacy in Kohlu district. In 2004 UNESCO estimated that Pakistanis in the age group 55–64 had a literacy rate of almost 30%, those aged 45–54 had a literacy rate of nearly 40%, those 25–34 had a literacy rate of 50%, and those aged 15–24 had a literacy rate of more than 60%. With low literacy levels, civic and voter education may have to be carefully designed and tailored to fit the literacy demographic. Programs may have to be gradually rolled out and carefully phased.

While civil society played an important role in voter and civic education during the 2008 elections – ECP voter education responsibilities were almost entirely organized by UNDP/SNEP and outsourced through other organizations (more than 50 NGOs received small grants from UNDP/SNEP to conduct voter education programmes at the grass-roots level). If continued, this practice may lead to questions over sustainability. Continued partnership building with Pakistani civil society organisations, as well as the creation of an established voter education structure within the ECP, will prove useful tools for sustainable and targeted VE programs. Overall, there was some targeting of women, but little targeting of men to explain to them why it is not only acceptable, but essential, for women to vote, although this should be part of the women's representation and participation strategy.

In order to address the key issues of transparency and building public confidence, the ECP needs to develop a more active and effective strategy of consultations, communications, public outreach and civic education. This should reach into all areas of ECP activity, and will be critical to reinforcing the success of project activities on such issues as legal reform, results management, delimitation of constituencies and gender.

#### *v. Women and Youth's Representation and Participation*

Pakistan has the lowest voter turn-out in South-Asia. Analysts and stakeholders have attributed low voter turnout to the lack of trust voters place in the sanctity of their vote. On average, voting turnout in general elections in Pakistan since 1947 has hovered around 45 percent. However the two most recent elections in 2002 and 2008 have seen the voter turnout rise from the record low of 35.17 percent in the 1997 election to 44% in the 2008 elections.

This history of interrupted democracy means that there is whole generation of new voters who need to be more effectively engaged in the electoral process to increase the overall voter turnout. As an example Pakistan has a large youth bulge, with five to seven million Pakistanis turning 18 each year who are being added to the electoral rolls. Aside from telling this demographic "how to vote", strategies also need to be developed and implemented which engage them on their rights and responsibilities as citizens of Pakistan, and create an awareness of the "value" of their voice and vote. As the adult literacy rate is approximately 54 per cent (with the percentage of literate women much lower), strategies need to move beyond traditional print media, pamphlets and posters.

Despite advances in Pakistan on gender equality, women in parts of the country continue to face socio-cultural structures and values, and male-dominated politics that impede their effective involvement. Being a culturally and

ethnically diverse country, customary practices and old tribal structures in some areas still wield more power than institutions of governance.

In order to reach turnout targets, the ECP will have to direct considerable time and effort in engaging and enabling women to vote. A tense security environment may however impact the ability of the ECP to enhance women's representation and participation. By December 2010, the ECP's five year strategic plan aimed to complete a study into the engagement of female enumerators with a view to appointing them the better serve the female population. But in May 2011 a taskforce for the revision of electoral roles decided not to engage female enumerators due to the element of security risk that they would face. This may in turn lead to eligible women not being registered and impact the ECP's ability to reach their goal of increased women's representation and participation.

Pakistan is a party to several human rights covenants that explicitly call for gender equality in political participation. These include the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW, ratified in 1996), as well as the International Covenant on Civil and Political Rights (ICCPR, finally ratified in 2010). To implement the CEDAW commitments, the government of Pakistan has put in place some legislative and policy reforms as well as established key mechanisms such as the National Commission on Women, NCW (ex NCSW). After the devolution of Ministry of Women Development at Federal level, Women Development Departments (WDDs) in the provinces need to take the lead role, but often lack positioning and resources. Beside that, Pakistan is committed to achieving eight core Millennium Development Goals, (MDGs) by 2015, "to promote gender equality and the empowerment of women as effective ways to combat poverty, hunger, and disease and to stimulate development that is truly sustainable." The country's agreement to work towards achieving the MDGs also places on it an obligation to demonstrate progress towards a 30 per cent share of seats for women in parliament, which was set as an indicator of progress towards MDG 3 – gender equality and empowerment.

The UNWomen is an important arm of the UN Agencies in Pakistan and exclusively focuses on gender related issues and challenges. UNWomen's strategy in Pakistan centres around capacity building of government, NGOs and the UN system to deliver on gender equality commitments by ensuring that voices of women and the human rights based approach are integrated fully into the country's development agenda. Towards this end it works with government agencies, civil society and women's organizations to and will be implementing partner of UNDP in execution of the relevant activities under the project dealing with gender mainstreaming within ECP and in electoral processes as well as increasing women's turnout and participation in the elections.

**SECTION 2: PROGRAMME STRATEGY**

UNDP Pakistan works under the mandate of Country Programme Action Plan (CPAP) 2010-2011 developed in conjunction with Government of Pakistan. Further, the Electoral Cycle Support for Election Commission of Pakistan” operates under the official request for assistance from Election Commission of Pakistan (ECP).

UNDP’s project is based on the concept of the electoral cycle which addresses both one-off and resource-intensive election support and capacity development for democratic institutions based on a longer term development agenda within the broader context of democratic governance. This approach therefore emphasizes institutional capacity building for the ECP, and other governance institutions; encourages sustainable electoral policies and the participation of traditionally disadvantaged groups.<sup>1</sup> Of particular importance to post-election period, the electoral cycle approach promotes stability and accounts for the critical post-electoral phase which sets the stage for the next election thereby strengthening the democratic process.

The ongoing electoral cycle is comprised of three general phases outlined in the diagram<sup>2</sup> below:

Figure 1: The Electoral Cycle



<sup>1</sup> With reference to *Electoral Assistance Implementation Guide*, UNDP Democratic Governance Group: New York, 2007

<sup>2</sup> Ibid

Overall the project contributes towards the CPAP Outcome of “Governing institutions, systems and processes strengthened for effective, accountable and responsive governance at all levels”. The project will specifically strengthen the new empowered Election Commission towards fulfilling its responsibilities, making the election free, fair and transparent and meet the international election standards. The project will also contribute towards achieving the goals set by the ECP in its 5 year strategic plan, which UNDP also thinks of being a very key document that prioritizes the areas of electoral support for the ECP.

**The project has been planned into two phases with Phase-1 focusing on “pre electoral period” and “election period”, whereas Phase-2 will be focusing on post election period.** The majority of the electoral cycle focuses on the preparatory “pre-electoral” period. The upper right quadrant sets forth the first steps of preparation by ensuring an enabling environment through proper legal framework, rules, procedures and overarching policies for electoral events. This is followed by planning and training periods along with election management. Subsequently, registration and campaigning are the first milestone events. This preparatory period lays the necessary groundwork for the operations-heavy “electoral” period of polling and results verification. The strategic “post-electoral” period strengthens the institutional mechanisms for elections, such as voters’ list updates and audits, and re-evaluates policies which then feed into the next election. In the cyclical approach, the electoral process strengthens over time” and this is the global best practice that UNDP has adopted and has been translated into this project document.

To avoid parallel efforts, UNDP works in close collaboration with domestic and international NGOs, various stakeholders, and organizations with electoral expertise such as the International Foundation for Electoral Systems (IFES).

**Project Outcome:**

*Output 1: Increased capacity of the Election Commission to deliver its Strategic Plan*

*Output 2: Electoral laws and procedures strengthened for increased administrative effectiveness*

*Output 3: Improved engagement of citizens, particularly women, in electoral processes*

## **OUTPUT 1: INCREASED CAPACITY OF THE ELECTION COMMISSION TO DELIVER ITS STRATEGIC PLAN**

### *Outline:*

Strategic Goals 3, 5, and 9 identify the need for improvement in the capacity of the ECP for smoothly managing of electoral operations that meet international standards, obligations, commitments and principles, and that reflects the will of the voters. Implementation of the Strategic Plan has begun in several areas, but progress has so far been slow. The new Members will benefit from sharing of international best practices in elections and also about their enhanced role; the Secretariat and staff also need to adapt to new parameters for activities. They have expressed a clear desire for advice on comparative international experience and best practices on a range of electoral issues.

A broad and effective training programme is central to long-term capacity building in the ECP and to the smooth conduct of elections, and is recognised as necessary in Strategic Goals 3 and 9. Significant training of ECP staff will be required, for while senior staff is generally experienced in their particular responsibilities, they can always benefit from continued career training. In addition, and large numbers of election staff will serve for the first time as Returning Officers (including District Returning Officers and Assistant Returning Officers), and over half a million polling station officials across the country will need to be trained in procedures before the elections can take place. Accordingly, the Project will provide expertise and material resources to the Federal Election Academy based at ECP, which trains ECP staff and other election officials. Other thematic training, such as that offered through the BRIDGE system, will be provided for the Members and selected staff members, and the project will support the operational training of polling station workers through a cascade format led by Master Trainers and Lead Trainers. Training will also be offered to enable security personnel better understand their responsibilities on Election Day.

An important element of ECP effectiveness will be determined by its efforts at public outreach to electoral stakeholders. Although this is most closely related to the Commission's Strategic Goal 13 (Public Awareness), it also refers to Goals 11 (strengthening trust in electoral processes) and 12 (strengthen participation of parties and candidates). In addition, it will have a most positive impact on the ECP's goal 15 – improving its image. The Project will assist ECP in developing and implementing a systematic programme of regular meetings with stakeholders in the media, political parties, and civil society, in the Federal and Provincial capitals.

Gender is also an area that the ECP is seeking reform on internally as a part of its five-year strategic plan. As a part of this reform and in line with government aspirations, it aims to achieve a level of 10% women in permanent employment with the ECP. Currently this level sits at less than 1%. Internal reforms will need to be conducted to achieve this, as well as ensuring that women are adequately represented in the 500,000 polling staff expected to be recruited and trained for the national elections.

UNWOMEN will provide gender expertise following similar efforts with other government institutions at both national and provincial levels. While responding principally to Strategic Goal 14, this also will aid in achieving Goals 7, 11, 12, and 13. The capacity development support will be provided on internal aspects, in terms of capacities and mechanisms to enhance gender sensitivity and analysis as well as a women's quota in the ECP itself, and external aspects, in terms of gender responsive electoral management, oversight and dispute resolution (such as limitation of female voters and candidates) and increasing turnout of women voters across the board.

Finally, the ECP's improved capacity will all come to naught if the voters are not able to cast their ballots on election day. The ECP has indicated an urgent need for 100,000 additional translucent plastic ballot boxes, to replace those damaged or lost since the voting in 2008. The project will therefore undertake to provide one-half of the current requirements, with other actors being invited to cover the remainder.

### ***Indicative Activities Phase I***

- ▶ Provision of technical expertise, as appropriate, to assist ECP in meeting its responsibilities in election administration and management, Constituency Delimitation, management of Election Results, Voter Education, and public outreach to civil society, political parties and the media. This technical expertise will be in the form of a Chief Technical Advisor working with the Election Commission and secretariat of the Commission.
- ▶ Professional thematic training for Secretariat personnel through BRIDGE program or other activities. (Precise numbers involved and the topics to be covered will be identified through consultations with ECP).
- ▶ Support to the ECP's Federal Election Academy (FEA) through provision of advice on human resources, training materials and resources, such as computers, projectors, video recorders, etc. (precise details to be decided through consultations). The FEA will be made operationally functional with the development of systems, processes and procedures for rolling out large scale training programmes. This will entail the development of HR systems, procurement systems and outsourcing techniques for conducting trainings of over 500,000 elections and polling officials.
- ▶ The UNDP technical experts on training will provide input into the development of material and for improvement of regulations and procedures for conduct of elections. In addition to this support for operational training through a cascade system for polling staff. This will involve training of around 500,000 election staff that will include DROs, ROs, AROs and Polling Staff
- ▶ Development and implementation of a communications / public outreach programme covering all areas of ECP activity and aimed at ensuring transparency and building public confidence through the media, political parties, and civil society. A series of regularly-scheduled meetings will be established with key members of each group, as well as ad hoc meetings, office visits and other encounters to enable media representatives and the public to feel that the ECP is open and accessible. This will entail the development synergy among the training program and the public outreach activities. This synergy will result in using the services of the extension staff of FEA for areas of public outreach, thereby, creating economies of scale.
- ▶ A gender advisor to be hired to assist the ECP in undertaking necessary reforms to reach its goal of 10% women employees in the organization. This will entail development of systems and processes to get adherence to the agreed government framework. This will be done based on UN Women's experience with other government entities.
- ▶ Provision of 50,000 translucent plastic ballot boxes similar to those already on hand in ECP stocks. UNDP will be using the international procurement with the Project Support Office in Copenhagen, who has established Long Term Agreements with firms of international repute. For the procurement of ballot papers and voter screens UNDP will extend its technical advice for ECP to develop its procurement systems in line with PEPPA Rules and ensure the best quality in provision of essential election material.

### ***Indicative Activities Phase II***

- ▶ Provision of technical expertise will continue in the second phase as well. The focus of the technical assistance will be on post election review, lessons learnt and corrective actions that need to be applied. The technical assistance will also include the conduct of the local government elections that will be conducted after the local government elections
- ▶ Professional thematic training for Secretariat personnel through BRIDGE program will continue in a more in-depth manner. Again the precise numbers involved and the topics to be covered will be identified through consultations with ECP).
- ▶ Support to the ECP's Federal Election Academy (FEA) will continue to ensure that the trainings conducted during the elections for the election staff are institutionalized and systems are effective and efficient.

- ▶ The UNDP technical experts will improve the training methodology based on the lessons learnt during the large scale cascade training and will also support the training for pool of experts and trainers for Local Government elections.
- ▶ Development and implementation of a communications / public outreach programme covering all areas of ECP activity will continue during this phase.

## **OUTPUT 2: ELECTORAL LAWS AND PROCEDURES STRENGTHENED FOR INCREASED ADMINISTRATIVE EFFECTIVENESS**

### *Outline:*

Recent changes in the environment for elections will require changes in the laws and procedures by which the elections are carried out. The 18<sup>th</sup> Amendment of the Constitution, adopted in 2010, changed the composition, structure and responsibilities of the ECP. In addition, there is a concerted effort underway to update and codify the legislation governing elections, which previously was contained in major four laws, dating back to 1974 and numerous regulations, rules and order. Once Parliament adopts new legislation, there will be a need for a thorough review of the regulations, rules and orders, to ensure their coherence and compliance with the new law. This is recognized as a priority in Strategic Plan Goal Number 1 but also arises in Goals 4, 12 and 14.

The leadership of ECP recognizes that the organization is deficient in compliance with government-wide mandates for hiring of women, and reforms are required to strengthen its Human Resources policies and procedures. This is reflected in Strategic Goals 7 and 14. Likewise, there is need to improve the complaints and disputes procedures, as recognized in Strategic Goal 4. Doing so will increase voter confidence in the electoral process and in the people tasked with carrying them out.

Clear drafting of implementing rules, regulations and orders for voting, counting and tabulation is essential for electoral transparency and voter confidence. The project will provide a Legal Adviser who will work closely with the relevant officials in the Secretariat to ensure this is accomplished in a coherent and timely manner, so that electoral personnel and voters have ample time to become familiar with the procedures, which will make things run smoother on Election Day.

In conjunction with the preparation of new legislation and regulations concerning the elections, and following completion of the national census and publication of its final report, expected in mid-2012, the ECP will be responsible for re-delineating constituencies for both the National Assembly and Provincial Assemblies. Given the growth in population since the Census of 1998, and the major shifts of population from rural to urban areas in the last decade, significant changes will likely be required in the size and shape of the 272 constituencies in the National Assembly. Here again, the Project could provide neutral, unbiased comparative experience, assistance / expertise on best practices, and technical expertise to assist the ECP in this important responsibility. This will help meet Strategic Goals 1, 2, 10, 11, 12, 13, and 14.

There also needs to be improved interaction between the ECP and electoral stakeholders across the country – political parties and candidates, civil society 16rganizations (especially those involved in election monitoring or observation), and the media. The ECP plans to develop or adapt Codes of Conduct for these and other actors; the CTA and Legal Adviser will be well placed to ensure they meet international standards and help build ECP credibility. This activity falls under Strategic Goals 11 and 12.

In addition a number of electoral procedures are required to be streamlined and improved to ensure the smooth management of elections. Central to this is the development of a results management system that is secure, simple, and coordinated with other relevant data bases in the ECP. This project aims to support this process by strengthening the systems, facilities, and staff capacities involved in results management at federal and provincial levels. This assistance will include provision of necessary IT equipment for the results management system.

The Deputy Election Commissioners (DECs), working at the divisional level, play a key role as operational links between provincial and district levels for all aspects of the electoral process, from voter registration to reporting of results. Likewise, Assistant Election Commissioners (AECs) for each district ensure smooth electoral operations in their respective districts. To facilitate their responsibilities, the project will provide laptops and other IT equipment to the divisional and district level offices. Approximately 150 offices, including 26 DECs and 124 AECs, will be thus equipped.



### ***Indicative Activities Phase 1:***

- ▶ A Legal expert attached to the Project will work with other experts as well as ECP staff to assist the ECP in meeting its mandates. In particular, the Legal experts will work with the Secretariat to ensure clear drafting, in a coherent and timely manner, of implementing rules, regulations and orders for voting, counting and tabulation of election results – essential for electoral transparency and voter confidence – so that electoral personnel, voters and other stakeholders (parties and candidates, civil society, observers, media) have ample time to become familiar with the procedures, which will make things run smoother on Election Day and Election Night. In addition, the Legal expert will work with training experts to ensure that the training materials effectively reflect the new rules, regulations and orders being put in place so election staff is adequately trained. Updated procedures will also be required for handling complaints and disputes, with improved capacity to respond and a tracking system to ensure none are overlooked. In addition to the legal expert studies will be conducted to improve the systems and processes of elections.
- ▶ Development of results management system for the improvement of results processing and coordination of internal databases, including setting up of data centre at federal level, and data processing at provincial levels. The results management process will automate the polling station level results with data centre at the Federal Level. Additional IT support, including equipment, would be provided for the Deputy and Assistant Election Commissioners which number approximately 150 in number. This extended support will ensure the automation of polling station details, polling staff details, candidate details and voter registration details. This will be linked to the result system to ensure transparency and efficiency of the process.

### ***Indicative Activities Phase 2:***

- ▶ A Legal expert will continue to provide support in legal areas. In this phase detailed studies and research will be undertaken to improve the procedures rules and regulations as a result of the lessons learnt from the election period of Phase 1.
- ▶ Continuous improvement of the results management system and provision of equipment and materials needed in this regard at the local levels
- ▶ Provision technical advice on constituency delimitation and development of GIS system for a transparent mechanism of constituency delimitation

### **OUTPUT 3: IMPROVED ENGAGEMENT OF CITIZENS, PARTICULARLY WOMEN AND YOUTH, IN ELECTORAL PROCESSES**

#### *Outline:*

The task of telling the story of “why” and “how to vote”, engaging women, targeting a youthful demographic to inform them of their rights and responsibilities as citizens, and creating awareness of the “value” of their voice and vote is a formidable task that must be well planned, have strong methodology and be clinically implemented, over both the short and long-term. Strategies may include traditional mechanisms of using media, flyers and posters – messages must however be carefully, designed, targeted and delivered. Novel practices such as “young democrats” and “women and democracy” programs will also be considered. With nearly twenty one million active internet users in Pakistan, of which eighty percent are urban youth, the use of modern communications technology is an area that should be harnessed to the civic education strategy.

The ECP in its strategic plan has set a goal of a voter turn-out in the next election of 63%. To achieve this it will have to direct considerable time and effort in engaging with citizens, but also by placing additional focus on engaging with and enabling women and youth to vote.

The ECP must make use of a range of outreach methods based on their best estimation of how to achieve the goals established in its strategic plan. Any decisions on outreach methods should be taken as a result of a careful analysis of educational needs, and follow baseline studies that will have determined participation rates amongst women and youth. Target populations and their geographical locations must also have been identified. In addition to using its own structure and programmes to interact these target groups, the ECP will have to reach-out to multiple partners including media, civil society and political parties.

Three overarching outreach methodologies could exist within the ECP’s voter and civic education strategy: advertising, public information and education, and group learning – also known as face-to-face activities.

Development of the ECP’s voter and civic education programme will be the responsibility of an expert in the field and will be undertaken in close cooperation with UN Women, using that organization’s existing national network of organizations and contacts to maximize the extent to which messages and materials can reach women and youth. Under the project, UNWomen Pakistan will, in cooperation with key governmental and non-governmental partners, undertake advocacy campaigns on women voters’ rights, registration of women as voters, development and dissemination of knowledge product(s) on women voter’s rights, and voter education, using different media tools and civic awareness and education for women’s participation in electoral processes.

#### *Steps needed prior to commencement of indicative activities:*

- ▶ Establishment of a dedicated unit or section at ECP for voter and civic education activities, with close links to the Federal Election Academy to ensure that the civic and voter education messages are being adopted by the polling station staff.
- ▶ Baseline studies to identify target populations. Collection of gender-disaggregated data on voter turnout to enable the ECP and others to devise more effective strategies for ensuring women’s participation.
- ▶ Finalization of the ECP’s strategic planning process to include short term voter education processes and longer term civic education goals.
- ▶ Finally, linkages should be made between training and all aspects of the ECPs strategic plan particularly voter education.
- ▶ Provision of expertise (including civic education professionals) to support the ECP in finalising its civic and voter education messages and to turn the current strategic design into an implementation document. Graphic design experts in the field of civic and voter education, particularly in societies with high rates of illiteracy, will

be considered, with programs targeting women and youth (both urban and rural), tailored to the major provincial and regional languages, to be developed for broadcast, television, and print.

- ▶ Broad civic education programs to commence in 2012 as part of an on-going sustained activity with youth using social media (21 million internet users, 80% of them are youth).
- ▶ Through UN Women, a “Women and Democracy” program will be developed, to increase the understanding among women of political issues and voting procedures, particularly in tribal and remote rural areas, utilizing existing information on what forms of media women engage with more effectively in different contexts (e.g. urban/rural), in addition to UNWomen’s extensive network of CSOs and NGOs.

#### ***Indicative Activities Phase 1:***

- ▶ Provision of expertise (including civic education professionals) to support the ECP in finalising its civic and voter education messages and to turn the current strategic design into an implementation document. Graphic design experts in the field of civic and voter education, particularly in societies with high rates of illiteracy, will be considered, with programs targeting women and youth (both urban and rural), tailored to the major provincial and regional languages, to be developed for broadcast, television, and print.
- ▶ Broad civic education programs to commence in 2012 as part of an on-going sustained activity with youth and women as primary target groups, using social media (21 million internet users, 80% of them are youth), mobile communication networks (estimated 100 million users) and also electronic and print media.
- ▶ Introduction of a “Civic Education for Young Democrats Programme” across 20 districts of Pakistan to mainstream youth more effectively into the electoral cycle, politics and society. (A draft training programme for this initiative has already been developed by UNDP and the ECP in 2008.)
- ▶ Assistance to the ECP and provincial education authorities in developing a secondary education curriculum on civic education.
- ▶ Through UNWomen, a “Women and Democracy” program will be developed, to increase the understanding among women of political issues and voting procedures, particularly in tribal and remote rural areas, utilizing existing information on what forms of media women engage with more effectively in different contexts (e.g. urban/rural), in addition to UNWomen’s extensive network of CSOs and NGOs.
- ▶ Cascade training provided to ECP staff undertaking CE/VE, with strengthened staff and budgets for 20 District Election Offices to directly fund voter education exercises.
- ▶ Develop messages and offer training for Pakistan’s ‘new media,’ to put them in a better position to understand and deliver to target audiences such as youth and women.

#### ***Indicative Activities Phase 2:***

- ▶ Civic education is a long term activity that only pays dividends once the activities are sustained over 2-3 years. Thus the Broad civic education program that was started in 2012 will be sustained to target the youth and women through the social media and electronic media.
- ▶ The “Civic Education for Young Democrats Programme” that was rolled out in 20 Districts in Phase 1 will be expanded to all districts across Pakistan to mainstream youth more effectively into the electoral cycle, politics and society
- ▶ The UN Women, on “Women and Democracy” will continue and will start focusing on the capacity building of women parliamentarians that were elected program and also work towards improving women participation in the local government elections.

- ▶ Cascade training of Phase -1 will be expanded to all districts of Pakistan. ECP staff will undertake CE/VE, with strengthened staff and budgets for all District Election Offices to directly fund voter education exercises.

## **ESTABLISHMENT OF PROJECT MANAGEMENT UNIT (PMU)**

### *Outline*

For effective project reporting and operations, fiduciary control and accountability, a PMU will be established to run the project. The PMU will be headed by a Chief Technical Advisor with extensive international experience and repute, and will drive the implementation of the project. The PMU will manage the basket fund, ensure reporting to the donors of activities undertaken under the basket fund, undertake effective monitoring and evaluation, manage procurement for the project and maintain fiduciary responsibility of UNDP. The PMU will also hire expert technical services for ECP as needed.

### *Indicative Activities*

- ▶ Development of human resource recruitment plan and hiring of relevant staff.
- ▶ Development of procurement plan, undertaking essential project procurement and regular information and status update to all stakeholders
- ▶ Conduct the Project Review Board meetings and manage the documentation of the project
- ▶ Provide administrative support to the project team
- ▶ Organize the inbound logistics for the procured material

## SECTION 3 : RESULTS AND RESOURCES FRAMEWORK

### Expected Result :

Governing institutions, systems and processes strengthened for effective, accountable and responsive governance at all levels

### Result indicators including core and targeted activities:

- I. Voter turnout increased to 63% in next elections from 44% in 2008.
- II. 500,000+ polling station officials trained.
- III. Efficient handling of complaints and disputes.
- IV. Transparent results management system implemented.
- V. Voter education and civic education activities carried out in all districts of Pakistan.
- VI. Higher turnout of women voters and increase in ECP's women staff.
- VII. Greater engagement and participation of youth in election activities.
- VIII. Increase in stakeholders' confidence in ECP and election results.

### Partnership Strategy:

Direct Implementation by UNDP (DIM); UN Women engaged as UNDP's implementing partner on relevant activities.

### Phase – 1 of the Project

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET AMOUNT
		2012		
<b>Output 1 (CPAP Output 3.3):</b>  <b>Increased capacity of the Election Commission to deliver its Strategic Plan</b>	1.1 Technical assistance provided to Members, secretary and joint-secretaries of ECP to assist ECP in delimitation, management of election results, voter education, and outreach to stakeholders, local elections and post-election activities.	X	UNDP	250,000
	1.2 Training for ECP Secretariat personnel through BRIDGE program on electoral security, electoral training, gender and elections, media and elections, and post-election activities	X	UNDP, ECP	200,000
	1.3 Institutional development of the Federal Election Academy	X	UNDP, ECP	200,000
	1.4 Support for operational training through a cascade system for DROs, RO, and AROs, security personnel, and for polling station staff, including monitoring and evaluation of training results.	X	UNDP, ECP, MOI	6,600,000
<u>Baseline 1:</u> 2010-14 Strategic Plan not yet implemented.				
<u>Baseline 2:</u> Four new Members with first time experience on national level				

<p><u>Baseline 3:</u> Public concerns over election honesty</p> <p><u>Baseline 4:</u> Role of ECP poorly understood -----</p> <p><u>Indicator 1:</u> Enhanced capacity of Members and ECP staff to conduct elections</p> <p><u>Indicator 2:</u> ECP observance of international norms and standards for elections</p> <p><u>Indicator 3:</u> Training conducted nationwide for Ros, DROs, AROs and polling station officials</p> <p><u>Indicator 4:</u> Regular meetings between ECP and stakeholders</p> <p><u>Indicator 5:</u> Enhanced public appreciation of ECP's professionalism</p> <p><u>Indicator 6:</u> Greater public confidence in election results</p>	1.5 Development and implementation of a public outreach programme for ECP, with planned and ad hoc meetings with stakeholders across the country	X	UNDP, ECP, UN Women, other agencies	140,000
	1.6 Gender advisor to assist ECP in developing and implementing strategy to reach 10% quota of women employees in ECP	X	ECP, UN Women	100,000
	1.7 Provision of 50,000 ballot boxes	X	UNDP	1,000,000
			<b>Sub-total Output 1</b>	<b>8,490,000</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	BUDGET
		2012		
<b>Output 2:</b> <b>Electoral laws and procedures strengthened for increased administrative effectiveness</b>	2.1 Legal expert to assist on legal advice to ECP and the drafting of implementing rules, regulations and orders for voting at federal and provincial levels	X	UNDP	200,000
<u>Baseline 1:</u> Elections governed by four laws and many uncodified regulations <u>Baseline 2:</u> Claims and Disputes procedures cumbersome, time-consuming <u>Baseline 3:</u> Women severely underrepresented in ECP <u>Baseline 4:</u> Results management seen as inefficient, untrustworthy <u>Baseline 5:</u> Constituencies do not reflect population distribution <u>Baseline 6:</u> No Codes of Conduct to govern media, CSOs, and observers ----- <u>Indicator 1:</u> Coherent regulations and procedures to reflect new legal framework.  <u>Indicator 2:</u> Improved complaints procedures implemented  <u>Indicator 3:</u> Additional women hired by ECP and working as Ros and polling stations  <u>Indicator 4:</u> Results transmitted in efficient, timely and transparent manner	2.2 Assist ECP in drafting updated procedures for handling and tracking claims and disputes arising from elections and codes of conducts	X	UNDP, ECP	50,000
	2.3 Conduct synopsis of success of complaints procedures, refine procedures accordingly	X	UNDP, ECP	50,000
	2.4 Development of results management system and coordination of internal databases	X	UNDP, ECP	150,000
	2.5 Setting up data centre at federal level and data processing and managing facilities at provincial and divisional levels including IT equipment for approximately 150 divisional and district level ECP offices	X	UNDP, ECP	1,250,000
	2.6 Technical advice provided on international best practices, design/improvement and implementation of Codes of Conduct for political parties, candidates, civil society, media and observers	X	UNDP, ECP	150,000



<p><u>Indicator 5:</u> New delimitation of constituencies based on published census results</p> <p><u>Indicator 6:</u> Codes of Conduct reflecting international standards adopted</p>				
			<b>Sub-total Output 2</b>	<b>1,850,000</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	BUDGET
		2012		
<p><b>Output 3 (CPAP Output 3.3):</b></p> <p><b>Improved engagement of citizens, particularly women and youth, in electoral processes</b></p> <p><u>Baseline 1:</u> 44% voter turnout in 2008 election</p> <p><u>Baseline 2:</u> Sex-disaggregated data limited to gender separated polling stations</p> <p><u>Baseline 3:</u> Comprehensive civic and voter education program to be implemented by ECP</p> <p>-----</p>	3.1 Development of civic education curriculum for use in secondary schools.	X	UNDP,ECP	50,000
	3.2 Planning and implementation of “Civic Education for Young Democrats Programme” across in 20 selected districts of Pakistan	X	UNDP, ECP	500,000
	3.3 Development and roll out of a “Women and Democracy” programme	X	UN Women, ECP	1,600,000
	3.4 Technical advice on gender mainstreaming in electoral operations and processes.	X	UN Women, ECP	100,000
	3.5 Develop ECP strategy to collect gender-disaggregated data	X	UN Women, ECP	50,000

<p><b>Indicator 1:</b> Increased awareness of women and youth voters of their rights and obligations in a democracy, as evidenced by opinion surveys etc;</p> <p><b>Indicator 2:</b> Contribute to ECP's target of increased voter turnout of 63%</p> <p><b>Indicator 3:</b> Institutionalize civic education programme in secondary schools</p>	3.6 Organize community meetings in targeted localities as advocacy for women's voting rights	X	UN Women, ECP	200,000
	3.7 Strengthen staff at district level for civic and voter education through provision of resources and cascade training in 20 most needed districts	X	UNDP, ECP	500,000
	3.8 Technical advice, training, design and roll out of campaign on civic and voter education through electronic media, social media and mobile communication networks	X	UNDP, ECP	500,000
	3.9 Evaluation of impacts of civic and voter education programmes	X	UNDP	50,000
	<b>Sub-total Output 3</b>			<b>3,550,000</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	BUDGET
		2012		
<p><b>Output 4:</b> <b>Project Management Unit (PMU)</b></p> <p>Effective project reporting and operations, fiduciary control and accountability</p>	4.1 Staff costs – Project Manager, Admin Officer, Finance Officer, Admin and Finance Associates	X	UNDP	\$ 250,000
	4.2 Monitoring & Evaluation – third party evaluation of project activities	X	UNDP	\$ 150,000
	4.3 Operation of the Project – office rent, running cost, support cost, travel and allowance	X	UNDP	\$ 200,000
	<b>Sub total Output 4</b>			<b>\$ 600,000</b>

		<b>T O T A L S FOR OUTPUTS 1, 2, 3 and 4 :</b>	<b>\$ 14,490,000</b>
		<b>UNDP</b> General Management Services (7%)	<b>\$ 1,014,300</b>
		<b>GRAND TOTAL</b>	<b>\$ 15,504,300</b>

## Phase – 2 of the Project

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET AMOUNT
		2013	2014		
<b>Output 1 (CPAP Output 3.3):</b> <b>Increased capacity of the Election Commission to deliver its Strategic Plan</b>	1.1 Technical advice provided to Members, secretary and joint-secretaries of ECP to assist ECP in delimitation, management of election results, voter education, and outreach to stakeholders, local elections and post-election activities.	X	X	UNDP	550,000
<u>Baseline 1:</u> 2010-14 Strategic Plan not yet implemented.  <u>Baseline 2:</u> Role of ECP not properly understood ----- <u>Indicator 1:</u> Enhanced capacity of Members and ECP staff to conduct elections  <u>Indicator 2:</u> Continued capacity building of election staff  <u>Indicator 3:</u> Greater public confidence in election results	1.2 Training for ECP Secretariat personnel through BRIDGE program on additional areas on post-election activities	X	X	UNDP, ECP	400,000
	1.3 Supporting ECP for training of polling staff for Local Government elections	X	X	UNDP, ECP	500,000
	1.4 Development and implementation of a public outreach programme for ECP, with planned and ad hoc meetings with stakeholders across the country	X	X	UNDP, ECP, MOI	500,000
	<b>Sub-total Output 1</b>				<b>1,950,000</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	BUDGET
		2013	2014		
<b>Output 2:</b> <b>Electoral laws and procedures strengthened for increased administrative effectiveness</b>	2.1 Legal expert to continue provision of legal advice to ECP and conduct of studies and research for improving the rules, regulations and orders for voting at federal and provincial levels and local levels	X	X	UNDP	300,000
<u>Baseline 1:</u> Elections governed by four laws and many uncodified regulations  <u>Baseline 2:</u> Claims and Disputes procedures cumbersome, time-consuming  <u>Baseline 5:</u> Constituencies do not reflect population distribution -----  <u>Indicator 1:</u> Coherent regulations and procedures to reflect new legal framework.  <u>Indicator 2:</u> Improved complaints procedures implemented  <u>Indicator 3:</u> Additional women hired by ECP and working as Ros and polling station	2.2 Assist ECP in drafting updated procedures for handling and tracking claims and disputes arising from elections and codes of conducts	X		UNDP, ECP	50,000
	2.3 Further strengthening of ECP offices in results management through provision of specialized equipment and technical advice	X		UNDP, ECP	500,000
	2.4. Provision of limited equipment and software needed for delimitation of constituencies	X	X	UNDP, ECP	200,000
	<b>Sub-total Output 2</b>				<b>1,050,000</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	BUDGET
		2013	2014		
<b>Output 3 (CPAP Output 3.3):</b> <b>Improved engagement of citizens, particularly women and youth, in electoral processes</b>	3.1 Planning and implementation of “Civic Education for Young Democrats Programme” across all districts of Pakistan	X	X	UNDP, ECP	2,000,000
<u>Baseline 1:</u> 44% voter turnout in 2008 election	3.2 Development and roll out of a “Women and Democracy” programme	X	X	UN Women, ECP	900,000
<u>Baseline 2:</u> Sex-disaggregated data limited to gender separated polling stations	3.3 Strengthen staff at district level for civic and voter education through provision of resources and cascade training	X	X	UNDP, ECP	1,000,000
-----	3.4 Technical advice, training, design and roll out of campaign on civic and voter education through electronic media, social media and mobile communication networks	X	X	UNDP, ECP	1,500,000
<u>Indicator 1:</u> Increased awareness of women and youth voters of their rights and obligations in a democracy, as evidenced by opinion surveys etc;	3.5 Evaluation of impacts of civic and voter education programmes		X	UNDP	100,000
	<b>Sub-total Output 3</b>				<b>5,500,000</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	BUDGET
		2013	2014		
<b>Output 4:</b> <b>Project Management Unit (PMU)</b>	4.1 Staff costs – Project Manager, Admin Officer, Finance Officer, Admin and Finance Associates	X	X	UNDP	\$ 400,000
Effective project reporting and operations, fiduciary control and accountability	4.2 Monitoring & Evaluation – third party evaluation of project activities	X	X	UNDP	\$ 200,000
	4.3 Operation of the Project – office rent, running cost, support cost, travel and allowance	X	X	UNDP	\$ 300,000
	<b>Sub total Output 4</b>				<b>\$ 900,000</b>

		<b>T O T A L S FOR OUTPUTS 1, 2, 3 and 4 :</b>			<b>\$ 9,400,000</b>
		<b>UNDP</b> General Management Services (7%)			<b>\$ 658,000</b>
		<b>GRAND TOTAL</b>			<b>\$ 10,058,000</b>

**SUMMARY TABLE WITH YEAR WISE EXPENDITURES**

<b>OUTPUTS</b>	<b>COST</b>	<b>2012</b>	<b>2013-14</b>
<b><u>Output 1 (CPAP Output 3.3):</u></b> Increased capacity of the Election Commission to deliver its Strategic Plan	\$ 10,440,000	\$ 8,490,000	\$ 1,950,000
<b><u>Output 2:</u></b> Electoral laws and procedures strengthened for increased administrative effectiveness	\$ 2,900,000	\$ 1,850,000	\$ 1,050,000
<b><u>Output 3 (CPAP Output 3.3):</u></b> Improved engagement of citizens, particularly women and youth, in electoral processes	\$ 9,050,000	\$ 3,550,000	\$ 5,500,000
<b><u>Output 4:</u></b> Project Management Unit (PMU)	\$ 1,500,000	\$ 600,000	\$ 900,000
<b>Subtotals (outputs 1, 2, 3, and 4)</b>	\$ 23,890,000	\$ 14,490,000	\$ 9,400,000
<b>UNDP GMS (7%)</b>	\$ 1,672,300	\$ 1,014,300	\$ 658,000
<b>Grand Total</b>	\$ 25,562,300	\$ 15,504,300	\$ 10,058,000



## SECTION 4: MANAGEMENT AND FINANCIAL ARRANGEMENTS

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The project will be directly implemented (DIM) by UNDP Pakistan, in consultation with its partners. The project will be coordinated by the UNDP Pakistan Governance Team through a Project Management Unit headed by a Chief Technical Adviser, which will oversee implementation. This team, in close collaboration with the Election Commission, will be responsible for day-to-day management and decision-making for the project, as well as ensuring that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Short-term international experts will be fielded as needed as part of project teams (see Figure below for this structure).

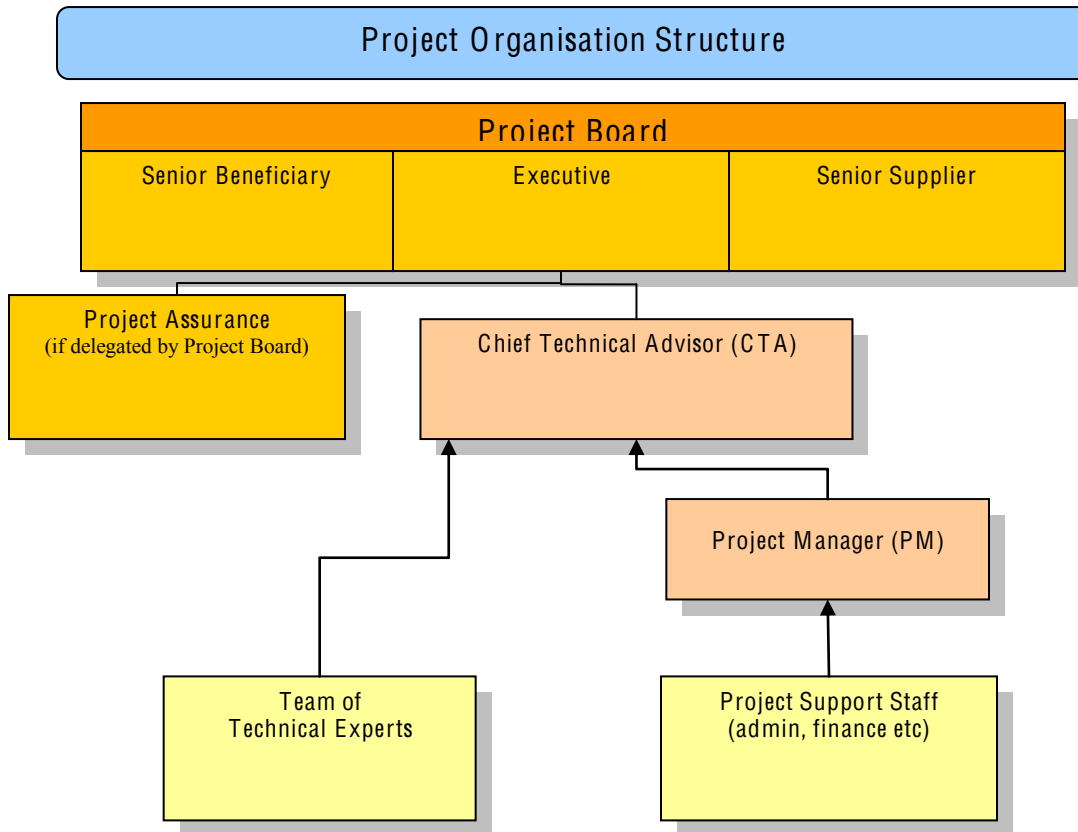
There will be a Project Review Board with overall authority for the project and responsibility for its initiation, direction, review and eventual closure. The Project Review Board is the highest authority of the project. It comprises the following members:

- ▶ Project Executive: UNDP Country Director or his Deputy and the Secretary, Election Commission of Pakistan, as co-chairs
- ▶ Senior Supplier: Representatives of the Economic Affairs Division and development partners contributing to the project
- ▶ Senior Beneficiary: Representatives of Election Commission and other beneficiaries as deemed relevant<sup>3</sup>

The Project Review Board is the body responsible for making management decisions on a consensus basis for the project. Project reviews by the Project Review Board will be made at regular intervals or as necessary when raised by UNDP. Project Assurance will also be the responsibility of each Project Board member.

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<sup>3</sup> Other beneficiaries such as political parties, civil society organizations or the media may be invited to attend PRB meetings or the project may wish to convene planning meetings with them separately.



### Funding mechanism

The project is to be funded through cost-sharing contributions. The Election Basket Fund (EBF) will be activated upon the signing of the project document between ECP, Economic Affairs Division and UNDP. The EBF will consolidate all donor contributions for supporting the UNDP project. The purpose of the EBF is that pooled funds are available for the implementation of project activities without specific ear marking by the donors. The Project Review Board will determine the priorities for expending the available funds.

For the purposes of the project document, contributing donors will enter into individual cost-sharing agreements with UNDP. The EBF is to be managed by the Project Management Unit. Annual work plans will be reviewed and approved by the Project Review Board composed of UNDP, ECP, EAD and Donors.

## SECTION 5: MONITORING AND EVALUATION

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In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following mechanisms:

### Within the annual cycle:

- ▶ On a quarterly basis, a quality assessment shall record progress towards the completion of outputs.
- ▶ An *Issue Log* shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- ▶ Based on the initial risk analysis submitted (see annex 1), a *risk log* shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- ▶ Based on the above information recorded in Atlas, a *Quarterly Progress Reports* (QPR) shall be submitted by UNDP to the Project Board, using the standard report format available in the Executive Snapshot.
- ▶ A project *Lessons-Learned log* shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- ▶ A *Monitoring Schedule Plan* shall be activated in Atlas and updated to track key management actions/events.

### Annually:

- ▶ **Annual Review Report.** An Annual Review Report shall be prepared by UNDP. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ▶ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In addition, the project will be subject to one project evaluation in the third year.

## SECTION 6: LEGAL CONTEXT

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This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner (in this case UNDP) and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP or other donor funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to Resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

**Annex I**  
**TERMS OF REFERENCE**

**PROJECT REVIEW BOARD**

**Background**

The Election Commission of Pakistan and several donors expressed a strong interest in ensuring coordinated support to the next elections. UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, the Electoral Cycle Assistance Project has been formulated to support a free, fair and transparent electoral process. The project would be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of Project Review Board (PRB).

**Roles and Responsibilities**

The PRB will be required to meet at least on a quarterly basis or on the request of its members. All decisions will be made through consensus.

Specific roles of the Project Review Board are:

- ▶ Review and provide guidance on matters relating to substantive support to the election cycle, (financing procedure; procurement for election tasks; coordination and oversight of basket sub-programmes).
- ▶ Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- ▶ Address project issues as raised by the Project Management Unit;
- ▶ Provide guidance and agree on possible countermeasures / actions to address specific risks and provide ad-hoc direction and advice for exceptional situations, and assess and decide on project changes through revisions;
- ▶ Conduct regular meetings to review the Project Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- ▶ Approve annual work plan (AWP); and based on the approved AWP, review and approve project work plans and budget plans when required, and authorize any major deviation from these agreed plans
- ▶ Provide project and policy implementation oversight and ensure resources are committed
- ▶ Consider recommendations from the Technical Committee
- ▶ Appraise the Project Annual Review Report; make recommendations for the next AWP
- ▶ Review and approve the Final Project Review Report, including lessons-learned;
- ▶ Commission project evaluation where required.
- ▶ Recommend and seek technical assistance to decide on crucial electoral process decisions
- ▶ Invite representatives of other project beneficiaries to inform on their specific activities and needs

The decisions within the PRB shall be taken by consensus and in case of disagreements voting will be conducted by the Co-Chairs.

**Composition:**

The Project Board composition will be as follows:

Members

- ▶ Co-Chairs: UNDP Representative (Country Director or Deputy Country Director) and Secretary Election Commission of Pakistan
- ▶ Contributing donors representatives
- ▶ Representative of EAD
- ▶ Chief Technical Advisor – Secretary

Observers

- ▶ Non Contributing donors

The Project Board can accommodate new members after consensus among the members of the Board.

Quorum will be 2/3<sup>rd</sup> of the members of the Project Board, with the two Lead Development Partners present.

**Annex II**  
**TERMS OF REFERNECE:**

**TECHNICAL COMMITTEE**

**Objective**

The Technical Committee (TC) will coordinate technical support to the electoral project and provide effective, timely and well coordinated operational and logistics support. Under the guidance of the PRB, the TC will support project in delivery of key outputs. In doing so, the TC will serve as coordinating body to minimize overlap and/or gaps in technical support being provided by UNDP and other partners.

The Technical Committee will deal with technical issues pertaining to the electoral support to ECP through the provision of substantive technical analysis and recommendations; support to the development and review of technical specifications; support to the design and implementation of operational plans; design of procedures and other materials and instruments; provision of guidance on financing procedures; coordination programs and procurement for election related tasks.

**Roles and Responsibilities**

In particular, the TCs will:

- Advise PRB on best practices and principles, including effective management structures;
- Advise the ECP on the development of the electoral calendar and comprehensive operational and logistical plans;
- Provide recommendations and technical expertise on general matters related to electoral operations such as field coordination, logistics, civic and voter education, training, data management, security, public information, public outreach, voter registration, results management, constituency delimitation, gender mainstreaming etc;
- Support ECP in devising, conducting, and monitoring training events and workshops for both core and ad hoc staff;
- Provide input to the PRB on matters relating to the financing of activities ;
- Monitor and overview the progress of the electoral activities.

Within the scope of its mandate, a Technical Committee may decide to appoint members to technical working groups to address specific issues and/or submit with technical recommendations on the different activities of the electoral cycle.

**Composition:**

The TC will be led by the ECP and comprised of experts from UNDP, UN Women, and technical advisors or representatives of any other organization providing technical assistance to ECP. The Committee will be co-chaired by the Secretary, ECP.

The Technical Committees will meet at least once a month. The frequency of meetings will be increased if deemed necessary by the TC chairperson.

**Annex III  
TERMS OF REFERENCE**

**CHIEF TECHNICAL ADVISOR**

Duty Location: Islamabad, Pakistan, with frequent in-country travel  
Level: P-5, FTA  
Duration: 12 months, extendable  
Start: Immediate

**Background**

UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, a project of Electoral Cycle Assistance has been formulated to support a free, fair and transparent electoral process. The Election Commission of Pakistan (ECP) and several donors have expressed a strong interest in ensuring coordinated support to the next elections through the project. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

A Project Management Unit (PMU) will be established to act as a secretariat for the PRB and to assist in the implementation of the project as well as in the coordination, management and reporting of donor assistance. The PMU will be headed by a Chief Technical Advisor (CTA) who will be an international electoral expert recruited for the duration of this project and who will report to the UNDP Deputy Country Director Programmes and Assistant Country Director Governance.

**Duties and Responsibilities**

The Chief Technical Adviser (CTA) will be responsible for project implementation and achievement of project results. The CTA will head the Project Management Unit (PMU) and provide leadership and guidance to the ESU team, which will include a Project Manager, project support staff and professional experts. The incumbent will have the following specific responsibilities:

- ▶ Plan, initiate, facilitate and manage project activities and measure performance and report on programme results and outcomes to the PRB.
- ▶ Ensure the establishment and equipment of the PMU at the outset of the project operations. Manage the recruitment of PMU team and local consultants, as well as identifying short-term international and local experts as necessary;
- ▶ Coordinate and supervise the activities of the project staff, experts and consultants working as part of the technical assistance team;
- ▶ Prepare project work plans, progress reports and terminal report;
- ▶ Be responsible for the timely preparation and quality control of all substantive technical outputs, briefs and required documents, ensuring timely production and submission of outputs and reports by all members of the project team, contractors and project partners;
- ▶ Liaise with the ECP, UNDP country office, donors and all other partners on all matters concerning the implementation of the project;
- ▶ Act as special adviser on electoral issues to the Members and to the Secretary of the ECP, co-chair of the Project Review Board (PRB), and to members of the PRB as related to the project components;



- ▶ Support coordination of all electoral support activities through regular contacts with the donors and by organizing regular donor briefings;
- ▶ Organise PRB, donor coordination and project review meetings. Prepare background documents, briefs, issues papers, and progress reports for the PRB meetings and for donor reporting. Follow-up on the implementation of PRB decisions and recommendations;
- ▶ Manage process for the selection of suppliers, contractors and partners. Supervise procurement of goods and services including preparation of equipment specifications, Terms of Reference (TORs) and Request for Proposals (RFPs) according to approved UNDP procedures;
- ▶ Conduct field visits to supervise, coordinate and monitor field-level activities of the project;
- ▶ Supervise outsourced electoral research and dissemination of research findings;
- ▶ Organize end of project evaluation in close coordination with UNDP Country Office.

### **Competencies**

- ▶ Professional - Background and experience in electoral processes, especially electoral management, voter registration, training of electoral officials and voter education. Demonstrated knowledge and understanding of approaches, tools and methodologies related to planning, executing and monitoring the implementation of technical assistance projects.
- ▶ Planning and Organisation - excellent analytical and organizational skills required; ability to plan own work, manage conflicting priorities, report on work progress and deliver outputs in a punctual manner.
- ▶ Coordination - Ability to effectively interact and coordinate with donors and senior officials;
- ▶ Technological awareness - Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, PowerPoint or equivalent, internal databases, Internet, etc. Knowledge of information technology systems and applications in electoral management would be an asset.
- ▶ Communication - Strong communication (spoken and written) skills and ability to articulate ideas in a clear, concise style.

### **Qualifications**

The candidate should be familiar with the work of UNDP, and possess extensive experience in dealing with electoral assistance projects. A minimum of an advanced university degree in the field of political science, law, economics or other social science related subject or equivalent professional experience. A minimum of 10 years experience in electoral advisory positions and project management with demonstrated project management and strong communications skills. Fluency in English is a must. Previous experience in Pakistan or the Asian region will be an asset.

**Annex IV**  
**TERMS OF REFERENCE**

**PROJECT MANAGER**

Duty Location: Islamabad, Pakistan, with frequent in-country travel  
Level: SB-5  
Duration: 12 months, extendable  
Start: Immediate

**Background**

The Election Commission of Pakistan and several donors expressed a strong interest in ensuring coordinated support to the next elections. UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, Electoral Cycle Assistance Project has been formulated to support a free, fair and transparent electoral process. The project would be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of the Project Review Board (PRB).

**Key Duties and Responsibilities**

The Project Manager will be responsible for the operational management of the project under the supervision of the Chief Technical Advisor. The key responsibilities would include:

- ▶ Assist the CTA in management, planning, implementation and monitoring of project activities and achieving the desired results;
- ▶ Manage planning, budgeting and management of project activities, including technical assistance and sub-contracts in close cooperation with UNDP country office for support services;
- ▶ Prepare reports in a timely manner to be submitted to UNDP, Government, and cost-sharing donors on progress and achievements, against agreed outcome and output targets
- ▶ Oversee the work of project staff/sub-contractors and ensure timely submission of required outputs;
- ▶ Preparation of financial reporting for the programme, as per UNDP rules and regulations. This includes preparing budget revisions as necessary and ensuring appropriate use of donor funding as per funding agreements;
- ▶ Manage all liaisons with donors related to the project, including support to concluding funding agreements and ensuring timely reporting;
- ▶ Ensure proper organization and management of project records, files, inventory and documentation.
- ▶ Ensure compliance with UNDP procedures and policies for DIM projects and audit standards;
- ▶ Undertake regular monitoring of project activities;
- ▶ Undertake other relevant tasks assigned by the CTA.

**Qualifications**

The candidate should possess at least at least 7 years working experience, at least 5 years of which involves management and implementation of technical assistance programmes at a senior level. A minimum of a

Master's degree in political science, law, development studies/ international relations, management or other relevant field and:

- ▶ Sound liaison, negotiation and representational skills, and ability to interact with senior officials;
- ▶ Able to work effectively in a sensitive environment and exercise discretion, impartiality and neutrality;
- ▶ Excellent analytical, organizational and supervisory skills;
- ▶ Demonstrated ability to deliver high quality results with strong skills in planning, implementation and operational management of complex technical assistance projects.
- ▶ Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines;
- ▶ Demonstrated proficiency in computer skills and use of relevant software and other applications, e.g. word processing, PowerPoint or equivalent, internal databases, Internet, etc. Knowledge of information technology systems and applications in electoral management would be an asset.

## Annex V

### TERMS OF REFERENCE

#### **ADMINISTRATION AND LOGISTICS OFFICER**

Duty Location: Islamabad, Pakistan, with frequent in-country travel  
Level: SB-4  
Duration: 12 months, extendable  
Start: Immediate

#### **Project Background:**

UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, a project of Electoral Cycle Assistance has been formulated to support a free, fair and transparent electoral process. The Election Commission of Pakistan (ECP) and several donors have expressed a strong interest in ensuring coordinated support to the next elections through the project. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB). A Project Management Unit (PMU) will be established to act as a secretariat for the PRB and to assist in the implementation of the project as well as in the coordination, management and reporting of donor assistance. The PMU will be headed by a Chief Technical Advisor (CTA) and the project teams, both technical and operational, will report to the CTA.

#### **Key Duties and Responsibilities**

With overall guidance of CTA and under the direct supervision of Project Manager, the Admin and Logistics Officer will be responsible for the following tasks:

- ▶ Full compliance of administrative activities with UN/UNDP rules, regulations, policies and strategies.
- ▶ Coordination and supervision of shipments and customs clearance, travel, events management, administrative surveys, transportation services and insurance, space management, procurement of supplies.
- ▶ Presentation of thoroughly researched information for planning of financial resources for administrative services.
- ▶ Support with protocol matters, registration of staff, coordination with local authorities, on space and other administrative matters.
- ▶ Submission of information on administrative services provided for cost-recovery bills.
- ▶ Coordination of assets management in the PMU, timely preparation and submission of periodic inventory reports, coordination of physical verification of inventory items.
- ▶ Coordination of the provision of reliable and quality office supplies.
- ▶ Screen all official project correspondence, drafting and putting up their replies thereof in rough and final form.
- ▶ Assist in preparation of reports.
- ▶ Maintain and update all project files and records including those of personnel.
- ▶ Assist in ordering/procuring of equipment and supplies and their follow-up.

- ▶ Control all project stores and maintain their relevant records including inventories for all the expendable and non-expendable assets.
- ▶ Assist the Project Manager in controlling the movement of project transport and make necessary logistic arrangements for official movement of project personnel in the project area.
- ▶ Issue POL for project vehicles on a day to day basis.
- ▶ Check vehicle log books to ensure proper maintenance on a day to day basis.
- ▶ Responsible for carrying out routine maintenance and repair of project vehicles.
- ▶ Maintain POL and repair/maintenance register for each project vehicle.
- ▶ Perform general administration responsibilities, and supervise activities concerned with office maintenance, security and similar services.
- ▶ Arrange meetings as required and take minutes of the meeting.
- ▶ Carry out any other special assignment/tasks given by the Project Manager.

### **Qualifications**

At least 5-7 years of relevant experience in administration and logistics. Masters' degree in business administration, public administration/management or other relevant qualifications from a reputable university, and following core skills set:

- ▶ Proficient in MS Office applications including Word, Power Point, Excel and Access.
- ▶ Fluent in English and Urdu languages.
- ▶ Manage proper filing and documentation systems in a database for all relevant activities.
- ▶ Excellent coordination and time management skills.

## Annex VI

### TERMS OF REFERENCE

#### FINANCE OFFICER

Duty Location: Islamabad, Pakistan, with frequent in-country travel  
Level: SB-4  
Duration: 12 months, extendable  
Start: Immediate

#### **Project Background:**

UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, a project of Electoral Cycle Assistance has been formulated to support a free, fair and transparent electoral process. The Election Commission of Pakistan (ECP) and several donors have expressed a strong interest in ensuring coordinated support to the next elections through the project. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB). A Project Management Unit (PMU) will be established to act as a secretariat for the PRB and to assist in the implementation of the project as well as in the coordination, management and reporting of donor assistance. The PMU will be headed by a Chief Technical Advisor (CTA) and the project teams, both technical and operational, will report to the CTA.

#### **Key Duties and Responsibilities**

With overall guidance of CTA and under the direct supervision of Project Manager, the Finance Officer will be responsible for the following tasks:

- ▶ Full compliance of financial activities, financial recording/reporting system and audit follow up with UN/UNDP rules, regulations, policies and strategies; implementation of the effective internal control, proper design and functioning of the financial resources management system.
- ▶ Elaboration/establishment of internal Standard Operating Procedures in Finance, control of the workflows in the Finance Unit.
- ▶ Continuous analysis and monitoring of the financial situation, presentation of forecasts for development and management projects.
- ▶ Elaboration of the framework and conditions of contributions agreed with donors.
- ▶ Elaboration and implementation of cost saving and reduction strategies.
- ▶ Routinely monitors financial exception reports for unusual activities, transactions, and investigates anomalies or unusual transactions. Informs supervisors and other UNDP staff at Headquarters of the results of the investigation when satisfactory answers are not obtained.
- ▶ Financial resources management through planning, guiding, controlling of the resources in accordance with UNDP rules and regulations.
- ▶ Preparation and monitoring of budgets of management projects.
- ▶ Elaboration of the internal expenditures' control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared; travel claims and other entitlements are duly processed, receipting of goods and services and establishment of accruals are properly done in compliance with UNDP policies and procedures.

- ▶ Monitoring of financial exception reports for unusual activities, transactions and investigation of anomalies or unusual transactions. Provision of information to supervisors and UNDP management on the results of the investigation when satisfactory answers are not obtained.
- ▶ Primary contact with local bank management on routine operational matters including negotiation of exchange rate on replenishments.
- ▶ Member of bank signatory panel.
- ▶ Initiation of bank transfers and deals, selecting bank transfers and deals for approval and settlement.
- ▶ Role as cashier for cash disbursements made on site.

### **Qualifications**

5-7 years of relevant experience in providing financial management and accounting advisory services, managing staff and operational systems. Advanced (Masters) University Degree in Finance/Accounting, Business, or Public Administration, or a professional accounting qualification from an internationally recognized institute of accountancy. In addition, the candidate will need to demonstrate the following core skills:

- ▶ Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages.
- ▶ Knowledge of UNDP financial and operational procedures and guideline

▶ **RISK LOG**

**Annex VII**

▶ **Risks** present themselves in terms of both the highly evolving and unpredictable security, political and electoral environments of the regions and programme countries in which UNDP works, and in terms of the prevailing conditions at the global level for programming. The following are potential risks associated with the implementation of the project:

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
1	Early elections are called	Political	P= 1 I= 2	The project document is front-loaded to help ensure that even if early elections are called the ECP will be in a position to conduct them.			Project Inception		
2	When elections are held they are violent and undermine the credibility of the ECP	Political	P=3 I=3	Project activities will seek to strengthen the electoral processes against electoral violence. Included are activities on training of security forces in their electoral responsibilities, as well as confidence building and public outreach activities with political parties, CSOs, media and other electoral stakeholders.			Project Inception		
3	Some areas of Pakistan have UNDSS security restrictions, and implementation of some project activities, e.g. stakeholders/public consultation might be delayed.	Security and Safety	P = 3 I = 2	Business continuity plan is needed to cope with, if any, changes in security phase.			Project inception		



#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
4	Unanticipated needs arise for material assistance during project implementation	Operational	P=2 I=4	Should imperative material needs arise, the Project could, with approval of the Program Board, draw from resources in the Basket Fund			Project Inception		
5	New, unanticipated technical assistance needs arise during the implementation of the project.	Operational Strategic	P=3 I=2	While components of the project refer to technical expertise associated with IT and software assistance, it is thought that any unanticipated needs that arise in this area could be handled sufficiently by the project management			Project Inception		
6	International experts cannot be recruited	Operational Organizational	P=3 I=3	Support can be provided by the Regional Elections Advisor for the Asia-Pacific Regional Centre and UNDP HQ to refer appropriate experts and backstop where necessary			Project Inception		