



DEMOCRACY STRENGTHENING IN ZAMBIA PROJECT (DSZ)

2020 Annual Progress Report



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Project Cheat Sheet

Reporting Period	01 January to 31 - December 2020
Donors	Multidonor funding (EU, Sweden, Germany, France,Ireland, USAID, UNDP) & UK
Country	Zambia
Project Title	Democracy Strengthening in Zambia (DSZ)
ATLAS Project ID	00124412
ATLAS Output IDs	00119367: Electoral Institutions and Processes Strengthening 00119368: Programming for Peace 00119369: Technical Assistance and PM
Programmatic Contributions	7th National Development Plan (7NDP): Pillar 5 – Creating a conducive governance environment for a diversified and inclusive economy - An Inclusive Democratic System of Governance
	United Nations Sustainable Partnership Framework – UNSDPF (2016–2021): Pillar 3 – Governance and Participation, specifically: Outcome 3.2: By 2021, all people in Zambia, including women,youth and marginalized, have equitable and effective participation in national and democratic processes.
	NDP Strategic Plan – SP (2018–2021): Outcome 2: Accelerate Structural Transformations for Sustainable Development Output 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

UNDP Country Programme Document – CPD (2016–2021):

Outcome 2: Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Implementing Partner	United Nations Development Programme (UNDP)	
Project Start Date	1 January 2020	
Project End Date	31 December 2022	
2020 AWP Budget		USD 2,805,145.08
Total Resources Required		USD 2,805,145.08
Revenue Received for 2020	EU	USD 1,286,166.00
	Germany	USD 576,315.56
	Ireland	USD 340,785.70
	France	USD 29,868.58
	UNDP	USD 200,000.00
	Total	USD 2,433,135.84
Unfunded Budget for 2020		USD 372,010.08
Contributions received after 15 Dec 2020	Sweden	USD 469,539.68
	USAID	USD 250,000.00
Total Contributions Received		USD 3,152,674.00
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Executive summary

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Executive summary

1. 2020 has marked the first year of implementation for the Democracy Strengthening in Zambia (DSZ) project amidst an unprecedented global pandemic that has dramatically changed the way business is conducted for many sectors, including the development sector. The project was officially launched with the signature of the project document (prodoc) on 11 February 2020 by the Zambian Government (Ministry of Finance) and the United Nations Development Programme (UNDP) when the COVID-19 virus just started becoming a global health concern. While the signing of the prodoc paved the way for UNDP to begin implementation with a limited number of activities, the outbreak of the COVID-19 global pandemic compounded by the partial lockdown of the country when first cases were identified in Zambia in March 2020 led to a slow start of project implementation.

2. While 2020 was very challenging, this annual progress report shows that the project was able to undertake key activities and record progress towards planned results in critical areas such as the institutional strengthening of key national stakeholders such as the Electoral Commission of Zambia (ECZ) and the Zambia Police Services (ZPS). For instance, the support to ECZ's operational capacity was instrumental in supporting the rollout of the Voter Registration (VR) logistics plan review and improvement especially in the context of the extension of the

VR exercise. This support contributed to the ECZ capacity to register 7,020,749 eligible voters (i.e. 84%) during November and December 2020. Another example is the contribution to the improved capacity of the Zambia Police Service to promote election security during the 2021 elections and beyond through the revision and validation of the Zambia Police Electoral Security Handbook and training curriculum, and the support provided to the work on community policing; also the contribution to efforts to realize the franchise for people in lawful custody (PLC). The project also leveraged stakeholder partnerships by mobilizing the House of Chiefs to record and disseminated voter education and peace messages in seven local languages which were aired on national television and 43 community radio across the country. These peace messages are expected to complement an Early Warning System (EWS) and rapid response mechanism under the ECZ and the Human Rights Commission of Zambia (HRC), set-up by the project using a collaborative framework among state and non-state actors to gather information and take appropriate action on incidents which may fuel conflict during elections. The project also supported the training of the ECZ National Conflict Management Committee (NCMC) and also the review of the ECZ Guidelines of Conflict Management.

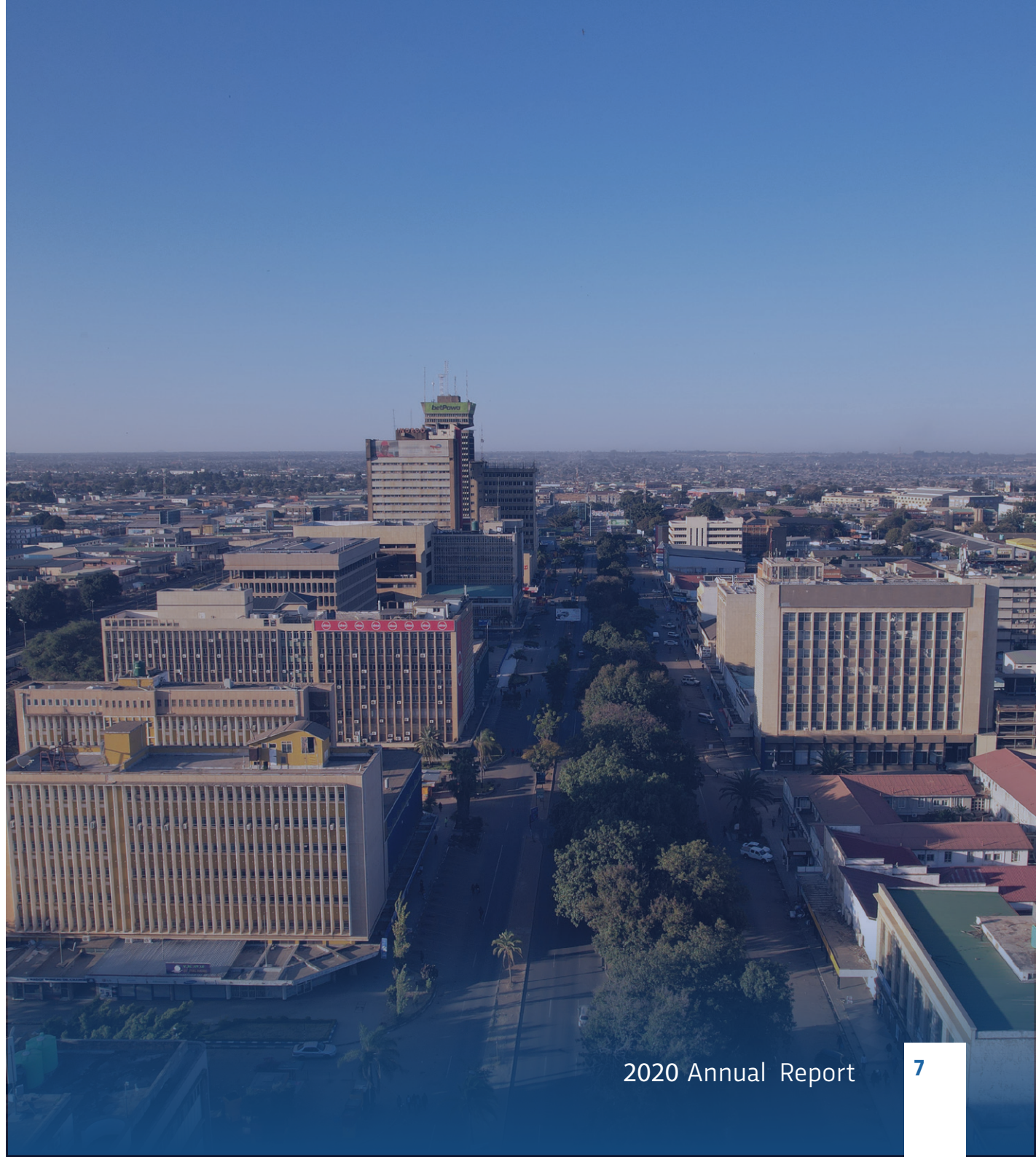
3. Notwithstanding these achievements the period under review was not without challenges. The outbreak of COVID-19 and the subsequent restrictions issued by health authorities to

mitigate the spread of the disease impacted negatively on the project. Project activities that required face to face engagement with stakeholders and beneficiaries such as trainings and consultative meetings were either implemented on limited scale or delayed.

4. Due to several challenges the project faced during the year 2020, the project expenditure as at 31st December 2020 was USD 1.13 million, 40% of the 2020 budget of USD 2.8 million. This expenditure can be further analyzed by result area, as follows: Result Area 1-Institutional Strengthening 44% of total annual expenditure; Result Area 2- Programming for Peace at 10% of total annual expenditure and the remainder of annual expenditure falls under Project Management at 46%. Details of these expenditures can be found in the following Annex tables: expanded financial report in Annex II and the Status of Resource Utilization in Annex III.

5. It should be noted that following comments by the DSZ Technical and Steering Committee meetings earlier this year, this 2020 DSZ annual progress report has been revised to incorporate more financial information on the implementation of activities under each result area, i.e. from result area or component to sub-component level (see Annex II); also a synoptic table to indicate level of progress on each project activity (see Annex III).

6.The project's resource mobilization picked up during the later end of 2020 with the receipt of USD 3.1 million (26% of the total multi year budget) in contributions from six cooperating partners and UNDP. The total value of funding agreements UNDP holds for the project amount to a sum of USD 10.2million (84% of the total multi year budget) , but it should be noted that there is a funding gap of USD 1.2 million , which is 10% of the USD 12.1million multi year project budget. The 10% gap is as a result of the pledge of GBP 500,000 from the United Kingdom FCDO who are finalizing their funding agreement with UNDP. That is why the gap is not 16% as would be expected. (See Annex I: Resource Mobilization for more details on donor contributions)





Project Background

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Project Background

7. With a multi-donor financial support from cooperating partners, DSZ uses a two-pronged approach of strengthening electoral institutions and processes and programming for peace, DSZ aims at strengthening the institutional capacity of key electoral stakeholders to ensure procedural certainty and strengthening the legitimacy of electoral process based on the electoral cycle approach (ECA). DSZ further seeks to strengthen conflict prevention and mitigation mechanisms to support the peaceful conduct of elections through an institutionalized Early Warning and Response System (EWS) at national, provincial and local levels. The EWS will comprise data gathering, incident reporting, monitoring, training documentation and targeted interventions by both state and non-state actors.

8. The project has been developed on the premise of the recommendations of the Needs Assessment Mission (NAM) conducted by the Electoral Assistance Division (EAD) of the United Nations in 2018 and is aligned and supportive of Zambia's Sustainable Development Partnership Framework, UNDP Strategic Plan and Country Programme and the 7th National Development Plan 2017-2021 (7NDP). The project contributes to the pillar 5 of the 7NDP to "promote transparency, accountability, citizen participation as well as strengthen governance institutions"¹

9. The DSZ's expected outcomes and activities resulted from detailed consultations between Zambian electoral stakeholders, on the one hand, and UNDP and the project donors, on the other hand. The Zambian electoral stakeholders include: the Electoral Commission, the National Assembly, the Zambia Police, the Judiciary, political parties, media and civil society including community and faith-based organizations.

10. The DSZ consists of two interlinked result areas:

- (1) electoral institutions and processes strengthened and
- (2) programming for peace in support the Zambian electoral cycle. These two result areas are strongly interlinked with following six key results:

(a) Inclusive and participatory decision-making;

(b) Strengthened responsive and accountable institutions;

(c) Transparent institutions with improved access to information;

(d) Improved technical and organizational capacities of national electoral stakeholders;

(e) Credible and legitimate institutions work with integrity, and

(f) Enhanced conflict prevention and mitigation mechanisms.

¹It is extracted word for word from the final release of the 7th National Development Plan (7NDP).

²It is extracted word for word from the final release of the 7th National Development Plan (7NDP).

Progress Review³

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³Refer to Annex III [Synoptic Table] for more information on the level of progress about each activity herein.

Progress Review

RESULT AREA 1: ELECTORAL INSTITUTIONS AND PROCESSES STRENGTHENED

1. Decision-making is more inclusive and participatory, and discrimination is reduced

1.1.1: Support to women and youth participation in elections

11. The project contributed towards the increase in the participation of women and youth in the electoral process by engaging with key stakeholders including UN Women, National Assembly and the Zambia National Women's Lobby Network to discuss strategies to promote effective and meaningful participation of women and youth in elections, either as voters, candidates and or election officials. DSZ contributions is through the provision of the technical assistance by recruiting a national consultant to review existing policy frameworks, produce a comprehensive report that assesses the situation regarding the participation of women and youth in the electoral process and recommend strategies to increase the participation of women and youth in elections and overall public decision-making processes. From the recommendations, the project will develop products and implement activities designed to enhance inclusion of the women and youth. The recruitment process of the consultant is expected to be completed in late 2020 and commence work by early 2021.

12. The project also finalized the call for proposal to provide grants worth up to USD 50,000 per civil society organizations (about USD 610K in total) to implement activities to increase participation of women and youth in elections. Subject to the approval of the Steering Committee, the selection process and signature of agreements will be completed during the first quarter of 2021.

1.1.2: Participation for Persons with Disabilities (PWDs) in elections increased

13. In order to increase the participation of PWDs while creating synergies in the interventions, the recruited consultant undertaking the work on the increase to the participation of women and youth, will also review and recommend procedures and strategies to foster meaningful participation of PWDs in elections, both as voters and as candidates. The consultant will also support the development of about seven voter education products to enhance the participation of PWDs in the electoral process in 2021 and beyond.

1.1.3: Electoral participation of Persons in Lawful Custody (PLC) enhanced

14. The project actively contributed to efforts to enable persons in lawful custody (PLC) vote for the first time in Zambia, in line with the historic 2016 court decision which gave Zambian prisoners a franchise for the first time. Indeed, DSZ collaborated with the ECZ and the Zambia Law Development Commission (ZLDC) to hold

four stakeholders' consultative meetings to address legal and logistical matters relating to operationalizing of the aforesaid court decision. Different categories of stakeholder were engaged including civil society, political parties, professional bodies, the judiciary and the security wing. Likewise, the project supported the ECZ and ZLDC to convene a session to conduct a comparative desk review of laws and practices in the region on prisoners' voting and also draft bills to operationalize voting for prisoners in Zambia. Since then, ZLDC has finalized the bills and the report and is now ready to present these to national stakeholders for final validation hopefully in early 2021.

15. During the period under review, the project also supported the ECZ and Correctional Services to provide orientation for 174 correctional officers⁴ on the registration process for PLCs during November 2020. Each of the 14,963 registered PLCs will be allowed to vote at the nearest polling station to their prison facilities if at the time of elections, they are still imprisoned, or at their preferred polling station if by then they are released. The ECZ is yet to finalize the regulations on prisoners' voting.



Picture 1: Representatives of Political Parties and Civil Society Organisations who participated in the stakeholders' consultative meetings to operationalise PLC voting, Mulungushi Conference Hall

⁴The four meetings targeted one hundred and Seventy-Four (174) correctional officers in Kabwe (51), Kasama (34), Kitwe (41) and Lusaka (48).

1.3.1: Strengthened domestic election observation frameworks

16. One of DSZ's objectives is to strengthen the framework for Domestic Elections Monitoring Observation Groups (DEMOG) in the country, particularly supporting the work of the Christian Churches Monitoring Group (CCMG). To achieve this, the project recruited two consultants (international and national) to review Zambia's existing legal framework for elections to both identify gaps that may need to be addressed ahead of and beyond the 2021 general elections, and support the operationalization of the Domestic Election Monitoring and Observation Group (DEMOG) Charter for local Civil Society Organizations (CSOs). The recruited consultants are expected to start work in early 2021.

1.3.2: Support to traditional leaders and FBOs

17. During the period under review, DSZ sought to increase participation of special interest groups such as women, youth, first time voters, rural voters in the electoral process by engaging key stakeholders such as the House of Chiefs. The project identified and mobilized thirteen (13) chiefs from across the country to champion voter education and peace messaging in the country and also encourage voters to participate during the 2020 voter registration exercise.

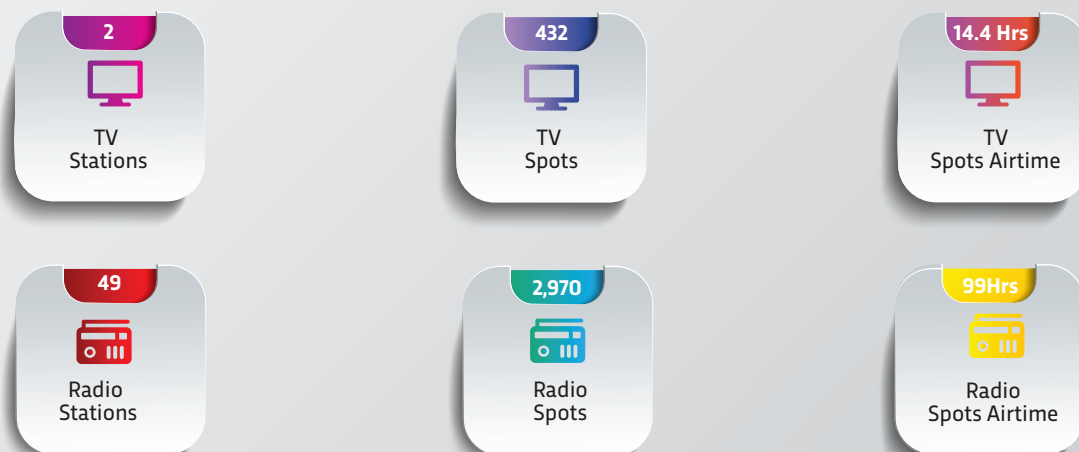
18. The project and the ECZ team also met the House of Chiefs on several occasions to first introduce the electoral process, the project and the expected role of traditional leaders in promoting transparent, inclusive and peaceful elections in 2021 and beyond. This encounter helped record radio and TV voter education and peace messages in English and seven (07) main local languages spoken across the country namely:

Bemba, Kaonde, Lunda, Lozi, Luvale, Nyanja and Tonga. The messages have since been broadcasted on national television (ZNBC) and 49 commercial and community radio stations in the various districts and provinces to ensure that the messages has a wider reach. The project in total facilitated the placement of about 100 hours of public service announcements i.e. 3,000 TV and Radio spots on chiefs' messages on voter education.



Picture 2: The Chairperson of the House of Chiefs, Senior Chief Luembe (seated 3rd from left) and some of the Royal Highnesses that participated in the Voter Education and Peace messages pose for a photo on set at the House of Chiefs Chambers

House of Chiefs Public Service Announcement Placement



19. Furthermore, during the period under review and as highlighted in paragraph 8, DSZ commenced work to facilitate a call for CSO grant applications to support electoral participation for voters in hard-to-reach areas and also work closely with faith-based organizations to promote civic engagement.

3. Institutions are more transparent and provide access to information

3.1.1: Support ECZ strategic communications

20. DSZ strengthened ECZ capacities to promote civic and voter education and communication by providing an international expert in communication to support ECZ activities linked to especially the Voter Registration exercise

In November/December 2020 including the extensive placement of voter education content in the local media (including community radio). The international expert arrived in Zambia in early December – after working remotely for a while – and supported the development and rollout of the ECZ communications and voter education strategies, especially in the context of the four-day extension of the voter registration process. The next steps will be to support the development and roll out of the ECZ strategies on voter education and communications, the staff training on media engagement and the media on elections reporting.

21. The project also supported the ECZ with the production, publication and placement of various public service announcements relating to voter education and registration exercises

cross various media channels including radio, television and daily newspapers. 4 audio visual companies were engaged by ECZ to produce voter education, information and publicity materials. Further, the project supported the placement of the materials in 5 daily newspapers with a wide circulation, nine (9) television stations and forty-four (44) radio stations across the country.

3.3.1: Strengthening independent and responsible media reporting

22. In November 2020, UNDP had a series of engagements with key stakeholders in the media sector. In partnership with the Independent Broadcast Authority (IBA) and UNESCO, discussions were engaged with MISA-Zambia, BBC Media Action and Media Owners Association on strategies and effective ways of engaging the media and galvanize it around issues of electoral processes and their safety.

23. A High-Level Breakfast meeting presided by the Minister of Information and Broadcasting (represented by the Permanent Secretary), the Chairperson of the IBA Board and the UN Resident Coordinator, and gathering officials from the media, political parties, Civil Society and government, was organized to coincide with the International Day to End Impunity and Crimes Against Journalists on 2nd November 2020.



Picture 3: The Permanent Secretary, Ministry of Information and Broadcasting, Mr. Amos Malupenga (4th from left) and UN Resident Coordinator, Dr. Coumba Mar Gadio (2nd from right) pose for a picture with IBA Board Chairperson Mrs. Mable Mun'gomba (far right), IBA Director and CEO Mrs. Josephine Mapoma (2nd from left), UNESCO Country Manager Mrs. Alice Saili (3rd From left), and DSZ Project Manager/Senior Elections Advisor, Mr. Joram Rukambe at the High-level Breakfast meeting held in Lusaka

4. Technical and organizational capacities of national electoral stakeholders strengthened

4.1.1: Provision of technical support to ECZ

24. Technical logistic support was provided to the ECZ through the recruitment of an international expert to undertake key electoral activities such as the 2020 Voter Registration Exercise. The provision of technical support helped ECZ review of its Voter Registration (VR) logistics plan roll out, stock management, materials and equipment traceability and also field reporting.

4.1.2: Provision of voter education

25. Technical expertise to the ECZ, through the recruitment of a third-party company, to conduct multi-media voter education to increase voter education and information ahead of the 2021 elections, is being finalized with the work expected to commence in early 2021.

5. Credible and legitimate institutions work with integrity

5.1.1: Legal and regulatory assessment, consolidation and analysis of observer recommendations

26. The project is currently recruiting a two-member team of consultants (one national and another international) to review Zambia's existing legal framework for elections in order to identify gaps that may need to be addressed ahead of and beyond the 2021 general election based on the reports of past elections observer missions to Zambia. The two-member team will also support the operationalization of the Domestic Election Monitoring and Observation Group (DEMOG) Charter for local Civil Society Organizations (CSOs).

5.1.2: Support to the legal drafting process

27. In the period under review, UNDP supported the Zambia Law Development Commission (ZLDC) in close collaboration with the Electoral Commission of Zambia (ECZ) and DSZ partners, to hold a drafting meeting to revise draft amendment Bills in line with stakeholder submissions, as well as to develop regulations to the Electoral Process Act and amendments to the Prisons Act.

RESULTS AREA 2: PROGRAMMING FOR PEACE

6. Conflict mitigation mechanisms to support the peaceful conduct of elections are enhanced

6.1.1: Police training on rights and electoral security

28. The project contributed to improved capacity of the Zambia Police Service to promote election security during 2021 and beyond. Specific interventions included the revision and validation of the Zambia Police Electoral Security Handbook and training curriculum, the printing of the Zambia Police Service General Elections (2016) Report which sought to provide lessons on the role of the police in election policing ahead of the development of the 2021 Elections Security Plan.



Picture 4: The Inspector General of Police Mr. Kakoma Kanganja displays copies of the 2016 Zambia Police General Election Report whose printing was supported by the project at the official launch event held at Lilayi Police College in Lusaka.

6.1.2: Support the development and establishment of a transparent Campaign Venue Management System (CVMS)

29. DSZ worked with the Zambia Police to improve existing procedures for

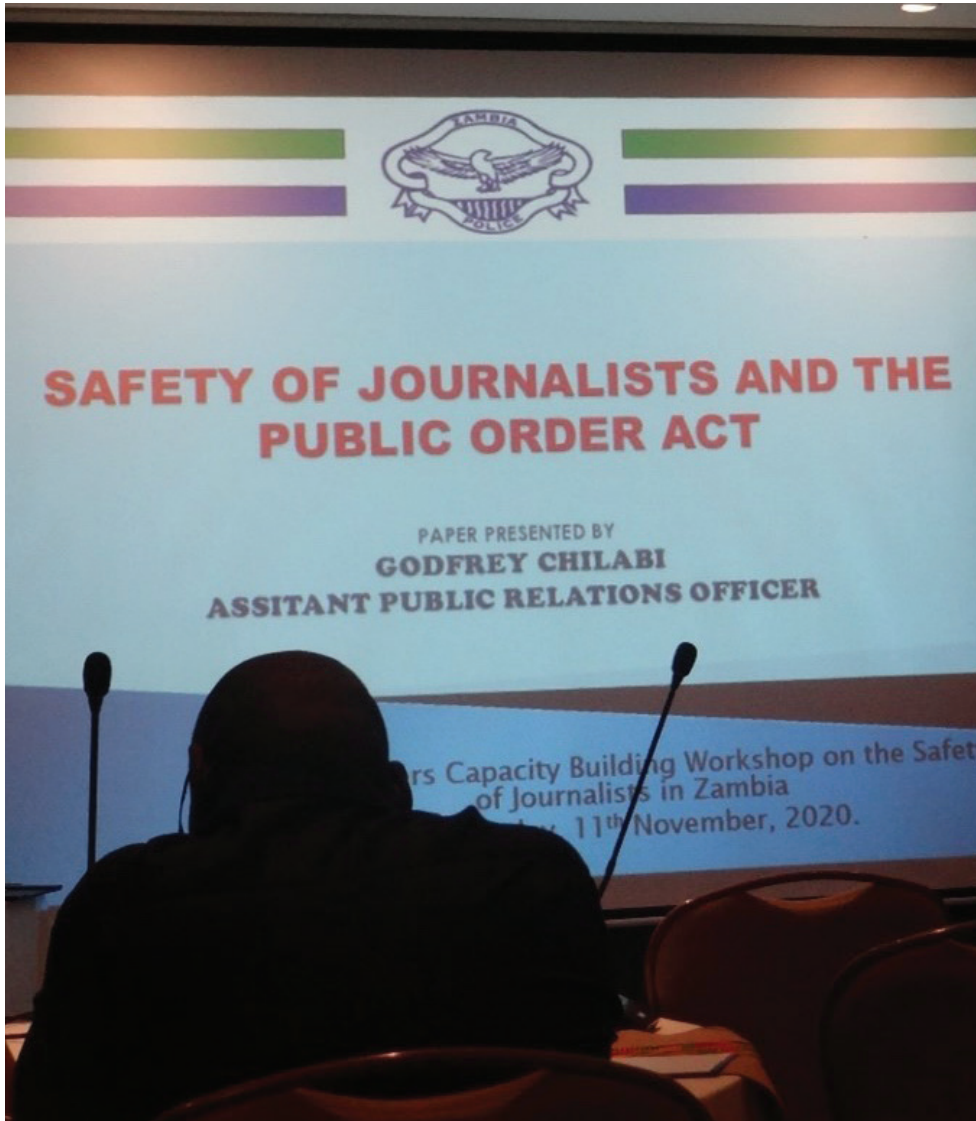
election campaign venue management in order to avoid ubiquitous tension between the Zambia Police and political parties and candidates when it comes to venue hiring for political rallies and meetings during elections. The project developed terms of reference for a consultant to support the development of the campaign venue management system (CVMS). Based on the same terms of reference, the Zambia Police agreed to work with the Ministry of National Development Planning (MNDP) and Smart Zambia to develop the CVMS. The ZPS also made a presentation to the DSZ Technical Committee meeting of 07 January 2021 to update the latter on the progress so far on the development and rollout of the CVMS; the ZPS reported that CVMS was expected to be launched in March 2020, i.e. before the commencement of the 2021 election campaigns.

6.1.3: Community policing initiative

30. In order to strengthen the Police-Community relations to promote election security at the community level, the project has worked with the Zambia Police to review and validate the current Police community policing manuals and training content. Since then, Zambia Police has submitted a draft concept note that is currently being reviewed by UNDP with the first events (workshops provide training to police and community members of community policing) scheduled for early 2021.

6.1.4: Joint training of police and media

31. The project contributed to improved Police-Media relations by hosting several events which brought Zambia Police officers and media practitioners together to discuss topics such as the Safety of Journalists and Ethical Media Reporting on Elections. DSZ supported three events under the auspices of the IBA, UNESCO, MISA-Zambia and BBC Media Action namely: The High-level Media Breakfast on Safety of Journalists and two training workshops on the Safety of Journalists. During these events, the Zambia Police were allocated sessions to articulate issues affecting the journalists and how they could work with the Police to enhance their safety during elections.



Picture 5: Mr. Godfrey Chilabi of the Zambia Police Services making a presentation on the Police and the Media during the safety of Journalists and ethical reporting training in Lusaka

6.2.1: Early Warning System Design implemented by EC-UNDP JTF

32. The project undertook interventions to contribute to peaceful elections in 2021 and beyond by designing and implementing a robust early warning and rapid response mechanism on electoral violence. A stakeholder workshop was attended by 36 participants (19 men and 17 women) to discuss and validate the early warning and rapid response system report produced in early 2020. The meeting agreed on the need to set up an early warning and rapid response mechanism using a collaborative framework among state and non-state actors to gather information and take appropriate action on incidents which may fuel conflict during elections. The system will be under the ECZ and the Human Rights Commission of Zambia. DSZ – working in partnership with the EC – UNDP Joint Task Force (JTF) on Electoral Assistance is contracting a company to develop the early warning and rapid response system digital platform, using existing structures such as the ECZ conflict management committee at national and district levels, that will help national stakeholders collect and report incidences.

6.3.1 Support the Capacity Development of Conflict Management Committees

33. As part of the preparations for the upcoming 2021 elections, DSZ supported the training of the National Conflict Management Committee and the review and validation of the ECZ conflict management guidelines, during the period under review. About 19 participants (11 Male, 8 Female) drawn from the ECZ staff, faith-based organizations (FBOs), civil society organizations (CSOs), public and private media, political parties, government ministries and law enforcement benefitted from this training. The DSZ also supported the ECZ to conduct the training of the National Conflict Management Committee. The workshop held between 07 and 11 December 2020 covered skills training in areas such as conflict management, mediation and familiarizing the newly reconstituted Conflict Management Committee with the ECZ conflict management guidelines.

Project Management

Staff Recruitment

34. The PMU is now fully operational following the recruitment of the Project Manager & Senior Elections Advisor, the Monitoring, Evaluation and Knowledge Management Officer, Administration and Finance Specialist, the Project Associate, the Elections Officer and the driver in 2020. The position of the Peace Building Officer will be monetized to strengthen the PMU capacities in identified gaps.

Knowledge Management

35. The JTF has completed the development of the project website and have submitted the draft website for internal review. The website will be managed by the JTF and contents will be drawn from the periodic project activity reports. In addition to the website, the PMU is planning to produce regular online newsletters to publicize the project activities, achievements and lessons learnt

36. UNDP organized a media event to officially launch the DSZ project on 21st October 2020. The event was officially attended by the Minister of Justice, the UNDP Resident Representatives along with DSZ partners and the media. The project used the same occasion to acknowledge the individual financial contributions from cooperating partners through the presentation of dummy cheques



Picture 6: The Minister of Justice, Mr. Given Lubinda and the UNDP Resident Representative Mr. Lionel Laurens, receiving a symbolic cheque of the mobilised resources from the DSZ Donors-EU, Ireland, Germany, Sweden (not in picture), UNDP and USAID.

Project Risks and Issues

37. In 2020, none of the identified risk in the DSZ prodoc has impacted the project implementation. As a result, it is proposed to update the project Risk Log³. Hence, it is proposed to remove the identified risks 8,9,10 while adding a new risk related to the impact of COVID-19 pandemic on the implementation of the project (see below).

Updated project risks and actions

38. Project Risk 1: (New) Persistent COVID-19 outbreak in Zambia (identified on 1st July 2020) Actions taken: Develop a scenario planning exercise in close collaboration with DSZ partners to mitigate risks inherent to the COVID-19 pandemic as experienced in 2020.

Updated project issues and actions

39. Project issues related to capacity challenges are being addressed with the strengthening of the PMU in the areas of communication and reporting as well as operations.





Financial Overview

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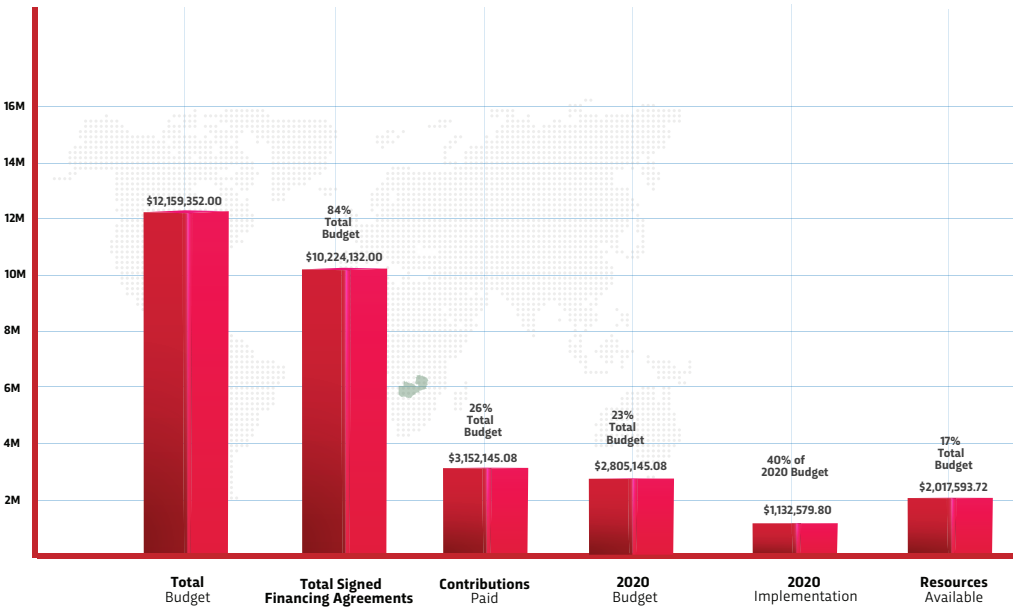
Financial Overview

40. As of 31 December 2020, the project mobilized 84% (USD 10.2 million) of the total amount of USD 12.1 million required to implement the multiyear project. Of that USD 10.2 million, 26% (USD 3.1 million) has been received by the project as cash resources (see Annex I). Due to various challenges the project faced, the Steering Committee of 16 July 2020 decided to reduce the 2020 budget from USD 4.32 million to USD 2.8 million, cutting the budget by 65%. The result of the challenges are that 2020 expenditure reached USD 1.13 million which is 40% of the 2020 budget. It should be noted that during the year, progress was made toward implementation of several activities under the Institutional Strengthening and Programming for Peace results areas. These activities include the development of terms of reference and advertising of the low value grants for civil society and faith based organizations as well as the third party Multi-media Voter Education firm respectively. The preliminary works on the Early Warning System were also reached advanced stages. However, these activities that would have committed a budgeted USD 1.1 million were not committed or expensed by reporting time but the progress made towards their implementation will soon make a difference towards the cash resource levels of the project. Graph 1 below provides an overview of the movement of financial resources during the year 2020.

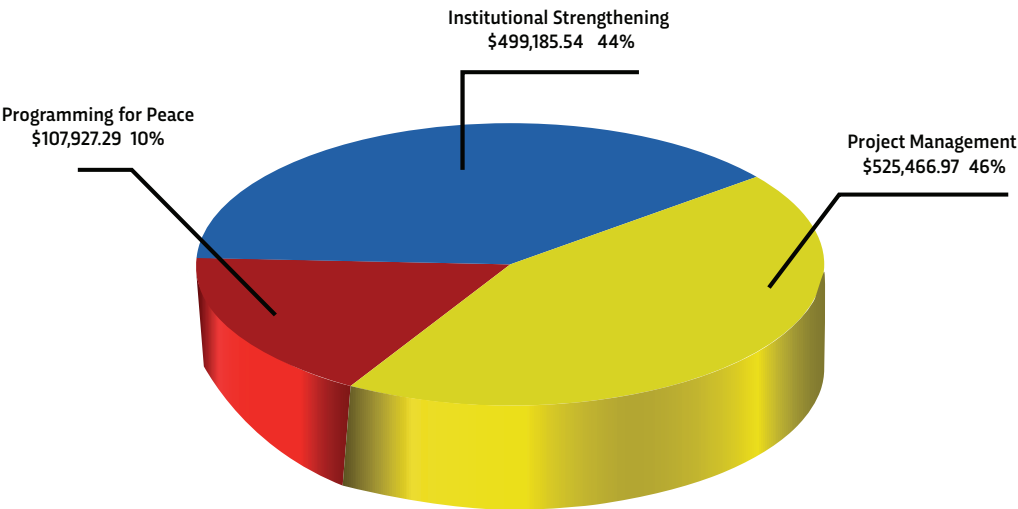


41. The breakdown of the utilization of resources per result area is provided in the chart below.

Graph 1: Financial Overview as at 31 December 2020 (USD)



Graph 2: Utilization of resources per result area as at 31 December 2020



42. An amount of USD 1,132,579.80 (40%) of the 2020 budget has been spent as at 31st December 2020. This leaves an unspent amount of USD 2,017,593.72 for further budget implementation. (See Table 2):

Year	Opening Balance (a)	Collected Contribution Revenue (b)	Other Collected Revenue (c)	Total Available Collected Revenue (d=a+b+c)	Expenses and Asset costs (e)	Commitments (f)	Advances (g)	Total Expenditure (h=e+f+g)	Available Collected Revenue for further Utilisation (i= d-i)
2020	-	2,950,173.52	200,000.00	3,150,173.52	841,626.99	272,714.13	18,238.68	1,132,579.80	2,017,593.72

*Note there was a system levy deduction by UNDP of USD 2,500 hence the difference in the collected revenue from that in Graph 1 above.

Lessons Learned

Strong partnership with national stakeholders and optimal use of digital tools to mitigate the impact of the COVID-19 pandemic are critical and recipe for the project's success

43. While the project experienced challenges due to the COVID-19 pandemic, it has leveraged its close partnership with national stakeholders whose collaboration and enthusiasm was invaluable in attainment of some of the key results achieved this year.

Indeed, key implementing partners such as the Electoral Commission of Zambia, Zambia Police Service, Zambia Law Development Commission, Independent Broadcasting Authority, MISA-Zambia, BBC Media Action among others came through to engage and support the project activities even under the challenges of working under the 'new normal'.

44. In the absence of face-to-face engagements imposed by public health authorities these partners quickly adopted and harnessed the powers of technology to facilitate project planning and implementations. To this effect virtual meetings and trainings were held to push the project forward even while adapting to working under COVID 19 environment.

Conclusions and Way Forward

45. Several processes, which were started in this first year of implementation, will help accelerate the project delivery in 2021. It can be listed the various recruitment of consultants and/or hiring of firms that will provide the required technical assistance to national stakeholders. Building on the partnership established in the first year, the project is expected to accelerate its support to the preparation of the 2021 general elections with respect to voter registration and education exercises as well as operationalizing the early warning system, amongst others.

46. While COVID-19 is not beyond us, the use of scenario planning along with the improved PMU capacity should help the smooth implementation of the project activities.

47. 2021 being an elections year, timely planning and regular monitoring of the progress made by the project would be extremely critical to deliver the ambitious work plan for 2021.

Annexes

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Annexes

ANNEX I: DSZ Resource Mobilization Snapshot as of 31 December 2020

DSZ Resource Mobilization Overview

Donor Name	Currency	Pledged Amounts	Status agreements	Value of Agreements signed USD	Amount paid in USD	Unpaid Amount in USD/1	Pledged amount in USD/2
European Union	Euros	6,000,000	Signed	\$ 7,045,800	\$ 1,286,166	\$ 5,759,634	\$ 7,045,800
USAID	USD	500,000	Signed	\$ 500,000	\$ 250,000	\$ 250,000	\$ 500,000
Ireland	Euros	600,000	Signed	\$ 691,210	\$ 340,786	\$ 350,424	\$ 691,210
UNDP	USD	600,000	N/A	\$ 600,000	\$ 200,000	\$ 400,000	\$ 600,000
Sweden	Swedish Kröna	7,000,000	Signed	\$ 778,990	\$ 469,540	\$ 309,450	\$ 778,990
Germany ^{/3}	Euros	500,000	Signed	\$	\$ 576,315	\$ 1,949	\$ 578,264
France	Euros	25,000	Signed	\$ 29,869	\$ 29,869	\$ -	\$ 29,869
United Kingdom ^{/4}	British Pound	500,000	Discussions	\$ -	\$ -	\$ -	\$ 667,557
Estimated Total				\$ 10,224,132	\$ 3,152,675	\$ 7,071,457	\$10,891,689
Project document ^{/5}							\$12,159,352
Gap							\$ (1,267,663)

1/ Unpaid amount from signed agreement at UN rates of exchanges at the time of signing the agreement

2/ Pledges made during last Steering Committee on 3 March 2020 at UN rates of exchange as of 1 December 2020

3/ Unrealized foreign exchange rated will be adjusted in UNDP Enterprise Resource Planning (ERP) PeopleSoft ATLAS

4/ Discussions are ongoing for the final decision on the UK pledge

5/ Using the total amount as per the financing agreement signed with the EU

ANNEX II: Status of Resources Utilization as at 31 Dec 2020

Results Area outputs	ProDoc Budget 2020		Budget 2020		Expenses 2020	
	Amount	%	Amount	%	Amount	%
1.1 Inclusive Participation	595,000.00	9%	338,500.00	12%	158,775.38	14%
1.2 Improved Elected Bodies	-	0%	-	0%	-	
1.3 Civil Society and Civic engagement	251,666.00	4%	196,000.00	7%		0%
2.1 Enhancing electoral Support	-	0%	-	0%	-	0%
2.2 Electoral dispute resolution	251,666.00	4%	-	0%	291.46	0%
3.1 ECZ Strategic Communications	370,000.00	6%	295,000.00	11%	49,971.61	4%
3.2 National Assembly communication strategy	50,000.00	1%	-	0%	-	0%
3.3 Support to the media	301,666.00	5%	60,900.00	2%	-	0%
4.1 Technical support to ECZ	581,666.00	9%	533,500.00	19%	280,186.76	
5.1 Support to Reform Process	290,000.00	4%	90,000.00	3%	18,108.22	2%
5.2 Integrity of Biometric Identity	301,666.00	5%	-	0%	-	0%
6.1 Promote Electoral Security	350,000.00	5%	205,000.00	7%	1,689.30	0%
6.2 Early Warning System	1,495,000.00	23%	172,500.00	6%	68,574.47	6%
6.3 Conflict Management mechanisms	201,666.00	3%	75,000.00	3%	38,213.49	3%
7 Programme Management	1,447,487.00	22%	838,745.08	30%	516,769.11	46%
	6,487,483.00	100%	2,805,145.08	100%	1,132,579.80	100%

ANNEX III: Expanded Financial Report by Results Area Jan - Dec 2020

N°	USD	Budget 2020	Expenses 2020	Commitments 2020	Total Expenditure 2020	Budget Remaining 2020	Budget execution rate 2020n
	Result Area 1 Institutional Stengthening	(a)	(b)	(c)	f= b+c	(f=a-f)	(g=f/a)
1.	Output 1:Support inclusive participation and reduced discrimination	534,500.00	140,830.16	-	140,830.16	393,669.84	26%
1.1	Inclusive Participation	338,500.00	140,830.16	-	140,830.16	197,669.84	42%
1.2	Improved Elected Bodies	-	0.00	-	0.00	- 0.00	
1.3	Civil Society and Civic engagement	196,000.00	-	-	-	196,000.00	0%
2.	Output 2	-	291.46	-	291.46	291.46	
2.1	Enhancing electoral Support	-	-	-	-	-	
2.2	Electoral dispute resolution	-	291.46	-	291.46	291.46	
3.	Output 3	355,900.00	49,971.61	-	49,971.61	305,928.39	14%
3.1	ECZ Strategic Communications	295,000.00	49,971.61	-	49,971.61	245,028.39	17%
3.2	National Assembly communication strategy	-	-	-	-	-	
3.3	Support to the media	60,900.00	-	-	-	60,900.00	0%
4.	Output 4	533,500.00	80,274.06	199,912.70	280,186.76	253,313.24	53%
4.1	Technical support to ECZ	533,500.00	80,274.06	199,912.70	280,186.76	253,313.24	53%
5	Output 5	90,000.00	16,134.55	1,973.67	18,108.22	71,891.78	20%
5.1	Support to Reform Process	90,000.00	16,134.55	1,973.67	18,108.22	71,891.78	20%
5.2	Integrity of Biometric Identity	-			-	-	
	Result Area 2 Programming for Peace				-	-	
6	Output 6	452,500.00	93,861.91	14,615.35	108,477.26	344,022.74	24%
6.1	Promote Electoral Security	205,000.00	1,139.33	549.97	1,689.30	203,310.70	1%
6.2	Early Warning System	172,500.00	68,574.47		68,574.47	103,925.53	40%
6.3	Conflict Management mechanisms	75,000.00	24,148.11	14,065.38	38,213.49	36,786.51	51%
					-	-	
7	Programme Management	838,745.08	460,006.73	56,762.38	516,769.11	321,975.97	62%
	Total	2,805,145.08	841,079.02	273,264.10	1,114,343.12	1,690,801.96	40%
	NEX Advance				18,236.68		
	Overall Total	2,805,145.08	841,079.02	273,264.10	1,132,579.80	1,672,565.28	40%

ANNEX IV: Democracy Strengthening in Zambia project: Synoptic overview of status of project activity implementation

1. Activity has been completed
2. Activity has been initiated and is in progress or ongoing
3. Activity is dependent on completion of a primary activity before commencing
4. Activity has not been initiated yet

KEY:

Completed
Pending
Not initiated

PLANNED ACTIVITIES	
Result 1: Decision-making is more inclusive and participatory, and discrimination is reduced (Gender Marker 3)	
Activity 1.1.1 Support to women and youth participation in elections	
i. Technical Assistance to develop and implement strategies/outreach activities to increase women & youth participation in elections: review existing studies, reports, and statistical data (virtual meetings/FGDs) on women participation in elections; validation and dissemination.	InProgress
ii. Develop knowledge products on women & youth participation in electoral processes in Zambia; validation and dissemination – use of social media/e-learning via Brussels support.	Pending
iii. Outreach activities to increase participation – Civil Society-led. (Funds used for the 2020 CSO grants).	InProgress
iv. Third-Party monitoring of implementation of activities.	Pending
iv. Third-Party monitoring of implementation of activities.	
Activity 1.1.2: Participation for Persons with Disabilities (PWDs) in elections increased	
i. Technical assistance (TA) to review existing procedures/strategies/ publications targeting PWDs for meaningful participation in elections.	InProgress
ii. Conduct validation workshops on issues and strategies to improve procedures and remove key barriers to PWDs participation and development of action plan.	Pending
iii. Develop draft tools, 7 products to improve participation of PWDs in elections.of action plan.	Pending
iv. Conduct outreach activities to increase participation of PWDs in elections.	InProgress

Activity 1.1.3: Electoral participation of Persons in Lawful Custody (PLC) enhanced	
i. Technical Assistance (TA) to review existing legislation, procedures, issues and propose strategies and recommendations to support the participation of Persons in Lawful Custody (PLC) (Activity concluded in 2020)	Completed
ii. Stakeholder consultations on PLC participation in elections (Activity concluded in 2020)	Completed
iii. Bench-making with other countries (South-to-South Cooperation) by multi-disciplinary team; funds to be viramented to public information on PLC voting. (Activity postponed to 2021).	Completed
iv. Validation workshops on issues and strategies to improve procedures and remove key barriers to voting by PLC and development of an action plan.	Pending
Activity 1.2.1: Support Inclusion Measures of the National Assembly	
i. TA to ongoing capacity development of female MPs to improve their role as MPs.	InProgress
ii. UNV support to ongoing work with National Assembly, based on the NA request in 2020	InProgress
ii. Support targeting outreach activities via the Women's Parliamentary Caucus to promote women's participation in elections and politics.	Pending
Activity 1.2.2: Citizen Consultation Platform	
i. TA to develop an online citizen consultation platform to promote sustained interaction between MPs and their electors; support development of an online platform for citizens to exchange views on ongoing Parliamentary debates and issues.	Pending
ii. Broaden the reach of online debates outcomes through public radio and TV programmes.	Pending
Activity 1.3.1: Strengthened domestic election observation frameworks	
i. TA to support the operationalization of the Domestic Election Monitoring and Observation Group (DEMOG) Charter for local CSOs; validation and dissemination.	InProgress
	Pending

ii. Develop/harmonize monitoring tools/reporting templates and guidelines for domestic observation & operationalize governance arrangements in the Charter.	InProgress
ii. UNV support to ongoing work with National Assembly, based on the NA request in 2020	InProgress
ii. Support targeting outreach activities via the Women's Parliamentary Caucus to promote women's participation in elections and politics.	Pending
Activity 1.2.2: Citizen Consultation Platform	
i. TA to develop an online citizen consultation platform to promote sustained interaction between MPs and their electors; support development of an online platform for citizens to exchange views on ongoing Parliamentary debates and issues.	Pending
ii. Broaden the reach of online debates outcomes through public radio and TV programmes.	Pending
Activity 1.3.1: Strengthened domestic election observation frameworks	
i. TA to support the operationalization of the Domestic Election Monitoring and Observation Group (DEMOG) Charter for local CSOs; validation and dissemination.	InProgress
ii. Develop/harmonize monitoring tools/reporting templates and guidelines for domestic observation & operationalize governance arrangements in the Charter.	Pending
iii. Facilitate lessons sharing/best practices among CSOs on domestic observation.	Pending
iv. Train DEMOG Charter members on domestic observation.	Pending
v. Disseminate information on DEMOG to stakeholders via social media and other channels.	Pending
Activity 1.3.2: Support to traditional leaders and FBOs	
i. Identify, via the House of Chiefs, a team of traditional leaders to champion peace messaging and voter education; provide training and support dialogue.	Completed
ii. Peace messaging and voter and civic education messages developed and disseminated on community radios; special emphasis on rural and hard to reach communities.	Completed

iii. Identify FBOs to undertake outreach activities to increase participation. (Funds used under the 2020 CSO grants).	InProgress
iv. Monitoring of implementation of activities	InProgress
Result 2: Institutions are strengthened to be responsive and accountable, providing access and services (Gender Marker: 1)	
Activity 2.1.1: Parliamentary staff and committees are strengthened	
i. TA to identify training needs of Parliamentary committee and staff in electoral reform.	Pending
ii. Provide training to Parliamentary staff in areas such as research, legal drafting, and legislative review processes particularly related to electoral reforms; also training in E-Parliament	Pending
Activity 2.2.1: Strengthen Judiciary Electoral Dispute Resolution (EDR) processes	
i. TA to assess EDR-related training needs and gaps in the Judiciary; conduct validation workshop.	InProgress
ii. Undertake review and develop knowledge products from previous electoral petitions & judgements	Pending
iii. Share experiences and best practices on EDR via South-South cooperation: convene a regional colloquium	Not initiated
iv. Provide training to various Judiciary officials on EDR	Pending
Result 3: Institutions are more transparent and provide access to information Gender Marker: 2	
Activity 3.1.1: Support ECZ strategic communications	

i. TA to review current ECZ's communications strategy to identify gaps, issues, and remedial measures responsive to the current environment and cognizant of the prevailing risks (pre & post elections)	InProgress
ii. Develop crisis communication strategy; develop ECZ gender policy. (consultancy); validation and rollout.	InProgress
iii. Capacity development ECZ staff in communications and stakeholder engagements, including at district level.	Pending
iv. Facilitate public discussion forums on targeted issues: voter registration, voting of persons in lawful custody) (pre & post)	Completed
v. Develop and implement a media training manual; validation and piloting	Pending
vi. Produce a media elections handbook and rollout training	Pending
vii. Discussions with media institutions (training) in the context of new legislation	Not initiated
viii. Conduct TOTs of media practitioners (cascade to provincial level)	InProgress
ix. Roll out training of media practitioners at national and provincial level	Pending
x. Reconstitute the Media Corps and review its TORs	Pending
xi. Update and upgrade the ECZ Website	Completed
xii. Support printing of the Electoral Code of Conduct by ECZ.	Pending
xiii. Develop & disseminate ECZ core messages, timelines, channels of communication and target	InProgress
xiv. Support equipment procurement to enhance ECZ communications capabilities: set up a national call centre to support public interaction with the ECZ via online and digital means/tools.	Pending
Activity 3.2.1: Enhance the communication practices of the National Assembly (NA)	
i. TA to support the National Assembly to enhance public access to Parliamentary information	Pending
ii. Support dialogue forums between the NA and the media.	Pending

iii. Support implementation of the NA Communication Strategy.	Pending
Activity 3.3.1: Strengthening independent and responsible media reporting	
i. TA to review electoral laws and media codes of conduct	Pending
ii. Facilitate dialogue and training on the Safety of Journalists;	InProgress
iii. TA to provide technical and advisory services to improve the legal framework for public and private media; validate, print out content and roll it out.	Pending
iv. Support inclusive dialogue throughout the electoral cycle (candidates' debates and public discussion fora).	Not initiated
v. Support dialogue forums between the Independent Broadcasting Authority (IBA) and the Media on responsible reporting and media freedom.	InProgress
vi. Participate in media code of conduct revisions or development/reform processes.	Pending
viii. Carry out post-election analysis of media and elections.	Not initiated
ix. Monitoring of implementation.	InProgress
Result 4: Technical and organizational capacities of national electoral stakeholders strengthened Gender Marker: 1	
Activity 4.1.1: Provision of technical support to ECZ	
i. TA to assess/review ECZ key functions including systems, capacity, procedures and recommend actions to improve these areas; support ECZ's effort to mainstream COVID-19 awareness & compliance in electoral operations.	Pending
ii. TA to render logistics and operations support to the ECZ's voter registration and voting processes	InProgress
iii. Undertake ECZ capacity building/institutional strengthening: Prioritize key actions for implementation (e.g. re-engineering of systems, training, strengthening of systems, Bridge training; conflict management, (voter/education registration and logistical management)	InProgress
Activity 4.1.2: Provision of voter education	
i. Recruit Outreach/Communications Expert to support VE strategy development, validation and roll out including printing and dissemination.	InProgress

ii. Review and develop voter education content, including core messages, review approaches for various audiences (women, youth, PWDs) and platforms educational materials and means incl. the use of innovative technologies/social media with a focus on targeted audiences	InProgress
iii. Undertake voter and civic education activities (recruitment, training, and deployment): National voter education trainers (40); · District (232); District Voter education committees (116); Voter education facilitators (2 per ward).	Pending
iv. Support printing and dissemination of the 2018/2019 post-2016 Voter Turn-out Research (printing).	InProgress
v. Development of MOUs with CSOs (women, youth, PWDs) to increase coordination and standardization of VE messages (link to activity 1.1.2)	Pending
vi. Recruit 3rd Party to undertake activities below	InProgress
1. Targeted voter and civic education for women and youth (especially first-time voters) through existing voter education school club structures.	Pending
2. Design various electronic voter education awareness and publicity products (electoral reforms and regulations).	Pending
3. Broadcast PSA on voter registration/education in 7 languages (community radios, television, social media).	Pending
4. Print flyers, brochures, pamphlets and press-kits, posters (10 provinces).	Pending
5. Publication of the voter education/registration deployment schedules in print media.	InProgress
6. Publication of information products/inserts in newspapers (voter registration/education).	InProgress
7. Development of voter registration/education manuals, voter education guidelines, translation in braille and other languages.	InProgress
8. Support the establishment of Voter Education School Clubs.	Not initiated
9. Support Peer (Voter) Educators in tertiary institutions.	Not initiated
10. Conduct voter turnout survey.	Not initiated
vii. Revitalize the Voter Education Resource Centre/Knowledge Management Centre.	Pending
viii. Undertake study to identify and fill civic education gaps in current school curriculum.	Not initiated

ix. Integration of voter education content in the national school curriculum.	Not initiated
x. Update and alignment voter education handbook content with MOGE school curriculum.	Not initiated
xi. Formative research on voter education and registration activities and guidelines (end of 2021 and early 2022); validate and disseminate reports.	Not initiated
Monitoring activities: Field visits to perform oversights of grants and cash transfers made to CSOs and local partners and oversee project implementation activities such as media campaigns, focus group discussions, etc.	Pending
Result 5: Credible and legitimate institutions work with integrity Gender Marker: 2	
Activity 5.1.1: Legal and regulatory assessment, consolidation, and analysis of observer recommendations	
i. TA to review gaps between Constitution/legislative framework and procedural/regulatory framework.	Pending
ii. Review, analyse, and consolidate observer recommendations.	Pending
iii. Undertake knowledge-sharing events/dialogue forums to inform key legal drafters, policymakers and other stakeholders on gaps requiring redress.	Pending
Activity 5.1.2: Support for the legal drafting process	
i. TA to review voter registration regulations. (Activity concluded in 2020)	Completed
ii. TA to support drafting sessions for electoral legislations/ Voter Education regulations. Activity scheduled for 2022)	Not initiated
iii. TA to support drafting sessions for new/revised legislation, policies, processes.	InProgress
iv. TA to conduct research on Diaspora voting in Zambia (post-election); South-South lessons and best practices facilitate South to South Cooperation on Diaspora voting (If feasible undertaken with voting for individuals in lawful custody).	Not initiated
v. Support consultative forums on legal reforms bearing on the electoral environment.	InProgress
vi. Design, print & disseminate legal reform products/findings.	InProgress

vii. Undertake analytical research activities on legal reforms with potential impact on the electoral environment (post-election).	Not initiated
viii. Sensitization of stakeholders and citizens on legal framework supporting elections and democracy in the country.	InProgress
Activity 5.1.3: Technical assistance in the engendering of relevant legislation	
i. TA to support fulfilment of international and regional commitments that encourage effective women participation in elections.	Pending
ii. Provide training and capacity building to relevant women's organizations on women's political participation.	Pending
iii. Undertake analytical/research work on the viability of temporal special measures to increase women's' participation; support dialogue on the viability of temporary special measures to increase women's participation in all facets of Government.	Pending
Activity 5.2.1: Supporting biometric identification (i.e. pilot roll-out of digital identity cards in targeted locations)	
i. Procure critical software (public key infrastructure software to encode chips) for biometric registration kits will facilitate the development of the system.	Not initiated
ii. Assess the viability of the digital card as means of improving the voters' card.	Not initiated
iii. Develop and share products based on the analysis of the roll-out of the digital identity cards.	Not initiated
Results Area 2: Programming for Peace	
Result 6: Conflict mitigation mechanisms to support the peaceful conduct of elections are enhanced Gender Marker: 1	
6.1.1: Police training on rights and electoral security	
i. TA to review ZPS training and resource materials (i.e. ToT handbook and pocketbook) on electoral security.	Completed
ii. TA to provide electoral security training to ZPS.	Completed

iii. Support printing of the 2016 General Election Report (Concluded in 2020)	Completed
iv. Conduct ToT for ZPS on electoral security (i.e. 65 police officers)	Completed
v. Prepare plans/schedules and roll out of ZPS electoral security training (i.e. 19,400 police officers).	Pending
vi. Provide pre-service on electoral security in the two national academies	Pending
vii. Third-Party monitoring of implementation of activities	Pending
6.1.2: Support the development and establishment of a transparent Campaign Venue Management System (CVMS)	
i. Support dialogue platforms between political parties and stakeholders on campaign venue management.	Pending
ii. TA to develop a transparent campaign management venue system: validate the system.	Pending
iii. Provide training on the use of CVMS by stakeholders.	Pending
iv. Monitor roll-out and application of the system by stakeholders	Pending
6.1.3: Community policing initiative	
i. TA to identify targeted locations through the electoral violence risk assessment (developed under 6.2.1) to pilot a community policing.	Pending
ii. Provide training to crime prevention officers in targeted areas (identified as high risk).	Pending
iii. Provide training to community members in crime prevention (electoral), methods and strategies in areas with potential electoral violence.	Pending
iv. Conduct stakeholders dialogue forums between churches, political parties and CSOs on community policing; produce anti-violence publicity materials.	Pending
v. Support public awareness activities, community policing targeted at citizens and police in specific locations.	Pending
vi. Monitoring of implementation of activities.	Pending

6.1.4: Joint training of police and media	
i. Undertake joint training sessions for ZPS and media organizations on public order management and respect for freedom of expression: possible roll out to province level.	InProgress
ii. Publish brief information products on Police and Media in Elections.	Pending
iii. Undertake publicity and information sharing on police and media training activities to create public awareness.	Pending
6.2.1: Early Warning System Design implemented by JTF	
i. Conduct Analysis/Mapping of existing Early Warning related initiatives and capacities.	Completed
ii. Conduct electoral violence risk assessment. (Concluded in 2020)	Completed
iii. Draft and finalize the EWS design and architecture report. (Concluded in 2020)	Completed
iv. Develop Standard Operating Procedures (SOP) and related content.	InProgress
v. Develop Workplan and Procurement Plan; monitoring and update	Pending
6.2.2. Training of actors and officials on EWS	
i. TA to support EWS content development and rollout (by JTF).	Pending
ii. TA to develop and rollout ToT scheme and implementation plan (by JTF).	Pending
iii. TA to deliver EWS training at national, provincial and district levels (salaries of trainers & DSA for participants).	Pending
6.2.3 Customization and maintenance of the IT system	Pending
i. TA to develop and deploy EWS monitoring software: drafting of technical	InProgress

ii. Continued support to the EWS maintenance.	Pending
6.2.4 Short Term specialized consultancies (international) (Early Warning Expert, Procurement, and reporting expert)	
i. Recruitment of Early Warning Expert and other experts as may be needed by the project.	InProgress
6.2.5 National communication/outreach campaign	
i. Production and roll out of Early Warning campaign materials; leaflets and other types of materials including online content.	Not initiated
6.2.6 Capacitating the EWS mechanism	
ii. Central team staffing (6 persons) for early warning system.	Not initiated
ii. EWS partners (2*118 districts).	Not initiated
6.2.7 Procurement Situation Room	
iii. Situation Room/National CMC/Analyses team (communication, transport, office space, translation, etc.); Province Hubs/CMC's and district level CMCs.	Not initiated
6.2.9 Developing and deploying preventive actions	
i. Strengthening mediative capacity.	Not initiated
ii. Training of staff involved in provincial hubs	Not initiated
iii. Capacity support to the HRC hotline (information material, training, staff).	Not initiated
6.3.1 Support to Conflict Management Committees (Support the capacity development of Conflict Management Committees in targeted high-risk locations):	
i. Peace awareness training (youths, political parties, chiefs)	Pending

ii. Review of Conflict Management Guidelines Manuals; validate. (Activity completed in 2020)	Completed
iii. Printing of CMCs Guidelines and Manuals.	Pending
iv. Training of the National Conflict Management Committee and targeted areas (including hotspots).	Pending
v. Development of peace awareness materials (ICT materials) for conflict prevention.	Pending
vi. Monitoring of implementation of activities.	InProgress
7.1. Project Management Unit Team	
7.1.1 Senior Elections Advisor/ Programme Manager FTA P5 (3 years) (100%)	Completed
7.1.2 Programme Specialist FTA P3 (3 years) (100%)	Not initiated
7.1.3 Programme Officer (100%)	Completed
7.1.4 Finance/Administration Specialist (100%)	Completed
7.1.5 Project Officer (Monitoring, Evaluation and Knowledge Management) (100%)	Completed
7.1.6 Project Associate (100%)	Completed
7.1.7 Driver (100%)	Completed
7.1.8 Delivery Enabling Services UNDP Operational support (Human Resources, Procurement, Finances, Administration and Logistics) embedded as direct costs to deliver the project outputs	InProgress
7.1.9 Short term experts and specialized consultancies	InProgress
7.1.10 Project Visibility and Communication support (Project visibility activities and communication support, including communication equipment, JTF visibility/website)	InProgress

7.1.11 General operating expenses, Office supplies, Rental costs, Material and Equipment for the project team, utility charges, other operating expenses for the project)	InProgress
7.1.12 Purchase of a liaison vehicle for the project team, including costs related to the fuel, maintenance, insurance, etc.	Completed
7.1.13 Audit and mid-term and final evaluation Costs	Not initiated
7.1.14 Capacity assessment of identified local partners and responsible parties to carry out targeted activities	InProgress



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