

Annual Work Plan 2014

Project Title:

Electoral Cycle Support to the National Election Commission of Pakistan

Country Programme Output:

(Those linked to the project and extracted from the CPAP)

Outcome 4.1: The capacity of institutions to be more democratic and accountable is strengthened, including, inter alia, the engagement of civil society organizations, media and academia;

Output 1: ECP's internal governance standards, operational performance and public outreach are improved.

Output 2: Multiple stakeholders are engaged in dialogue and agree on key electoral reforms.

Output 3: Citizens and select government departments are engaged in civic and voter education activities.

Output 4: The administration and conduct of elections in Pakistan is made more efficient, transparent, and inclusive.

Project Outputs:

(Those that will result from the project and are taken from the Project Strategy)

Implementing Partner:

Election Commission of Pakistan

Responsible Parties:

UNDP

Project Brief Description

The focus of the project is on the provision of technical assistance and operational support to the Election Commission of Pakistan (ECP). The project was divided into two phases, with Phase I covering the period up to the conduct of elections, and Phase II focusing on the post-election period. The second phase of the project is planned across four key outputs, all of which assist the ECP to implement 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 of the Annual Work Plan 2014 is on strengthening the institutional capacity of the ECP and its field offices, building momentum for electoral reforms and supporting the ECP to implement a comprehensive civic education strategy, focusing on women and youth.

Programme Period: 2013-2017

Atlas Award ID: 00062980

Atlas Project ID: 00081893

Start date: January 2012

End Date: December 2014

PAC Meeting Date: 03 November 2011

Project Board Meeting Date: 28 November 2013

2014 AWP budget:

Total resources required \$ 7,746,864

Total allocated resources:

• Regular

• Other:

◦ Aus Aid

◦ EU

\$ 2,600,000

\$ 578,090

\$ 3,178,090

Unfunded budget (UF):

\$ 4,568,804

In-kind Contributions

Nil

Agreed by UNDP (CD / DCD-P):



26/12/13

I. ANNUAL WORK PLAN 2014

Project ID: 00081893 Project Title: Electoral Cycle Support to the National Election Commission of Pakistan

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount (USD)
PROJECT OUTPUT 1	1.1 Activity Result								
ECP's internal governance standards, operational performance and public outreach are improved.	Develop the technical and professional skills of ECP staff.								
Indicators:	Rent and furnish a building for the ECP's Federal Election Academy (FEA) for 12 months.					UNDP	Cost Sharing	- Rental & Maintenance- Premises (73100)	84,000
• No. of customized core BRIDGE Modules Developed							Cost Sharing	- Equip&Furn (72200)	33,000
• No. of ECP BRIDGE Facilitators Accredited							Cost Sharing	- Comm&AV (72400)	33,000
• No. of staff trained through BRIDGE and technical workshops	Development of new core modules for Electoral officers with ECP BRIDGE facilitators and implementation of Bridge Modules.					UNDP	Cost Sharing	- Training, Workshops and Confer (75700)	46,800
• No. days of on-site support and mentoring provided to PECs							Cost Sharing	- International Consultants (71200)	34,600
• No. of new electoral management applications in place.							Cost Sharing	- Local Consultants (71300)	18,400
• No. of internal SOPs developed and implemented by ECP.							Cost Sharing	- Travel (71600)	91,160
• No. of different public outreach mechanisms implemented by the ECP based on the communications strategy.							Cost Sharing	- Printing and Publications (74200)	12,500
Baseline:	Engage Capacity Development Specialist with BRIDGE Accreditation and training specialists to mentor FEA staff; and technical experts.					UNDP	Cost Sharing	- Salary & Post Adj Cost-IP Staff (61300)	110,000
• ECP does not have any core BRIDGE modules, and has been									

implemented according to the communications strategy. <ul style="list-style-type: none"> Finalize ECP's Capacity Development Plan. Develop a Strategic Communications Plan for the ECP 	Assist ECP to review and formulate its Strategic Plan 2014-2019.				UNDP	TBD	- Training, Workshops and Confer (75700) - Printing and Publications (74200)	4,800
	Assist the ECP to develop SOPs in areas such as: internal communications, external communications (electronic/print/social media) crisis communications, stakeholder engagement, media engagement, voter education, internal administrative reforms, and internal management.				UNDP	TBD	- Training, Workshops and Confer (75700) - Printing and Publications (74200)	4,800
	Review and update the ECP's capacity development plan.				UNDP	TBD	- Training, Workshops and Confer (75700) - Printing and Publications (74200)	2,500
	Tech Conference by UNDP				UNDP	TBD	- Training, Workshops and Confer (75700) - Printing and Publications (74200) - Travel (71600)	20,250

Support ECP in gender mainstreaming and developing and implementing gender-sensitive policies and practices.					UNDP UNWOMEN	Cost Sharing	- Contractual Services – Individ (71400)	43,562
						TBD	- Training, Workshops and Confer (75700)	20,100
						TBD	- Travel (71600)	12,270
						TBD	- Local Consultants (71300)	12,100
						TBD	- Printing and Publications (74200)	5,200
						TBD	- Courier Charges (72400)	4,200
Sub-Total for Activity 1.2								424,582
1.3 Activity Result								
Develop the capacity of the ECP's PR Department to assist broader efforts aimed at fostering positive perceptions of the ECP among key stakeholders.								
Assist the ECP conduct a 'perceptions audit' among stakeholders					UNDP	Cost Sharing	- Svc Co (72100)	10,000
Assist the ECP to develop a comprehensive strategic communications plan (to include messaging strategies for key audiences and a media strategy and a crisis communications plan)					UNDP	Cost Sharing	- International Consultants (71200)	18,000
Assist the ECP in developing internal mechanisms for managing stakeholder communications.						Cost Sharing	- Training, Workshops and Confer (75700)	3,600
Assist the ECP with the appointment and training of an official media spokesperson.								
Conduct training workshops for ECP personnel with FEA for communication and media skills.					UNDP	Cost Sharing	- International Consultants (71200)	27,000

[illegible]

<p>agree on key electoral reforms.</p> <p>Indicators:</p> <ul style="list-style-type: none"> No. of seminars/roundtables conducted on electoral reforms. No. of electoral reforms agreed upon and drafted by key stakeholders. <p>Baseline:</p> <ul style="list-style-type: none"> No electoral reforms passed through Parliament in 2012-13 due to lack of interest among political leaders in electoral reforms. <p>Targets:</p> <ul style="list-style-type: none"> Hold at least 5 seminars/roundtables on electoral reforms at the national level and at least 8 at the provincial level. At least 3 electoral reforms agreed upon and drafted by key stakeholders. 	Post-Election Retreat for ECP officials and project staff.				UNDP	Cost Sharing	- Training, Workshops and Confer (75700) - Travel (71600) - Local Consultants (71300) - Vehicle Maintenance Service (72300)	10,000 9,700 4,500 300
	Develop and publish a paper on the electoral reforms needed for future elections. The policy paper, which will form the basis of stakeholder engagement and advocacy initiatives, will include an assessment of the anticipated 'political response' to each reform measure and list the reforms which inform advocacy efforts during 2014.				UNDP	Cost Sharing Cost Sharing Cost Sharing	- Svc Co (72100) - Local Consultants (71300) - Printing and Publications (74200)	50,000 15,000 1,000
	Sub-Total for Activity 2.1							90,500
	2.2 Activity Result							
	Policy dialogues and advocacy activities conducted with multiple stakeholders (political parties, members of civil society and the media).							
	Organize informal, multi-party roundtables/policy dialogues on specific electoral reforms with MNAs at the national level and MPAs at the provincial level.				UNDP	Cost Sharing Cost Sharing	- Training, Workshops and Confer (75700) - Travel (71600)	36,000 18,000
	Generate public awareness, interest and support for specific electoral reforms through strategic media engagement and coordinating efforts among civil society organizations.				UNDP	TBD	- Training, Workshops and Confer (75700)	16,000

<p>Catalyze and inform advocacy initiatives by civil society.</p> <p>Assist the ECP to develop a comprehensive media strategy to generate public awareness and support around specific electoral reforms.</p> <p>Sub-total for Activity 2.2</p> <p>2.3 Activity Result</p> <p>Amendments to the legislative framework, including electoral rules, are drafted.</p> <p>Support the drafting of amendments to the legislative framework including laws, rules and regulations by ECP, parliamentary committees as well as provincial assemblies.</p> <p>Engage legal experts.</p> <p>Sub-total for Activity 2.3</p> <p>SUB-TOTAL FOR OUTPUT 2</p> <p>3.1 Activity Result</p> <p>Civic and voter education program developed and implemented in partnership with other institutions.</p> <p>Support ECP to develop a Civic and Voter Education Plan 2014 and review it on a quarterly basis.</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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<p>through CVE activities.</p> <p>Baseline:</p> <ul style="list-style-type: none"> 0% - CVE Plan 2014 to be drafted and implemented in 2014. An estimated 40 million people reached under Phase 1 of the Project. <p>Targets:</p> <ul style="list-style-type: none"> At least 70% of the activities in the ECP's CVE Plan are implemented through the year. At least an additional 500,000 citizens to be reached in 2014 (including at least 100,000 men, 190,000 women, 100,000 male youth, 100,000 female youth and 10,000 minorities) by end of 2014. 	Conduct an assessment of civic education initiatives.				UNDP	Cost Sharing	- Local Consultants (71300)	5,000
	Develop civic education curricula for schools in partnership with relevant ministries and ECP.				UNDP	TBD	- Local Consultants (71300)	20,000
						TBD	- Training, Workshops and Confer (75700)	9,000
						TBD	- Travel (71600)	6,000
						TBD	- Printing and Publications (74200)	100,000
	Train teachers on civic and voter education (CVE) in collaboration with the Ministry of Education (MOE).				UNDP	TBD	- Svc Co (72100)	274,120
						TBD	- Training, Workshops and Confer (75700)	21,600
						TBD	- Local Consultants (71300)	10,000
						TBD	- Travel (71600)	43,800
						TBD	- Printing and Publications (74200)	15,000
						TBD	- Courier Charges (72400)	5,600
	Train lady health workers on CVE in collaboration with the Ministry of Health (MOH).				UNDP	TBD	- Svc Co (72100)	274,120
						TBD	- Training, Workshops and Confer (75700)	21,600
						TBD	- Local Consultants (71300)	10,000
						TBD	- Travel (71600)	43,800
						TBD	- Printing and	15,000

									TBD	- Travel (71600) - Printing and Publications (74200) - Courier Charges (72400) - Audio/Visl (74200) - Contractual Services – Individ (71400)	5,200 5,000 1,000 364,000 70,000
	On-going Media Campaign. Engage CVE Specialist and technical experts.								TBD		
									UNDP		
									UNDP		
	Sub-total for Activity 3.1										1,629,060
SUB-TOTAL FOR OUTPUT 3											1,629,060
PROJECT OUTPUT 4 The administration and conduct of elections in Pakistan is made more efficient, transparent and inclusive. Indicators: <ul style="list-style-type: none">% of polling station level results data scanned into the results management system (RMS) in local government, cantonment and bye elections.% voter turnout in districts Swat, Swabi, Lahore during local govt. (LG) elections% of female candidates contesting local government elections from selected focus constituencies.	4.1 Activity Result										
	Improve Transparency in the Local Government, cantonment and by-elections through the use of RMS.										
	Development and implementation of Local Government Notification System.							UNDP	Cost Sharing Cost Sharing Cost Sharing Cost Sharing Cost Sharing	- Svc Co (72100) - Travel (71600) - Computer Equipment (72400) - Office Supplies (72500)	60,989 27,639 9,734 1,574
	Development and implementation of Local Government Results Scanning System.							UNDP	Cost Sharing Cost Sharing Cost Sharing Cost Sharing Cost Sharing	- Svc Co (72100) - Travel (71600) - Computer Equipment (72400) - Rent (73100)	52,177 16,779 6,142 2,778

<p>Baseline:</p> <ul style="list-style-type: none"> RMS used to enter results data from 90% of polling stations during General Elections 2013. % voter turnout in General Elections 2013 <ul style="list-style-type: none"> i. Swabi - 32.95% ii. Swat - 35.61% iii. Lahore - 50.79% 3.4% of candidates running for National Assembly and 2.9% of those running for Provincial Assembly during General Elections 2013 were women. <p>Targets:</p> <ul style="list-style-type: none"> RMS to be used to enter results data from at least 90% of polling stations in local government, cantonment and bye elections. Voter turnout in LG elections matches that of General Elections 2013 in all 4 districts. At least 10% of candidates contesting local government elections in selected focus constituencies are women. 	Development and implementation of Local Government electoral results databases at provincial level.	UNDP	Cost Sharing	- Office Supplies (72500)	2,082

	ECP based on the communications strategy.	exist within ECP – the Commission held a few public outreach activities (including stakeholder meetings to discuss the Codes of Conduct and the development and dissemination of the first issue of the ECP newsletter) in 2012-13 but these activities took place on an ad hoc basis, with no clear mechanisms in place for frequency of engagements, target audience, unit/wing responsible for activities, etc	implemented according to the communications strategy	documents		Reporting Officer/ Election Officer		
Project Output 2: Multiple stakeholders are engaged in dialogue and agree on key electoral reforms.	No. of seminars/ roundtables conducted on electoral reforms.	No Seminar Conducted on electoral reforms in 2013	Hold at least 5 seminars/roundtables on electoral reforms at the national level and at least 8 at the provincial level.	Data from RMS/ policy paper/ Media Strategy/ Seminar reports	Quarterly	Electoral Reforms Officer	NA	No
	No. of electoral reforms agreed upon and drafted by key stakeholders	No electoral reforms passed through Parliament in 2012-13 due to lack of interest among political leaders in electoral reforms.	At least 3 electoral reforms agreed upon and drafted by key stakeholders.	Draft electoral reform document/ draft legislative framework	Quarterly	Electoral Reforms Officer	NA	No
Project Output 3: Citizens and select government departments are engaged in civic and voter education activities.	% of the activities in the ECP's CVE Plan 2014 that are implemented.	0% - CVE Plan 2014 to be drafted and implemented in 2014.	At least 70% of the activities in the ECP's CVE Plan are implemented through the year.	ECP/ CVE annual plan/Assessment report/ training reports/ event reports	Quarterly/ After each event conducted	CVE Specialist	N.A.	No
	No. of citizens (male, female, youth and minorities) reached through CVE activities.	An estimated 40 million people reached under Phase 1 of the Project.	At least an additional 1,000,000 citizens to be reached in 2014 (including at least 200,000 men, 380,000	ECP/ CVE annual plan/ training reports/ event reports	Quarterly/ After each event conducted	CVE Specialist	.NA	.No

Project Output 4: The administration and conduct of elections in Pakistan is made more efficient, transparent and inclusive.				women, 200,000 male youth, 200,000 female youth and 20,000 minorities) by end of 2014.						
	% of polling station level results data (Form XIV) entered into the results management system (RMS) in local government, cantonment and bye elections.	RMS used to enter results data from 90% of polling stations during General Elections 2013.		RMS to be used to enter results data from at least 90% of polling stations in local government, cantonment and bye elections.	ECP/ RMS software/data from RMS/ RMS training reports	Data to be collected after each provincial LGE and bye elections	IT officer/ CVE Specialist	NA	Data will only be available if individual polling station results from Form XIV Statement of the Count are entered into RMS	
	No. of polling stations with 0% female voter turnout during Local Government Elections (LGE).	338 polling stations with 0% women turnout in General Elections 2013.		No. of polling stations with 0% women turnout to be reduced to 250 polling stations at most during LGE.	Data from RMS/ IEC material / partnership agreements with CSOs and public, private companies	Bimonthly/ Data to be collected after each provincial LGE and bye elections	IT officer/ CVE Specialist	NA		
	% of female candidates contesting local government elections from selected focus constituencies.	3.4% of candidates running for National Assembly and 2.9% of those running for Provincial Assembly during General Elections 2013 were women.		At least 10% of candidates contesting local government elections in selected focus constituencies are women.	Data from RMS/ IEC material for women candidate/ Capacity development paper for aspiring women candidates	Bimonthly/ Data to be collected after each provincial LGE	IT officer/ Election Officer	NA	No	

III. RECRUITMENT PLAN 2014

(Include all the recruitments envisaged by the project in AWP 2014 - including national and international staff positions that are vacant or newly created)
Project ID: 00081893 Project Title: Electoral Cycle Support to the National Election Commission of Pakistan

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	Project Manager	National	SB 5/2	42,000	UNDP	SC	CTA	Islamabad	Mar 2014	Dec 2014
2.	Manual Writer & Trainer	National	SB 4/2	24,000	UNDP	SC	CTA	Islamabad	Jan 2014	Dec 2014
3.	Training Officer	National	SB 4/1	18,000	UNDP	SC	CTA	Islamabad	Feb 2014	Dec 2014
4.	Administrative Associate	National	SB 3/2	14,000	UNDP	SC	CTA	Islamabad	Feb 2014	Dec 2014
5.	Monitoring & Evaluation Officer	National	SB 4/2	24,000	UNDP	SC	CTA	Islamabad	Feb 2014	Dec 2014
6.	Legislative Reform Specialist	National	SB 5/1	30,000	UNDP	SC	CTA	Islamabad	Feb 2014	Dec 2014
7.	Civic Education Specialist	National	SB 5/1	30,000	UNDP	SC	CTA	Islamabad	Feb 2014	Dec 2014

IV. PROCUREMENT PLAN 2014

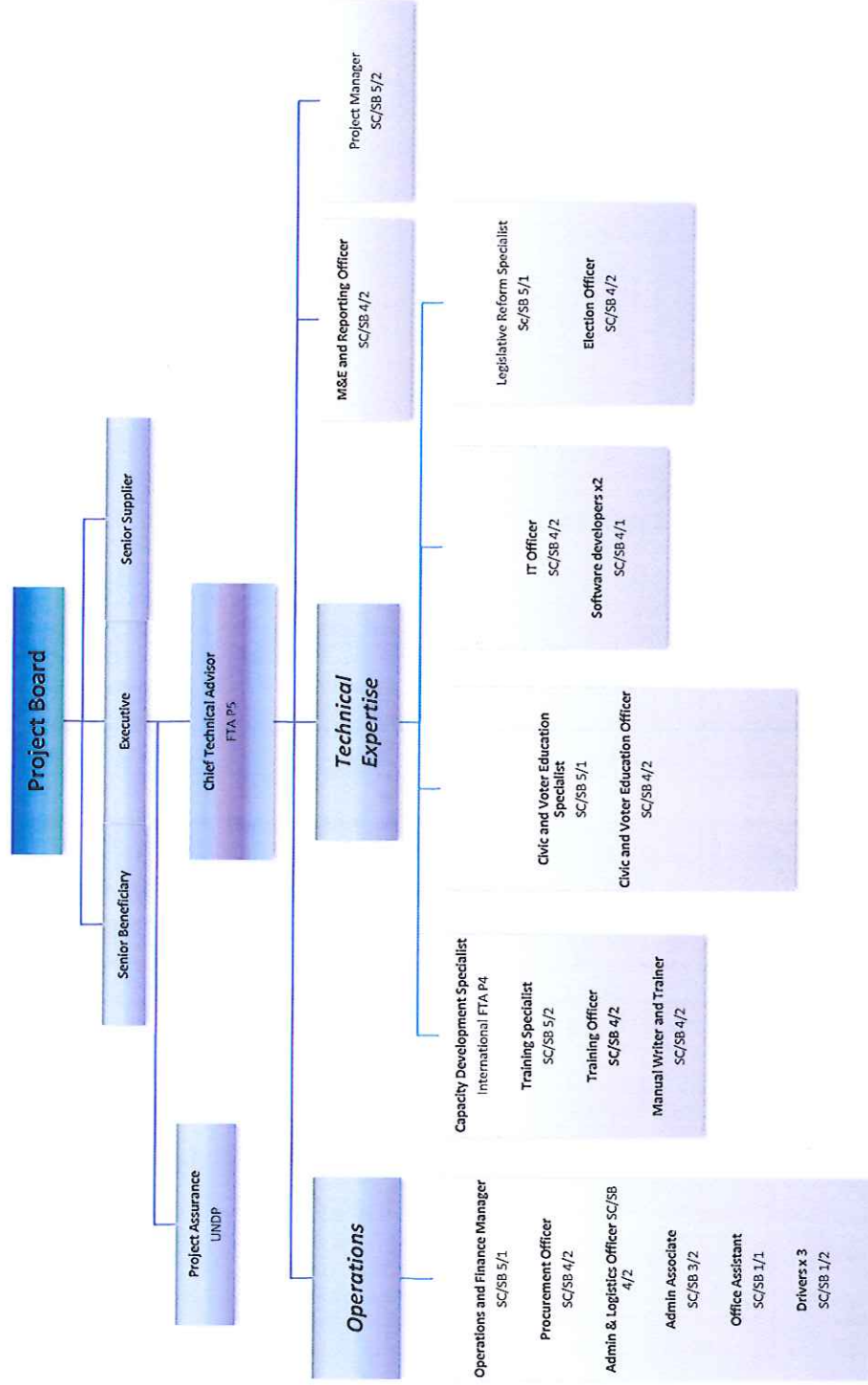
(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2014 – including goods, assets, services and works)
Project ID: 00081893 Project Title: Electoral Cycle Support to the National Election Commission of Pakistan

Sr #	Description	Type (Goods, Services or Works)	Estimated Budget (\$)	Responsible Party (UNDP/EAD/IPP/PMU etc)	Invitation Typ (RFQ, RFP, ITB etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible Project Staff
1	LTA for Printing Handbooks, Banners, Leaflets and other IEC Material	Goods	699,849.00	PMU	ITB	15.01.2014	28.02.2014	RCAP	05.03.2014	15.03.2014	31.12.2014	Procurement Officer
2	Workshops - for different Program components	Services	591,670.00	PMU	ITB	15.01.2014	28.02.2014	RCAP	05.03.2014	15.03.2014	31.12.2014	Procurement Officer
3	TV Spots - Civic Voter Education	Services	510,000.00	PMU	RFP	15.12.2013	24.12.2014	CAP	27.12.2014	05.01.2014	28.02.2014	Procurement Officer
4	Electronic Media - Civic Voter Education	Services	364,000.00	PMU	RFP	01.05.2014	10.05.2014			15.05.2014	30.06.2014	Procurement Officer
5	Print & Social Media - Civic Voter Education	Services	205,000.00	PMU	ITB	15.12.2013	24.12.2014	CAP	27.12.2014	05.01.2014	28.02.2014	Procurement Officer
6	Federal Election Academy - Renting and Infrastructure	Services	150,000.00	PMU	RFQ	10.01.2014	20.01.2014	CAP	22.01.2014	27.01.2014	20.02.2014	Procurement Officer
7	Transit - Civic Voter Education	Services	150,000.00	PMU	RFP	15.12.2013	24.12.2014	CAP	27.12.2014	05.01.2014	28.02.2014	Procurement Officer
8	Radio Spots - Civic Voter Education	Services	120,000.00	PMU	RFP	15.12.2013	24.12.2014	CAP	27.12.2014	05.01.2014	28.02.2014	Procurement Officer
9	IT Equipment & Internet Connectivity	Goods	82,780.00	PMU	RFQ	10.12.2013	18.12.2013		18.12.2013	20.12.2013	27.12.2013	Procurement Officer

10	Courier Services for material distribution	Services	70,000.00	PMU	RFQ			20.01.2014	25.01.2014	25.04.2013	Procurement Officer
11	Media Trainings, Inter & External Communication - Consultants	Services	55,000.00	PMU	IC				15.04.2014	15.05.204	Procurement Officer
12	Local consultant - Electotal Reforms and CVE		50,000.00	PMU	IC				15.04.2014	15.05.204	Procurement Officer
13	Bridge Training - Consultants	Services	26,400.00	PMU	RFQ				15.04.2014	15.05.204	Procurement Officer
14	Advertisement/Publicity for Nationwide Art Competition	Services	25,000.00	PMU	RFQ				15.05.2014	30.06.2014	Procurement Officer
15	Training Material Development	Services	20,000.00	PMU	RFQ			20.01.2014	25.01.2014	25.04.2013	Procurement Officer
16	Service Company for perception Audit Among Stakeholders.	Services	10,000.00	PMU	RFQ				15.04.2014	15.05.204	Procurement Officer

V. MANAGEMENT ARRANGEMENTS

The project is directly implemented (DIM) by UNDP Pakistan, in consultation with its partners. The UNDP Pakistan Governance Team through a Project Management Unit headed by a Chief Technical Advisor, oversees implementation, and coordinates the project activities. This team, in close collaboration with the Election Commission, is 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).



The Project Review Board has the 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 relevant¹

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.

¹ 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.

VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year. *As necessary, add the target dates monitoring visits, spot checks, evaluations and other missions by donors or other stakeholders.*

Timeline /Target Date	Activity	Primary Responsibility
1 November 2013	Prepare draft Annual Work Plan 2014 and budget and present at UNDP annual retreat on 4-5 November 2013	Project Manager
11 November 2013	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer
30 November 2013	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2013; b) Review and endorsement of AWP 2013	Project Director/ Project Manager
6 December 2013	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
6 December 2013	Submit draft Annual Progress Report 2013, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learned, to UNDP	Project Director/ Project Manager
13 December 2013	Approval of AWP and LOS by UNDPs	ACD UNDP and Program Officer
31 December 2013	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2014	Submit final Annual Progress Report 2013 to UNDP	Project Director/ Project Manager
28 February 2014	Annual audit of the project	SMU-UNDP
30 April 2014 31 July 2014 31 October 2014	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
15 July 2014	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager
30 November 2013	Organise Project Steering Committee to: c) Review of project contribution to results and financial delivery 2013; d) Review and endorsement of AWP 2013	Project Director/ Project Manager

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project attached hereto and forming an integral part hereof, as "the Project Document"

Alternative B [where the Implementing Partner is UNDP (DIM), the UN, a fund/programme of the UN, or a UN agency]

[UNDP] [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]² [UNDP funds received pursuant to the Project Document]³ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

² To be used where UNDP is the Implementing Partner

³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

ANNEXES

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 4: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreement signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Electoral Cycle Support to the Election Commission of Pakistan					Award ID: 00062980		Date: 02 November 2013		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Enter a brief description of the risk <i>(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</i>	When was the risk first identified <i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i>	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) <i>(In Atlas, select from list)</i>	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = <i>(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i>	What actions have been taken/will be taken to counter this risk <i>(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i>	Who has been appointed to keep an eye on this risk <i>(in Atlas, use the Management Response box)</i>	Who submitted the risk <i>(In Atlas, automatically recorded)</i>	When was the status of the risk last checked <i>(In Atlas, automatically recorded)</i>	e.g. dead, reducing, no increasing, no change <i>(in Atlas, use the Management Response box)</i>
1	Funding short fall for the Phase 2 of the project	03 Dec 2013	Financial	P= 3 I= 4	Donors are satisfied with pre-election Phase therefore funding shortfall will be covered in near future.	Operations and Finance Manager	Chief Technical Advisor	03 Dec 2013	No change
2	Political context can impact on the project activities.	03 Dec 2013	Political	P= 3 I= 3	Project will take appropriate step to complete the activities.	Election Officer	Chief Technical Advisor	03 Dec 2013	No change
3	Early Local bodies elections are called	03 Nov 2013	Political	P= 3 I= 3	The probability of early local election is high and if early elections are called, activities needs to be scaled up	Election Officer	Chief Technical Advisor	03 Nov 2013	Increasing.
4	Some areas of Pakistan have UNDSS security restrictions, and implementation of some project activities, e.g. stakeholders/public consultation might be delayed.	03 Nov 2013	Security and Safety	P = 3 I = 3	The security risk for international staff is there but those restricted areas activities can be managed by the national staff of the project.	UNDSS	Training Specialist	03 Nov 2013	Increasing.

5	Unanticipated needs arise for material assistance during project implementation	03 Nov 2013	Operational	P=3 I=4	If the unanticipated need arise for material assistance, the Project would raise funds for Basket Fund	Training Specialist / CVE Officer / IT Officer	Chief Technical Advisor	03 Nov 2013	Increasing.
6	Proposed amendments in local bodies election laws of each province can affect the project implementation process.	03 Nov 2013	Regulatory	P=3 I=4	Project Management Unit will be able to make adjustment in the training material/modules accordingly.	Training Specialist/Election Officer	Election Reform Officer	03 Nov 2013	Increasing.
Pre Election Risk Log – These are now closed									
7	Early elections are called	01 Jan 2012	Political	P=1 I=2	The probability of early election is less and if early elections are called the ECP will be in a position to conduct them.	Project Manager	Chief Technical Advisor	20 Feb 2013	Dead.
8	When elections are held they are violent and undermine the credibility of the ECP	01 Jan 2012	Political	P=2 I=2	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 Manager	Chief Technical Advisor	20 Feb 2013	Dead.
9	Some areas of Pakistan have UNDSS security restrictions, and implementation of some project activities, e.g. stakeholders/public consultation might be delayed.	01 Jan 2012	Security and Safety	P=2 I=2	The security risk for international staff is there but those restricted areas activities can be managed by the national staff of the project.	UNDSS	Project Manager	20 Feb 2013	Dead.
10	Unanticipated needs arise for material assistance during project	01 Jan 2012	Operational	P=3 I=4	If the unanticipated need arise for material assistance, the Project	Project Manager	Chief Technical Advisor	20 Feb 2013	Dead.

	implementation						could, with approval of the Project Review board, could be met from the resources in the Basket Fund				
11	New, unanticipated technical assistance needs arise during the implementation of the project.	01 Jan 2012	Operational Strategic	P=3 I=2			Any unanticipated needs that arise in the area of IT and software assistance could be handled sufficiently by the technical expertise of project management	Chief Technical Advisor	Chief Technical Advisor	20 Feb 2013	Dead.
12	International experts cannot be recruited	01 Jan 2012	Operational Organizational	P=3 I=3			Initially the support in this area was to be provided by regional election advisors for Asia Pacific Regional centre but the international experts are hired to support the project on a reference to the UNDP H/Q.	Chief Technical Advisor	Chief Technical Advisor	20 Feb 2013	Dead.
11	Prime Minister disqualification issue can affect the implementation of project activities	01 Jan 2012	Political and Regulatory	P=2 I=2			Previously there was high risk in this regard which has been reduced with the decision of Speaker	Chief Technical Advisor	Chief Technical Advisor	20 Feb 2013	Dead.
12	Project activities can affect during coming summer season due to flooding	25 May 2012	Environmental	P=3 I=3			The project activities can be continued excluding the areas affected by this risk.	Project Manager	Chief Technical Advisor	20 Feb 2013	Dead.
13	ECP proposed amendments in different election laws can affect the project implementation process.	25 May 2012	Regulatory	P=3 I=2			Project Management Unit will be able to make adjustment in the training material/modules accordingly.	Training Specialist/Legal Specialist	Training Specialist/Legal Specialist	20 Feb 2013	Dead.